

**AN EXAMINATION OF SECURITY MEASURES FOR THE PREVENTION OF  
CASH-IN-TRANSIT ROBBERIES IN SOUTH AFRICA: A CASE STUDY OF  
GAUTENG**

by

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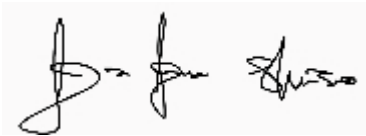
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## DECLARATION

I, **Mr. Abednigo Molahleki Sambo** (student **46093621**), declare that this Dissertation is my own, unaided work and complies with the code of academic integrity, as well as other relevant policies, procedures, rules, and regulations of the **University of South Africa**. It is being submitted for the Degree of **Magister Technologiae in the subject of Criminal Justice** and has not been submitted before for any degree or examination at any other University.

A handwritten signature in black ink, appearing to read 'A. Molahleki Sambo', is displayed on a light gray rectangular background.

Student Signature

Date

13/12/2023

## DEDICATIONS

This research is dedicated to the following people:

- My late brother, Bosa Shadrack Sambo;
- My late grandmother, Betty Tjiane Hunadi Nonyane;
- My late uncle—whom I am named after, Kalushi Mampuru Joseph Nonyane;
- All my late grandfathers—who I never had the chance to meet;
- My late brother-in-law, Didimalo Mashile; and
- My late co-supervisor, Mrs. N.P Cebekhule. Thank you, sis Nomsa.

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- I am truly grateful to God and my ancestors for giving me enough strength to complete this project.
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- Mr. Titus Mashaba, for advising and assisting from the beginning of the project to the last day.
- To all my friends that believed in me and always encouraged me to keep going.
- To my kids, I hope my academic achievement will encourage you to do well in school. Always remember that nothing is impossible. It is a worthwhile feat for someone who used to stay in the streets of Pretoria, worked as a car-washer, petrol attendant, and security guard, to obtain a master's degree. This means that with enough dedication anyone can achieve anything in this life.

I am eternally grateful and honoured to have had all your support.

## **SAMBO**

*Sambo/Musango/NkomatiSambo, wa ku lahleka ni homu, wa Njemavi, wa ka ncukuma hi le ndzhaku, Mulahleki, Musungwana, Xikommu, va yindlu leyikulu ya Mulahleki.*

## ACRONYMS

<b>APLA</b>	Azanian People's Liberation Army
<b>ATM</b>	Automated Teller Machine
<b>BXP</b>	Blowback eXperimental Parabellum
<b>CCTV</b>	Close Circuit Television
<b>CIT</b>	Cash-in-Transit
<b>CSIR</b>	Council for Scientific and Industrial Research
<b>DHA</b>	Department of Home Affairs
<b>EMPS</b>	Employers Mutual Protection Services
<b>FEDUSA</b>	Federation of Unions of South Africa
<b>G4S</b>	Group for Security
<b>MK</b>	uMkhonto we Sizwe
<b>MPV</b>	Multi-Purpose Vehicle
<b>NCCS</b>	National Credit Control Solutions
<b>NCPS</b>	National Crime Prevention Strategy
<b>PPE</b>	Personal Protective Equipment
<b>PSIRA</b>	Private Security Industry Regulatory Authority
<b>PUDU</b>	Polyurethane Dispensing Unit
<b>PWV</b>	Pretoria-Witwaterand-Vaal Triangle
<b>RFID</b>	Radio Frequency Identification

<b>SABRIC</b>	South African Bank Risk Information Centre
<b>SADC</b>	South African Development Community
<b>SADF</b>	South African Defence Force
<b>SANDF</b>	South African National Defence Force
<b>SAPS</b>	South African Police Services
<b>SAQA</b>	South African Qualification Authority
<b>SASSETA</b>	Safety and Security Sector Education and Training Authority
<b>SOP</b>	Standard Operating Procedure
<b>SSA</b>	State Security Agency
<b>TFM</b>	Total Facilities Management
<b>TSU</b>	Tactical Response Unit
<b>UN</b>	United Nation
<b>UNISA</b>	University of South Africa

## ABSTRACT

The cash-in-transit (CIT) heist robberies are orchestrated at alarming rates in the Gauteng Province and the country in general. The purpose of this study is to examine the security measures aimed at preventing these kinds of robberies. The content of this study examines the adequacy and efficiency of security measures that are used by CIT companies. This study is titled “An Examination of Security Measures for the Prevention of Cash-In-Transit Robberies in South Africa: A Case Study of Gauteng Province”.

The researcher has selected 20 former employees of three different CIT companies (G4S, SBV, and Fidelity Security). A population of 50 former CIT security guards was derived from the above-mentioned companies. From the population of 50 former security guards, a sample of 20 participants was selected. The researcher used a qualitative approach method and conducted one-on-one semi-structured interviews with all the participants. The qualitative research method applied in this study included one-on-one semi-structured interview questions and the audio depicted from the interviews used to assist in the analysis of collecting information. The secondary manner of achieving accuracy in the study was to collect data from the following sources:

- Media reports on CIT robberies in Gauteng Province;
- Information gained from former CIT security guards through one-on-one semi-structured interviews; and
- Personal experience, as the researcher worked in the industry.

Since the researcher past employee of a CIT company, he was able to make few phone calls to his former colleagues regarding setting up one-on-one semi-structured interviews. From the few former security guards interviewed, participants made recommendations on where to find other possible participants who had knowledge on the subject. All interviews were conducted in the Gauteng Province. All the interviewed participants were recorded with an audio recorder to verify the reliability and validity of the study, and the data analysed at a later stage.



Through this research, an exploration is made of the possibility of using criminal career research to develop results aimed at guiding crime prevention policies. The interviews were employed to collect data. To arrive at the number of participants who received quantitative research technique questionnaires and the interview schedule, a sampling method was used. When setting up the study, it was essential to review the research identified in the literature review and to determine whether there is anything relevant to the research design on the proposed study.

This study found that CIT heists were gradually affecting the masses in the province of Gauteng Province and has suggested several elements that can rescue the situation for the benefit of society. The general findings of this research highlighted that the CIT organisations should work closely with all relevant stakeholders (the community, banks, law enforcement agencies, research institutions and educational institutions) to curb the crime facing them. The CIT companies should also employ stringent recruitment strategies.

The researcher touched on the following issues:

- Current security measures used by CIT companies;
- Examining the adequacy and efficiency of security measures that are currently in place;
- Assessing the risks facing CIT companies;
- Establishing the reasons for the rise of the CIT robberies in the Gauteng Province;
- Obtaining practical solutions from former CIT security guards on how to prevent robberies; and
- Assessing the current recruitment strategy.

The research findings outline various recommendations that will ensure security measure improvements for CIT companies. They are also aimed at decreasing the threat that CIT security guards, law enforcement agencies, the banking industry, the community, the government, and all other CIT stakeholders are facing due to the robberies. The recommendations below are arranged according to the different stakeholders who have vast experience in combatting criminality and protecting assets within CIT companies.

Charlesworth (2022:03) asserts that a recommendation is a suggestion or proposal for something to be done as a result of the research findings. This can include improvements suggested in the approach of a study or methodology, and provides worthwhile directions for further research. The CIT companies must consider assisting the SAPS financially so that they can have full support in responding to heists. The SAPS helicopters, if serviced and maintained well will, be enough to cover all nine provinces in the country.

CIT companies and the government must come together and establish a specialized unit for fighting CIT heists in South Africa. This unit must be provided with specialized vehicles, firearms, and helicopters that will focus only on the fight against CIT heists. Clear communication between CIT control rooms and the SAPS about heists that are currently taking place must be established.

### **Key Terms**

Armed Robbery; Automated Teller Machine; Bombing; Cash-In-Transit; Cash-In-Transit Security Guards; Cash Vans; Heist; South African Banking Risk Intelligence Centre; South African Police Service.

## NAGANWAGO

Bohodu bja mohuta wa go thuba difatanaga tšeo di sepedišago tšhelete bo golela godimo ka profenseng ya Gauteng le naga ka bophara. Maikemišetšo a nyakišišo ye ke go hlahloba magato a tšhireletšo go thibela mehuta ye ya bohodu. Diteng tša nyakišišo ye di hlahloba go lekanetša le go šoma gabotse ga magato a tšhireletšo ao ga bjale a šomišwago ke dikhamphani tše tša tirelo ya go sepediša tšhelete.

Thuto ye ke “Tlhahlobo ya Magato a Tšhireletšo go Thibela Bohodu bja Tšhelete ye e sepedišwang, ka Afrika Borwa: Thuto ya mohlala ka Gauteng Profense”. Monyakišiši o kgethile bašomi ba peleng ba masomepedi (20) ba dikhampani tše tharo (G4S, Fidelity Security le SBV) tše di fapanego tša go sepediša tšhelete. Monyakišiši o kgethile go boledišana le batšeya karolo, ka o tee ka o tee. Tlhahlobo ya boleng ke yeo e berekišitšwego go hlahloba.

Ka nyakišišo ye, go dirilwe gore dikgonagalo tša go šomiša mešomo ya mahodu e tswale dipoelo tšeo di tla berekišwang go beya melawana ya dithibelo tša bosenyi mo tshepedišong ya tšhelete. Dipoledišano le batšea karolo ba ile ba berekišwa go kgoboketša tsebo mo thutong ye. Go fihla palong ya batšeya karolo ba baileng ba fiwa mananeopotšišo a thuto ye.

Go šomišitšwe mokgwa wa go tšea mehlala ge go hlongwa nyakišišo. Go be go le bohlokwa go lebelela dinyakišišo tše dingwe tše di bolelang ka molaetša wa go swana le nyakišišo ye, gore e be yeo ikgethilego. Nyakišišo ye e hweditše gore go utswa ga tšhelete ye e sepedišwago go be go ama batho ba ba ntšhi ka Profenseng ya Gauteng gomme go tlišitšwe dintlha tše mmalwa tšeo di ka phološago seemo le go lokolla setšhaba.

Dikutollo tša kakaretšo tša nyakišišo ye di laetša gore mekgahlo ya go sepediša tšhelete mebileng e swanetše go šoma kgauswi le bakgathatema ka moka ba maleba (setšhaba, dipanka, ditheo tša phethagatšo ya molao, dihlongwa tša nyakišišo le dihlongwa tša thuto) gore ba thibele bosenyi bjo ba lebanego le bjona. Dikhampani tša go sepediša tšhelete di swanetše go ba le mano a go thwala ao a lekanego, a go ba le maswanedi a maleba.

Monyakišiši o ile a fihlelela ditaba tše di latelago:

- Go lebelela magato a bjale a tšhireletšo ao a šomišwago ke dikhamphani tša go sepediša tšhelete.
- Go šoma gabotse ga magato a tšhireletšo ao a lego gona gabjale.
- Go sekaseka kotsi yeo dikhamphani tša tshepedišo ya tšhelete di lebanego le yona.
- Go nyaka mabaka ao a dirago gore go swariwa poo ga difatanaga tša go sepediša tšhelete go namelele ka Profenseng ya Gauteng.
- Go hwetša ditharollo tše dika šomišwago, go tšwa go bašomi ba pele ba tšhireletšo ya tshepedišo ya tšhelete. Gore go ka thibelwa bjang go swariwa poo ga difatanaga tša go sepediša tšhelete.
- Go lebelelwe mokgwa wa go thwala batho, wo o berekišwago ga bjale.

### **Mareo a Bohlokwa**

Go thubja ka dibetša; Motšhene wa Teller wo o Itirišago; go thuthupišwa ga Dipomo; tšhelete ya go sepedišwa; baleti ba dikhamphani tša tšhelete; dikoloi tša tšhelete; Senthara ya Bohlodi ya Kotsi ya Dipanka tša Afrika Borwa; Maphodisa a Afrika Borwa; Go hula ka dibetša.

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# CHAPTER ONE

## THE OVERVIEW AND MOTIVATION FOR RESEARCH STUDY

### 1.1 INTRODUCTION AND BACKGROUND

This chapter focuses on the extent to which cash-in-transit (CIT) heists that are taking place in Gauteng Province, South Africa. In this chapter, the researcher outlines the trends of highly organised criminals, who tend to be sophisticated in their tactics and very dangerous when conducting their criminal acts.

According to the researcher's<sup>1</sup> experience, the CIT industry provides money transportation services between different points. This service is offered by three private security enterprises in South Africa: Standard Bank, Barclays and Volskas (SBV), Group 4 Security (G4S), and Fidelity Security.

According to Business Report (2018:3), over 2000 CIT armoured vehicles were used to execute, 59 500 deliveries of money to Automated Teller Machines (ATMs), banks, and retail stores. The three CIT companies constantly move money daily in South Africa.

The security measures used by these companies include trained security guards, specialised firearms, armoured vehicles, and bulletproof vests for the guards. The researcher also established that these companies play a role in the circulation of money within the Gauteng Province, transporting money from their clients to the reserve bank, the reserve bank to their clients, and from different banks to the automated teller machines throughout the country.

The CIT industry is faced with violent robberies by criminals who have an interest in getting their hands on the asset (money) being transported. Robbers have adopted the method of using bombs to conduct heists against the CIT companies while money

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<sup>1</sup> The researcher has worked for one of CIT services providers as a CIT Security Officer from August 2007 to March 2014 (six years and six months), and that is where the researcher developed an understanding of the CIT industry and dynamics around CIT heists.

is being transported. Dlamini (2018:2) supports this statement in stating that “during a heist, two CIT armoured vehicles were bombed while transporting money in Boksburg”. According to Brown (2016:3), “the violence and determination of the robbers to achieve their objectives and the type of weapons (explosives, Avtomat Kalashnikova 1947 (AK47s), Vektor R4, and Vector R5 rifles) they use, makes them the most dangerous and vicious robbers in South Africa.”

The South African Bank Risk Information Centre [SABRIC] (2018:4) asserts that CIT companies transport large amounts of money at once, and when robberies take place, the robbers often get away with a substantial amount of money. Cash-in-transit robberies are crippling the business of CIT companies, threatening to the economy of the country, and the violent nature of the crime has a negative effect on the country.

The responsibility of CIT companies, according to SABRIC (2018:4), is to test their equipment and to cross-check the routine to be used before transporting the money. The robbers themselves also do their part in ensuring that the heist is completed or conducted successfully. The routine verification conducted before money is moved is an important and solid tool to reduce CIT robberies.

Many of the CIT robberies involve extensive violence, which threatens the safety of security guards employed by CIT companies and society. These robberies generally occur in public areas and most often during the day.

All businesses face security problems and asset protection risks. It thus is vital for organisations to recognise their threats and vulnerabilities and to identify the measures required to solve these issues. These safety and security measures serve to prevent harm, destruction of property, loss of valuable assets and unauthorised access to confidential information (Fennelly, 2013:339).

A heist is a robbery where valuables such as jewellery, art, or money are taken illegally, often by means of violence (Cambridge Dictionary, 2018:56). This study focuses on finding security measures that would prevent or reduce future CIT robberies in the province of Gauteng. The topic is relevant, considering the recent increase in CIT robberies and the *modus operandi* used by robbers during heists.

### **1.1.1 Prescribed training for cash-in-transit security officers**

The Private Security Industry Regulatory Authority (PSIRA) is the body responsible for regulating the private security industry in South Africa. PSIRA encompasses the CIT industry in which the three CIT companies that form part of this study (SBV, G4S, and Fidelity Security) function, and their mandate is to develop an industry that is transparent, accessible, and professional (Gichanga, 2018:3).

According to Gichanga (2018:4), The Safety and Security Sector Education and Training Authority (SASSETA) introduced a new asset protection training programme. SASSETA believes that their new programme will overtake the PSIRA five-day security grades course that was developed in 2016. Accordingly, this new training course is set to produce competent and professional CIT security officers.

The training programme will ensure that the CIT security guards gain enough knowledge on the Firearms Control Act (No. 60 of 2000), and the use of handguns for business purposes. The training is prescribed to all CIT companies in South Africa (Gichanga, 2018:4). The training should include physical combat, negotiation skills and verbal judo.

### **1.1.2 Background information on cash-in-transit robberies**

The CIT industry has been associated with violent crimes, which quite often result in death—particularly that of CIT security officers as well as the robbers. As reported by SAPS Crime Statistics (2007:05), CIT robberies have been on the rise in Gauteng Province.

Reports have emerged that some of the members of the South African Police Service (SAPS), the ex-military and foreigners are involved in the robberies and that the criminals have resorted to the use of deadly *modus operandi*.

CIT robberies became popular in the early 1990s, where in 1997 criminals robbed SBV of 12 million rands in Pretoria. The mastermind behind most of the robberies was Mr. Collins Chauke (Hosken, 2004:2). More than two decades later, the robberies have not decreased, and the momentum of violence has increased.

During a CIT robbery which amounted to a loss of 17 million rands in 1997, the robbers used steel spikes laid across the road on an attack of a CIT vehicle (Hosken, 2004:1). Koekemoer (2015:1) states that CIT robbers are imitating the category of heists that has been portrayed in movies such as the Fast & Furious series and The Italian Job. These movies were popular between 2001 and 2015 and in some of them violence is used by the robbers.

### **1.1.3 Background information on cash-in-transit companies**

SBV security company is a South African entity that was established in 1986 by three major banks: Standard Bank, Barclays Bank, and Volkskas, hence the abbreviation (SBV, 2018:3). The objectives of SBV were to optimise operational savings by collaboration between the three banks as a measure to safely process and secure the transportation of large sums of money.

The company is currently managed by Standard Bank, ABSA, Nedbank and FNB. The services provided by SBV include cash and valuable transportation, ATM management, cash centre management, coin and cash management, and retail CIT solutions (SBV, 2018:2).

Group 4 Security (G4S) Cash Solutions is an international security solutions group which offers leading integrated security solutions. Established in 1957 in South Africa, G4S is said to hold expertise and experience in providing secure solutions in the cash handling process (G4S, 2018:5). Fidelity Security Services is a black economic owned company which was also established in 1957 in the country (Fidelity Security Services, 2018:6).

According to Fidelity Security Services (2018:6), the company labels itself as the “largest integrated cash handling company in Southern Africa”. This research project is based on experience gained by former employees of the above-mentioned companies, particularly those who were victims of CIT robberies.

## 1.2 PROBLEM STATEMENT

The possession of money for most criminals is an end to poverty and thus their reasons behind the orchestrated robbery of CIT armoured vehicles. Makinen (1981:1) states that having access to money is seen as a huge factor that promotes happiness and portrays greed and desire. Gill (2001:1) supports this statement in asserting that CIT armoured vehicles are a lucrative target for robbers.

The period between 2007 and 2014 saw a decrease in CIT robberies in South Africa, with 394 orchestrated in 2007 to only 119 in 2014. This decrease was the result of a partnership formed by the CIT companies with a number of stakeholders, coming up with new security measures that mitigated CIT robberies.

The numbers subsequently decreased due to a new *modus operandi* used by the criminals, where they started bombing the vehicles. In 2016 the total number of CIT robberies reported was 137 as compared to the 152 in 2017 (SAPS Crime Statistics, 2017:57). With the Western Cape in the lead, Gauteng Province came second in the highest number of CIT robberies in the country (SAPS Crime Statistics, 2017:57).

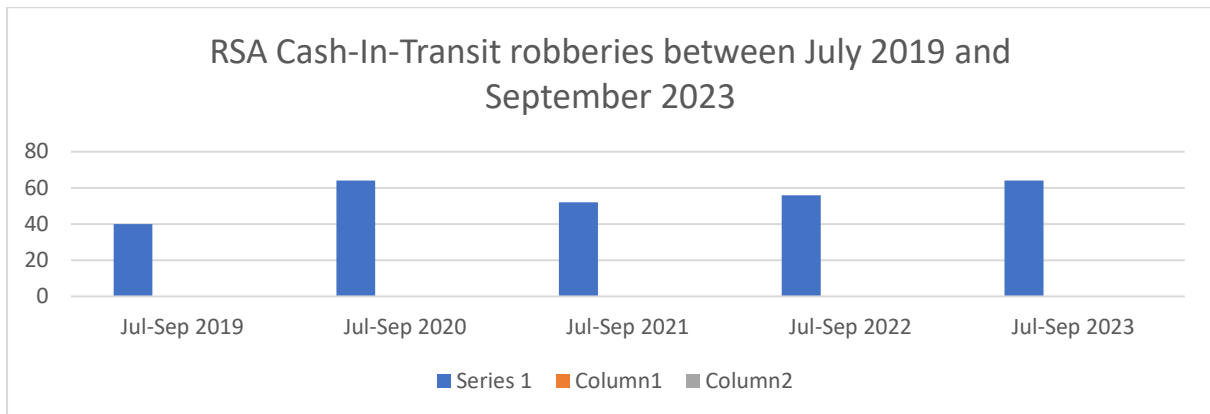
Dlamini (2018:2) reports that two CIT vehicles belonging to G4S were robbed at once during a heist in Boksburg on 17 May 2018. Videos circulating on social media of this heist portrayed the criminals as professionals, well organised, and with a calculated plan. Both armoured vehicles were bombed, and one of the criminals was seen using a wall as cover. He stood in a tactical manner waiting for a possible gunfight.

The spike of CIT robberies in the province led to the labelling of CIT heists as a “total new beast” (Masweneng, 2018:2). In a period of six months, between January 2018 and June 2018, there has been at least 140 CIT robberies recorded nationally, the majority of which were coordinated in Gauteng Province (Pijoos, 2018:2).



**Figure 1.1** indicates that nationally, South Africa has already recorded over 60 counts of CIT robberies in 2023. It is worth noting that from 2019 to 2023 the country has had over 40 counts of these robberies each year with 2020 and 2023 recording the highest numbers (SAPS Crime Statistics, 2023:03).

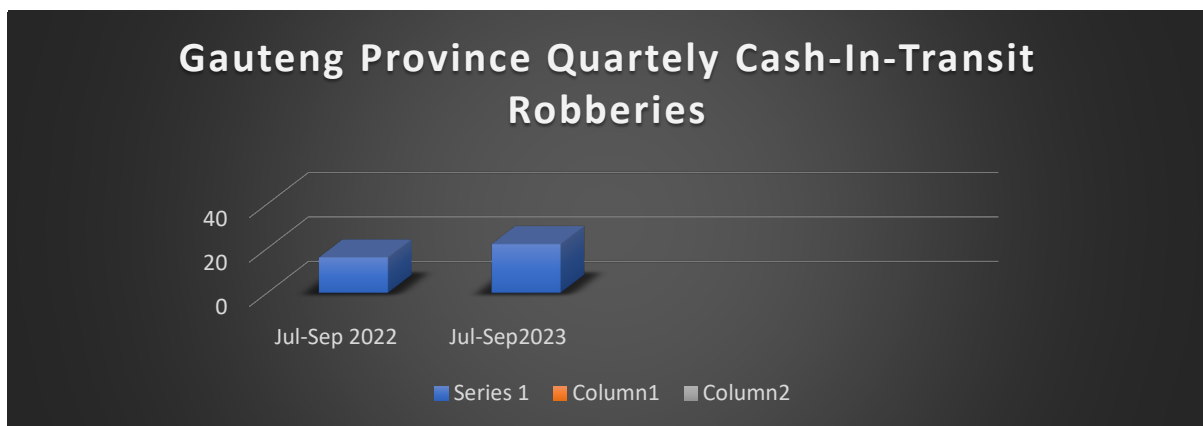
**Figure 1.1 National cash-in-transit robberies between 2019 and 2023**



SAPS Crime Statistics (2023:03)

**Figure 1.2** indicates that Gauteng Province recorded 16 CIT robberies during the second quarter of 2022, which increased by 6 counts the following year. According to figure 1.2, Gauteng Province experiences more CIT heists than any other province in South Africa. Gauteng alone contributes 34.4% in terms of CIT robberies, followed by Eastern Cape with 25.0%.

**Figure 1.2 Gauteng Province quarterly cash-in-transit robberies between September 2022 and September 2023.**



SAPS Crime Statistics (2023:03)

According to Pijoo (2023:1), the areas that are most affected by the CIT robberies in Gauteng Province are Johannesburg, Katlehong, Tembisa, Soweto, Vereeniging, Randfontein, and Ga-Rankuwa. The CIT vehicles experience attacks on main roads and highways in the afternoon. Speaking to Se-Anne Rall of IOL, Fidelity's Wahl Bartmann mentioned that the associated effects of CIT robberies are the "unnecessary loss of life". Between March 2023 to October 2023, Fidelity lost 16 security guards, and many others have experienced life changing injuries due to these robberies (Rall, 2023:2). This study seeks to find the relationship between CIT robberies, the criminals who commit the crime, and the ways in which the CIT companies and state law agencies define the crime. Through this study, the researcher made efforts to identify the root of the crime, and proposed methods that can be used to eliminate it.

Brown (2016:4) identifies the following concerns in CIT robberies:

- The target selection (which CIT vehicles are robbed)
- The robbery is based on the availability of information (from their informants inside the CIT companies)
- The amount of money that can be stolen; and
- On whether the target will be easy to rob or not.

There was an increase in CIT robberies in the period 2017 to 2018. The major concern for CIT companies was and still is the *modus operandi* used by the robbers to commit these robberies. According to Burgess (2018:6), "it is an understatement to say CIT heists in South Africa are high, the CIT invasion being experienced in the country is actually at an epitome." Burgess continued to state that "if the 2018 trend of CIT heists is not controlled, the pinnacle experienced in 2008, which saw the highest CIT robberies orchestrated, will be exceeded." Footage of CIT vehicles being bombed emerge weekly on YouTube, the clips show that criminals are becoming more violent and use explosives to access their target (money) in the safes of CIT armoured vehicles. This is a challenge that the Gauteng Province and the entire country of South Africa is facing. According to the researcher, in South Africa CIT robberies are not only a provincial emergency, but also a national catastrophe. When it is reported that a trend of crime has more than quadrupled since the same period in the previous year, it means that it is time to sit up, take notice and come up with practical solutions. Criminals have figured out how to beat the system and they know that CIT robbery is a low-risk-high-reward crime (Masweneng, 2018:3).

