



COLLEGE OF ARTS AND SOCIAL SCIENCES (CASS)

CENTER FOR CONFLICT MANAGEMENT (CCM)

EFFECTIVENESS OF CLUSTER POLICING ON CRIME PRIVENTION IN BOTSWANA, CASE OF KANYE DISTRICT

**A DISSERTATION SUBMITTED TO THE UNIVERSITY OF RWANDA IN PARTIAL FULFILMENT OF
THE REQUIREMENTS FOR AWARD OF A MASTERS OF ARTS DEGREE IN PEACE STUDIES AND
CONFLICTS TRANSFORMATION**

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DECLARATION

I, Gaokgathege, Jayson CHABOTA, do declare that this research thesis is my original work and has not been presented by any other person for a degree or any other academic award in any institution of higher learning, college or university.

Name

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Signature

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Date

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APPROVAL

I confirm that the work reported in this research thesis was carried out by the candidate under my supervision and has been submitted with my approval.

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Signature

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Date

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ABBREVIATIONS AND ACRONYMS

BBP – Bechuanaland Border Police
BMP – Bechuanaland Mounted Police
BPP – Bechuanaland Protectorate Police
BPF – Botswana Police Force
BPA – Best Practice Award
BPS – Botswana Police Service
BSCPA – Best Station Community Policing Award
CCA – Community Commitment Award
CS – Community Safety or Community Security
CPF – Cluster or Community Policing Forum
CP – Cluster or Community Policing
MAECP – Minister’s Award of Excellence in Community Policing
NCPCU – National Crime Prevention Coordinating Unit
SARA – Scanning Analysis Response and Assessment
SPSS – Statistical Package for the Social Sciences
UNDC – United Nations on Drugs and Crime
UNODC – United Nations Office on Drugs and Crime
UNDP – United Nations Development Program

ABSTRACT

This research assessed the Effectiveness of Cluster Policing on Crime Prevention in Botswana, focusing on Kanye District. The total target population for this research was 300, comprising 200 police officers (commanders and crime prevention coordinators), and 100 cluster members and their leaders. The research used qualitative methodology with sample size of 75 respondents and was guided by social disorganization, rational choice and routine activities theories. The findings show that majority of respondents agreed that the contribution of cluster policing on crime prevention was moderately effective and resulted from of target hardening, law enforcement and enhanced community safety and security. Respondents also agreed that the best practice, community commitment and quality of community partners were the effect of community partnerships on crime prevention which was also at moderate level of effectiveness and that problem-solving techniques on crime prevention was in high level of effectiveness. Based on the findings the research concludes that cluster policing contributes significantly to crime prevention and recommends that more training be considered in cluster policing especially in areas of community mobilization, partnership and problem-solving. This research will contribute to the body of knowledge on community policing in Botswana, especially cluster policing which is a new concept of fighting crime. It will also act as a source of reference material for the academic institutions.

Key word: Cluster policing, crime prevention

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

Cluster policing is a philosophy that promotes symbiotic relationship between the police and the public. It is based on the belief that the public must complement the police by policing their own communities through identifying, prioritizing and solving their own problems such as social and physical disorder to improve the overall quality of life. Kanye District is one of the Districts in Botswana with a high level of crime. This research is about the Effectiveness of Cluster Policing on Crime Prevention in Botswana, focusing on Kanye District. This chapter covers the background of the research, the statement of the problem, research objectives, research questions, the scope of the research, and the significance of the research.

1.1 Background to the study

Globally, safety and security challenges keep on increasing pressure on law enforcement agencies to go beyond the traditional policing methods to effectively combat serious crime, including transnational organized crime (drug trafficking, human trafficking, money laundering) in order to make communities safer (Kasali & Odetola, 2016). Crime poses a significant threat to international security with devastating implications for public safety, public health, and economic stability (United Nations on Drugs and Crime, 2005). Globalization, computerization of communications and financial transactions, also brought with them, new crimes which are more complex and sophisticated (Edwards, 2011, p.309). Crimes such as terrorism are increasingly benefitting from illegal trade in natural resources, kidnapping for ransom, and extortion, among other means (United Nations on Drugs and Crime, 2005).

In Africa, crime continues to destroy social and human capital, degrading quality of life and forcing skilled workers to look for safer environments overseas. According to the United Nations Office on Drugs and Crime, (2005, p.67), crime in Africa impedes access to possible employment and educational opportunities, discouraging the accumulation of assets, and driving business away as investors see it as sign of social instability. Even more damaging is corruption, which has become the greatest obstacle to development (United Nations Office on Drugs and Crime, 2005, p.67). With organized criminals in international drug trafficking, human

trafficking, and fraud networks proving difficult to penetrate, fear and insecurity in all walks of life are also exacerbated. (Edwards, 2011).

The complexity, sophistication and upsurge in crime in Africa and the world prompted police organizations to re-examine their role in public safety and come up with appropriate measures of addressing the problem. Among strategies adopted by police organizations is the community policing philosophy. Krunoslav et al. (2014) defines community policing as a police-community partnership in which the two work together to resolve community problems, prevent crime and create crime-free societies. Community policing is a philosophy and not just a specific tactic. It is a proactive and decentralized methods of policing, designed to reduce crime and fear thereof by involving the community at all levels.

Brown (2012, p.150), on the other hand, refer to community policing as a philosophy that creates an opportunity for the police and the community to determine the best strategies for solving crimes, saying its components consist of problem-solving, police-community partnerships, police accountability to neighborhoods, and decentralization of authority (Brown, 1989 as cited in Palmiotto, 2011, p.216). Community policing is actually a paradigm shift where the communities take active part in fighting crime with the police not seen as strangers, but as partners in societal development (Mulugeta and Mekuriaw, 2017).

On the other hand, Brown (2012, p.163) defines crime prevention as, “a set of programs designed by the police to involve the community in preventing crime by removing the likely causes of crime and opportunity”. Crime prevention can be approached in four main ways categories such as “social development crime prevention, community-based crime prevention, situational crime prevention and reintegration crime prevention (United Nations Office on Drugs and Crime, 2010, p.12).

Crime prevention through social development focuses on educational, health, and other community related programs. Community-based crime prevention programs target high risk areas, situational crime prevention programs aim at reducing opportunities for crime to occur, while crime prevention through reintegration programs target people who committed crime and who have just been released from lawful custody. These programs, provide awareness on a range

of issues that include, credit facilities, job-creation, life-skills, and conflict resolution which are aimed at improving the livelihood of people.

Community policing and crime prevention have been found to be interconnected. The symbiotic relationship of the two concepts is crucial in bringing all important actors together in the fight against crime. According to (Palmiotto 2011, p. 157), “community policing and crime prevention are both a philosophy, not a program, both seek to address the underlying causes and problems, both require active involvement and partnerships by communities, and both involve the development of an institutional mindset.” The implementation of both concepts however, requires the police to be more committed, more professional in their encounter with customers and more resourced. Inversely, a more involved and cooperative community is critical to providing an enabling environment for the police to freely work with them and be able to obtain information and assistance they need to secure successful arrests, investigations, prosecutions and eliminate opportunities for potential crime.

As police register positive outcomes resulting from successful implementation of community policing, crime nonetheless, persists, a sign that the philosophy also faces some challenges. Mulugeta and Mekuriaw (2017, p.4) however, confirm this view by saying that community policing faces challenges that include, low level understanding of community policing principles by police officers, insufficient resources as well as structural and administrative weaknesses bordering around culture and traditional policing style. Rosenbaum (1994) also expressed concern that patrol officers were often resistant to the transition to community policing because the concept “seeks to redefine their role and the way they perform their duties”. Again, Machuki (2015) was also worried that community policing officers were still working alone and not involving communities during identification of solutions to crime or community issues. Some police officers still openly show their displeasure to civilian opinions on police operational matters (Machuki (2015).