### 1.3 AIMS OF THE RESEARCH STUDY

For the researcher to establish the aim of the study, Marais and Mouton (1990:193) maintain that there are exploratory, predictive, analytical, or descriptive aspects that should be considered. The aim of this research study is to identify security measures that will aid in minimising and preventing CIT heists in Gauteng Province. This criminal justice research study is classified by the type of information and solution it aims to bring forth. This information may lead to innovative means that can be used as solutions to the CIT heists in South Africa. The four main purposes of this study are:

- **Exploration:** to research about an industry that is highly affected by crime and determine all the causes of CIT heists in South Africa;
- **Description:** to explain the CIT heists properly and carefully, describing characteristics of CIT robbers, and why Gauteng Province is experiencing high volumes of this crime;
- **Explanation:** to identify the effects and causes associated with CIT heists. This study can give answers as to what leads people to the life of crime, and why crime is a career to other people; and
- **Evaluation:** to check the efficiency of CIT companies' policies, security measures, programs, and interventions. The main aim of this study will always be to prevent crime.

### 1.4 OBJECTIVES OF THE RESEARCH STUDY

Objectives, according to Sanchez (2007:8), are divided into two types, research objectives and task objectives. The research objectives will be set by the task objectives.

The following are the objectives that will drive the study:

- To assess the current security measures used by CIT companies to protect their assets (e.g., armoured vehicles, personnel, and cash);
- To examine the efficiency of security measures that are put in place by CIT companies to protect the assets;
- To assess the screening process of old and new CIT members of staff;

- To assess the risks facing the CIT vehicles, personnel, and cash;
- To determine the frequency and the times of the attacks on CIT vehicles;
- To establish reasons for CIT heists;
- To gain practical solutions from CIT stakeholders; and
- To make recommendations about security measures that will prevent CIT robberies.

## **1.5 RESEARCH QUESTIONS**

According to Kowalczyk (2003:1), a research question is an inquiry that is reasonable about an explicit concern or issue. This study focuses on answering the following questions:

- What kind of security measures are being used by CIT companies to protect their assets?
- How efficient and effective are those security measures?
- How is the screening and vetting process of new recruits and old members of staff undertaken?
- What are the risks facing the CIT companies in terms of vehicles, personnel, and cash?
- How often are you experiencing CIT heists and at what times of the day?
- What are the reasons for criminals to commit CIT heists?
- What practical solutions can be suggested to prevent CIT heists?
- What is the impact of CIT heists to the companies?

## **1.6 STUDY SIGNIFICANCE**

This study examined the security measures currently used by CIT companies in armoured vehicles. Considering the rate of CIT robberies in Gauteng Province, the study managed to measure the efficiency of security measures put in place in CIT armoured vehicles. This study focused on breaking new grounds by investigating how best CIT robberies can be avoided or prevented. Studies have previously been conducted on the prevention of CIT robberies, most of which were conducted nationally. Thobane's (2017:1) study focused on "the criminal career of armed robbers

with specific reference to CIT robberies”, Koekemoer’s (2015:1) study was “a comprehensive discussion on CIT robbery”, while Nematshili’s (2021:1) study was conducted as “an analysis of information in South African electronic newspaper articles on CIT robberies as a source of intelligence”. After a comprehensive search for literature with the same topic as this study, there is no evidence of another study that is about exploring security measures for the prevention of CIT heist robberies in Gauteng Province. Thobane (2017:7) mentions that her study will “build a criminological model on how to prevent CIT robberies and pioneer new knowledge”. The researcher envisages that the findings of this study will close the gap of the research problem by providing new evidence, insights and arguments that will contribute to the advancement of CIT security measures. Pijoos (2018:1) mentions that the increase in CIT robberies poses a threat to the economy. According to SABRIC (2018:2), South African CIT heists crisis is worse than generally thought and bad for the economy.

The CIT robberies are financially crippling for the security companies that are robbed. They are orchestrated in a violent manner, and their impact on the economy of the province and that of the state is negative. The findings of this research study will eliminate factors that could affect the economy negatively, particularly from the CIT industry’s perspective. These security measures will also be vital for academics, as they outline strategies for the management or mitigation of risk. The study is motivated by the rise of CIT robberies and the researcher has identified a need to conduct a study that will look to resolve these robberies.

## 1.7 DEFINITION OF KEY CONCEPTS

Listed below are the key concepts and legislature used in the CIT industry, and the explanation of the concepts in the context of the study:

- **Armed robbery:** Is stealing from an organisation or from an individual using weapons that can bring harm or fear to the victim (Campbell & Brown, 2010:535).
- **Crime of Violence:** The following, according to Truscott, forms part of crimes that involve violence: manslaughter, murder, rape, mayhem, assault with intent

to rob, robbery, heist, assault with intent to ravish, assault with intention to murder, kidnapping, burglary, larceny (Truscott, 2004:2).

- **Firearms:** A weapon that can discharge a shot (bullet) with the assistance of gunpowder (Truscott, 2004:1).

**Examples of firearms are:**

**Rifle:** A weapon that is made to fire from a human shoulder. It is designed to use explosive vitality in a fixed metallic cartridge in firing a shot. A rifle can be semi-automatic, firing a solitary shot with each squeeze of the trigger, or fully automatic, firing multiple shots with just one squeeze of a trigger (Truscott, 2004:1).

**Shotgun:** A weapon that is meant to fire from a human shoulder. It is designed to use explosive vitality from a shotgun shell to discharge via a smooth bore, it can discharge a certain number of ball shots or one shot when the trigger is squeezed (Truscott, 2004:1).

**Handgun (9mm):** Any pistol, revolver, or any other firearm (excluding antique, rifle, or shotgun firearms) capable of being hidden on a person. This includes a short-barrel rifle, and short-barrel shotgun (Holden, 1995:19).

- **Firearms Control Act:** Legislation aimed at strengthening constitutional power and the right to livelihood and put a stop to the use of illegally owned firearms by ensuring that society no longer uses them. The Firearms Control Act (No. 60 of 2000) identifies a comprehensive and productive system of authorisation and management for using firearms.
- **Explosives:** A strong fluid that includes pyrotechnic substances, which produces gas at a certain temperature and creates pressure using a chemical reaction. The chemical reaction will result in an explosion, which could cause damage to surrounding areas (Sahu, 2018:1).
- **Threat:** Roper (1999:13) defines a threat as statements or actions with the intention to cause pain, injury, or damage that could be detrimental to another or their property.

## 1.8 CASH-IN-TRANSIT INDUSTRY TERMINOLOGIES

Listed below are the terminologies used in the CIT industry, mostly used to describe equipment.

- **Cash-in-transit:** The movement of money from one business to the other or between two parts of similar businesses. Physically collection of money from the bank or transporting it to another by CIT service provider.  
The money at times may be deposited into an ATM for cash withdrawals (Gill, 2001:1).
- **Cash-In-Transit armoured vehicle:** A bulletproof vehicle used by CIT companies for the purpose of transporting large quantities of money from one point to another, such as: banks, ATMs, and retail companies.  
The vehicle is designed as a security measure that will safeguard employees and assets of the organisation. The vehicle is designed to withstand harsh attacks from criminals (Gill, 2001:1).
- **Cash-In-Transit security guards/protection officers:** Personnel hired by CIT companies to protect the assets (money) of the organisation against theft. These employees are provided with firearm training and registered with PSIRA before they commence their duties (Gill, 2001:5).
- **Polyurethane Dispensing Unit (PUDU):** Used in the armoured vehicle in case of a heist as an asset protection measure in the vault area. It activates by itself when the vehicle is ramped or bombed (Mudaly, 2013:38).
- **Private Security Industry Regulation (PSIRA) Act (No. 56 of 2001):** Legislation for the control of the private security industry with a mandate to protect the basic right to livelihood, security of people, and the right not to be dispossessed of one's assets. The PSIRA Act (No. 56 of 2001) is vital for the development of the economy and the wellbeing of the society.

## 1.9 RESEARCH PLANNING

For this research project to be complete, the researcher must have access to the following resources and the support of the institution:

- The internet (at home)
- A computer (at home)
- A cell phone (at all times)
- Reliable transport system (all the time)
- Unlimited stationery
- Libraries
- A printing machine (at home)

**Table 1.1: The layout of the dissertation**

Chapter one	The overview and motivation for research study
Chapter two	Literature Review and Theoretical Framework
Chapter three	Research Methodology
Chapter four	Findings: Data presentation, interpretation, and analysis
Chapter five	Conclusion and recommendations

## 1.10 SUMMARY

This chapter is the first and most important of this research project. It lay the foundation and provides specific information about the CIT industry, as well as answers to a lot of questions about the industry.

It is in this section that the researcher outlines the problems faced by the CIT industry and notes the statistics about the increase of CIT heists in Gauteng Province and throughout the country. The next chapter of this study focuses on the literature review and theoretical framework on security measures for the prevention of CIT robberies.



This is a chapter where the researcher touched on the entire operation of the CIT industry and its equipment. Under literature review the researcher mentions the types of attacks on CIT vehicles, the security guards, policies, and procedures of the companies. Most importantly the chapter looks at security measures currently deployed by CIT companies.

## CHAPTER TWO

### LITERATURE REVIEW AND THEORETICAL FRAMEWORK ON SECURITY MEASURES FOR THE PREVENTION OF CASH-IN-TRANSIT ROBBERIES

#### 2.1 INTRODUCTION

This chapter focuses on literature review. The researcher in this chapter analysed the existing scholar research on the topic of CIT and was able to provide an overview of the current knowledge, research trends and gap. The researcher understood that the purpose of literature review is to bring forth what is known, generate research questions, decide on the design of this research, and to work on the gaps.

This enabled the researcher to unearth information that is new and crucial for the prevention of CIT robberies. The threat of crime generates a climate of terror and worry within societies and frequently keeps individuals from participating effectively in their everyday lives.

Moller (2005:24) argues that the South Africans from various communities are displeased with their personal safety due to the crime high rate. The weighty levels of crime are continuously a concern in South Africa despite the guarantee stated in Section (12) (1) of the Constitution of the Republic of South Africa (1996) which stipulates “that everybody ought to be shielded from all types of vicious crimes”.

Holtmann and Swarts (2008:120) express that South Africa is a nation whereby the citizens are overpowered by terrifying crimes and high levels of violence, while the SABRIC (2013:6) confirms that CIT heists often occur in malls, highways, and are most prominent in the Pretoria-Witwatersrand-Vereeniging (PWV) of Gauteng Province, and places like Mbombela in Mpumalanga Province and Pietermaritzburg in KwaZulu-Natal Province.

## **2.2 EXAMINATION OF CASH-IN-TRANSIT ROBBERS IN SOUTH AFRICA**

Burger (2013:70) is of the view that there is an increase in the levels of aggressive violations. The bank and associated robberies and CIT heists attributed to the high personal risk in South Africa are an example of this. CIT crimes in most instances planned to use the inside channel of communication within various financial institutions, former or revengeful employees, and/or disgruntled members of the uMkhonto weSizwe (MK) and Azanian People's Liberation Army (APLA) combats (Wilson, 1997:1).

The MK and APLA played a very important role in fighting against the apartheid government, Von den Steinen (2007:32) mentions that the former members of MK and APLA feel betrayed and abandoned by the South African government.

They believe that the current government does not care for their well-being since the objective of achieving a democratic state has been reached. Most members of the liberation groups struggled to make the transition to a normal life in post-apartheid South Africa, and as a result resorted to crime (Von den Steinen, 2007:32).

Vitaro and Brendgen (2005:73) argue that the individuals engaging in expressive violence are reported to have a history of living in a disrupted social environment where maltreatment is experienced, where they have controlling and disciplinal parents, have been victims of physical abuse while growing up, and have a poor history of adjustment both at home and in school.

Authors further indicated that the proactive instrumental aggressors, on the other hand, are reported to have a history of experiencing positive relations with their families, having less pressure, and monitoring from their parents and being tolerated and accepted by likeminded peers.

According to the school of thought of Vitaro and Brendgen (2005:72), CIT robberies are mostly conducted by professional robbers. A number of CIT offenders have at least the technical knowledge of how to use a gun as they have trained in varying training institutions.

Citizens and CIT employees who constantly encounter crime in its variation end up feeling pitiful, uneasy, troubled, despondent, outraged, in a state of misfortune, and they express sentiments of being wild in panic (Gill, 2001:84).

South African community members who have been casualties of brutal violence fail to assimilate or take part in public events. CIT robberies are arranged by different offenders who have access to guns, are looking for quick gains, and are likely to become skilled armed robbers (Gill, 2001:184).

### **2.2.1 Modus operandi and resources used for cash-in-transit robberies**

Criminals make use of various *modus operandi* to conduct heists. Burgess (2018:6) and Masweneng (2018:3) mention some of the methods used during heists. The most common are insider information from bribed employees; employees intimidated by having their families and well-being threatened.

Some employees are promised houses and vehicles in exchange for information that would help the robbers to commit successful heists; gangs operating with 20 members; attacks in broad daylight; the use of stolen vehicles; military precision strikes; explosives; and the use of AK47, R4 and R5 rifles.

Esterhuysen (2014:3) states that CIT attacks occur in three different categories, and they are as follows:

- Anytime of the day, when the vehicles are on the road in the process of moving cash.
- Cross pavement attacks.
- Early in the morning when the CIT vehicle has not reached its first point.

The researcher suggests that SAPS head office must employ numerous police members to watch the system and monitor it 24/7 and communicate regularly with the field police operating all over the targeted roads. Listed below are all the security measures that are used by CIT companies to fight the CIT robberies.

## **2.3 ASSESSMENT OF THE CURRENT SECURITY MEASURES USED BY CASH-IN-TRANSIT COMPANIES TO PROTECT THEIR ASSETS**

CIT armoured vehicles are used by CIT companies to transport valuable assets such as money and jewellery from one location to another safely and on time (SBV, 2020:6). The vehicles are bulletproof, manufactured to withstand CIT heists. The rise of CIT robberies, tactics, and the sophistication of weapons used by the robbers led to CIT companies searching for vehicles that could tolerate the risk of cash transportation.

Nissan Diesel SA, TFM Industries, and The Council for Scientific and Industrial Research (CSIR) formed a consortium to design and produce CIT vehicles that could endure the CIT heists. While the CSIR brought their vehicle specialist researchers to the table to focus on the design of tactical armoured vehicles, both TFM and Nissan brought their engineering capabilities EAS & RFID (2006:43). Nissan produced the chase for the new multipurpose vehicles (MPVs).

### **2.3.1 Guards, training, and firearms**

CIT security guard training takes exactly six weeks to complete. The training is facilitated by instructors who have experience in the industry, have undergone advanced technical training and completed instructor courses. Some of the instructors were once CIT security guards and had been promoted when the company formed a technical training centre around the country (Hi-tech, 2018:43). The CIT security training programme includes basic first aid, theory, practical firearm training, and CIT company Standard Operating Procedures (SOP), and is designed to equip the CIT security guards with industry knowledge, and skills that are needed to prevent CIT robberies (Hi-tech, 2018:45).

The training is specialised in that it teaches the CIT security guards the special and tactical skills of using four different firearms: the 9mm, rifle, Blowback eXperimental Parabellum (BXP), and shotgun. On a day-to-day basis, CIT security guards use the above-mentioned firearms to protect themselves and the assets of the organisation (Hi-tech, 2018:46). The Firearms Control Act (No. 60 of 2000) provides further guidelines for the responsibility of firearms users in South Africa. The Firearms Control Act (No. 60 of 2000) was legislated due to the premise that guns play an integral role in the increase of homicide and vicious crimes in South Africa. Regulating firearm

ownership gave rise to positive results that, from the inception of the act, have resulted in the reduction of murders in South Africa. Although the CIT security guards have received special firearm training, they are not permitted to take the firearms home. A vault officer is responsible for signing out the firearms when security guards report for duty and sign them in when they knock off.

### **2.3.2 Policy and procedures of cash-in-transit companies**

All organisations have policies and procedures that guide their employees on how to avoid losses. The procedure of a CIT company clearly states that the exercise of planning daily routes cannot be predetermined, which means that different routes must be used daily for CIT companies to prevent heists. The procedures also encourage the rotation of security guards (Superiorbag, 2017:47). All CIT guards must wear their bulletproof vests while at work and only take them off when off duty. One of the measures used by CIT companies is to deploy a Tactical Support Unit (TSU) to assess the client's premises before the armoured vehicle arrives on site. When the CIT armoured vehicle arrives, the first security guard carrying an LM firearm protects the crew by strategically deploying himself in an area where he will not be detected by robbers. The second guard (trolley man) moves the cash to the client/ATM, and the third security guard—who is a senior in the crew—is the driver that remains in the van and observes the area, reporting to the two security guards outside the van using a two-way/hand radio (Superiorbag, 2017:44).

### **2.3.3 Vulnerable assets of cash-in-transit companies**

Businesses are not prepared or well equipped to face the risk of transporting their own money from their premises for banking. Banks and retail stores transfer the risk of transporting money to CIT companies, who are experts in the field. CIT companies are well equipped with trained human resources and armoured vehicles used in the transportation of money and have a responsibility to protect their client's valuable assets. The researcher has identified the following vulnerable assets concerning CIT companies: employees, CIT armoured vehicles, the money that is transported, firearms, technological security measures (biometrics), two-way radios, and clients who may lose interest in working with these companies if their assets are not protected.

## **2.4 THE EFFICIENCY OF SECURITY MEASURES PUT IN PLACE BY CASH-IN-TRANSIT COMPANIES IN ORDER TO PROTECT THE ASSETS**

The security measures employed by CIT companies include the security guards who have undergone for CIT security training. The guards are trained to be the most vital tool in the asset protection of CIT companies. The safe work procedures (policy and SOPs), radio communications systems (two-way radios), contracting agreements with clients, CIT courses for security guards, and confidentiality regarding the sensitive information about the assets being moved is always maintained by the guards.

Personal protective equipment (PPE), emergency plans, the CIT tactical response unit (TSU), and CIT armoured vehicles are also vital to the process. According to Mabuza (2018:65), a CIT security guard earns R 11, 000.00 per month. The federation of Unions of SA (FEDUSA) suggested that a security guard should earn at least R 20, 000.00 per month as a living wage that covers the risk in the job description. Mr Patrice Motsepe advised that employees must be paid well so that they can perform better for the organisation (Mphahlele, 2020:5).

### **2.4.1 The targets of cash-in-transit robbers**

The CIT industry, according to Clarke (1997:78), is conveniently victimised by robbers as a result of the practical security measures that are put in place by the companies. The CIT companies have had some level of success in protecting their assets through well-skilled armed security guards and money deprivation systems.

Although the CIT industry is one of the enterprises that is hard for the robbers to infiltrate, criminals have proven that CIT armoured vehicles can be taken down. It has become evident that the industry is increasingly exposed to skilled CIT robbers, as armed criminals regularly target guards when they move to and from the armoured vehicle.

The CIT vehicles must be considered as a form of heist prevention measure. The researcher asserts that there are two different types of vehicles used by CIT companies in moving money.

These are armoured and unarmoured vehicles, where the latter are known as soft skin vehicles and carry light property like jewellery and cigarettes. On the authority of Gill (2001:21), offender's target armoured vehicles 90% of the time. Foster (2015:43) demonstrates that guards are unprotected against bigger threats of attack because of the high prominence of their vehicles.

It is apparent that there is a trend where CIT armed robbers commit organised crimes early in the morning. This is because CIT vehicles usually carry loads of cash on highways and freeways, opting to use routes which are free of traffic congestion and enable them to have a good chance of escape if attacked.

#### **2.4.2 Crime prevention strategies**

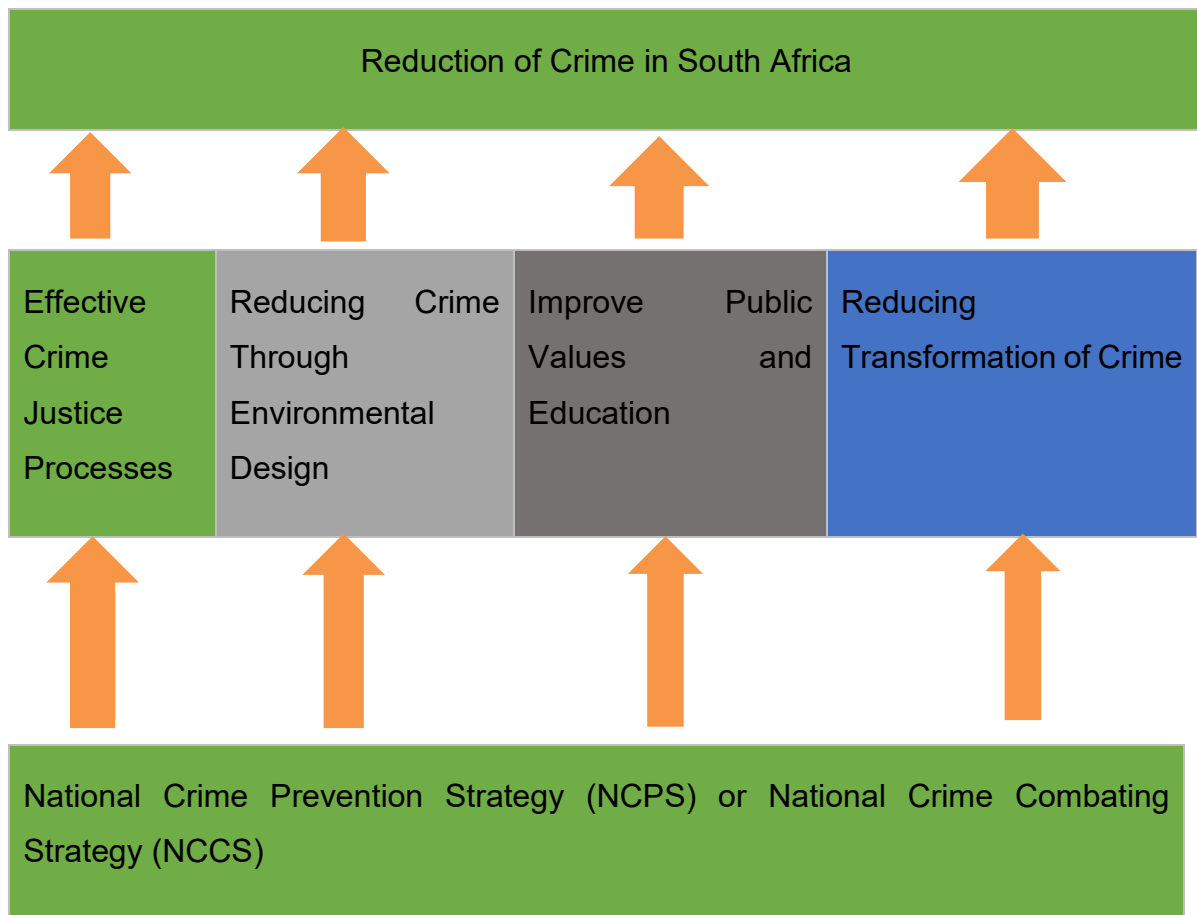
As Clarke (1995:128) and Maree (1999:66) maintain, CIT robbery preventive measures must deploy the crime avoidance approach, which means concentrating on lessening any physical chances for crimes and improving possibilities for capturing the offenders. This methodology centres on approaches to shut the door left open for crime to happen.

Gill (2001:40) states that CIT armed robbery offenders are generally highly skilled. The competence of offenders can be set up using a checklist and past studies. The checklist provided a confirmation that professional CIT armed robbers are older, wear camouflage, are meticulously skills, leave no evidence behind, and they carry and use dangerous weapons like AK47 rifles. Gills (2001:38) suggests that the CIT armed robbers are experts, and they their high success rate in robberies to proves how knowledgeable they are. Figure 2.1 indicates the four pillars of the National Crime Prevention Strategy [NCPS] (1996), which is a crime reduction strategy that was initiated by the Parliament Cabinet of South Africa in March 1995 with the intention to address crime in a focused and coordinated way (Burger, 2007:116-118).

This figure also illustrates a body that facilitates the level of crime. In April 2000, the Department of Safety and Security propelled the National Crime Combating Strategy [NCCS] (1996) for crime reduction in South Africa. The NCCS is a body that attempts to combat crime by working hand in glove with South African National Institute for Crime Prevention (NICRO).



**Figure 2.1: Four Pillars of the National Crime Prevention Strategy**



(Burger, 2007:116-118)

The NCCS distinguished operational needs for the SAPS in lessening and foreseeing crimes in South Africa (Burger, 2007:116-118) by indicating the following:

- To prioritise and combat organised crimes, concentrating on activities related to organised crimes. The theft of vehicles to use for CIT heist is an example. These are fast vehicles like BMW and Mercedes Benz.
- To reduce a high level of violent crimes in the country by ceasing the proliferation of firearms. Improving the well-being and security in all areas where crime rates are high.
- To devise strategies regarding the decrease of violence against women and children; and
- To improve service delivery and prioritise strategic approach in all police stations

## **2.5 THE SCREENING PROCESS OF OLD AND NEW CASH-IN-TRANSIT MEMBERS OF STAFF**

The human resources manager of various CIT companies in accordance with different recruitment policies and regulations hire the security guards. They prefer employees who have no record of crime and are honest in possession of at least a grade 10 qualification (EMPS, 2010:12).

### **2.5.1 Background screening and training**

According to the Employers Mutual Protection Service (EMPS), background screening is part of the National Credit Control Solutions protocols that deal with credit control for all the new employees. Potential employees who have a bad credit record are not granted employment according to the new legislation of the country (EMPS, 2010:13). The organisations are encouraged to be proactive and not reactive when it comes to security and risk management.

When a loss arises, the management must ensure that the impact is minimal, especially when there are no lives lost in terms of CIT officers. Operating in the cash transportation industry means that no company can be totally secure from criminal activities. Few security measures or systems can be introduced to achieve the goal of mitigating the risk at the CIT Company (Dunnington, 2011:4). It is imperative to check for criminal records for all employees.

This process of background screening for all staff members is necessary and must be adhered to in the CIT industry. The EMPS is contracted by CIT companies, and during the release of its annual background screening report that ran from January 2009 to December 2009, the company found that when they conducted background checks using the fingerprint technology, with their clients (CIT and other industries), four out of 100 applicants had a criminal record.

Twenty eight percent (28%) of the applicants had a criminal record for theft, 19% road are traffic offences, 18% were assault records, 7% were for housebreaking and fraud, 22% were repeat offenders for unmentioned cases, 9% had three convictions, 4% had four convictions, and 5% had between five and nine convictions each (Dunnington, 2011:4).

According to Dunnington (2011:4), SBV's policy stipulates that systematic personnel security vetting for all new applicants is a tool that can be utilised to identify each employee's security competence and find possible personality or any circumstantial vulnerabilities. The company (SBV) conducts ad hoc voice stress procedures that measure stress-induced changes to vocal muscles. The continuous credit and criminal verifications are a condition of employment for all CIT companies (Dunnington, 2011:5).

The researcher outlines how new recruits are recruited by CIT companies in South Africa. The information provided below form part of the researcher's personal experience when he was recruited by a CIT company.

### **2.5.2 The preselection processes**

Stedman (2016:53) defines preselection by as the first rule of attraction, which means that one is considered and valued. This will create new and better opportunities for the selected. Mostly preselection involves checking the physical and mental fitness of all applicants. The aim of preselection is to select potential candidates from a group of participants. This is usually carried out using a theoretical examination or fitness evaluation.

After a shortlisting exercise, all selected candidates are invited to a preselection day. There is one day that is dedicated for the selection of the best candidates and is overseen by well-trained instructors.

### **2.5.3 The interviewing processes**

Grimsley (2018:23) states that an interview is utilised by organisations to assist them in determining if an applicant has the required knowledge and experience, skills, and capabilities to perform the job. All candidates who make it through the preselection process are later called for interviews. In this process, candidates are interviewed by a panel of judges. They are further given an opportunity to be honest about their backgrounds, criminal records, credit, and qualifications. Human resources, management, supervisors, and training instructors form part of the panel. The best candidates are selected based on their qualifications, age, experience, and how well they did in the preselection tests.

#### **2.5.4 The polygraph examination**

The National Intelligence Act (No. 39 of 1994), defines a polygraph as signifying “apparatus used to learn, affirm or inspect the honesty of a proclamation made by an individual in a logical way.” The test is used to confirm an investigation. The State Security Agency (SSA) may utilise polygraph examination to confirm the unwavering quality of data accumulated through the investigation. Most CIT companies have contracts with private polygraph examination companies who provide the service to them (SBV, 2018:7).

The candidates who do well in the interviews, continue to polygraph testing. Since all the candidates will be transporting and protecting money, it is vital that they undergo extensive security checks. Polygraph examinations also conducted during an investigation when one is suspected to have knowledge of crime. These processes are particularly vital in checking employees’ knowledge of or their own involvement in criminal activities (Dunnington, 2011:4). Polygraph examinations conducted on polygraph examinees carry 3 phases, namely, pre-test, in-test, and post-test. These tests are applied during the vetting process. The results of a polygraph examination are not admissible in the court of law. The evidentiary importance placed on a polygraph inspection is limited.

The outcomes of the polygraph inspection will not, by themselves, be definite in the conclusion of guilt. Additional evidence must be presented apart from the polygraph findings to back-up these polygraph results (Dunnington, 2011:4). The employer can present a well-conducted polygraph, in addition to other supporting evidence that strengthen the polygraph outcomes, as evidence. These can be used by an employer as grounds for dismissal against an employee as stated by the National Intelligence Act (No. 39 of 1994).

#### **2.5.5 Security Clearance**

The CIT Company takes all candidates who have made it through the preselection, interview, and polygraph examination process to the nearest SAPS station to have their fingerprints taken. This process is for the purpose of security clearance. The SAPS department together with the SSA will, on behalf of the CIT Company, check all the candidate’s background and give a full report of their findings to the CIT Company (Dunnington, 2011:5).

The confirmation of employment concludes when the candidate, or representative of an organisation or a state on the candidate's behalf, complete and submit the Security Clearance Form (Z204 FORM).

The National Intelligence Act (No. 39 of 1994) states that the process of background checks assists in obtaining information about the employment history, wellbeing, criminal record, academic qualifications, and financial related records of a potential employee.

Section 2A (5) of the National Intelligence Act (No. 39 of 1994) provides that the SSA can accumulate information in relations to:

- Records of any crime committed.
- Records of financial statements.
- Security clearance related Information.

The above-mentioned record checks will be conducted with the assistance of the Department of Home Affairs (DHA) and the SAPS.

### **2.5.6 Lifestyle audits of existing employees**

All employees of CIT companies must be subjected to lifestyle audits because they get exposed to a lot of money and can be tempted to steal it. The SAPS Crime Statistics (2019:44) indicates an increase of 14.4% in commercial crimes fraud, corruption, and bribery, due to the high rate of unemployment or employees feeling they are not paid what they deserve. In the CIT industry, the security guards usually receive bribes from the robbers in exchange for information. The aim of lifestyle audit is to root out corruption and reduce fraud (LexisNexis, 2019:33).

LexisNexis (2019:35) claims that several warning signs will surface when lifestyle audits are conducted, such as expensive clothes, employees living in high market value residential area, jewellery, and luxury vehicles. Online platforms such as Lexis and WinDeed can provide a comprehensive report on employee lifestyles.

This report provides the employer with facts on the kind of a lifestyle the employee is living and allows them to compare that lifestyle to their salary to determine if the audit findings are a true reflection of the salary earned by employees.

### **2.5.7 Training of new recruits**

While SAPS and the SSA are busy conducting vetting, the CIT Company continues with training of new recruits. After the recruitment process the human resources manager will apply for background checks, and the candidates will start their fitness training. Qualified instructors who are employees of the CIT company train them. The fitness training is conducted in conjunction with the theory training, where the candidates are taught about the legislation, firearms, policy of the CIT company, and on what the new employees are getting themselves into in terms of the CIT industry (SBV, 2018:6). The candidates undergo physical training in the mornings, for a few weeks and after this training they are taken to the shooting range for practical firearm training, where they are taught how to use different types of firearms as permitted by the law (SBV, 2018:6).

Upon completion of the mentioned training the candidates are taken for First Aid Level 1 training, which is conducted by an external service provider. From the preselection process to the day of the first aid training, the entire process takes 6 weeks. After six weeks all the candidates who have completed and passed the training are appointed as protection officers. They are then paired with experienced CIT guards for on-the-job training until they understand the industry and the risk attached to it. The on-the-job training provides candidates with the required skills on how to survive CIT robberies (SBV, 2018:7).

## **2.6 ASSESSING THE RISKS FACING THE CASH-IN-TRASIT VEHICLES, PERSONNEL, AND CASH**

CIT companies use integration of security measures, such as, armoured vehicles, firearms, trained guards, and specialised money bags, to execute their objectives of transporting cash from one point to another. CIT companies invest a lot of money in acquiring these assets with the intention of offering effective security measures that will protect their assets from criminals.

CIT companies purchase armoured vehicles that have the latest security technology system installed, such as, biometrics and time delay safe doors. A lot of money is used

in the training of CIT security guards. The training enables the guards to fight criminals who intend to steal cash, which is the asset in the CIT industry; hence, the reason CIT companies exist. Cash, on the flipside, is the most sought-after asset for criminals (SBV, 2018:18).

### **2.6.1 The armoured vehicles**

Due to their armoured vehicles constantly being damaged by offenders, the CIT industry is experiencing a huge loss. The *modus operandi* used by offenders when they attack CIT vehicles is to ram CIT armoured vehicles over by using stolen expensive vehicles like BMW and Mercedes Benz, they thereafter use explosives to penetrate the armoured vehicle's safe and access cash that is inside the vehicle. Shange (2020:2) supports the above statement by reporting that a CIT vehicle was rammed over by robbers driving a grey Mercedes Benz sedan and explosives used to gain access to the safe where cash is kept. Upon the robbers' accomplished mission, they got away with lump sums of cash.

The CIT companies are paying huge sums of money to insurance companies for the securing of their vehicles. Approximately, R10-20 billion rands is paid to the insurance for damaged vehicles that are attacked constantly on the road to deliver or collect cash from the malls and ATMs around Gauteng Province (SABRIC, 2016:32). The CIT companies are losing revenue in their business due to the ongoing violent heist related organized crimes.

### **2.6.2 The security guards at the cash-in-transit company**

The CIT companies are always losing competent and honest security employees due to violent heists. The companies are always having a problem training a new group of security guards. This is because their employees may be afflicted (in one way or the other) by depression, be injured, or have passed on. The job satisfaction in the CIT companies is declining since most employees can only endure the industry for a short period of time because of perpetual and unpredictable violent crimes. The SBV (2018:14) states that their human resources managers have a challenge in often having to training new staff.

The impact of CIT robberies in the CIT industry plays a significant role where the CIT companies generally do not invest in the labour turnover because they do not have

long-term employees. Some died on the scene and the remaining are affected by traumatic situations, while others resign, and some abscond. Robberies sometimes contribute towards the low staff turnover of the CIT company. They tend to influence security guards to leave the industry as soon as they possibly can. CIT companies do not have a good workforce planning chart in their respective department (SABRIC, 2016:32).

An effective human resources planner cannot work in an organisation that does not have a good track record of establishing good work planning system in terms of appraisals, managing performance, retention of competent workforce, a good training and development program, and succession planning with the rate of the CIT violent robberies (SBV, 2018:10).

The CIT companies lose more money by training new staff that are likely to join the police and/or the military for job security, safer working environment, and stability. The industry is always losing money because they are paying for the disability funds caused by the traumatic situations during heists (Ngqiyaza, 2006:15). CIT companies are continuously paying families of the deceased death benefits of security employees that died in the line of duty.

Vicious crimes bring about physical and emotional injuries to the victim, which requires medical and psychological attention. The type of crime committed in the presence of an individual could determine the kind of trauma one goes through. The firearms used, the number of criminals involved in a robbery, and the level of resistance from the victim and the crime scene, combined can lead to serious injuries that could permanently affect one's ability to work again (Shange, 2019:3).

The impact of heists to the victim (CIT security guards) and the community (mostly bystanders who get injured during a robbery) can result in harm or trauma that can lead people to become alcoholics for the rest of their lives because of their failure to re-adapt to normal life (Maree, 2008:68). Shange (2019:1) reports that CIT guards were shot dead, and others injured when two CIT vehicles were attacked by robbers in two separate incidents in Pretoria North opposite the Wonder Park Mall.



According to SABRIC (2018:18), 62 security guards were injured and five were killed, two civilians killed, 8 perpetrators killed and 3 were injured because of CIT robberies due to CIT robberies in 2018 alone.

### **2.6.3 Cash-in-transit vehicle damaged, money lost, and security guards injured**

**Image 2.1 Cash-in-transit vehicle damaged during a robbery**



(Shange, 2020:2)

Image 2.1 above shows a CIT vehicle that was damaged by robbers during a robbery. The CIT heist on the above figure was successful, meaning, money was taken, and the CIT company experienced a loss, security guards got injured (Shange, 2020:2). The CIT company indicated that they were going to operate with a shortage of human resource as CIT robberies intentionally damage assets of CIT companies. Sibanda (2020:5) reports that a CIT vehicle was destroyed during a robbery in Krugersdorp. The frequency of such occurrences causes CIT companies to lose a lot of cash and assets i.e., the staff, vehicles, and other security devices inside the vehicles when the attack on these vehicles.

The main responsibility of CIT companies is to secure the cash inside the vehicles, and the robbers' intentions are to get their hands on the cash, and they are willing to destroy anything that stands in their way to see this happen. The robberies affect the budget of the companies and the economy of the South African Republic. Crime could affect the victims financially, in terms of medical care, counselling, funeral costs (if victims passed on), and the additional cost to upgrade security for a safer environment.

Certain victims can feel forced to relocate to a new home or move to a different country due to the trauma of violence.

Other victims can also experience some form of income loss because they need to ask the employer for time off to report the crime at the police station, attending court to seek justice, undergoing counselling, or health care (SABRIC, 2018:9).

The South African Government and the law enforcers are urged by the community and the CIT guards to deploy special security measures that would see the end of CIT robberies. The literature of (SABRIC, 2018:10) argues that it is an irresponsible act to disclose the financial losses suffered by CIT companies as this would encourage the robbers to commit more robberies.

According to BusinessTech (2018:1), the following CIT robberies were recorded:

- 163 cross-pavement robberies, which are robberies that take place when there is a C.I.T robbery in most cities, especially in big metros.
- 606 premises heists, that occurs on site during the delivery or collection of cash in busy business complexes around big metros.
- 180 on the road heists, while driving on national road, around the vicinity of three Provinces Gauteng, Eastern Cape, and Mpumalanga.

The total of CIT robberies came to 1 949 in 2018 alone. BusinessTech (2018:1) states that over 2900 CIT robberies were recorded between 2008 and 2018. A sum of R214 million rands was stolen in a CIT heist in 2014, R188 million in 2016, and over R1 billion between 2006 and 2018.

South Africa experienced over 240 CIT robberies in 2019, and in the year 2020 from April to June 19 cases were recorded, by September of the same year 64 cases were reported. A total of 188 robberies were reported in 2021. This number increased to a 191 in 2022. It is only appearing to be worse because 217 counts have been reported between January 2023 and August 2023 (Pijoo, 2023:1). A strain of attacks on CIT vehicles is quickly becoming a norm in South Africa. Explosives are used to blow up the vehicles so that they can gain access to the vault. Westerdale (2020:76) reports that a CIT vehicle was destroyed on Main Reef Road in Johannesburg. On 6 July 2020, a CIT vehicle was bombed at Msinga in KZN on 11 July 2018 (Mngadi, 2018:17). An investment into CIT security measures was conducted to fight robberies because

of the growing *modus operandi* of using explosives. Previously CIT companies were using Toyota minibuses that were fitted with armoured plates to transport cash.

The robbers were able to ram these vehicles and gain access to the vault. With the new and improved vehicles that the robbers were not able to ram were introduced they robbers started using explosives.

Over and above the investments that were made by the CIT industry and associates, robbers are still able to use explosives on the vehicles and the number of CIT heists is still rising rapidly.

According to SABRIC (2018:9), the CIT industry lost 49 vehicles, which is estimated at a loss of R64 million, due to robberies. According to OFM (2020:88), 45 robberies in a short space of two months were conducted in and around Gauteng Province.

CIT companies find themselves having to deal with the damages of their assets (vehicles and other security measures) suffered during a robbery, which costs a lot of money to replace. The CIT industry also had to worry about issuing rewards to the public in exchange for information that would lead to the arrest of the perpetrators. SBV (2020:2) offers a R1 million-rand reward for information regarding the heist that took place on the N4 West Highway near Bronkhorstspuit towards Pretoria on 8 January 2020.

#### **2.6.4 Emotional and psychological impact**

The emotional and psychological impact of aggravated robberies (CIT heist) on victims differ, not only in nature but also with the individual's circumstances, characteristics, social and financial status, and aspects of mobility and age (Zondeka, 2015:1).

Walsh and Hemmens (2014:84) argue that it is evident from the reports on the statistics of the SABRIC and SAPS that these occurrences are causing trauma in the lives of the affected guards who were on duty, as most of them are wounded and few experienced depression and permanent disability. MacMillan (2001:12) concurs and supports the above statement by stating that most of the victims affected took a decision to leave the industry to join other sectors of the economy.

## **2.7 THE FREQUENCY AND THE TIMES OF THE ATTACKS ON CASH-IN-TRANSIT VEHICLES**

The researcher decided to focus his study on the province of Gauteng Province because from the preliminary research it became clear that this is the province that is most affected by CIT robberies. In the first two months of 2020, 45 CIT robbery cases were reported in South Africa and 26 of these happened in Gauteng Province (OFM, 2020:54).

The Portfolio Committee on Police raised concerns about the frequency of CIT robberies in South Africa. Groups of organised crime syndicates are using automatic firearms to target CIT vehicles at a frequent rate (every day) as highlighted by Mahamba (2020:15). As a result, the Portfolio Committee on Police suggested that the SAPS operations must be increased (Molepo, 2018:2). SAPS Crime Statistics (2018:33) states that countrywide there are heists occurring on the highways, city and metropolitan malls and other related areas.

Heists that occur frequently in Gauteng Province happen early in the morning in the roads when there are few commuters, and in the malls as compared to during the day. According to Soothill, Fitzpatrick & Francis (2009:59), the CIT robberies are organised by criminals who regard the crime as a career. Mahamba (2020:21) reports that South Africa has experienced at least a robbery of CIT vehicles on a daily basis since the beginning of the year of 2020.

It remains a concern that the number of CIT robberies are happening at an alarming rate. Fidelity Services Group mentioned that they “have experienced three different robberies within a space of 30 minutes in Flagstaff, Kensington and Delmas on the 3 August 2020” (Dlulane, 2020:32).

### **2.7.1 The media and literature**

The media, as per Labuschagne (2015:281), assumes a vital part in the moulding and altering the robbers’ method of doing things in ways mentioned below:

- Criminals are additionally listening and perusing media reports. In this manner, offenders get to improve their robbery plans and ready themselves to perpetrate future violations effectively.

- Projects and movies portraying crimes that are screened on television frequently uncover crime avoidance methodologies from the police. Thus, offenders realise how to improve or what not to do this guarantees that their activities are not noticed, or they can dodge being jailed.
- Police investigations are distributed in newspapers, books and on the internet, this is data that can be accessed by anyone at any time.

### **2.7.2 The initial stages of a career criminal**

Soothill, Fitzpatrick and Francis (2009:59) and DeLisi (2005:39) classify that for the commencement of a criminal profession, the offender needs to conduct a crime and not get arrested so that he/she can be accepted in a group. Soothill, Fitzpatrick and Francis (2009:59) maintain that there is no understanding among researchers on how criminality begins. Researchers may use any of these accompanying two techniques, either obtain the previous record of involvement in criminal activities to distinguish the age of the perpetrator during their capture, their first arrest or conviction, or use self-reports by asking criminals how old they were when they decided to start committing crimes. The age of a person in the initial stages of crime committing or in overstepping the law, plays a significant role.

Peer pressure is the influential factor in criminal behaviour, whereby the youths decided to abandon education earlier and resort to crime (Patterson, DeBaryshe, & Ramsey, 1989:329). Antisocial conduct is formative preliminary information which begins through the beginning phases of an individual's life and proceeds into youth and later into adulthood (Patterson, DeBaryshe, & Ramsey, 1989:329).

They may begin to join gangsterism and their negative approach to life may affect their reality, and that may lead to criminal careers. An individual who was arrested at an early age is likely to engage in criminal activities as compared to a person who is arrested for the first time at the age of thirty (30) (DeLisi, 2005:39). Patterson, DeBaryshe and Ramsey (1989:329) say "early beginners in criminality are the most dangerous and adaptable criminals. They gain experience on how to avoid being caught and how to execute their crime as planned". Criminals who have a long career turn to depend solely on criminal activity as a means of survival and they do not bother looking for employment (DeLisi, 2005:39). The criminals who begin to be involved in the criminal activities are more dangerous because they become habitual criminals

and that becomes their way of life, and they tend not to live without crime. Maree (2013:35) indicates that most criminals start getting involved in crime during pre-adulthood, while Owen and Cooper (2013:11-13) state that a prominent bank robber began his profession in his mid-twenties. The authors also expressed that they are yet to observe or experience any adolescent that is associated with bank or CIT robberies.

Owen and Cooper (2013:13) contend that a robber's first criminal activity usually happens when he/she is as youthful as 18 years or older. Burger (2013:45) concurs and further claims that the bank or CIT robbers start their careers at a youthful age. The young potential criminals start to gain interest, and approach crime by replicating older people who they regard as role models since they are closer to them. Farrington (1997:526) clarifies that there is not enough information on the indicators and literature for someone to quantify or qualify as a frequent offender. Criminological theories insist that the length of a person's professional career in crime is determined by different attributes related to different kinds of crime. If a criminal succeeds in conducting different crimes, he/she feels that they have enough experience to conduct other types of crimes (Piquero, Brame, & Lynam, 2004:413). Farrington (2005:5) affirms that the early beginning generally means a long criminal career, length and the gain of moderately numerous offenses and often huge financial gain.

### **2.7.3 The specialisation of criminals**

Soothill et al. (2009:100) clarify specialisation on how criminals centre their offending on a single type of crime or set of crimes. Authors contend that something contrary to an expert criminal is a flexible offender, who is engaged in all sorts of crimes and is continually looking for chances to commit other crimes if they are part of the group in the crime that is being committed. Maree (2008:37) adds that armed robbers have special skills that may not only be used during the robberies but in performing other tasks that are related to the robberies. For instance, an individual may join the group as someone who will specialise in driving the get-away car based on their driving skill, and that person can work only as a driver.

Another person who has learned how to use explosives will be enlisted as an explosive executor. Maree (2013:29) maintains that those who are familiar with a grinder and has experience in opening safes will be recruited to open vaults or safes during the

robbery, while the plotter or fraudster will be used to persuade bank employees or customers to provide them with cash without employing any brutality or force.

Owen and Cooper (2013:32) attest to the fact that one must be profoundly talented to be recruited by a criminal syndicate and to commit crime against the banking and CIT industries. Willis (2006:55) states that when a robber's sense that their target is not going to be as easy as initially planned, they immediately change the target to one that carries less chances of them being caught. For example, if they see the presents of the police at their target, they abort their plans and look for a target that does not have any police presence. Willis (2006:38) declares that criminals plan for more than one target and the same method is used for CIT heist.

## **2.8 THE REASONS CASH-IN-TRANSIT ROBBERIES TAKE PLACE**

Crime is an act that constitutes an offence and is punishable by law. Several studies and the BBC (2020:12) indicate that there are social reasons why criminals commit crimes, such as poverty, peer pressure, the use of drugs, alcohol, deflated self-esteem, and a feeling of neglect.

### **2.8.1 Family conditions**

Family can additionally be a reason for any person who might consider the act of crime. When one is not able to accommodate or support the whole family due to poverty, they might consider participating in wrongful activities to meet the family needs. In most cases when criminals are asked about what pushes them to commit crime, they state that they need to support or maintain their family needs, even though a large portion of them end up in jail. There are numerous issues that families deal with, and that alone is enough to convince an individual to engage in crimes. A number of young people take part in crime because they believe it is their obligation to shoulder their family challenges irrespective of the fact that they do this by committing unlawful offenses. When world was engulfed by the insurgence of COVID-19 and most breadwinners had lost their jobs due to unstable the economy, some members of any affected family were more likely to find themselves engaging in criminal activities to make ends meet. For instance, some companies that have gone under have not paid their staff since March 2020 (Pijoos, 2021:21).

### **2.8.2 Poverty**

The poor economy is a major influence for people in the country to commit crime. Those who earn in very low-income brackets are normally forced into crime by their circumstances (Mathews, 2002:21). Chun (2019:3) states that depression, stress, trauma caused by bankruptcy, and thinking they are above the law are some of the reasons that motivate rich people to also commit crimes.

The poverty, lack of food and bad economic conditions are what leads numerous individuals to opt for criminal behaviour. In situations where people do not have any earnings and are not employed for a very long time, they grow frustrated and resort to crime (Mathews, 2002:21).

Researchers maintain that the advanced digital media and television has recently assumed a significant role in enlightening communities on how criminals can be rehabilitated from crime by means of changing their behaviour and giving them responsibility (Willis, 2013:71).

Maree (2008:38) asserts that the need for money, self-actualisation, and the pressure to provide motivates criminals to commit robberies. Maintaining a high standard of living may motivate some perpetrators to continue committing crime. Willis (2006:3) agrees that certain gang groups commit robberies with an intention of earning income on a regular basis, pay bills and to support their families.

### **2.8.3 Peer pressure**

Peer pressure highlights the fact that there is another kind of fear in the cutting-edge world. Many youngsters conduct violations when they observe a great deal of their peers participating in such acts. It is common for high school students and those who are in colleges or university to use drugs, weed and other illegal contraband (Esiri, 2016:8). The age of youth is where one is still acquiring wisdom and experience and if influenced by adults one may become a criminal.

Esiri (2016:8) also states that most youngsters who are not strong-willed enough to disregard or defy petty criminal actions frequently end in serious trouble. Shockingly, many youths in this world do not know that by being members of certain criminal groups they are committing criminal actions. Subsequently, peer pressure remains another reason behind the young people feeling compelled to join criminal groups.



#### **2.8.4 The use of drugs**

Drugs have always been under constant scrutiny from critics. Someone who is under the influence of drugs may be bound to act in a different, more negative manner as compared to when they would have been sober. Normally drug addicts are unable to identify addiction as a result their life starts going down a negative spiral. According to NCJ (1994:3), poverty and drugs propel individuals to adopt the very bad habits that which they should separate from. Willis (2006:8) states that when the most lawbreakers were asked about their criminal acts, they put the blame on drugs as the primary cause. Illicit drug usage is an additional fiercely developing delinquency which has slowly infiltrated many areas of South Africa.

Willis (2006:6) argues that most of the offenders who are involved in CIT crimes use drugs to maintain a hardened demeanour at the scene of robbery, and Soothill, et al. (2009:68) agree and support the statement above. Gastrow (2003:30) states that serious and organised crimes in South Africa around the 1980s were only related to drug trafficking and ATM bombing.