The previously mentioned challenges are barriers to community policing’s potential benefits. They thus call for the police to assess the effectiveness of the strategies they use to address the gaps. Effectiveness is the extent to which stated objectives are met (Productivity Commission, 2013) and program effectiveness means performance indicators which are based on agreed measures of achievement (Productivity Commission, 2013). This is the case with many crime

prevention strategies like cluster policing where agreed measures of effectiveness are normally set to achieve objectives.

Effectiveness of cluster policing programs is shown through equitable distribution of services (being fair and responsive) which is done jointly with the community. As Rosenbaum (1994) confirms, “involving the community in decision making (equity) make them feel the police are responsive”. And decentralizing decision making (efficiency) also make officers feel better able to address community problems (effectiveness), thus becoming more accountable to citizens and resources (Rosenbaum, 1994).

Effectiveness of community or cluster policing is assessed through continuous evaluation aimed at determining its success and failure and establishing whether changes are required to meet set objectives (Palmiotto 2011, p.256). Evaluation, which is, “the use of social research methods to systematically investigate the effectiveness of social intervention programs” (Palmiotto 2011, p.256), is then carried with a view, among others, to provide information to the executives and commanders on what needs to be improved, and to determine if the concept is working, accepted by the community or by the officers (Palmiotto 2011, p.256).

Botswana like many countries in Africa and the world is also experiencing increasing levels of various crimes such as cybercrime, human and drug trafficking, money laundering, corruption, crimes of violent and intrusive nature such as murder, rape, armed robbery, break-ins, assault and threat to kill. These crimes cause fear, insecurity and anxiety that threaten people’s performance of daily activities. The fear and perception of being unsafe also impact negatively on people’s psychological wellbeing. Reports that police officers are involved in corrupt practices and general misconduct in the line of duty, also contribute to negative perception and distrust towards law enforcement in Botswana.

According to Statistics Botswana (2016, p.10), the highest offending gender group in both serious and emerging organized crimes in Botswana are males of age groups 30-34 (21.5 percent), followed by 25-29 (17,9 percent) and 35-39 (17.5 percent) age groups (Statistics Botswana, 2016, p.10). On the female category, age groups 30-34 (1.5 percent) are leading the pack, followed by 35-39 (1.1 percent) and 25-29 (0.9 percent) age groups. Rapid development, modernization, population and economic growth which are transforming society’s life styles, and

altering its moral values in the process, are considered the root causes of crime (Mathangwane, 2001). Owing to this development, there is need to empower the community to enhance police-community partnership. Table 1.1 and 1.2.1 below show some of the crimes committed in Botswana during the period from 2015 to 2019.

Table 1.2 1 Selected serious crime statistics in Botswana (2015-2019)

Crime Types / Year	2015	2016	2017	2018	2019
Assault Common	17758	17054	16003	16351	16897
Assault Occasioning in Actual Bodily Harm (A.O.A.B.H)	8329	8225	7641	7472	7451
Defilement	543	617	572	769	1208
Rape	2163	2052	2074	2064	2265
Murder	278	305	315	316	320
Robbery	1539	1355	1347	1112	1170
Theft of Motor vehicles	357	311	198	214	185
Stock Theft	2263	2150	2114	2275	1856
Theft	29036	26523	26308	27215	30064
House break-in and theft	2812	2697	2792	2561	2459
Store break-in and theft	2072	2080	2040	1956	1762
Total offences	67150	63369	61404	62305	65637

Source: Botswana Police Service achieves (2020)

Table 1.2 2: Selected statistics on emerging organized crimes in Botswana (2015-2019)

Types	2015	2016	2017	2018	2019
<i>Fraud</i>	2	1	0	1	1
<i>Corruption</i>	24	22	0	21	17
<i>Drugs (use / trafficking)</i>	1273	1281	1319	1319	1466
<i>Human Trafficking</i>	1	0	10	13	10
<i>Cyber crime</i>	17	15	19	15	0

Botswana Police Service achieves (2020)

The above tables show reductions and increases in some of the offences in the past five years (2015-2019) in Botswana. These fluctuations may mean that the community is not fighting crime together or not working cooperatively with the police. There is need, therefore, to strengthen or establish new approaches to crime prevention. This should however be done with the consideration of Botswana police history.