#### **2.8.5 The Society**

Societal standards and norms have consistently been newsworthy. We live in an era where money is more holds more value as compared to relationships with others and an ordinary lifestyle. Plecher (2020:67) believes that with the eagerness and the drive to succeed, many people are unable to differentiate between their wants and needs.

People are living in a society where even schools are teaching children how to procure money as opposed to understanding its worth. It is hard for one to imagine violations are not committed in this state.

Rossouw (2004:4) asserts that some parents have a peculiar way of comparing their own children with other those who belong to the middle class or who are from financially sound families in their neighbourhood. This is the reason their children commit money-related crimes so that they are better than their peers or match their standard of living.

When people display their riches in public, it is usually to boast or brag about what is acquired illegally, which is an action that will drive others to acquire money at any cost. Based on the above statement, any individual who is parading their wealth before the

poor people and destitute is adding to the rise of crime statistics of the public in one way or another (Boyd, 2018:44).

In the opinion of Gastrow (2003:32), organised crime is any system that is operating with the intention of gaining profit from conducting illegal business or activities. Rossouw (2004:36) states that foreign nationals who reside within the communities of the Republic of South Africa are mostly recruited or forced by poverty to participate in crime.

### **2.8.6 Unemployment**

Unemployment is rising within communities around the world, and this may be a motivational factor that encourages individuals to engage in criminal activities. Plecher (2020:55) states that there are 11.1 million unemployed people in South Africa and 190.3 million in the world.

Unemployment is not only an issue applicable to underdeveloped countries but equally to developed countries. Unfortunately, people spend a great deal of money studying, yet rarely or seldom get a good job shortly after they complete their studies. As soon as most youth realise that jobs are scarce to come by, they tend to participate in criminality to gain access to easy and fast money (Plecher, 2020:64).

### **2.8.7 Politics**

This issue is often pushed under the carpet, away from the public, yet it is imperative to bring it out to the open. Safer space (2020:32) states that eagerness for a possible seat in the political atmosphere or political recognition may be the reason many politicians try to equip the youth at a young age with weapons to perform criminal activities.

The youth who aspire to be politicians might also see the need to defend and protect their role models at all costs. Safer space (2020:23) reports that for decades, the South African youth have been involved in politics, crime, and gang related crimes.

The trajectory of South African history since the 1950s has been of politically connected crime. For instance, the expansion in crime levels in South Africa during the 1980s was connected to on-going internal political disturbance and uncertainty (Cilliers and Aucoin, 2016:1).

According to Wilson (1997:1), it is stated that most criminals operating in the heists were motivated by politics coming from MK, APLA, and the other eight statutory military forces (Englet, 2000:48). The criminal activity surrounding heists started immediately after 1994 when there was a transitional period where the South African Defence Force (SADF) was integrated to form the South African National Defence Force (SANDF).

Some of the combatants were not absorbed into the new system due to budget constraints. This caused some members to resort to crime and decided to operate in the CIT crimes (Wilson, 1997:2). Hough (2007:27) further states that the *modus operandi* of CIT robbers includes applying military and guerrilla tactics using heavy war Automat Kalashnikova (AK47) guns and rifles.

According to Cilliers and Aucoin (2016:1), to this day and age it is presumed normal for SAPS officials to be directly or indirectly involved in CIT robberies. Molosankwe (2021:1) supports the above statement when he mentioned that a police officer was arrested for a CIT robbery that happened on the morning of 1 February 2021.

## **2.9 THE PRACTICAL SOLUTIONS FROM CASH-IN-TRANSIT STAKEHOLDERS**

According to the UN (2020:76), law or legislation can assist in the fight against crime. The legislation contributes to improving the criminal justice system in the Republic. The understanding and attitude of the law enforcement officers towards the criminal justice system determines the crime statistics in the country. If members of the SAPS have no interest or do not believe in the justice system, then crime will increase. The Acts below form a portion of the law and are available to the community and the law enforcement agencies that can contribute immensely towards crime reduction.

### **Firearms Control Act (No. 60 of 2000)**

The Firearm Control Act has assisted in the proliferation of illegal and in the control of legal firearms in the Republic, for example, 30 000 seized and surrendered guns were destroyed by the Gauteng Province police in April 2019 (Farber, 2019:2).

Some of the guns may have been used by the gangsters for organised violent crimes like CIT robberies, ATM bombings, and the professional banking robberies in the country, while some legal ones may have been used for domestic violence, either by convicted husbands or even wives (Isaacs, 2020:92) and (Pindral, 2017:55). According to the Minister of Police, Bheki Cele, the amended firearm act must not allow an individual to own more than one firearm (Ngqakamba, 2020:1).

Minnaar (2008:44) mentions that the proper usage of firearms remains a problem in South Africa; firearms are used to commit crime and not to protect the people of this country. The regulation of the usage of firearms is not enough to stop people owning and using guns, hence criminals are in possession of illegal firearms in large numbers (Minnaar, 2008:88). The issuing of firearms to private company security guards has always been easy and for a long time this was not properly regulated.

The introduction of a revised Firearms Control Act (No. 60 of 2000) on 1 July 2004 meant that private security companies were affected. From their training, applying for firearm competency and licensing was subjected to stricter control measures.

CIT robbers use different firearms to commit robberies. Because of the Act some robbers became scared to continue committing CIT robberies, fearing that if they are caught in possession of illegal firearms and face imprisonment.

Lack of police visibility in the public space means that the robbers realised that they could transport their firearms without running into trouble. Enforcing this Act can reduce CIT robberies. The Criminal Procedure Act (No. 51 of 1977) gives the SAPS the right to search. More police visibility on public roads would mean that vehicles with more than three male occupants would be searched and the robbers may be caught with firearms intended for a CIT robbery (being proactive).

### **Correctional Services Act (No.111 of 1998)**

This act focuses on fruitful restoration and amalgamation of criminals into communities. The Correctional Services Act (No. 111 of 1998) puts this commitment of rehabilitating the prisoners with the intention of trying to eliminate crime and to bring the criminals back to the community as new converts who would be responsible and accountable to the economy with certain skills trained while in custody.

Correctional Service Act (No. 111 of 1998) states that when most criminals are released from custody comply with the content of the Constitution of the Republic of South Africa (1996) which states that every citizen of this country has a right to live and to be protected all the time by the security forces and no one is obliged to break the law. All citizens should abide by the law and as patriots of our democracy should continually enforce protected and safe conditions. Smillie (2018:87) reports that former prisoners are responsible for the latest CIT robberies. Smillie's report reveals that the Correctional Services Act (No. 111 of 1998) is failing to rehabilitate the prisoners.

When an offender is arrested, sentenced, and faces release from the custody going back to the community, a program must be created where they commit to building society (Smillie, 2018:85). Robbers make a lot of money from a successful CIT robbery; they use the money to buy expensive vehicles and clothes. When they later get arrested, they lose all their property. When they are released back into the community, they are still considered heroes.

### **The South African Police Service Act (No. 68 of 1995)**

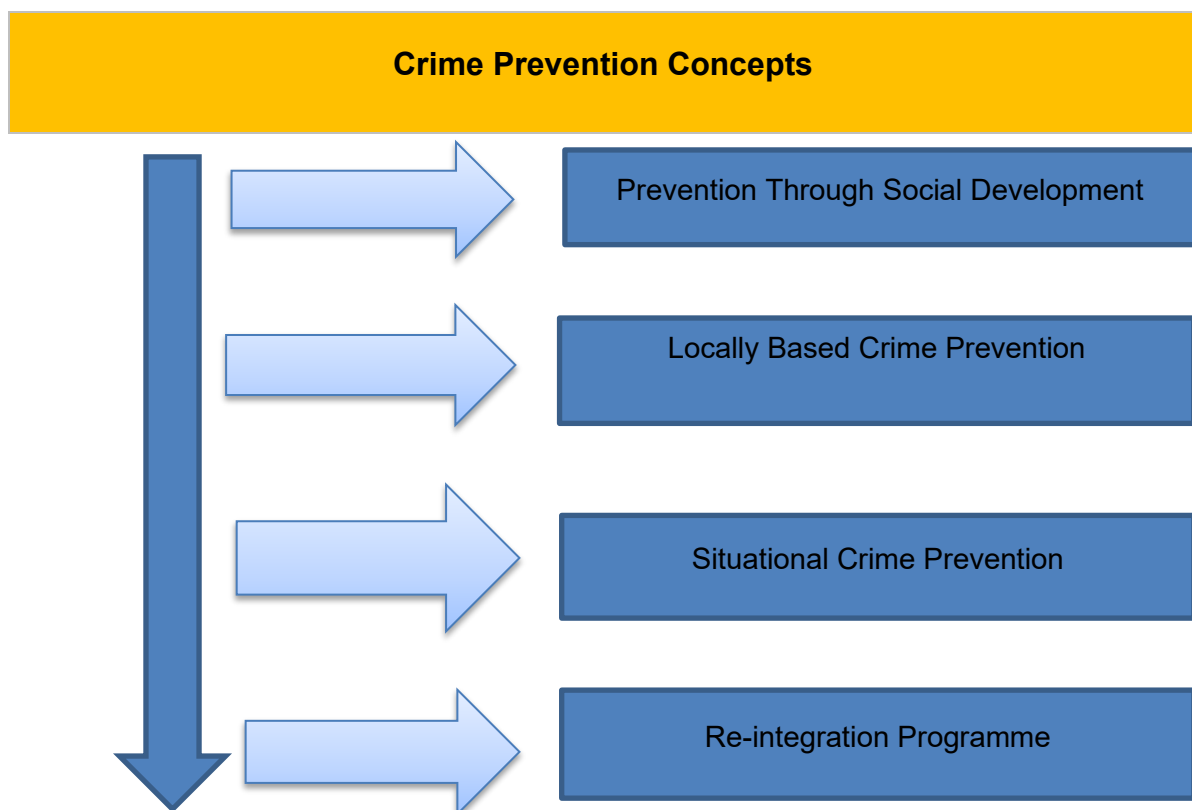
The South African Police Service Act (No. 68 of 1995) affirms the incorporation of the past SAPS and ten autonomous state and homelands police offices into the SAPS. The Constitution of the Republic of South Africa (1996) and The White Paper on Safety and Security (2016) ensures that law is enforced and protects the citizens of the Republic from risk (Safer Space, 2016:14).

In January 2013, while working for a CIT company the researcher posed a question to a police officer at Sunnyside Police Station in Pretoria, on why police officers take long to respond when a CIT robbery is taking place? The officer responded by saying "the robbers are dangerous, the police fear for their lives because the robbers come heavily armed and in large numbers and there is no way a police officer will immediately and timelessly respond to a CIT robbery.

We will give the robbery some time and wait for the dust to settle before we can go to the crime scene." The fear of being killed, according to the researcher, makes it hard for the police to react on time when a robbery is taking place.

**Motivation for White Paper on safety and security:** The White Paper on Safety and Security (2016) in South Africa is motivated by the reactions to violence and crime and was based on the two methodologies: the criminal justice approach—which reacts fundamentally after noticing, investigating, going to trial and if the culprit is liable, sanctions are enforced; and the longer-term developmental approach that deals with building more secure societies by fighting crime components that threatens people’s life (Safer Space, 2016:14).

**Figure 2.2: Different Approaches to Crime Prevention**



(Series, 2010:27)

Figure 2.2 demonstrates the prevention of crime through social development, whereby the social workers and psychologists will be involved in the process from the time the offender is incarcerated until their release. This process tries to rehabilitate a prisoner with certain skills that would be accepted and add value to the community (Series, 2010:27).

All these activities are independent and holistic in working together. If one activity is not properly done, the next one will fail. The last part of re-integration is when the

social workers play a role of integrating the offender back to the community and provide opportunities in terms of skills and employment with the aim of stopping reoffending (Series, 2010:27).

### **2.9.1 The global profiling of a criminal**

One tool that can be used to catch criminals before they reach the height of their career is criminal profiling, especially CIT criminal profiling. During an investigation, the process of profiling criminals will aid law enforcement in making a successful arrest. Profiling a criminal is a strategy used by investigators to identify possible suspects and to link offences that might have been committed by the same person. The process of linking cases to one perpetrator will assist in identifying the offender's possible future plans (Longdom, 2020:1).

### **2.9.2 Different types of professional robbers**

Conklin (1972:72) states that the professional robbers plan their robberies in an organised and formal manner. They carry weapons, especially firearms and target banks, CIT vans, casinos, and other entities which they believe are more profitable in the business environment.

An organised group of people who are respected in the community operate these kinds of robberies, and while some are in possession of at least entry-level education, others are well-educated.

They wear formal clothes such as tailored suits and corporate wear and are knowledgeable about the environment, politics, current affairs, and social issues (Katz, 1988:123). Gill (2001:279) supports Conklin's (1972:32) research findings where he concluded that professional robbers are the most dangerous types of robbers and pose a huge threat to the economy because their professionalism is mainly in criminality and committing a large volume of robberies before they retire.

Gill (2001:200) and Katz (1988:123) state that professional armed robbers have a significant level of inspiration. They thoroughly plan their robberies and are more likely to decide on firearms as weapons to be used. They are eagerly vicious and are involved in violent crimes (CIT heist) as a method of gaining cash.

Farrington (1997:65) argues that the professional criminals are viewed as hazardous and violent, but they only make a small percentage of the criminal population. Their acts result in the greatest distress to communities.

### **2.9.3 Theoretical framework**

Theories are important tools that assist people in understanding and explaining the world around them. In criminology, they assist people in gaining an understanding of crime and criminal behaviour (See and Kieser, 2013:3).

#### **2.9.3.1 Situational crime prevention theory**

The situational crime theory as Eck (2018:1) states that this theory (for the most part) started from the level-headed decision of theory that underscores the likelihood of the offender's choices in pondering the when, where, and how to perpetrate a crime. The pioneer of this theory is Ronald Clarke (1980) who was a researcher in the Home Office Research Unit in British government's criminological prevention (Eck, 2018:2). Felson and Clarke (1998:6) outline that situational crime prevention is based on two related theories. The robbers' rationally select to commit CIT robberies and the methods used. Their selection is prompted by the need to maximise reward while minimising risk. Eck (2018:2) states the following:

- The advantage of situational crime prevention theory is to increase the risk or minimise the reward. For example, make the commission of a CIT robbery act too difficult, or make the reward for robbing a CIT vehicle too low to risk being caught.
- The disadvantage of situational crime prevention theory is displacement. For example, a CIT company with stronger security measures will begin to see a significant drop in robberies; but the robbers will move to a CIT company with weaker security measures rather than being prevented altogether.

A potential offender thinks about the prize, the force to be used to complete their mission and risks involved. Clarke (1995:45) characterises the situational crime counteraction theory as an open theory that focuses on specific types of crimes. then the offender goes to the operation, they plan around obtaining favourable outcomes because they invested in their strength and wants to acquire good results. Purpura (1991:137) says that situational theory takes into consideration a type of crime



committed, the place, and the time when it was committed. This means that syndicates think about the place of occurrence, the period for execution, and commitment needed to achieve that goal.

### **2.9.3.2 Rational choice theory**

The focal meaning of the rational choice theory is that perpetrators resort to the decision of committing a crime. The literature of Cornish and Clarke (2014:vi), confirm that this theory remains reliant on economic and Classical theories of wrongdoing, where its fundamental opinion is that “crime is an outcome of the rational choice-based investigations of foreseen expenses”. This implies that people decide to carry out crimes if they can boost their advantages and limit the effort, threat, or expenses of doing crime. Rational choice theory was developed by Cesare Beccaria late in the 18<sup>th</sup> century (Cornish and Clarke, 2014:vi). . Felson and Clarke (1998:6) state the advantages and disadvantages of rational choice theory as follows:

- The advantage is that it predicts basic behaviour. This theory looks at behaviour, and tries to understand irrational behaviour, and can explain many social behaviours of CIT robbers.
- The disadvantage is that it does not offer a full picture of crime. It will not give a full explanation why CIT robbers commit these robberies

The essential issue emanating from a normal decision point of view is that culprits try to profit through immoral conduct which involves settling on choices and decisions, hence, the option of choices defines a component of rationality (Cornish and Clarke, 2006:422). The decision procedure happens in two principal stages listed below.

### **2.9.3.3 The initial involvement model**

A person decides to commit a crime to fulfil their needs. Cornish and Clarke (2006:424) highlight that CIT robbers commit heists for financial gain. The choice to keep carrying out the crimes is supposedly encouraged by the need to keep up a lavish way of life. During the time spent deciding on whether or not to carry out crime, the individual considers changing methods to address their social needs (Cornish and Clarke, 2006:421). In addition, Cornish and Clarke (2006:421) reinforce that the choice to partake in crimes is impacted by a person’s experience and learning just like it is by their ethical conduct, mental self-portrait, immediate and unusual encounters of

criminal activities and the capacity to have the option to design and foresee results (Cornish and Clarke, 2014:166).

The initial Involvement Model was developed by Cornish and Clarke (1985). Their assertion is that (2014:77) the advantage of initial involvement model is it permits for consideration of motivational factors, and it also allows for consideration of relationships between issues of deterrence and motivational factors.

#### **2.9.3.4 The criminal event model**

When an individual decides and prepares to commit a crime, they should choose a crime where the chances of being caught are slim. This choice to commit crime is dependent on their immediate conditions, the planning done for their target, the availability of resources and information (Cornish and Clarke, 2006:422). After deciding on an offense to be committed, the objective is chosen through a procedure of evaluating risks versus benefits (Cornish and Clarke, 2014:150).

As previously mentioned, Lab (2004:97) reports that crime is the consequence of a guilty party's sound reaction to a circumstance wherein they discover themselves. Accordingly, a criminal is committed by a level-headed person who chooses to be engaged in criminal activities depending on risk versus gain. Based on the reward, the minimum risk plan to committing the crime will be adopted and accepted by the rest of the group (Lab, 2004:97).

A methodology of planning for a crime does not always result in a properly developed plan. However, the decision and tactics are placed enthusiastically once the criminals encounter a circumstance or object which produces an opportunity to carry out that crime. In any case, the latter does not really imply that an individual perpetuates crime each time the chance arises, yet rather a judicious choice is made depending on the benefit they stand to gain (Lab, 2004:96).

Therefore, the time, spot, and target are fundamental elements to be considered when one takes a decision to be a delinquent (Lab, 2004:97). Like the routine perspective theory, related theories and crime pattern theory, the rational choice theory is relevant in supporting this research study.

This is because it does not make any effort to justify why individuals will be involved in crime but clarifies why crime happens, as compared to the dispositional speculation of culpability (Cornish and Clarke, 2014: xi).

Cornish and Clarke (2014:150) state that the advantage of this theory is to help identify the link behind the decision-making process that enables a person to go with the choice of committing CIT robberies, more like discovering potential explanations why these robbers focus on this crime.

### **2.9.3.5 Crime pattern approach**

Smith and Clarke (2012:298) clarify that crime pattern theory is not different from other crime theories in defining the theory as the emphasising that crimes and an opportunity to commit crime are results of routine inspection carried out by criminals before committing a crime. Crime happens when a perpetrator and their target meet one another at a specific time with the opportunity presenting itself for crime to be committed.

Felson and Clarke (1998:6) mention that crime pattern theory was developed by Brantingham and Brantingham (1984). The advantage and disadvantages of this theory according to Felson and Clarke (1998:8), are:

- The systematic approach to explore why CIT robberies are so high in South Africa for the purpose of preventing them. It offers support to strategic and tactical operations.
- Paying attention to individuals rather than a group of criminals. CIT robberies are always committed by a group of criminals. Unfortunately, the crime pattern theory focuses on individuals and not a group.

As Lab (2014:219) states that criminals generate routines about the physical and social condition of a specific area, and they use that information to their advantage. Examining the offender's past criminal acts gives information about the kind of crime and possible protection methods (Lab, 2014:219). Felson and Clarke (1998:6) also conclude that crime design theory reflects the way individuals interact in space and time. Smith & Clarke (2012:298) agree with the Lab (2014:219) that day-by-day routines bring people to a realisation that drives their actions objectively to reach the expected results. Considering the content of this chapter one can assume that

individuals make psychological pictures and discerning guides of their backgrounds when they do their usual acts like crime. Lab (2004:97) maintains that a person becomes confident and fearless when around familiar surroundings. They become confident about their daily activities that concern their safety.

This information can be increased using a cautious, mindful, proposed appraisal and understanding of the area (Lab, 2004:98). Thus, the routine of the victim plays a huge role in them becoming vulnerable to crimes as the robbers decide how to victimise them (Lab, 2004:98).

It is along these lines that the victim becomes endangered. Additionally, the Crime Design Theory provides reasons why robbers visit certain spots. Lab (2004:298-299) indicates that spots that are visited may be classified into four classifications, namely:

- **Crime generator:** is a non-crime or conventional activity place that is frequently visited by offenders and victims where the criminals find an opportunity to commit crime, for example, CIT vehicles, bus station, bank, or taxi rank.
- **Crime attractors:** areas like clubs, shopping centres, prostitution houses, criminals are often attracted to such places looking to entertain themselves or looking for venerable customers they can rob. In some instances, attractors could be victims themselves, like, a victim that drives an expensive car and constantly parks it in a deserted area with girlfriends, criminals can be looking to steal the car.
- **Crime neutral places:** These places experience very low rates of criminality, and the minimum police activity is drawn. For example, crime is more focused on a particular address rather than other units and street segments.

When the potential victim frequents an area with minimal security, chances of criminals committing crime successfully will increase. The utilisation of this theory provided guidance in the investigation and identification of problem areas for CIT robberies, where it was discovered that the responsibility of moving money, and/or any sort of asset dealt by the CIT organisation might be viewed as a problem area. The use of this theory is appropriate because it addresses the kind of crime in the CIT industry and provides solutions that might meet the objectives of this research.

### **2.9.3.6 Persistence and desistance**

Sampson and Laub (2001:168) distinguish the underlying fascination and passion of crime as one of the principal reasons why a few people are relentless criminals. People fall into the trap of crime due to the unfavourable socio-economic conditions. The political system and the economic conditions influence quite a number of people in all spheres who strive to earn a living through the act of crime. Sampson and Laub (2001:168) state that the way civilians interact in their social lifestyle i.e., consumption of illicit beverages like alcohol, and the abuse of illegal drugs stimulate and influence the rise of organised crimes with the pretext of closing the gap of poverty in society. Sampson and Laub (2001:169) attribute the theory on persistence and desistance to Glueck and Glueck (1974). This theory clearly states that poor parenting, family difficulties and social disadvantage contribute immensely to a child becoming a persistent criminal. Good parenting, low levels of parental stress, quality housing, and great child supervising are related to desistance.

The condemning impact of jail being ‘the University of Crime’ was reported in one of Sampson and Laub exploration samples, where one of the members stated that “jail hardens you to the point where you couldn’t care less”. Maree (2008:66), Willis (2006:130), and Owen and Cooper (2013:11-13) concur in their literature in that due to economic challenges, criminals will never stop committing crime. Most offenders continue with their criminal activities even after they arrested and are released from custody because they are either not accepted by society or they fail to secure employment due to their criminal records. The only time they discontinue to engage in criminal activities is when they are old or poor in health (Maree, 2008:72). Maree (2013:98) stresses that experienced imprisoned robbers may assist criminals who are outside the prison to plan a robbery or future robberies. Furthermore, Owen and Cooper (2013:64) mention that criminals do not stop offending. After squandering, all of them proceed they turn back to the act of crime. Burger (2013:13) is of the opinion that criminals will proceed with criminal activities until they are arrested but continue upon their release. However, there are those criminals that get rehabilitated, and discontinue the acts of crime and when they are released. This may be due to the choices offenders make in changing their lives for the better.

## **2.10 RECOMMENDATIONS ON SECURITY MEASURES TO PREVENT CASH-IN-TRANSIT ROBBERIES**

Cash is a vital element of the economy and CIT companies play an important and necessary role in transporting and distributing it. Should the CIT industry be at risk, security companies in the Republic will have no other option but to stop the risk effectively and immediately.

For robbers, the industry is very lucrative and once they are able to get away after robbery chances of getting arrested become slim. All security companies and the leaders of the Republic would certainly welcome finding practical solutions that will reduce the CIT robberies (ANA, 2018:4).

CIT robbery prevention, according to BusinessSA (2014:9), can only be approached from the view of situational crime prevention.

The prevention method must take away any physical chances for robbers to commit crime and create more opportunities of arrest.

Erasmus (2012:113) mentions eight important elements that must be considered for CIT crime prevention strategies:

- Formal engagement platforms must be formulated.
- Formulate minimum security standards in the CIT industry.
- Information must be shared by all CIT companies, SAPS, and other security companies.
- The standard of background checks, training, and lifestyle audits for existing employees and recruitment for new employees must be enforced.
- Better salaries for employees to limit chances of selling information to criminals for monetary gain.
- Conduct constant crime prevention operations.
- The CIT to Invest in vehicles, equipment, technology, and infrastructure.
- Understanding and application of legislation.

## **2.11 SUMMARY**

This chapter has dealt emphatically with the CIT robberies that are currently affecting the whole world, but the focus is on South Africa. The study indicated that there are various kinds of organized crime which are labelled as professional crimes. The study also highlighted various causes of the CIT robberies and demonstrated the peer influence of crime for individuals of different ages currently active in the economy.

There are various security measures that were discussed that the researcher believes that they may assist in curbing the on-going CIT robbery. Legislations and different bodies have underscored that the content of this study might assist in dealing with the offenders who were posing a threat to humankind. This chapter attempted to eliminate all forms of organised crime and link the crime in comparison with other SADC and the global crimes in the CIT. The next chapter will deal with methodology which will collect data and peruse thoroughly in trying to diagnose the cause, and in the other chapters the researcher will provide the findings and results with good recommendations.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 INTRODUCTION**

This chapter deals with the research methodology adopted for the study. The methodology includes the research methods, the number of participants, and each unit of analysis undertaken in this project. These participants were drawn from a comprehensive population group. The research design specifically dealt with the approach of the research, how the researcher selected the participants their total number. The different methodologies utilised when gathering information and analysing it were relevant to this study.

The methods included sampling and sample size, the type of data, the data collection method, the location of the study, the managing of data, and the research design. The chapter also discusses reliability and validity in qualitative research and evaluates the way in which the two methods corroborated in this study.

This chapter looks at the role the played by the researcher when employing the qualitative research method. The purpose of this research study is to examine security measures for the prevention of CIT robberies in South Africa, and Gauteng Province in particular. The main aim of this research goes beyond gathering information; its true goal is to seek responses to questions previously not answered and make a meaningful contribution to the body of knowledge in the CIT industry.

#### **3.2 RESEARCH DESIGN**

Dantzker and Hunter (2012:14) describe research design as a method used to provide adequate mechanisms to follow when conducting research. It will also be used to select the dependent and independent variables in the research. Durrheim, Martin, Blanche, and Painter (2006:34) state that research design is developed for a specific drive and should therefore be enough resources to complete the study.



Research design must consider the below elements, as Durrheim, Martin, Blanche, and Painter (2006:34) recommend:

- The theories supporting the research project.
- The aim of the study.
- The setting of the interview locations.
- The method of collecting and analysing data.

Akhtar (2016:68) argues that the structure of research is in its design, and he maintains that it links and holds together all the fundamentals of a research project like glue. Research design is widely known as a strategy for the proposed research project.

The method did not only consider and provide specifications of the uncountable decisions connected with conducting data collection, analysis, and processing, but it also provided a sensible basis for these choices. Research design in this study is an important element for carrying out the research project that takes full advantage of control over any issues that might obstruct the validity of the project findings.

This study adopted a descriptive research design utilising a case study research method. Fantz and Mayer (2004:503) outline descriptive research design as a tool that describes and investigates how an event transpired in the past or its current situation. Descriptive research design is the appropriate method for this study and relates to the topic that is investigated as the researcher seeks to understand how CIT robberies are conducted.

A case study pays attention to a matter that is highlighted (security measures), within a larger context (CIT companies in Gauteng Province)(De Vos, Strydom, Fouche, & Delpont, 2005:272).

Three known companies that offer money transportation services in the Gauteng Province. These companies employ highly trained security guards and use other security measures to protect their assets. These companies are SBV, G4S and Fidelity Security. For this research study, the researcher focused on all three companies and contacted their former employees as participants.

The selection process of the participants, the researcher called the former employees that are known to him, since he used to work in the CIT industry. More names were

suggested by the contacted individuals to give the researcher the required number of participants. The researcher ended up with a population of 50 former CIT employees who could form part of this research project.

### **3.3 RESEARCH APPROACH**

This study used a qualitative research approach and a case study research method. To understand the CIT security measures, face-to-face (one-on-one semi-structured) interviews were used. De Vos, Strydom, Fouche, and Delport (2005:73) state that qualitative research is based on understanding, natural observation, and subjective examination of reality from someone who is part of the CIT industry as opposed to someone who is an outsider.

The qualitative research method can be useful in four ways (Trochim, 2006:30-31):

- Perception of the unexpected events that influence and create theories;
- Perception of how participants react and how their actions will affect them;
- Perception of the process followed by events and actions; and
- Perception of how research participants are attached to the conditions, events, and activities they are involved in.

The use of qualitative research enabled the researcher to have a better understanding of the *modus operandi* and all other complex mechanisms used by the CIT robbers. This led to the outlining of proper recommendations, which, hopefully, will prevent future CIT robberies. The qualitative research method applied in this study included one-on-one semi-structured interview questions and the audio depicted from the interviews to assist in the analysis of collecting information.

This research depended on the gathering of information through the data collection of the following sources as the secondary way of achieving accuracy in the study:

- Media reports on CIT robberies in Gauteng Province.
- The information gained from former CIT security guards through one-on one interviews.
- Personal experience since the researcher worked in the industry.

### **3.4 POPULATION SAMPLING**

David (2017:23) defines a population as a crowd of people on which the researcher intends to generalise the outcomes of the research. Guest, Namey and Mitchell (2013:42) support the content of the study by stating that for research purposes, sample elements are drawn from the largest group of units known as a population. The researcher's sample was a subset of the population. The size of the population depended on the scope of the study. The researcher drew sample elements from the population.

Garcia (2017:14) defines population sampling as a way of bringing a batch of matters that are representative of the whole population. The researcher initially identified four companies that the population would be derived from (G4S, SBV, Fidelity, and Bidvest Protea Coin), but according to Bidvest Protea Coin, they are no longer offering CIT services.

This left the researcher with only three organisations (G4S, SBV, and Fidelity) to derive the population from. When the researcher's attempts to interview current employees of the three CIT companies failed. He opted to interview their former employees. The selection of these three CIT companies was based on their operation of transporting money daily in South Africa. The study then adopted the snowball approach as part of purposive sampling because the researcher had to rely on referrals by other units of analysis (participants who knew other possible participants who had also worked in CIT environments). This gave the researcher a population of 50 former CIT security guards, from which sampling was derived.

### **3.5 SAMPLING PROCEDURES**

Sampling, according to Guest, Namey, and Mitchell (2013:41), refers to as a method of picking a subsection of items from a definite sampling population of twenty (20) former CIT security guards to include in this study. The sampling process plays an important part as a tool that is utilised by the interviewers to ensure trustworthiness of the study.

Neuman (1997:201) defines sampling as a way of selecting samples that will be included in a research project. De Vos, Strydom, Fouche and Delport (2011:193) maintain that sampling is the seizing portion of the population since there are similar traits to the entire population.

At the same time, Steinberg (2004:95) states that the aim of a probability sample was to generalise the outcomes to the sample's bigger population since it is not realistic to study the entire population group. The results will not be generalised now that the approach is non-probable.

Since the researcher was once an employee of a CIT company, he was then able to make a few phone calls to his former colleagues regarding setting up one-on-one semi-structured interviews. From the few former CIT security guards interviewed, participants made recommendations on where to find other possible participants who had knowledge on the subject. All interviews were conducted in the Gauteng Province.

A few of the participants had already settled in other Provinces (Mpumalanga and Limpopo), but they were able to meet with the researcher in Gauteng Province for the interviews because they still had commitments in the province.

Interviews were conducted in Sepedi, Zulu, English, isiXhosa, and isiNdebele, mostly in restaurants, residential places, and the participants' places of employment. The researcher had to drive to different areas of Gauteng Province to meet with the participants.

### **3.5.1 Probability: sample-random sampling method for the selection process**

Neuman (1997:202) mentions the following four type of sampling methods:

- **Random sampling:** Sampling frame must include the entire population. All members of the population stands an equal chance of being selected.
- **Systematic sampling:** Members who are listed with a number are selected at regular intervals. This method is not different from the random sampling.
- **Stratified sampling:** This method allows the researcher to divide the population into sub-populations that are different in importance. Every sub-group is properly represented in the sample, and provides a precise conclusion.

- **Cluster sampling:** Like stratified sampling, by dividing the population into sub-groups. Cluster sampling selects the whole sub-group instead of individuals.

For this study, random sampling method was used. Random sampling is easy to use and lacks bias (Neuman, 1997:202). The population of interest for this study is 50 former employees of three CIT companies (G4S, Fidelity, and SBV).

- A sample was selected from a group of former employees using a sampling frame.
- From a population of 50 former CIT employees, a sample was derived.
- The researcher then appointed an independent observer to assist in drawing names out of a hat so that a sample could be obtained.
- The names of the entire population were written on 50 pieces of papers. The papers were of the same size and grouped under each CIT company. Sample A: G4S, Sample B: SBV and Sample C: Fidelity Security.
- This process gave the researcher three different groups, which resulted in the population for this study.
- The papers were then thrown into a hat.
- The researcher instructed the observer to shake the hat before drawing the names.
- With the assistance of an observer, 20 names were drawn from the hat, one at a time.
- Then the target of 20 participants was reached.

Every sample of five was as likely to be selected as any other. The participants were then contacted for a possible interview session with the researcher. Three participants out of the twenty 20 refused to be part of this research project.

To replace the three participants who refused to form part of this project, the researcher and the observer went back to the hat and drew three new names. The researcher arrived at a point where all 20 participants confirmed their availability for interview sessions. Neuman (1997:222) stipulates that any population not less than 20 of a sample ratio of 30% is sufficient. The researcher used a sample size of 20 participants out of a population of 50.

### **3.5.2 Unit of analysis**

Based on the work of Carol (2018:104), the individuals that the data will be collected from are described as the unit of analysis, these, according to Bhat (2018:23), can be people, artefacts, groups, geographical units, and social interaction. Davies, Francis, and Jupp (2011:48) indicate that research questions play an important part for the unit of analysis.

The researcher collected data from 20 former employees of the CIT Companies who were serving as participants in the region of Tshwane, Ekurhuleni, Soweto, and Hammanskraal in the northern region, to represent the whole population based on the study regarding Gauteng Province CIT crimes.

### **3.6 DATA COLLECTION METHODS**

Data collection methods consist of the strategies used by the researcher to collect data. The qualitative research technique was used for this study and was found to be time-consuming. Nevertheless, the study touched on the actual issues that were valid and reliable. The interviewed participants were recorded with an audio recorder to verify the reliability and validity of the study. In this study, the researcher employed interview techniques as a data collection method and used the Interview Schedule Guide during this process.

For the purpose of gaining insight into the studied phenomenon a literature review was employed by the researcher. Dantzker and Hunter (2012:57) indicate that the interview techniques and literature review are the appropriate mechanisms to be used to ensure the reliability and validity of the study. The study explores the security measures to be used to curb CIT robberies in Gauteng Province.

In the opinion of Dantzker and Hunter (2012:126), the interview technique refers to the communication between two individuals where the interviewer aims to acquire knowledge about certain questions from the participant. Alston and Bowles (2003:116) state that often interviews are a face-to-face interaction where the questioner verbally solicits responses. They further define the interview as a conversation to gather

information. In stating that interviews are usually a precise and typical way of data collection, Davies, Francis, and Jupp (2011:163) support the context.

The researcher obtains data from the participants by using a document called the interview schedule, which has numerous one-on-one semi-structured interview questions written out for use as a guide Alston and Bowles (2003:116). Carol (2018:148) maintains that the interview schedule used in this research carries explorative questions, which assist the researcher to thoroughly investigate the CIT heists encountered in Gauteng Province. The concerns of the community regarding violent crimes infringe on their right to live in a safe and secure country.

On the authority of Boyce and Neale (2006:13), qualitative research has a data-connecting technique known as in-depth interviewing, which entails conducting intensive interviews with a small number of respondents to discover their viewpoints on an explicit phenomenon. Creswell and Creswell (2018) define semi-structured interviews as a qualitative method. The researcher can here ask the participants pre-set and open-ended questions.

The in-depth interviews with all the participants were altogether roughly 240 minutes. This then means that each interview lasted at least 60 minutes. The researcher had a set of pre-determined questions when he approached the participants.

The questions were aimed at making the interview interesting and not to dictate outcomes. Alston and Bowles (2003:810) indicate that the interviewer would want the participant's responses to elaborate on their hands-on knowledge regarding the CIT robberies. The researcher used a voice recorder to avoid limiting the study and missing important information from the participants.

### **3.6.1 Interview setting**

The researcher met with all participants at locations selected by them, where they were at ease. While some opted to be interviewed at their workplace, some met at their homes, and others preferred certain restaurants. An ideal location was a location with minimal distractions or interferences and participants felt comfortable. The participants and the researcher had prior agreements on the location, the date, and the time of the interviews. Gillham (2000:467) mentions the interview process is the

most important task in qualitative research. Irrespective of the method used, the analysis will not be fruitful if the interview does not go well, or the quality of information is poor.

Some participants did not make any eye contact during the interview, some said little, and others answered the questions with so much ease and did their best to explain their answers and provide examples. A couple of the participants would only answer what they were asked and made no effort to expound on their answers.

They maintained short responses no matter how hard the researcher tried to push them to provide further details. When the researcher was interviewing the Participant 12, he discovered that he had nothing new to add and instead provided information that the researcher was already privy to.

Davies, Francis and Jupp (2011:170) state that the ability to conduct interviews plays a vital role in one-on-one semi-structured interviews. In the interview session, the interviewer's primary role is to listen to the participant and encourage them where necessary. During the interaction, the interviewer does not lead the one-on-one semi-structured interview but instead gives direction on the discussion and responds to any questions or concerns that the participants may have.

Davies, Francis and Jupp (2011:170) encourage research study participants to elaborate on their experience and to explain aspects that the researcher does not understand. In other words, the researcher has an opportunity to prompt the participants where necessary.

During the interview session, the language utilised by the interviewer in his interaction with participants is vital. Most of the participants in this research are black, and a few are coloured, which resulted in English, isiZulu, Northern Sotho, and the township language (slang) being used.

Alston and Bowles (2003:115) indicate in their literature that the interviewer plays the role of correcting the participant to rephrase certain words in English for the relevancy of the meaning. The township street language was then translated into English by the researcher.



### 3.7 DATA ANALYSIS

Van de Sande & Schwartz (2011:121) state that after completing the interview process, the researcher must begin analyzing the data. The methodology section employed in the data analysis of codes, themes, and network diagram involved a systematic and rigorous approach to uncover meaningful insights from the collected information.

The application of qualitative research methods allowed for a comprehensive exploration of participants' perspectives on CIT robberies, their motivations, and the impact on CIT companies. According to De Vos et al. (2005:334), the use of data spiral or steps examines the interpretation and process of data analysis using the following:

- **Coding Process:** The coding process was instrumental in identifying patterns and trends within the qualitative data. Thematic analysis was employed to categorise responses into meaningful themes, provide structured framework for understanding the complex issues surrounding CIT robberies. The iterative nature of coding ensured a thorough and nuanced exploration of participant narratives, capturing both explicit and implicit meanings embedded in their responses.
- **Thematic Analysis:** Thematic analysis facilitated the extraction of recurring themes, allowing for a deeper understanding of the motivations driving criminals to engage in CIT robberies. The identified themes, such as financial motivation, pursuit of a lavish lifestyle, retribution, and opportunistic crime, provided a comprehensive picture of the multifaceted factors influencing criminal behaviour in this context.

Thematic analysis served as a powerful tool for organizing and interpreting the rich qualitative data, shedding light on the intricate dynamics inherent in CIT robberies.

- **Network Diagram:** The creation of a network diagram added a visual dimension to the analysis, illustrating the relationships and connections between different themes and concepts. This graphical representation enhanced the clarity of complex associations, offering a holistic view of the interplay between variables. The network diagram served as a valuable

complement to thematic analysis, providing a visual map of the intricate web of factors contributing to the occurrence of CIT robberies.

- **Groundedness (G) in Methodology:** The methodology employed in the data analysis of codes, themes, and network diagrams was grounded in the principles of qualitative research. Grounded theory, as developed by Glaser and Strauss (1967), guided the systematic exploration of participants' perspectives without hypotheses, allowing themes and patterns to emerge organically from the data.

This grounded approach ensured that the analysis remained closely tied to the participants' experiences and narratives, promoting the authenticity and richness of the findings. By eschewing preconceived notions, the study maintained a strong connection to the lived realities of those involved in or affected by CIT robberies, contributing to the validity and reliability of the research.

- **Density (D) in Network Diagrams:** The network diagram, as a visual representation of the relationships between codes and themes, exhibited varying degrees of density. In the context of network analysis, density refers to the extent to which nodes (themes or codes) are connected within the network. A higher density indicates a greater number of connections, highlighting the interrelatedness of themes.

The density of the network diagram in this study reflected the intricate web of factors influencing CIT robberies. Some themes exhibited higher connectivity, indicating strong associations, while others displayed lower density, signifying more isolated concepts. The density measure provided a quantitative lens to complement the qualitative insights, offering a nuanced understanding of the complexity and interconnected nature of the identified themes.

In conclusion, the methodology employed in the data analysis of codes, themes, and network diagram was robust and methodical, allowing for a nuanced exploration of the research questions. The combination of thematic analysis and a network diagram provided a comprehensive understanding of the pervasive nature of CIT robberies, the motivations driving criminals, and the far-reaching impact on CIT companies.

The iterative nature of the coding process ensured the depth and richness of the analysis, contributing to the generation of meaningful insights. Overall, the methodology applied in this study lays a strong foundation for advancing our understanding of CIT robberies, and informs the development of effective strategies to address this critical issue.

### **3.8 ETHICAL CONSIDERATIONS**

Van De Sande and Schwartz (2011:21), who are scholars in research ethics, support the focus of this study. From their point of view, the ethical review process is a way to protect the interests of all research participants. No harm has come to any of the participating participants. Ensuring that informed consent and confidentiality are handled professionally as to minimise risk to participants was the researcher's responsibility.

The literature of Van De Sande and Schwartz (2011:22) assert that ethics embraces principles that deal with rules and guidelines to be adhered to by the researcher and the human resources practitioner to protect the participants. The researchers are of the opinion that ethics as a moral practice sets standards for what is right and wrong. These scholars further state that problems around ethics would result in worries, dilemmas, and struggle around the way research is done.

#### **3.8.1 Institutional approval**

This study was conducted according to the University of South Africa's policy on research ethics. All the institutional approvals of the CIT organisations on which the research is based (G4S, Fidelity, and SBV) were considered.

The researcher conceded when he was not granted permission to interview the current employees of the above-mentioned CIT organisations and opted to conduct the research with former CIT employees as participants. Ellis, Hartley, and Walsh (2010:362) confirm that researchers, in conjunction with the human resources practitioners, are directly affected by the ethical considerations of corporate institutions.

### **3.8.2 Respect for human dignity**

It is the view of the researcher that respecting and protecting the interests and the cultural integrity of the participants from psychological harm is important. Van De Sande & Schwartz (2011:24), as well as Kowalczyk (2003:135) support this notion, where the latter asserts that the questions asked should be neutral and not offend or intimidate the participant.

### **3.8.3 Informed consent**

The literature of Ellis, Hartley, and Walsh (2010:361) assert that the informed consent, in the context of this study, entailed informing the potential participants of the implications of the study and attaining permission for them to participate in the research. The researchers also insists that participants should read the consent with mutual understanding and, know they are free to withdraw from the project should whenever they feel the need to.

### **3.8.4 Confidentiality**

It is necessary for the researcher to make a pledge to the participants before the interviews are conducted. The aim of the pledge is to inform the participants that they should not disclose their identity. This is so that they might not be revealed as the source of information when the findings are reported. Ellis, Hartley, and Walsh (2010:360) confirm that the exercise needs be done anonymously. It is the objective of the study that the researcher keep data obtained for the research confidential. Neuman (1997:376) maintains that the origin of data accessed is supposed to be kept secret, and the researcher needs to be honest and trustworthy in doing so.

## **3.9 METHODS TO ENSURE TRUSTWORTHINESS**

Middleton (2019:1) explains that every research project must consider reliability and validity during the design phase, when planning the methods to be used, and when writing the outcomes. The researcher used these two concepts to ascertain the quality of this research. The consistency of results was checked repeatedly by looking at how

well the outcome corresponds to all theories and the measures applied to similar concepts.

### **3.9.1 Reliability**

Reliability shows consistency, and the importance of remaining consistent over time. The use of various research that is relevant and related to this topic will ultimately give birth to consistent results. Reliability is viewed as how true a test is. The greater the estimation blunders that occur the less solid the results (Field, 2005:54).

A reliable test is free from estimation mistakes. For this research researcher cannot afford to estimate results for this research and only true and reliable results are presented. The transcript is vital here because is a benchmark that can be presented to participants from different provinces who were also involved in CIT industry and would provide the same answers.

### **3.9.2 Validity**

Validity is always a concern for people who create scientific measures and those looking to legitimise the effects of assessment (Bond, 2003:179). The researcher chose face-to-face validity as a means to collect data for this project.

The participants were able to point out if the questions asked were relevant to their CIT industry experience and if the interview would be useful in achieving the objectives of this research project. Hersen (2004:6) identifies the following three types of validity:

- **Face-Face Validity:** a panel of experts is asked to work through the instruments for measuring and provide comments and suggestions. For this project these are the researcher and the former employees of CIT companies. The participants tested information that would be utilised under the pilot study to verify the validity and reliability of the study.
- **Content Validity:** a thorough literature study is conducted before compiling the interview schedule, which is the measuring instruments. The researcher, due to time constraints and a lack of support from CIT company management, decided to focus on the interviews.

According to the content of this chapter, the researcher would gain further knowledge on the subject and ensure that the concepts used to compile the measuring instruments are theoretically defined. To increase the depth of the literature and to further strengthen the content validity of the measuring instruments, only 20 participants were interviewed.

### 3.9.3 Ensuring trustworthiness elements

Babbie & Mouton (2001:14) state that trustworthiness lies in the linking of the ideas being measured with a theory, and suggestions about the relationships between different elements of the phenomenon under study. They further demonstrate the importance of ensuring trustworthiness by highlighting the four elements listed below:

- **Transferability:** This element is like generalisability in qualitative, but it is not. It deals with the applicability of the findings to similar context. Transferring findings to other situations.

The researcher achieved this by a thick description of the findings from all the data collection methods employed in this study.

- **Creditability:** This element links to an idea of validity in qualitative research but its more associated to internal validity. While conducting this study, the researcher collected data that is accurate and representative of the phenomenon under study.

The credibility of the data was checked through investigations, theoretical triangulation, participant validation and the technique used to collect data.

- **Dependability:** More related to reliability in a qualitative study. The researcher used an in-depth study procedures and analysis to allow the study to be reproduced.

This was ensured via rigorous data collection techniques, analysis, and procedures that the researcher was able to document. This study was examined by independent examiners.

- **Conformability:** This is more like objectivity in a qualitative study; however, it must be noted that objectivity is not important for a qualitative approach if being bias is unpacked when writing.

The researcher achieved this through one-on-one semi-structured interviews. Through clear coding schema that identified patterns and codes during analysis

the researcher was able to record confirmability. Data was checked and rechecked by the researcher during data analysis and collection to ensure that findings can be repeated.

### **3.10 LIMITATIONS OF THE STUDY**

On the authority of Labaree (2013:114), the limitations of a study are the features of design or methodology that impacts the application and interpretation of the research results. According to him, the way the research design and methods are chosen creates constraints on the generalisation and usefulness of findings.

As Labaree (2013:114) guides, the limitations of this study are highlighted as follows:

- CIT companies (G4S, Fidelity, and SBV) did not cooperate with the researcher in granting permission him to interview their employees.
- There is a shortage of literature relating to CIT robberies in South Africa.

### **3.11 SUMMARY**

This chapter clearly outlines the methodology used by the researcher in collecting the required data that allowed him to compile a comprehensive report. This chapter gave birth to the fourth chapter of this research study, where the researcher discusses the findings based on the gathered data. The researcher's agenda has been to come up with new ideas to implement in the fight against CIT heists in Gauteng Province.

The participants were happy at the fact that they stood to contribute meaningfully to the fight against CIT heists. Their reactions were evident of the passion they had for the CIT industry. For some of them CIT industry is where their careers began.

## CHAPTER FOUR

### RESEARCH ANALYSIS AND DISCUSSIONS

#### 4.1 INTRODUCTION

This chapter presents research findings of data collected during the study. The researcher chose the qualitative research approach because this method offers insight into the phenomenon of CIT robberies occurring Gauteng Province where the participants were able to respond in depth.

With this chapter, the researcher was able to corroborate data and themes to provide a better understating of all CIT security measures. From the substantive narratives in the various responses, the researcher identified a common denominator analysed it during the theme assessments. The researcher, where necessary, also quoted the participants verbatim to authenticate the research study.

The researcher conducted face-to-face interviews with 20 former CIT security guards in Gauteng Province. The sample is selected using a random sampling technique, which allowed all former employees an equal opportunity to be included in the sample. All the interviews were conducted at a neutral venue selected by the research participants themselves.

The participants were encouraged to select a venue convenient for them, where they would feel comfortable. The duration of interview sessions ranged from 45 minutes to an hour. During the meeting the researcher explained the reasons for the study to the participants and why they were chosen to contribute to the study.

The biographical details (names, age, education, and race) of participants are presented in Section A. Section B outlines data from former CIT security guards who were working in Gauteng Province at the time. To protect the identity of the participants, their responses have been anonymised, and numbers are used to identify them. The names of the CIT companies where each participant was employed are also not mentioned for the protection of those organisation. All ethical concerns were taken into careful consideration throughout the study.



## 4.2 SECTION A: PARTICIPANTS BIOGRAPHICAL DATA

The biographical data obtained from participants is relevant to this study because the participants have previous work experience in the CIT industry.

### 4.2.1 Biographical information of participants

Biographical information is personal data that distinguishes one individual from the next. The most basic biographical information is a person's age. In this study, **Table 4.1** reflects the ages of all participants in this research. This table also identifies all the participants in this study. The participants are labelled Participants 1 to participant 20, and they will be referenced accordingly throughout this chapter.

**Table 4.1: Age of all participants**

Number	Age	Identifying the participants
1	39	Participant 1
2	36	Participant 2
3	34	Participant 3
4	30	Participant 4
5	42	Participant 5
6	49	Participant 6
7	39	Participant 7
8	40	Participant 8
9	42	Participant 9
10	43	Participant 10
11	32	Participant 11
12	32	Participant 12
13	44	Participant 13
14	49	Participant 14

15	44	Participant 15
16	48	Participant 16
17	44	Participant 17
18	46	Participant 18
19	42	Participant 19
20	47	Participant 20

Researcher illustration (2023)

The ages of the participants range between 30 and 49. Out of 20 participants, 4 were young adults between the ages of 30 and 35 years. While most of the participants (16) were between the ages of 36 and 49 years.