The changing pattern of crime in the then Bechuanaland (now Botswana) policing, evolved with policing styles over the years with pre-colonial law enforcement initially limited to age regiments (*Mephato*), who apprehended criminals and administered punishment on behalf of the rulers or chiefs (Morton and Ramsay, 2018). Formal policing in Botswana commenced with the then Bechuanaland Mounted Police (BMP) in 1884 which a year later changed to Bechuanaland Border Police (BMP) in 1885 and to Bechuanaland Protectorate Police in 1902. According to Morton and Ramsay (2018). Following Botswana's independence from Britain in 1966, the name further changed to Botswana Police Force (BPF).

During that time, Botswana citizens generally viewed the police institution as foreign, especially because most of the police officers were migrants from Basutoland (now Lesotho) and Southern Rhodesia (now Zimbabwe). The prerequisites for joining the police service hinged on body structure and height instead of educational background. Based on this and immense cultural differences as well as little understanding of the local languages, police officers were seen as aggressive, scary and ready to pounce on the unsuspecting public, and that created rivalry between them and public. This went on for years until the government resolved to employ Batswana, who were previously enrolled as messengers with no specific police responsibilities. In 1971, a decision was taken to localize the police service and Simon Hirschfeld became the first Botswana Police Commissioner. The first cohort of eight (8) women was also recruited the same year.

As crime continued to be a national concern, public involvement in policing also received popularity and this prompted the police to expand its narrow function of law enforcement to incorporate a community-oriented policing which was seen to be proactive, solution-based and involving many stakeholders (Botswana Police Service, 2003, p. 16, 17). Implementation of community policing programs and initiatives increased public support in crime prevention, created safer environment and gradually reduced police-public rivalry. The controlled crime rates

experienced today could be attributed to Botswana Police Service's improved services over the years since 1884. This significant improvement paid dividend when the BPS was ranked Africa's best police service in 2017 by the world Internal Security and Police Index.

Community policing in Botswana commenced in 1984, when the then Botswana Police Force (BPF) introduced crime prevention committees to encourage the community to cooperate with police in fighting crime. These committees were used countrywide as platforms for sharing crime prevention messages (Botswana Police Service, 2003, p. 16, 17). In a move to further strengthen the crime prevention committees, monitor and evaluate their services, BPF established the National Crime Prevention Coordinating Unit (NCPU) in 1995 (Botswana Police Service, 2003, p.25) and trained police officers as crime prevention coordinators. These officers became focal persons and facilitators of crime prevention seminars and workshops that educated the public on crime prevention at various police stations (Mathangwane, 2001).

When the BPF implemented its first mission statement in 1997 which ushered new strategic direction, Botswana Police Force (BPF) changed to Botswana Police Service and Charge Office to Community Service Center to improve professionalism and the way the new BPS carried out its statutory mandate of "protecting life and property, preventing and detecting crime, repressing internal disturbances, maintaining security and public tranquility, apprehending offenders, and enforcing all written laws with which they are directly charged" (Botswana Police, 2017, p.14).

While crime prevention programs grew stronger with increased public participation, they later became weak as mixed feelings on their successes and failures ensued. Some felt they were ineffective while others applauded their effectiveness (Mathangwane, 2001, p.4). These mixed feelings adversely affected public involvement in crime prevention and many committees became inactive. And in 2003, a National Community Policing Strategy was formulated to usher a more robust crime prevention strategy aimed at "increasing public confidence in the police by providing community style of policing that incorporated community consultation and partnership" (Botswana Police Service, 2003, p. 25). The National Community Policing Strategy provided for the revival of Community Policing Forums (CPFs) at village, ward level, street or location in the case of urban areas.