**Table 4.2: Race of Research Participants**

<b>Race</b>	<b>Number of participants</b>
Blacks	15
Coloureds	5
Total	20

Researcher illustration (2023)

It was revealed that 15 participants were black, and 5 of the participants were Coloured.

**Table 4.3: Gender of the Research Participants**

<b>Gender</b>	<b>Number of participants</b>
Male	20
Female	0
Total	20

Researcher illustration (2023)

All 20 participants of the study were male, this is because the CIT Company employs only males to their CIT guarding division.

**Table 4.4: Marital Status of the Research Participants**

<b>Marital status</b>	<b>Number of participants</b>
Single	3
Married	10
Separated	1
Divorced	5
Widower	1
<b>Total</b>	<b>20</b>

Researcher illustration (2023)

The above table shows the marital status of the research participants, where 3 were single, 10 were married, 1 separated, 5 divorced, and 1 was a widower.

**Table 4.5: Positions of Research Participants**

<b>Occupation</b>	<b>Number of participants</b>
Protection officer	7
Assistant Senior Protection Officer	6
Senior Protection Officer	6
2 <sup>nd</sup> Chief Protection Officer	1
<b>Total</b>	<b>20</b>

Research illustration (2023)

All participants played an important role in the day-to-day running of CIT activities. From the data collected, the positions of research participants are categorised as follows: One of the participants was second in command (Chief Protection Officer), six were Senior Protection Officers, another six were Assistant Senior Protection Officers, and seven were Protection Officers.

The Chief Protection Officer manages the entire CIT guarding operation, while the Senior Protection Officer supervises the crew in the cash vehicle. The Assistant Senior Protection Officers assist the Senior Protection Officer in supervising the crew in the CIT van, and the Protection Officer is the junior member in the cash vehicle.

**Table 4.6: Length of Service of the Research Participants**

<b>Length of Service</b>	<b>Number of participants</b>
10 years	7
12 years	2
13 years	2
15 years	4
20 years	5
<b>Total</b>	<b>20</b>

Research illustration (2023)

The above table shows the length of service for participants, where seven have 10 years of service, two have for 12 years of service, the other two have 13 years, four have 15 years, and five have 20 years industry experience.

**Table 4.7: Educational Qualifications of the Research Participants**

<b>Qualification</b>	<b>Number of participants</b>
Grade 12, PSIRA Grade B, PSIRA Grade C, Firearm Competency	14
VIP Protection Certificate	3
Shooting Range Instructor	1
Diploma in Security Management	1
LLB Degree	1
<b>Total</b>	<b>20</b>

Research illustration (2023)

The qualifications of the participants vary. The minimum requirements for a CIT security guard to be employed by a CIT company is a Grade 12 certificate, PSIRA Grade C certificate, and Firearm Competency for business purposes. The PSIRA Grade, particularly from Grade C and above enables one to be appointed as a security officer/guard. Firearm Competency implies that the candidate was formally trained and found to be legally competent to carry a firearm in accordance with Firearms Control Act (No. 60 of 2000).

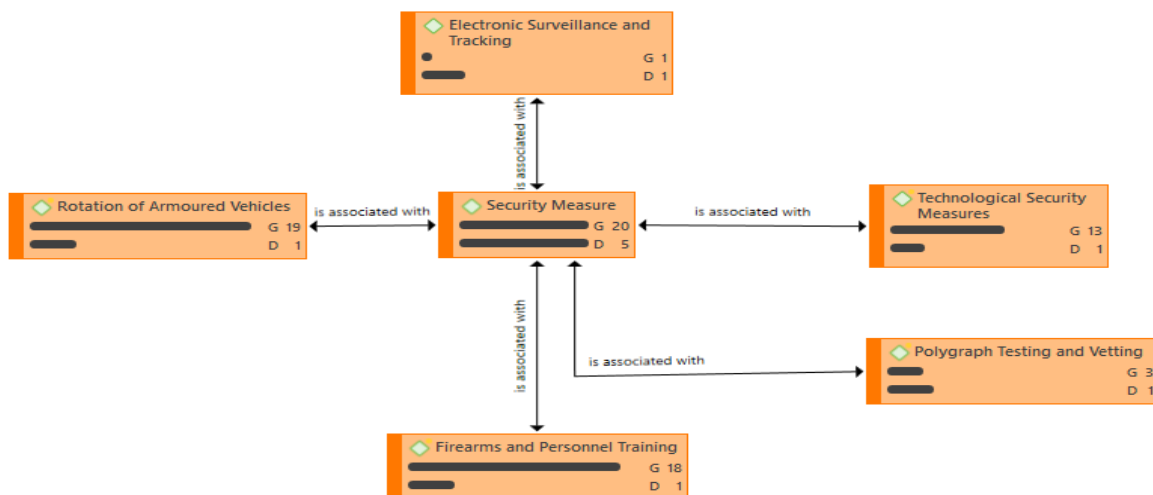
All the participants met the minimum requirements to be employed within the CIT industry. Over and above that, 3 of them added VIP Protection Certificates to their qualifications. The first one has acquired a Shooting Range Instructor qualification, the second one a Diploma in Security Management, and the last one a Law Degree (LLB), which is the highest qualification amongst all participants of this study.

### 4.3 SECTION B: FACTORS CONTRIBUTING TO EFFECTIVE SECURITY MEASURES IN CIT COMPANIES.

During the findings, interpretation, and analysis phase of the study the researcher identified several factors from the research participants. In some instances, the researcher quoted verbatim from participants in order to validate their responses. For this study to reach the acceptable ethical norms and standard of research, only the research questions outlined in chapter one were used. These questions are outlined below.

#### 4.3.1 Research question 1: What kinds of security measures are being used by cash-in-transit companies to protect their assets?

Figure 4.1: Security measures used (themes)



Atlas TI (2023). Security measures comprises of five themes that associate with it as shown in Figure 4.1.

The scholars within the Private Security Industry Regulatory Authority argue that the regulated wearing of bulletproof for the protection of the CIT employees are reducing the number of casualties within compliant companies. The content of the draft report argued that the CIT companies that comply with the regulations of PSIRA normally deployed well-trained personnel who use different firearms during attacks (Staff, 2007:22).

The participants offered diverse insights into the overall efficiency of CIT security measures. Participant 10 acknowledged the measures' historical efficiency but noted a recent decline emphasizing the need for a new strategy. Similarly, Participant 15 highlighted room for improvement in the current efficiency of these measures. Concerns were raised about challenges in electronic systems, with Participant 10 noting vulnerabilities in the use of electronic money bags and Participant 18 expressing scepticism about the full functionality and utilisation of some systems by security guards.

The screening and vetting process faced scrutiny, as Participant 10 emphasised proper screening, while Participant 15 criticised the industry for employing individuals with criminal records. Participants 15 and 17 underscored the crucial impact of working conditions on efficiency, emphasising the need for staff care and empowerment through training. Lastly, Participant 18 advocated technology and training enhancements, emphasising the importance of investing in improved security measures, and fostering a supportive work environment. These varied perspectives highlight the complexity of evaluating and enhancing CIT security measures, calling for a multifaceted approach.

The findings from participant insights provide a nuanced understanding of the challenges and opportunities within the CIT industry's security measures. Participants acknowledged the historical efficiency of existing measures, but concerns were raised about recent vulnerabilities, prompting the call for strategic reevaluation. Electronic systems, a crucial component of CIT security, faced skepticism regarding their reliability and proper utilisation by security guards, pointing to potential areas for technological improvement and enhanced training.

Participant 2 indicated that “when [he] started working for a CIT company, Toyota Siyaya Kombis which were fitted with armoured plates on the sides were used. The vehicles were changed when the number of robberies started to increase around the year 2000. Then the recent multi-purpose vehicles and eliminators, which are much stronger and are equipped with advanced technology, were introduced”. In confirming that the recent introduction of technology and the so-called third industrial revolution has enhanced computer and internet connectivity, Staff (2007:45) supports this assertion by the participant.

Regarding the specifications of the CIT vehicle, Participant 2 states that “the vehicles have multiple doors inside; one door cannot be opened while the other is ajar. The driver is the only person who can open the doors. The safe in the vehicle uses biometrics and can only be opened by a minimum of two people”.

Besides the efforts that the security industry put in place for safety and security of personnel and assets, the CIT companies, according to Hosken (2018:3), also implemented armoured vehicles to make it harder for robbers to access the transported assets. Security Solution (2006:2) supports this notion, confirming that the security industry invests highly in ensuring safety and security of assets in transit.

The CIT robberies in South Africa have been a real problem for the police, and loopholes indicate that there is still more that must be done by the security industry. The former Minister of Police, Nathi Mthethwa (2010), states that the security industry should tighten their security measures to prevent CIT robberies. He was supporting the information coming from the employees of the CIT as highlighted in this section. Minister Mthethwa insisted that there is a need to develop and implement legislation to reduce vulnerabilities in the CIT industry. He also confirmed that the criminals involved in these crimes are highly organised (Moodley, 2010:12). An asset in transit officer, according to Staff (2007:22), is a security service provider who protects or safeguards cash or other valuables when transported from one point to another, which includes protecting and escorting assets during collection, while in transit, and during delivery operations. The standards for the security of the CIT personnel and the occupational health and safety are regulated by PSIRA (Staff, 2007:22).

In support of the participant responses, Gale Group (2010:21) confirms that approximately 80 armoured transport companies exist in Gauteng Province. Armed transport firms traditionally provide armoured vehicles and armed personnel to protect and deliver currency, coins, securities, bonds, gold, silver, and related products. The screening and vetting process emerged as a critical aspect, with participants expressing both confidence and skepticism. While one participant praised the industry's efforts in proper screening, another highlighted flaws, emphasising the need for more rigorous processes to avoid hiring individuals with criminal records. This discrepancy underscores potential areas for standardisation and improvement in the hiring protocols of CIT companies. The impact of working conditions on efficiency of

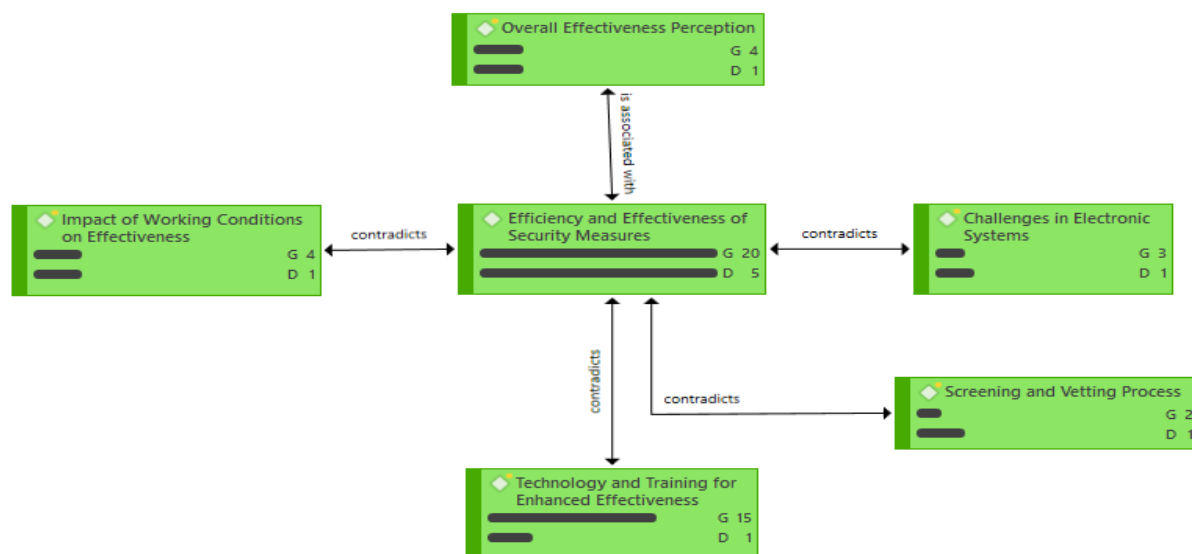


the security measures emerged as a prominent theme, with participants emphasising the direct correlation between staff well-being and the industry's resilience.

The call for improved conditions, training, and empowerment highlights the significance of investing in human capital to fortify the industry against external threats. The recommendations for technological advancements and training enhancements underscore the evolving nature of security challenges, necessitating a proactive approach to stay ahead of criminal tactics. The multifaceted nature of these findings emphasises the importance of a comprehensive strategy that addresses technological, procedural, and human factors to bolster the overall efficiency of CIT security measures.

#### 4.3.2 Research question 2: How efficient and effective are those security measures?

Figure 4.2: Efficiency and effectiveness of security measures (themes)



Atlas TI (2023). Efficient and effective of security measures comprises of five themes that associate with it as shown in Figure 4.2.

The **overall effectiveness perception** of the security measures, as articulated by participants, suggests a notable concern. Participant 10 conveyed a diminishing efficiency, noting that the measures, once effective, have recently fallen short of being 100% efficient, prompting the necessity for a reevaluation and the development of a

new strategy. In alignment with this sentiment, Participant 15 expressed a similar view, emphasising the current inadequacy of the measures and the potential for improvement. Both participants underscored the urgency of addressing the efficiency of existing security measures to ensure a robust and responsive approach in safeguarding against emerging challenges.

**Challenges in the electronic systems** of CIT operations are underscored by participants' observations. Participant 10 highlighted concerns about electronic money bags, emphasising that improper usage can compel the crew to manually open the vehicle, with guards being aware of potential system manipulations. Adding to this, Participant 18 pointed out that certain systems are not fully effective, either operating below optimal capacity or being neglected by security personnel.

The paragraph further delves into the broader considerations for CIT companies, emphasising the delicate balance between the cost of transporting assets and the imperative to protect lives. Participant 17 stressed the inadequacy of firearms used by CIT guards, advocating for world-class weapons to reduce stoppages during robberies.

The urgency of addressing vulnerabilities in CIT vehicles is echoed by Participant 4, who highlighted weaknesses in vehicle protection, particularly underneath, creating opportunities for criminals to shoot or plant explosives. This vulnerability underscores the need, as suggested by Ngqakamba (2021:1), for stronger CIT vehicles to ensure the protection of both assets and the crew.

When criminals attack CIT vehicles they use the most dangerous explosives within a short space of time, as they do not have a lot of time to execute the exercise and need to flee from the law enforcement agencies. If there are weaknesses with the vehicle used in transporting the cash, the criminals will be successful in their attempts.

The **screening and vetting processes** within the CIT industry are subject to contrasting perspectives from participants. Participant 10 expressed confidence in the adequacy of security guard screening, asserting that the process effectively prevents the hiring of individuals with criminal records, further noting that an external company conducts the screening. In contrast, Participant 15 conveyed skepticism about the CIT industry's screening procedures, contending that they lack efficiency. According to

Participant 15, individuals with bad credit and criminal records are being employed and entrusted with the responsibility of handling money, highlighting concerns about the reliability and thoroughness of the screening processes within the CIT sector.

The impact of **working conditions on the effectiveness of security measures** within the CIT industry is a multifaceted concern voiced by various participants. Participant 15 emphasised that neglecting staff members and failing to establish favorable working conditions could lead to significant repercussions within the industry. Concurrently, Participant 17 proposed empowering staff through comprehensive training to maximise the efficiency of security measures.

Additionally, Participants 5, 7, 8, and 10 shared the viewpoint that the security measures employed by CIT companies offer only minimal protection, deeming it insufficient. They highlighted the necessity for armored vehicles equipped with both interior and exterior cameras. Participant 12 drew attention to the potential pitfalls of CIT companies opting for cheaper armored vehicles, attributing them to the cause of CIT robberies.

Participants 2 and 15 concurred on the issue of inadequate salaries for CIT guards, underscoring the risk of information leakage due to dissatisfaction. Furthermore, participant 1 stressed the vulnerability of security guards in CIT vehicles, urging security service providers to enhance the quality of vehicles used to ensure the protection of both assets and personnel. This underscores the vital role of security guards in the overall security component, emphasising the need for proactive measures and employer responsibility in safeguarding human lives alongside protecting assets.

The cost of transporting the assets is cause for consideration for the CIT companies but one always needs to strike a balance between this and protecting lives because in security guards often die in the process. This is also supported by Participant 17 who stated that “the type of firearms used by CIT guards are an embarrassment, CIT guards must use world-class firearms that would present fewer stoppages during a robbery or gun fight. Some security guards are still using the old revolver firearm to protect millions of rands”. New firearms, according to Ngqakamba (2021:1), can be the most effective for any organisation.

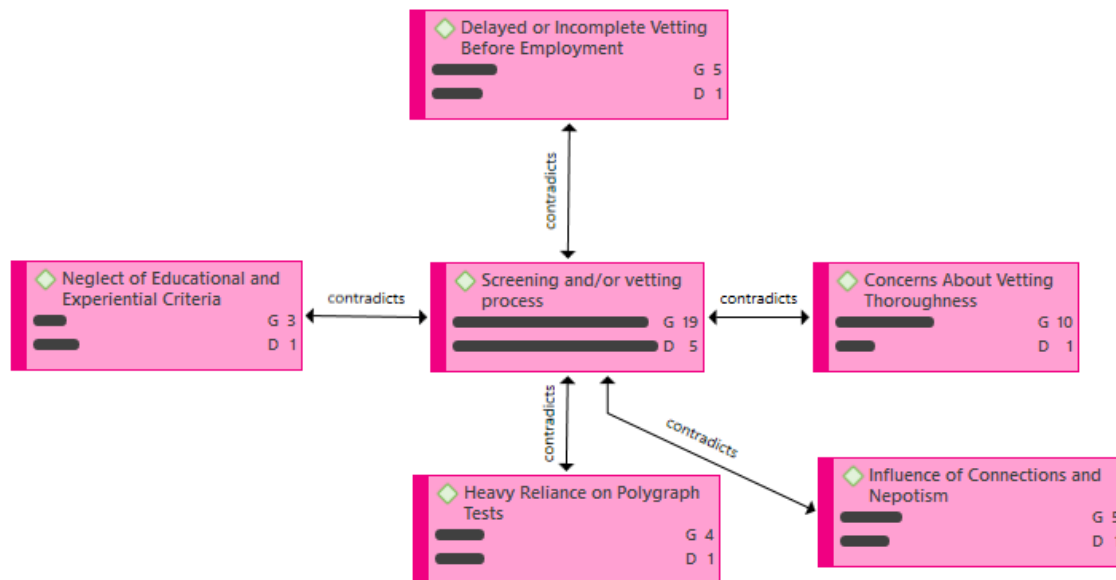
Addressing the intersection of **technology and training** for heightened effectiveness, Participant 18 advocates for comprehensive measures within CIT companies. This includes prioritising fair compensation and favorable working conditions for employees, coupled with increased financial investments in enhancing security measures. Emphasising the importance of ongoing training, participant 18 calls for intensified efforts, encompassing both new employee orientation and regular refresher courses.

Creating a cohesive work environment where employees feel integral to the company's mission is seen as crucial. The participant underscores that an effective security system should synergise efficient technological solutions with robust human security support.

Notably, the assertion is made that technology alone is insufficient in combating crime, offering the example that cameras, while valuable, cannot solely deter criminals. The holistic approach recommended involves integrating advanced technology with well-supported human security measures to fortify the overall efficiency of CIT security components.

### 4.3.3 Research question 3: What is the screening and/or vetting process of new and old staff members?

Figure 4.3: Screening and/or vetting process (themes)



Atlas TI (2023). Screening and/or vetting process comprises of five themes that associate with it as shown in Figure 4.3.

Concerns regarding the screening and vetting processes for both new recruits and existing staff within CIT companies have been articulated by multiple participants. Specifically, participants 15 and 17 expressed reservations about the thoroughness of the current vetting procedures, suggesting potential inadequacies in screening for individuals with criminal records or questionable backgrounds. They advocated for the implementation of proper pre-screening techniques, including polygraphs and psychological tests, and emphasising the importance of compliance with legislation (Cunningham and colleagues, 1985:20).

Additionally, Participants 1 and 2 shared the perspective that certain CIT companies might be neglecting proper vetting processes to save costs. Participants 5, 14, and 17 underscored the potential consequences of this negligence, stating that it could lead to the hiring of individuals with criminal backgrounds, posing risks to personnel, vehicles, and cash. Participant 17 even recounted instances where individuals with

criminal histories were discovered only after having taken money and evaded capture. The overall sentiment among participants suggests that a lack of thorough screening introduces serious challenges for both clients and CIT security service providers.

Participant 14 further highlighted loopholes in the recruiting and vetting processes, expressing concern about individuals dismissed by one company for involvement in a robbery being hired by another CIT company without adequate scrutiny. This, according to the participant, raises questions about potential bribery practices. The consensus emerges that adhering to proper screening protocols is crucial in preventing such issues and maintaining the integrity of the CIT industry.

The screening and vetting processes for new recruits and existing staff members within CIT companies are notably characterised by a heavy reliance on polygraph tests, as highlighted by two participants, participant 15 and participant 17. They underscored the predominant use of polygraph tests as a critical component in the screening process, emphasising its importance in evaluating the credibility and trustworthiness of individuals both during recruitment and throughout their tenure as staff members. This emphasis on polygraph testing suggests a concerted effort to assess the reliability of personnel within the CIT industry, underscoring the significance placed on maintaining a trustworthy and secure workforce.

Participants 15 and 17, who highlighted a concerning neglect of educational qualifications, training, and relevant experience in the hiring process have critiqued screening and vetting processes for new recruits and existing staff members in CIT companies. These participants expressed the view that the current approach to recruitment tends to overlook crucial criteria such as educational background and professional experience.

This oversight raises concerns about the potential recruitment of individuals who may lack the necessary skills and qualifications for the demands of the job. The collective sentiment suggests a need for a more comprehensive screening process that considers not only personal integrity but also the educational and experiential aspects essential for effective performance within the CIT industry.

The screening and vetting processes within CIT companies face concerns about fairness and objectivity, as highlighted by Participant 17. This participant pointed out

the influence of connections and nepotism in the recruitment process, indicating that sometimes individuals secure managerial positions based on factors like skin color rather than their experience, background, or education. Participant 20 further emphasised the challenges arising from such practices, stating that some employees may be subject to different rules based on arbitrary criteria.

The impact of inadequate screening was exemplified by Participant 2, who recounted an incident where a foreigner, not properly screened, drove away with a CIT vehicle containing millions and was never apprehended, illustrating the vulnerability of assets, CIT personnel, and cash vehicles when the screening process is not rigorously followed. These instances underscore the need for a more consistent and thorough vetting process to ensure the integrity and security of the CIT industry.

Participant 17 raised concerns about delayed or incomplete vetting processes before employment within CIT companies, noting that certain elements like fingerprint and credit checks are sometimes conducted after individuals have already been hired. This observation indicates potential gaps in the initial screening process. Further insights from Participant 10 highlighted shortcomings in the vetting process, emphasising a reliance on fingerprints from the SAPS, credit checks, and periodic polygraph tests.

Notably, there appears to be less emphasis on evaluating training, education, or experience. The participant stressed the need for proper, standardised screening criteria across all CIT service providers to address these inherent shortcomings in the vetting procedures.

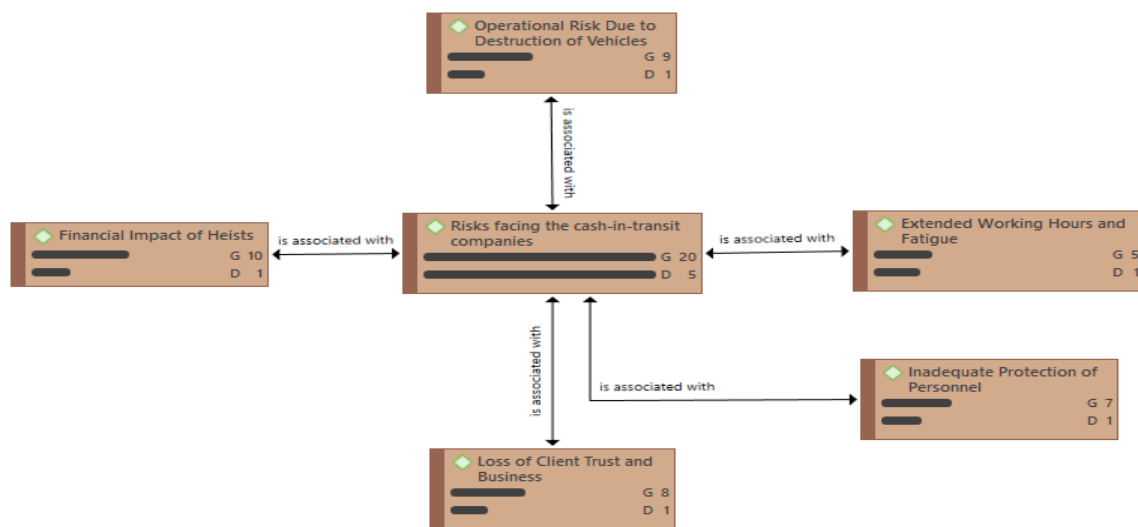
Employee risk management strategies play a pivotal role in safeguarding the integrity and security of CIT operations, as emphasised by the Gale Group (2010:13). These strategies encompass various measures, including voice stress analysis, vetting, polygraph examinations, and a policy of exclusively employing South Africans in CIT positions.

The rationale behind these initiatives is rooted in the recognition of the need to thoroughly screen potential employees before extending job offers. Cunningham and colleagues (1985:20) underscore the importance of employing proper pre-screening techniques, advocating for the implementation of polygraph tests and psychological assessments to ensure compliance with legislation. The incorporation of these

measures is deemed essential to mitigate risks and adhere to regulatory standards. Failing to conduct thorough pre-screening, Gale Group (2010:13) highlights that possess a considerable risk by exposing personnel, vehicles, and cash to potential security vulnerabilities. This underscores the critical role of robust employee risk management strategies in fortifying the resilience of CIT operations against potential threats.

#### 4.3.4 Research question 4: What are the risks facing the cash-in-transit companies in terms of vehicles, personnel, and cash?

**Figure 4.4:** Risks facing the cash-in-transit companies (themes)



Atlas TI (2023). Risks facing the CIT companies comprises of five themes that associate with it as shown in Figure 4.4.

CIT companies face multifaceted risks across vehicles, personnel, and cash, as revealed by participants. Participant 17 underscored the risk of extended working hours and fatigue, highlighting the threat posed to both personnel and the security of cash due to security guards working extended shifts without adequate rest. Two participants, participant 15, and participant 20, emphasised the inadequate protection of personnel during robbery incidents, indicating a pressing need for enhanced protective measures. The operational risk stemming from the destruction of vehicles during robbery was discussed by participant 16 and participant 12, pointing to potential operational disruptions and increased costs for vehicle replacement. Financial risks associated with robberies, including increased insurance premiums, potential loss of



clients, and irreversible financial damage to companies, were outlined by participant 15, participant 17, and participant 19.

Additionally, the risk of losing client trusts and business reputation following robbery incidents, leading clients to explore alternative means for money transport, was a shared concern among the three participants. These identified risks underscore the complex challenges faced by CIT companies, necessitating comprehensive strategies to mitigate the diverse threats across their operations.

The findings of the interviews shed light on the multifaceted risks faced by CIT companies across various dimensions, including vehicles, personnel, and financial assets. One prominent risk identified is the challenge of extended working hours and fatigue, as articulated by participant 11. The prolonged shifts of security guards, without adequate rest, pose threats to both the well-being of personnel and the overall security of the transported cash. This risk underscores the need for careful management of working hours to ensure the alertness and effectiveness of security personnel.

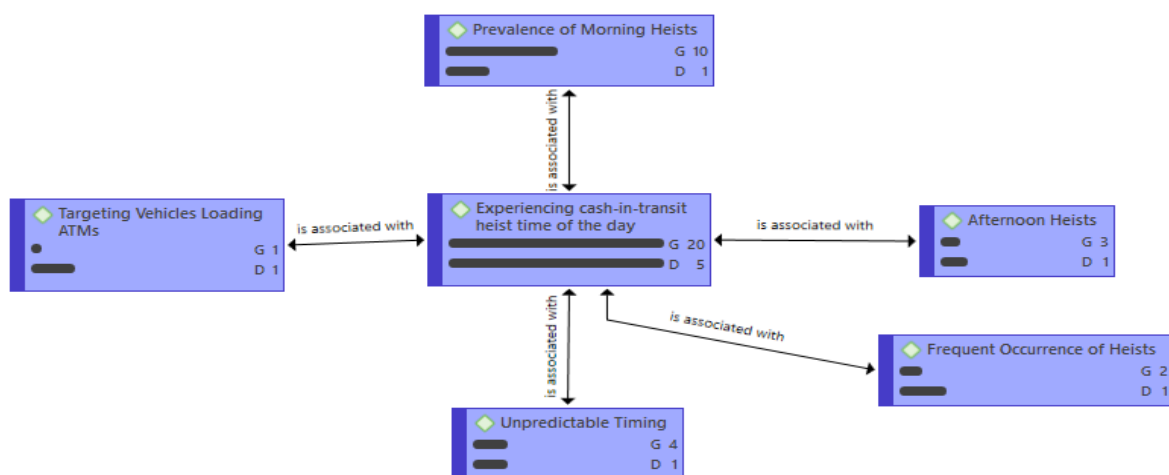
Inadequate protection of personnel emerged as a critical concern, resonated by both participant 12 and participant 11. The vulnerability of security guards to physical harm during robbery incidents accentuates the necessity for heightened protective measures. This includes training programs, the provision of advanced protective equipment, and strategic planning to enhance the safety of personnel in high-risk situations.

by participant 13 and Participant 5 underscored the operational risks associated with the destruction of vehicles during robberies. The targeting and destruction of CIT vehicles not only lead to operational disruptions but also result in increased costs for vehicle replacement. This risk highlights the importance of implementing advanced security measures to safeguard vehicles and ensure the continuity of CIT operations. Financial risks stemming from robberies were a recurrent theme, voiced by participant 11, participant 19, and participant 20. The financial impact includes heightened insurance premiums, potential loss of clients, and irreversible damage to the companies. This emphasises the need for comprehensive risk management strategies to mitigate the economic fallout associated with CIT robberies.

Loss of client trust and damage to business reputation following robbery incidents were identified as significant risks by participant 16, participant 17, and participant 18. The potential shift of clients towards alternative means for transporting money underlines the critical importance of maintaining a positive public image and fostering client confidence in the security measures employed by CIT companies. In conclusion, these findings underscore the intricate challenges faced by CIT companies, necessitating comprehensive risk mitigation strategies that address extended working hours, personnel protection, vehicle security, financial resilience, and the preservation of client trust.

#### 4.3.5 Research question 5: How often are you experiencing cash-in-transit robberies and at what time of the day?

**Figure 4.5:** How often do cash-in-transit robberies happen and at what time (themes)



Atlas TI (2023). Experience CIT robberies time of the day comprises of five themes that associate with it as shown in Figure 4.5.

CIT robberies are a pervasive and alarming issue, occurring daily according to three participants (participant 11, participant 16, and participant 15). Participant 15 highlighted the "*frequent occurrences of robberies show the magnitude of the problem we're dealing with.*" This frequency underscores the severity of the challenge faced by the industry, necessitating urgent and comprehensive solutions.

Two participants (participant 15, participant 12) pointed out that morning heists were common, particularly before 10 AM. participant 9 commented that, "*criminals know when the cash is being moved, and they take advantage of that.*" Criminals strategically exploit employees' knowledge of cash collection times during this period, indicating a methodical approach. Additionally, participant 2 noted that some heists occur in the afternoon, especially during retail collections.

Participant 1 explained that "*afternoon heists are challenging because criminals target us during retail collections when they know we have a significant amount of cash.*" This showcases criminals' informed targeting based on the CIT schedule. A concerning trend identified by the same participant involves criminals specifically targeting vehicles loading ATMs. Participant 15 emphasised, "*Loading ATMs is a vulnerable point, and criminals exploit that vulnerability.*"

This highlights a focused approach on vulnerable points in the CIT process. The unpredictable timing of heists, emphasised by participant 12, further complicates the industry's challenges, necessitating dynamic and adaptable strategies to always safeguard CIT operations. participant 1 stressed that, "*heists can happen at any time, so we need to be prepared around the clock.*"

The findings from the interviews reveal that CIT heists are not only pervasive but also present a daily threat, as highlighted by participants participant 15, participant 17, and participant 5. The alarming frequency of these incidents, emphasised by participant 15, underscores the magnitude of the problem faced by the industry, demanding urgent and comprehensive solutions to address this persistent challenge.

The specific timing of these heists adds another layer of complexity to the issue. Morning heists, identified as common before 10 am by participant 15 and participant 8, reflect criminals' strategic exploitation of employees' knowledge about cash collection times. In commenting that, "*criminals know when the cash is being moved, and they take advantage of that,*" participant 9 highlights the methodical approach employed by criminals to maximize the effectiveness of their heist attempts.

Afternoon heists, particularly during retail collections, as noted by participant 2, present another challenge for the industry. Criminals strategically target this period when a significant amount of cash is in transit. The participant remarked that,

"afternoon heists are challenging because criminals target us during retail collections when they know we have a significant amount of cash," which indicates the informed targeting based on the established CIT schedule.

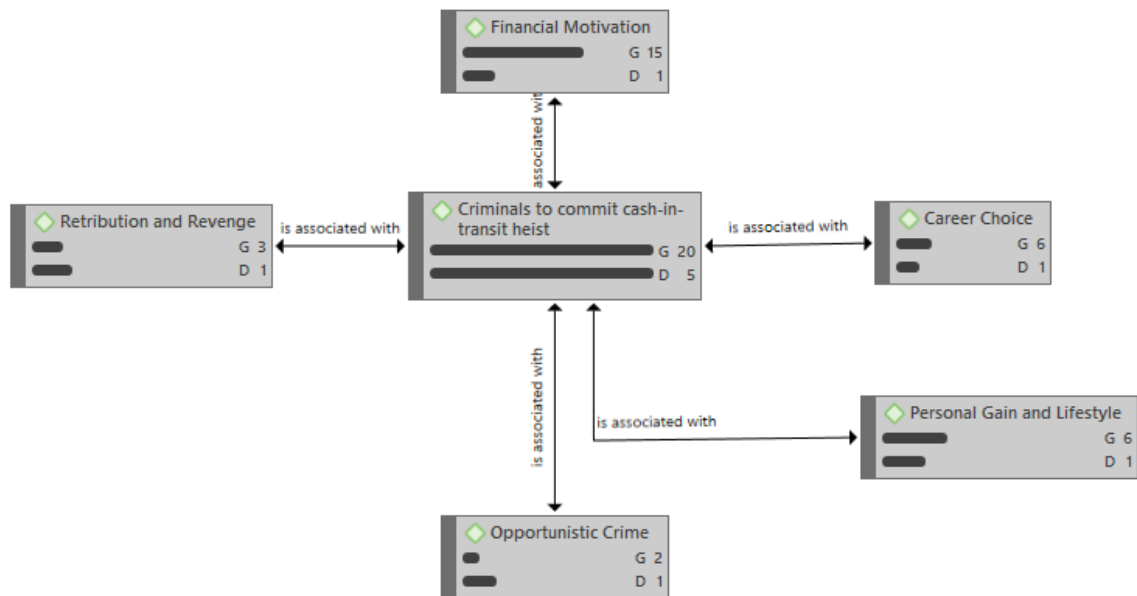
A noteworthy trend identified in the findings involves criminals specifically targeting vehicles loading ATMs and is emphasised by participant 15. The participant noted, "Loading ATMs is a vulnerable point, and criminals exploit that vulnerability," highlighting a focused approach on exploiting vulnerable points in the CIT process.

The unpredictable timing of heists, stressed by participant 12, further complicates the challenges faced by the industry. Participant 16 emphasises that the need for dynamic and adaptable strategies is evident, as "heists can happen at any time, so we need to be prepared around the clock." This underlines the importance of implementing measures that ensure the continual safeguarding of CIT operations at all hours.

In conclusion, the findings underscore the urgent need for industry-wide strategies that not only address the pervasive nature of CIT heists but also consider the specific timing and methods employed by criminals. A dynamic and adaptable approach is essential to effectively safeguard CIT operations and mitigate the risks associated with these targeted criminal activities.

#### 4.3.6 Research question 6: What are the reasons for criminals to commit cash-in-transit robberies?

Figure 4.6: Reasons for criminals to commit cash-in-transit robberies (themes)



Atlas TI (2023). Criminals to commit CIT heist comprises of five themes that associate with it as shown in Figure 4.6.

Criminals are driven to commit CIT heists for various reasons, as elucidated by the participants in the study as shown in Figure 4.6. Financial motivation emerges as a prevalent factor, with participants (P1, P5, P8, P10) highlighting how poverty, unemployment, and the lure of significant monetary gains motivate individuals to seize the opportunity presented by heists.

Another significant motive is the pursuit of personal gain and a lavish lifestyle, as emphasised by participants (P3, P7, P9) who note that the allure of luxury items acts as a powerful incentive. For some criminals, engaging in CIT heists becomes a chosen career path, providing a steady income to sustain their criminal lifestyle, as expressed by participants (P2, P6).

Retribution and revenge also play a role, with one participant (P4) suggesting that disgruntled individuals may view heists as a means of seeking justice or revenge against perceived wrongs by the companies. Lastly, opportunistic crime prevails, with

participants (P11, P12) noting that criminals exploit vulnerabilities in security systems, viewing CIT robberies as a lucrative opportunity. The diverse motivations identified underscore the complex interplay of socio-economic factors influencing criminal behaviour in the context of CIT robberies.

Criminals engaging in CIT robberies are primarily motivated by financial reasons, driven by poverty, unemployment, or the allure of substantial monetary gains, as emphasised by participants P1, P5, P8, and P10. Participant 1 stated that, "crime is created through an opportunity, and with the current security measures not being fully effective, this presents the criminals with an opportunity to commit robberies; the money is there for the taking, and they won't let this opportunity pass by."

Participants P5 and P8 echoed this sentiment, highlighting the connection between societal challenges, financial desperation, and the appeal of cash robberies as a quick solution. P10 noted that, "the criminals have their own social issues that they are dealing with, which makes them commit robberies. For some, crime becomes a career due to poverty, peer pressure, and the pursuit of a better life."

These comments collectively underscore the participants' consensus on the pervasive influence of financial motivations stemming from socio-economic disparities, providing critical insights into the complex drivers behind CIT robberies.

The absence of police patrols and inadequate street surveillance cameras creates an environment conducive to criminal activities, allowing perpetrators to carry out robberies with relative ease and evade capture. In alignment with Bouwen (1994:70) assertions the intricate tapestry of local-cultural realities marked by inequality and poverty subject's African populations and other minority groups to unjust socio-economic conditions in the country.

These challenging circumstances serve as a compelling motivation for individuals to avoid involvement in the escalating wave of cash robberies. The argument underscores the critical need for comprehensive strategies addressing socio-economic disparities and strengthening law enforcement measures to effectively curb the prevalence of CIT robberies in the given context.

The findings from participant responses shed light on the multifaceted motivations that drive criminals to engage in CIT robberies. Financial desperation, as outlined by participants P1, P5, P8, and P10, manifests as a prevalent factor, with poverty, unemployment, and the prospect of substantial monetary gains creating a powerful incentive for criminal activity. Additionally, the pursuit of a lavish lifestyle, highlighted by P3, P7, and P9, adds another dimension to the motivations, as luxury items become enticing rewards.

The revelation that some individuals view CIT robberies as a chosen career path, as articulated by P2 and P6, unveils a disturbing aspect of sustained criminal livelihoods. Furthermore, retribution and revenge, mentioned by P4, indicate a vengeful motive among disgruntled individuals seeking justice against perceived wrongs by companies.

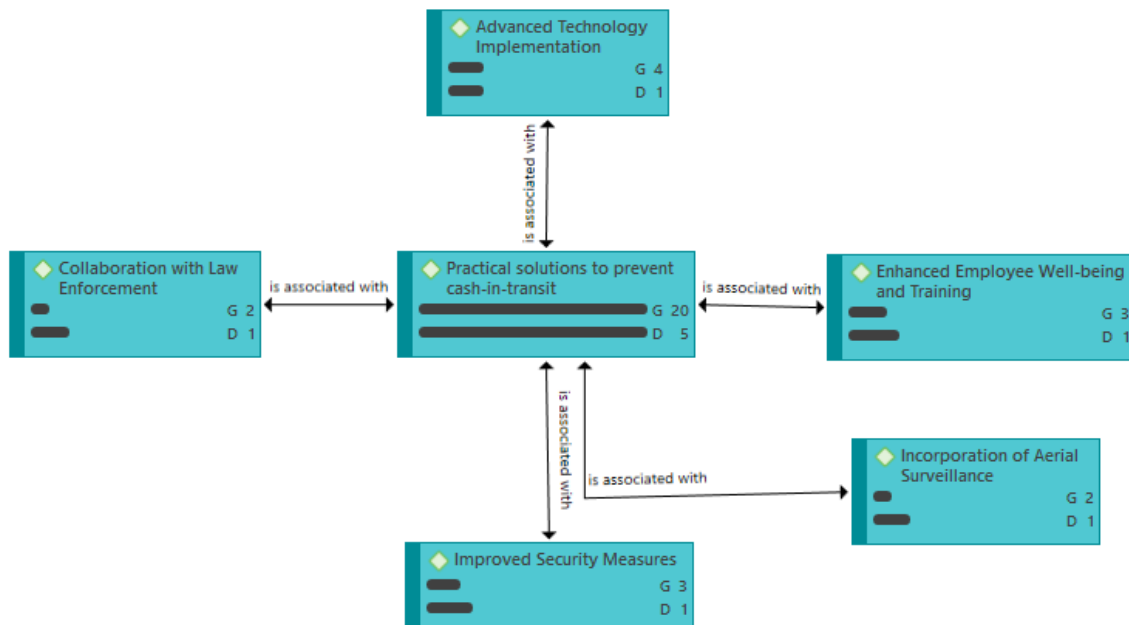
Lastly, the prevalence of opportunistic crime, noted by P11 and P12, underscores the exploitation of security vulnerabilities, turning CIT Robberies into lucrative opportunities. These diverse motivations underscore the intricate interplay of socio-economic factors shaping criminal behaviour within the context of CIT robberies.

On the authority of Participant 13, the “chances of the robbers getting caught are very slim because it is easy for criminals to get away after committing a crime. Lack of police patrols as well as street surveillance cameras leads to criminals committing robberies and getting away easily.”

Bouwen (1994:70) argues that the multiple local–cultural realities of inequality and poverty subject African populations and other minority groups to the unjust socio-economic conditions of this country, and they thus need strong motivation to avoid getting involved in the ongoing cash heists.

### 4.3.7 Research question 7: What practical solutions can be suggested to prevent cash-in-transit robberies?

**Figure 4.7:** Practical solutions to prevent cash-in-transit robberies (themes)



Atlas TI (2023). Practical solution to prevent CIT robberies comprises of five themes that associate with it as shown in Figure 4.7.

Practical solutions to prevent CIT robberies emerged from participant insights, reflecting a consensus on the imperative need for comprehensive measures. Advanced Technology Implementation garnered significant attention, with participants (P2, P5, P8, P9) advocating for the deployment of cutting-edge tools such as helicopters, drones, and live CCTV monitoring as shown in Figure 4.7. P8 emphasized, "Helicopters must be introduced to escort CIT vehicles all day," underlining the importance of real-time aerial surveillance.

Improved Security Measures were underscored by participants (P1, P3, P10), who stressed the importance of enhancing existing measures through intensified training, refresher courses, and empowering security personnel. Participant 3 highlighted that, "companies must invest more money into the improvement of the security measures." Addressing employee well-being and training emerged as a critical aspect, with participants (P4, P6, P12) emphasizing the necessity of providing better living wages



and cultivating positive working environments to mitigate collusion risks. Collaborative efforts with law enforcement were recommended by participants (P7, P11), highlighting the need for closer partnerships to enhance response capabilities. Lastly, the incorporation of aerial surveillance found support from participants (P4, P12), who proposed leveraging helicopters and drones for efficient monitoring.

P12 remarked, "Drones could also help in monitoring; in case the company does not have helicopters." These multifaceted solutions, rooted in technological innovation, strategic training, employee welfare, law enforcement collaboration, and aerial surveillance, collectively present a holistic approach to fortify the resilience of CIT operations against criminal threats.

As maintained by Participant 18, "CIT companies should continuously promote more research in this area in order to understand the crime patterns and *modus operandi*." It is always best to resort to intelligence led crime prevention. Tested technology will help to identifying the risk beforehand and reduce overall risk. Live CCTV Monitoring will help to identify the suspects before an incident takes place. The South African CIT robberies appear to be in a state of flux.

Participant 4 noted that CIT companies must start making financial investment in the law enforcement agencies of South Africa. Making adequate investments that will see law enforcement agencies being able to establish new CIT unit, buy vehicles, drones, and helicopters (service the existing ones) that will focus solely on the CIT industry and the fight against CIT robberies will help in fighting this crime.

Minister of Police, Bheki Cele, reported a steady decline in CIT crimes, attributing this trend to the police's swift action in apprehending over 200 suspects from June to November 2018 (Beukman 2018:4). Thobane (2019:) notes that various research initiatives within the South African criminal justice system aim to employ diverse methods to curb the surge in CIT robberies.

However, Beukman (2018:4) contends that the police response in South Africa is criticized for being slow, unreliable, and inefficient in addressing CIT crimes. Despite ongoing efforts by law enforcement agencies to combat the high prevalence of heists in Gauteng Province, there is a recognized need to formulate effective strategies that can successfully mitigate CIT robberies.

The frequency of cash heists carries significant implications for CIT companies, the government, and the overall economy of the country. The discrepancy in perspective on law enforcement's efficacy underscores the complexity of addressing and preventing CIT crimes in South Africa.

The findings underscore the consensus among participants regarding the urgency for robust and multifaceted solutions to combat CIT robberies. Advanced Technology Implementation emerged as a focal point, with participants (P2, P5, P8, P9) advocating for the integration of cutting-edge tools, including helicopters, drones, and live CCTV monitoring.

Points made by participant 4 on CIT companies making financial contributions towards the law enforcement agencies, shows that the country lacks enough resources to fight these crimes. P8's emphasis on introducing helicopters for all-day escorting of CIT vehicles underscores the significance of real-time aerial surveillance.

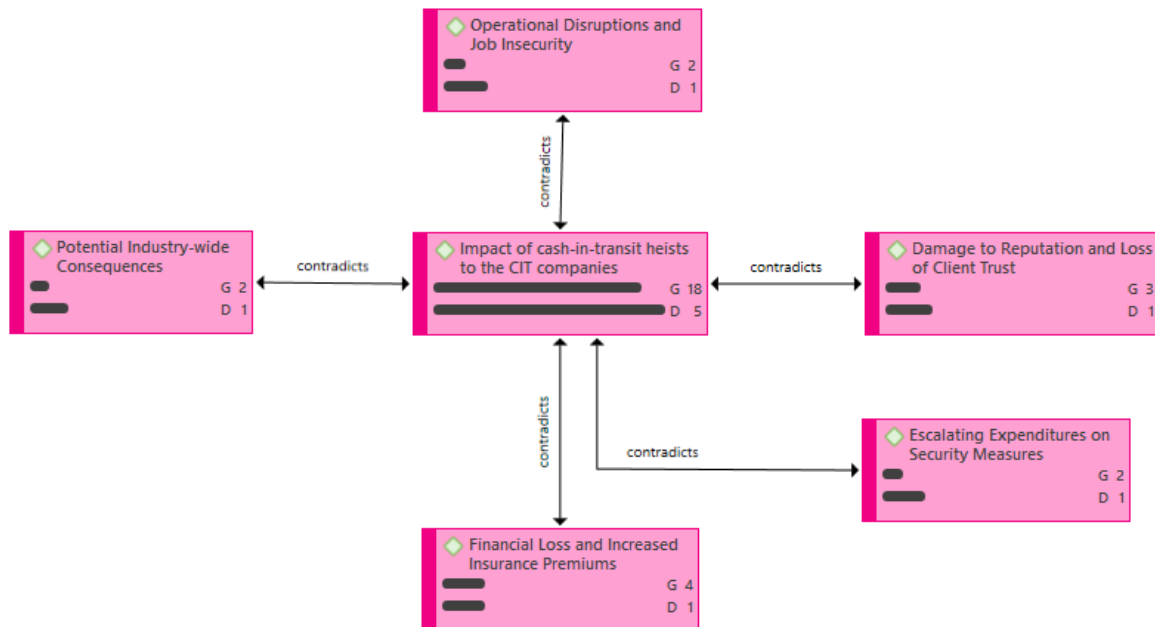
Improved Security Measures were highlighted by participants (P1, P3, P10), stressing the need to enhance existing protocols through intensified training, refresher courses, and empowerment of security personnel. P3's call for increased investment in security measures reflects the recognized importance of staying ahead of evolving criminal tactics.

Employee well-being and training emerged as crucial components, with participants (P4, P6, P12) emphasizing the role of better wages and positive working environments in reducing collusion risks. Collaborative efforts with law enforcement were recommended by participants (P4, P7 and P11), underscoring the importance of closer partnerships to enhance response capabilities. The proposal for aerial surveillance found support from participants (P4, P12), with P12 suggesting the use of drones for monitoring in cases where helicopters are not available.

These comprehensive solutions, encompassing technological innovation, strategic training, employee welfare, law enforcement collaboration, and aerial surveillance, collectively offer a holistic approach to fortify CIT operations against criminal threats.

#### 4.3.8 Research question 8: What is the impact of cash-in-transit heists on the cash-in-transit companies?

**Figure 4.8:** Impact of cash-in-transit robberies to the cash-in-transit companies (themes)



Atlas TI (2023). Impact of CIT robberies to the CIT companies comprises of five themes that associate with it as shown in Figure 4.8.

In the comprehensive analysis of security measures to prevent CIT robberies in Gauteng, participants provided valuable insights into the profound impacts on CIT companies as shown in Figure 4.7 and six themes were formulated. Financial Loss and Increased Insurance Premiums were expressed by participants (P2, P5, P11, P18) who voiced concerns over the severe economic repercussions. P18 emphasized, "Companies end up paying higher premiums in life insurances for their employees, business insurance becomes expensive."

Damage to Reputation and Loss of Client Trust emerged as major consequences, with P8 stating that "clients lose trust in the company, which may cause the loss of business." Operational Disruptions and Job Insecurity were highlighted by participants (P1, P12) who conveyed the immediate effects on the CIT workforce. P1 remarked that "people will be without jobs and this will increase the unemployment rate in the country." Escalating expenditures on security measures were raised by participants

(P7, P18), who stressed the need for increased investment to counteract sophisticated heist tactics. P7 emphasised that, "companies must invest more money into the improvement of the security measures." Lastly, potential industry-wide consequences were discussed by participants (P13, P16), underlining broader challenges. "Insurance companies will get to a point where they don't want to insure CIT companies anymore," was an observation by P16.

These multifaceted impacts underscore the urgency for holistic strategies to safeguard the integrity and sustainability of the CIT industry. Fielder (1964:33) posits that achieving effectiveness in an organisation requires maintaining a delicate equilibrium between internal and external environments.

Establishing a robust management system becomes imperative to oversee talent, operations, and alleviate ongoing challenges that may impede organisational progress, particularly in the context of CIT companies facing security threats.