CPFs needed a policy that will guide the revamped crime prevention committees, hence the introduction of Cluster Policing in 2008 (Botswana Police Annual Report, 2019). This operationalized community policing philosophy picked the momentum of the CPFs and raised their popularity once again. The refined community policing strategy was called cluster policing because streets, locations, towns, villages and village wards were divided into small manageable blocks (clusters) to easily manage and control crime. Cluster policing, which has today grown in usage and popularity in Botswana continue to be celebrated across the length and breadth of the country.

Cluster policing was adopted after intense consultations with the local communities. Meetings were conducted countrywide using Botswana's kgotla system, a traditional public forum for policymaking that also embrace political, economic development and dispute resolution (Moumakwa, 2010, p.3). Traditional leaders (chiefs) were appointed chairpersons of cluster committees because they commanded respect, they were listened to and easily lured communities to participate in community development activities, including crime prevention. In urban centers, cluster policing forums/committees were chaired by appointed persons of integrity or repute (Botswana Police Annual Report, 2019).

Programs of cluster policing are evaluated regularly to measure their impact on crime prevention. Evaluation of programs is done quarterly at police district and divisions (regional level) and annually at national level. A 10 percent target was agreed by both police and cluster committees. Moreover, a guideline for selecting the best performing clusters and rewarding them for was also designed and implemented. A cluster committee with outstanding performance stood a chance of winning one of the following awards; the Best Practice Award earned by achieving set targets, Community Commitment Award earned by cluster committee that excelled in community mobilization through joint operations and targeted initiatives, Best Station Community Policing Award earned by a police station(s) with cluster committees that which have obtained positions 1-3 in Community Commitment and Best Practice categories. The Minister's Award of Excellence in Community Policing, on the other hand, is earned by a District with best overall achievement in set targets. And finally the National Award for Best Performing Division in Crime Reduction is given to a Division (region) with outstanding performance in crime reduction in the reviewed period.

Kanye District (N0. 14) emerged winners of the best District award for three years in a row and scooped the Ministers Award of Excellence in Community Policing for three years in a row during the national cluster policing awards conducted in 2017 to 2019. Cluster awards have become an inspiration to other cluster policing forums/committees. And that has seen the number of cluster policing forums/committees increase from slightly over 100 in 2008 to 655 in 2019. During period under study (2015-2019), Kanye District's total number of cluster policing forums/committees were 48 in 8 wards in 2015 and increased to 55 in 84 wards in 2019. It is because of outstanding performance that the Kanye District was chosen as the area of research. Police officers trained as cluster coordinators were placed in each cluster to work cooperatively interact, be accepted by the community, and educate them on crime prevention.

Kanye is the political administrative center of the Southern District Council, located 83 kilometers southwest of the city of Botswana's capital Gaborone. It is also the home to No.14 District six (6) police stations of Sejelo, Kanye, Jwaneng, Moshupa, Phitshane Molopo, and Mabutsane (Botswana Police Annual Report, 2019). The police district provides safety and security to the large privately-owned ranges, and several governments run beef ranges, maize and sorghum fields, including the Jwaneng diamond mine. The District also faces challenges such as low participation of youth in cluster policing, unprofessional conduct by some officers who engage in corrupt practices. Inadequate trained personnel (police officers and cluster members) in community policing is also a worrying phenomenon that cause poor implementation of cluster programs (Botswana Police Annual Report, 2019).

1.2 Statement of the problem

The Cluster Policing in Botswana started introduced in 2008 to revive police-community cooperation, identify appropriate methods of addressing causes of crime, jointly set crime prevention strategies and agree on how to implement, measure, and evaluate their effectiveness. This move was taken after realizing that the police cannot fight crime alone (Botswana Police Service, 2003, p.25). Through cluster policing, crime prevention coordinators and communication liaison officers were also introduced to educate people on the functions of the police and crime prevention. The philosophy was welcomed for its potential to create hope safer communities and improve quality of life.