The strategic direction of an organisation, as depicted in the comprehensive analysis of security measures against CIT robberies, enhances leadership capabilities, minimising encountered challenges. This strategic orientation aids companies in sustaining competitiveness and longevity over time, aligning with Porter's (1985:22) assertion.

The multifaceted impacts identified by participants underscore the pressing need for holistic strategies, emphasising the importance of strategic management in navigating challenges in the dynamic landscape of the CIT industry. Potential industry-wide consequences, such as challenges in obtaining insurance coverage and shifts in the competitive landscape, demand strategic foresight.

Escalating expenditures on security measures highlight the need for proactive financial planning and resource allocation. Operational disruptions and job insecurity necessitate adaptive human resource strategies, while damage to reputation and loss of client trust calls for effective crisis communication and reputation management. Financial loss and increased insurance premiums underscore the importance of risk mitigation and financial resilience in safeguarding the organisational bottom line.

Together, these elements form a comprehensive framework for strategic management in CIT companies, recognising the interplay between internal and external factors in achieving organisational effectiveness. The findings from the comprehensive analysis of security measures against CIT robberies in Gauteng reveal a complex landscape marked by profound impacts on CIT companies. Financial loss and increased insurance premiums stand out as critical concerns, with participants (P2, P5, P11, P18) expressing worries about the severe economic repercussions.

Participant 18's emphasis on higher premiums in life insurance and the increased cost of business insurance paints a stark picture of the financial toll on CIT companies. Damage to reputation and loss of client trust emerges as a significant consequence, highlighting the broader implications of heists on the relationship between CIT companies and their clients. Participant 8's statement underscores the potential domino effect, where client trust loss may lead to business decline.

Operational disruptions and job Insecurity are immediate effects on the CIT workforce, as participants (P1, P12) noted. Participant 1's concern about increased unemployment rates emphasises the socio-economic impact of heists beyond the corporate realm.

Escalating expenditures on security measures are raised by participants (P7, P18), emphasising the need for continuous investment to counteract evolving heist tactics. Participant 7's call for increased spending on security measures reflects the ongoing challenges faced by CIT companies.

Potential industry-wide consequences were discussed by participants (P13, P16), suggesting broader challenges for the entire CIT sector. Participant 16's observation about insurance companies reconsidering coverage indicates potential systemic shifts. These multifaceted impacts underscore the pressing need for holistic strategies to safeguard the integrity and sustainability of the CIT industry.

The findings highlight the intricate interplay of financial, reputational, operational, and industry-wide challenges, necessitating comprehensive and adaptive approaches to fortify the resilience of CIT operations. According to The Sun (2009:4), the CIT industry might be forced to shut down if it does not improve how it operates.

#### **4.4 SUMMARY**

The comprehensive analysis of interview responses from the research participants involved a thorough interpretation and examination of the empirical findings. This interpretative process involved establishing connections between the study's empirical data and the primary sources of information. The researcher actively engaged with participants using questionnaires and recordings, contributing significantly to the acquisition of valuable research findings.

It is worth noting that all participants in this study were male, reflecting the male-dominated nature of the enterprises under investigation. This gender composition aligns with the operational characteristics of the industry.

The primary focus of this chapter was on discussing the identified themes following the sorting of interview transcripts. The central research problem addressed in this study revolves around the recent surge in CIT robberies in Gauteng Province. The objective of this chapter is to present the discovered themes as a means to propose solutions to counteract the rise in CIT robberies. All recommendations emanating from these findings will be thoroughly examined and discussed in the subsequent chapter, providing a comprehensive framework for addressing the identified challenges and contributing to the ongoing discourse on CIT security.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION, RECOMMENDATIONS AND FUTURE STUDIES**

#### **5.1 INTRODUCTION**

Based on the findings of this research project, the conclusions and recommendations are made in this chapter. This research is a case study of the Gauteng Province which focuses on the examination of the security measures for the prevention of CIT robberies in South Africa.

The adequacy and efficiency of the CIT security systems were assessed throughout this study. In this chapter, recommendations are made by all research participants who were interviewed in this project and are also based on empirical research findings.

#### **5.2 CONCLUSION**

The researcher hopes that all recommendations in this research study would make a difference in the fight against CIT robberies. The researcher, who interviewed 20 former security guards with work experience in CIT companies, conducted the study.

The interviews were conducted successfully, with the researcher having it in mind that not everything about the CIT industry can be disclosed in this research project because disclosure could empower the criminals with enough information to continue with their crimes.

The participants provided information relating to their previous work environments, but the current challenges faced by the sources in their places of employment were not included in the study as that information could not be obtained. All participants conducted themselves with discipline and a high level of professionalism.

In determining the reliability and accuracy of the study it is assumed that the study, in employing the interview processes undertaken in Gauteng Province for this study has, in a way, represented the total population of CIT companies in various metropolitan

cities. The findings of this study call for future research to be conducted on the subject, as was identified during the process of data collection. This study seeks become a tool that will ignite communication between banks, CIT companies, and law enforcement agencies.

The CIT heist robberies in Gauteng Province outlined in the content of this study have increasingly posed macro-economic challenges in our country. It is thus necessary for CIT companies to assess and examine adequate security measures that can increase the efficiency of the workforce when they execute their daily tasks. The true value of this research project is to show the extent of the crime relating to CIT robberies in the Province of Gauteng.

The study clearly outlines the importance of improving CIT security measures and more importantly identifies the fact that the CIT security guards can make a meaningful contribution to the fight against CIT robberies. According to Ranga (2018:01), the responsibilities of a CIT guard are to stay safe, not discuss their work with anyone, and remain in the vehicle all the time.

The literature review of this study outlines the problems faced by CIT companies and does not discuss the results of the project. The results are only outlined and discussed in detail in the findings. The literature review provides a solid foundation for the findings of this study. This research paper is made up of five chapters with each chapter carrying its own title and comprehensive conclusion on the topics outlined.

### **5.3 STUDY OVERALL SUMMARY**

The research findings outline various recommendations that will ensure security measure improvements for CIT companies. They are also aimed at decreasing the threat that CIT security guards, law enforcement agencies, the banking industry, the community, the government, and all other CIT stakeholders are facing due to the robberies.

The recommendations below are arranged according to the different stakeholders who have vast experience in combatting criminality and protecting assets within CIT



Companies. Charlesworth (2022:03) asserts that a recommendation is a suggestion or proposal for something to be done as a result of the research findings. This can include improvements suggested in the approach of a study or methodology, and worthwhile directions for further research.

The CIT companies must consider assisting the SAPS financially so that they can have full support in responding to heists. The SAPS helicopters, if these are serviced and maintained well there will be enough to cover all nine provinces in the country.

CIT companies and the government must come together and establish a specialized unit for fighting CIT heists in South Africa. This unit must be provided with specialized vehicles, firearms and helicopters that will focus only on the fight against CIT heists. Clear communication between CIT control room and the SAPS about heists that are currently taking place must be established.

The following are the recommendations that the researcher makes towards addressing the challenges of CIT robberies in South Africa.

### **5.3.1 Recommendations to improve the study aim one, identified study themes and sub-themes**

It is evident that a proactive approach in the CIT industry is more effective than a reactive approach. CIT Security guards should not only be deployed in the CIT vans but should additionally work and collaborate with police and other security guards who are permanently deployed in the ATMs and outlets, patrolling daily.

The following recommendations towards addressing the need for CIT security guards to work with other stakeholders in preventing CIT robberies were made:

- The guards should be deployed in private unmarked cars where they will patrol the CIT routes and malls looking for possible suspects, while communicating with the police to search all suspicious personnel.

This communication from CIT security guards is crucial because CIT security guards are not allowed to search people in public and only the SAPS members can do that.

- The CIT companies should improve the kinds of firearms they are using and training staff in global tactics for defending themselves. The CIT systems should also be technologically advanced and CIT staff should continuously acquire defence mechanism refresher courses.
- The South African government should make provisions for CIT companies to use specialised firearms.
- CIT companies should benchmark other countries that record lesser CIT robberies.
- The CIT security vans should be fitted with cameras inside and outside.
- The CIT companies should reward security guards with adequate income and good benefits so that they should abstain from working with the syndicates. The salary should include danger pay, considering the challenges of the CIT environment.
- Security guards should be protected by CIT companies, their energy should be preserved, and they should always be in a tip-top shape, which would allow them to fight when they are confronted with a robbery.  
This can be achieved by ensuring that they do not work too extensive overtime. The participants highlighted that when it is the end of the month the guards work up to at least 18 hours a day.
- The CIT companies should comply with labour legislations as stipulated by The Basic Conditions of Employment Act (No. 75 of 1997). This Act “advances economic development and social justice by giving effect to and regulating the right to fair labour practices as outlined in the Constitution and establishing and enforcing basic conditions of employment”.  
The Amendment of Sectoral Determination 6: Private Security Sector, South Africa seeks “to promote simple procedures for the resolution of labour disputes in the workplace.”
- CIT companies should be fair in terms of coordinating their wage hours and other related issues relating to the job satisfaction of the employees.
- More Tactical Respond Unit members who are using protected unmarked vehicles should be deployed to offer backup when a cash van is attacked.
- The physique of the security guards should be taken into consideration when are hired.

### **5.3.2 Recommendations to improve the study aim two, identified study themes and sub-themes**

According to the findings of this research, it was established that the SAPS, metro-police, and the SANDF should work together with the CIT security guards who are transporting cash to different parts of business across Gauteng Province. The SANDF is, out of 138 countries, ranked 32 in the world for the greatest military strengths (Businesstech, 2021:05). This proves that the country has enough military resources that can be used to combat the ever-increasing CIT robberies. Based on the empirical findings, the following are recommendations:

- The SAPS, Metro Police, and SANDF should always escort the CIT vans from the cash centre and back.
- The government should reduce poverty by creating platforms that will allow the youth to further their studies, develop themselves, participate in sports activities, and have funds to start businesses. The CIT security guards should undergo the same training as the SAPS and Metro Police. The training of security guards should incorporate SAPS and SANDF techniques where they would be trained in defensive methods, observation techniques, and the early detection of potential suspects.
- The CIT security guards should complete competency development programs which are accredited by the South African Qualification Authority (SAQA). These courses should be equivalent to the SAPS, Metro Police, and SANDF in terms of utilising firearms and advanced defence tactics.
- Regular lifestyle audits should be conducted on all staff members in the CIT industry.
- The management team should also go through the vetting process and lifestyle audits. The limit in the amount of money transported should be reduced even further.
- The banks should undertake awareness campaigns that encourage and educate all South Africans to start using electronic banking so that less money is transported. Some people still prefer to withdraw money from ATMs to make payments as opposed to paying with their cards. Some withdraw money to send to their families other than use cell phone banking. Others prefer to have hard

cash in their pockets rather than only their bank cards and cell phones for any payment or money transfer needs. PWC (2022:05) supports this statement, in their opinion that “South Africans prefer to withdraw their money in cash rather than keep it in their bank accounts.”

- Companies should create initiatives aimed at educating their members on how to use money wisely. When people grow smarter about their spending that they realise that they could have more to spend. This reduces the possibility of the employees colluding with criminals.
- Government should investigate the issue of illegal immigrants who are often convicted for their involvement in criminal activities. Most of the participants attested to foreign national involvement in CIT robberies.
- Some participants noted the working environment as a challenge. It appears that the management of CIT companies are not treating the staff members well. An environment where all employees would feel that they are part of the company and not just part of the furniture should be created. Create a culture where all employees will look forward to reporting to work.

### **5.3.3 Recommendations to improve the study aim three, identified study themes and sub-themes**

Bad working conditions or the mistreatment of staff members can lead to employee disgruntlement and the eventual selling of information to the robbers. Alternatively, when they get to leave the industry, they may come back to conduct robberies against the companies.

CIT companies thus need to create an environment where the security guards are loyal to the organisation. One participant mentioned that “the security guards have the ability to save the CIT companies from robberies, but they will not make put in the effort for as long as they are not properly taken care of or as long as they are made to feel like outsiders.” The following are recommendations:

- Procedures on how to use security measures that are in place should be introduced. A system that deals decisively with anyone who is found to have deviated from the procedures should be created. Prior and adequate training for all users on new security measures that are introduced. According to a

participant, “cash vans are installed with advanced panic systems, but the system is not effective enough because it is either not utilised at all or members bypass it so that they can quickly load the money bags and knock off early.”

- Bring back the Polyurethane Dispensing Unit (PUDU) and ensure that it is fully serviced and always in good working condition (Mudaly, 2013:38). In the CIT industry PUDU is used in the armoured vehicle as an assets protection measure in the vault area in case of a heist.

It activates by itself when the vehicle is ramped, bombed, or can be activated by the driver when the crew is under attack. When activated it releases a foam that encapsulate the money in the safe and within seconds it hardens into a solid block, preventing access to the cash.

- CIT companies should always be proactive and conduct continuous research on how to prevent crime even when there is none taking place. It is impossible that the CIT security measures that have been in use for years are still sufficient for the prevention of the recent trends of crime.
- Security measures should be updated from time to time to assist in combating the latest methods used by criminals.
- Internal recruitment processes can assist in hiring staff who are well trained and already know the culture of the business, have practical experience, and have no criminal record.

Companies should not rely extensively on interviews, but conduct proper background checks, and not be biased when hiring. Human resource departments should avoid making mistakes by ensuring that the applicant’s job profile is properly developed.

- CIT companies should hire the right people for the job and avoid putting people in top positions based on the colour of their skin, or because they are family or friends.

Merit emanating from experience and qualifications should be the basis of the hiring process. Employing an employee in a human resources position, for example, whose highest qualification is a Matriculation certificate is a recipe for disaster.

#### **5.3.4 Recommendations to improve the study aim four, identified study themes and sub-themes**

The task of hiring qualified, fully screened security guards may be compromised if proper processes are not followed. The hiring of people who have qualifications and experience should start with top management and automatically filter down to all security guards.

One participant mentioned that “CIT companies should hire qualified staff members to manage the cash and operations. Stop hiring or working with people who provide cheap services.”

- CIT companies should hire motor mechanics to service their vehicles and refrain from using external service providers who can tamper with the electronics of the vehicles.

The participants have highlighted that CIT companies use unreliable mechanics to fix or service their vehicles.

This means that the security measures inside their vehicles are easily accessible by people external to the organisation. Mechanics working on the car can then take their time assessing how they can counteract the security measures; CIT companies should thus only give reliable mechanics access to the CIT vehicles.

- After a CIT robbery, the company’s investigation team alongside the SAPS should appoint capable and qualified investigators to conduct intelligence-led investigations with the aim of identifying actual and possible suspects before they generally assume, without any proof, that the security guards are suspects.
- The use of drones should be introduced to the CIT industry and at least every third cash van on the road or every area should have a dedicated drone.

This will assist in instances where a robbery has just taken place and the criminals are making a getaway; the drone can follow them until their destination while giving directions to the SAPS for easy arrest. Appointing drone pilots will be very necessary to implement this.

### **5.3.5 Recommendations to improve the study aim five, identified study themes and sub-themes**

These recommendations involve law enforcement agencies, CIT companies, academics, and the banking industry working in partnership to solve the scourge CIT robberies. As identified below, the sooner these partnerships are formed and research in the field is conducted, the sooner CIT robberies will decrease in Gauteng Province. The following are further recommendations:

- CIT robberies have become a serious scourge across the entire country, but academic institutions, CIT companies, law enforcement agencies, and the banking industry have not conducted sufficient research aimed at preventing this type of crime. Convicted CIT robbers should be interviewed to obtain information about how to stop the robberies before the criminals reach their target or during their planning phase.
- As stated by the participants “SAPS should deploy more members on the national roads and instruct them to stop and search all vehicles that have more than three occupants inside.”
- CIT companies, SAPS, and the mining industry should work together on improving security measures at mines and avoid the theft of explosives which presents a serious challenge for CIT service providers.
- This study was conducted for the purpose of preventing CIT robberies in Gauteng Province, other research studies should be conducted in other provinces. More research studies that can bring about or suggest new security measures to prevent CIT robberies should be conducted using a different angle.

## **5.4 FUTURE RESEARCH STUDIES**

The undertaken research for this project, highlighted numerous issues or themes that other researchers can explore. Through research limitations, findings, and theories this project brings to light the number of points that can still be studied. Most research problems about the CIT industry were identified in this study but there are still more areas that remain. This research was able to identify the lack of information concerning

the research under study (CIT). More studies can, for example search for trends in CIT robberies over the recent years. This research focused on CIT robberies in Gauteng Province. As mentioned in previous chapters, in terms of CIT robberies, Gauteng Province is the most affected province in South Africa.

The country has eight other provinces that are affected by these robberies, Eastern Cape is the second affected province, and KwaZulu Natal is experiencing growth of CIT robberies (SAPS Crime Statistics, 2023:03). Future researchers can look into any of the eight provinces.

Further persuasions can be made to the CIT companies to allow future researchers to interview their currently employed security guards. This will provide data on the recent challenges of the CIT industry. According to Dudovskiy (2022:89), all research studies must carry and suggest future research section. He continued to state that future research section helps identify the following:

- **Build upon findings of the research:** The researcher related the findings of this study that he did not anticipate. He then suggested future research to address the limitations or the unanswered problems.
- **Address the limitations of the research:** This research had its own challenges and limitations. These relates to formulation of the study aims and objectives, sample size, scope of discussions, application of data collection methods and analysis. Future studies can focus on the limitations of this study.
- **Construct the same research in a new context:** The researcher addressed the research challenges in the settings of Gauteng Province because this research was about CIT problems within the province. As a result, the researcher proposed future studies that will address the same research problem in other provinces.
- **Re-assess and expand theory, model, or framework identified:** The purpose of future study is to address the effects of specific event, emergence of new method to rob CIT vehicles or other new phenomenon associated to CIT crimes.

Dudovskiy (2022:89) defines future study as investigation and research that are not yet conducted and will seek to expand the understanding of a certain subject or area



of interest. This section encourages researchers to think critically, draw roadmaps for the future, engage on CIT security challenges, and increase the impact of their thesis. Future research is based on the current state of knowledge and looks to answer all unanswered questions, new areas of inquiry, and gaps in knowledge.

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**LIST OF ANNEXTURES:**

**ANNEXTURE A: INFORMED CONSENT FORM**  
**AN EXAMINATION OF SECURITY MEASURES FOR THE PREVENTION OF**  
**CASH-IN-TRANSIT ROBBERIES IN SOUTH AFRICA: A CASE STUDY OF**  
**GAUTENG PROVINCE**

Consent to take part in research

I..... agreed voluntarily to take part in this research study. I understand that I can still withdraw at any time. I can also refuse to answer any question that goes against my believes. It was explained to me that I can withdraw permission to use data from my interview within two weeks after the interview, in which case the material will be deleted. The nature and purpose of the study was clearly explained to me in writing, and I was also offered the opportunity to ask questions about the study. I understand that participation involves providing information about my previous employer. I stand not to benefit directly from participating project. I give the researcher permission to record my interview. My name and all information I will provide for this study will be respected and confidential. All information I will be sharing will be used only for the purpose of this research.

Signed consent forms and original audio recordings will be retained in specify location determined by the researcher. The data shall be stored for a relevant period. I understand that I am entitled to access the information I have provided at any time while it is in storage as specified above. I give consent to participate in this study.

Signature of participant.....Date.....

I believe the participant is giving informed consent to participate in this study.

Signature of researcher.....Date.....



**ANNEXURE B: INTERVIEW SCHEDULE GUIDE**

RESEARCH TOPIC: AN EXAMINATION OF SECURITY MEASURES FOR THE PREVENTION OF CASH-IN-TRANSIT ROBBERIES IN SOUTH AFRICA: A CASE STUDY OF GAUTENG PROVINCE

Interview number:.....

Date:.....Time.....Place.....

Biographical data

Age: .....

Race:.....

Gender:.....

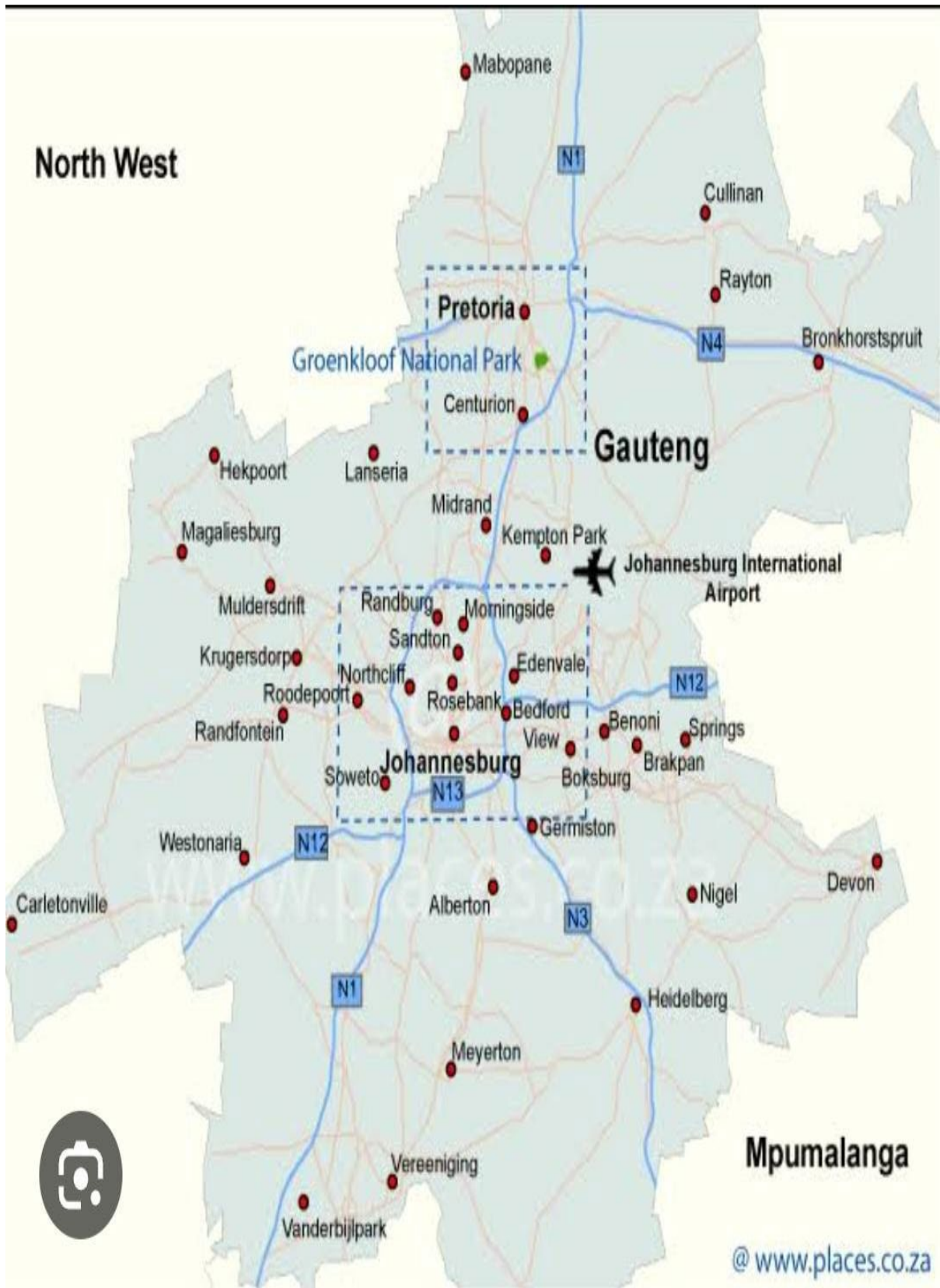
Marital status: .....

Position: .....

Length of service: .....

Educational Qualifications: .....

## ANNEXTURE C: GAUTENG PROVINCE MAP



**ANNEXURE D: CASH-IN-TRANSIT VEHICLES BOMBED DURING A ROBBERY**



## ANNEXTURE E: UNISA CLAW ETHICS COMMITTEE LETTER



### UNISA CLAW ETHICS REVIEW COMMITTEE

**Date** 20190801

**Reference:** ST 68 of 2019

**Applicant:** AM Sambo

**Dear** AM Sambo

**Decision: ETHICS APPROVAL**

FROM 01 August 2019

TO 01 August 2022

**Researcher:** Abednigo Molahleki Sambo

**Supervisor:** Dr OJ Kole

**An exploratory study of security measures for the prevention of cash-in-transit heist robberies in Gauteng**

**Qualification:** M-Tech Security Management

Thank you for the application for research ethics clearance by the Unisa CLAW Ethics Review Committee for the above mentioned research. Ethics approval is granted for 3 years.

*The CLAW Ethics Review Committee reviewed the **low risk application** on 1 August 2019 in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment. The decision was ratified by the committee.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.



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2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the CLAW Committee.
3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No research activities may continue after the expiry date **1 August 2022**. Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.

*Note:*

*The reference number ST68 of 2019 should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,



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## ANNEXTURE F: LANGUAGE SPECIALIST CERTIFICATE

# Certificate of English Language Editing

This document certifies that the manuscript listed below was edited for English grammar, punctuation, spelling, and overall style by A Read Black Girl

MANUSCRIPT TITLE

**An Examination Of Security Measures For  
The Prevention Of Cash-in-transit Robberies  
In South Africa: A Case Study Of Gauteng**

AUTHOR

**Abednigo Molahleki Sambo**


CERTIFICATE VERIFICATION NUMBER

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2023/958738/07

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Tumelo Motaung  
Director

25 September 2023

Date of Revision

## ANNEXTURE G: TURNITIN RECEIPT



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## ANNEXTURE H: TURNITIN SIMILARITY REPORT

AN EXAMINATION OF SECURITY MEASURES FOR THE PREVENTION OF  
CASH-IN-TRANSIT ROBBERIES IN SOUTH AFRICA: A CASE STUDY OF  
GAUTENG

BY

ABEDNIGO MOLAHLEKI SAMBO

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