However, (Mathangwane, 2001, p.4) posits that despite momentous efforts through cluster policing, crime still persists at an alarming rate in many part of Botswana with Kanye District not being spared. As Edwards (2011) also adds, “organized criminals in drugs and human trafficking, armed robberies and fraud networks continue to create fear and insecurity in all walks of life”. Mixed feelings on the success and failures of cluster policing also cause concern, with some praising the strategy and others condemning it (Mathangwane, 2001, p.4). Perceptions of ineffective cluster policing programs are linked to low level of understanding of its principles by some police officers, insufficient resources for cluster policing, as well as police structural and administrative weaknesses. Some cluster members are also commonly accused of being ‘police informers’ for cooperating with the police while others are alleged to unwilling to participate in cluster activities unless they get paid.

The above challenges and allegations provide opportunities for crime to occur/escalate and usher prospects for further research. Additionally, no research was undertaken to assess the effectiveness of the cluster policing on crime prevention in Botswana, Kanye District in particular since 2008, hence this research that assessed the overall effectiveness of cluster policing on crime prevention in Kanye District. The findings of this research may be useful to policy formulators during review of cluster policing programs and may also help the community to understand their role more in cluster policing.

1.3 Research objectives

This research has one general objective and several specific objectives.

1.3.1 General objective

General objective is to assess the overall effectiveness of cluster policing on crime prevention in Botswana, specifically within the Kanye District.

1.3.2 Specific objectives

1. To assess the contribution and effectiveness of cluster policing forums/committees on crime prevention in Kanye District.
2. To identify the effects and effectiveness of community partnerships on crime prevention in Kanye District.

3. To explore the level of effectiveness of problem-solving techniques on crime prevention in Kanye District.

1.3.3 Research questions

1. What is the contribution and effectiveness of cluster policing forums/committees on crime prevention in Kanye District?
2. What are the effects and effectiveness of community partnerships on crime prevention in Kanye District?
3. What is the level of effectiveness of problem-solving techniques for crime prevention in Kanye District?

1.4 Significance of the research

This research may contribute to the body of knowledge on community policing in Botswana especially cluster policing which is a new concept of fighting crime. It will also act as a source of reference material for the academic institutions.

The research findings will help the Botswana Police to assess how it is contributing to crime prevention, its benefits and shortcomings faced by the committees and provide solutions in order to sustain the program. It will also help the policy makers to revisit the cluster policing initiatives and find ways of improving it, so that it can be used effectively to prevent crime.

Additionally, the research will assist the community to improve the implementation of cluster policing and enable them to police their own neighborhoods and properties and provide safe environment for sustainable development.

1.5 Scope of the research

1.5.1 Content Scope

The study assessed the effectiveness of cluster policing in Botswana, specifically in the Kanye District. It established the extent of awareness of cluster policing programs in Kanye District, evaluated the effectiveness and challenges of cluster policing on crime preventing and examined the extent to which the public and the police support cluster policing in Kanye District.

1.5.2 Geographical scope

This research was conducted in the Kanye District of Botswana, a country bordering Namibia, South Africa, Zimbabwe and Zambia.

1.5.3 Time Scope

This research covered a period of 5 years from 2015 to 2019.

1.6 Limitation of the study

This research depended on information and documents accessible to the researcher and where access to information was somehow denied, the researcher faced limitations. Some people could not provide information or give their ideas in relation to the questions put to them on the problem under study. The researcher also needed to meet with specific relevant leaders to discuss the purpose of research and its significance with a view to convince them grant access to relevant data, but could not find some of them due to other work demands.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

Review of literature show no previous attempt to research on the effectiveness of cluster policing on crime prevention in Botswana. However, global research showed that studies have been carried out elsewhere to demonstrate the importance of cluster or community policing on crime prevention. This chapter reviewed literature aligned to the topic of research and also explored relevant theories.

2.1 Concept of Cluster Policing

Cluster policing is a concept that operationalized the philosophy of community policing in the context of Botswana where streets, locations in the case of towns and wards in the case of villages were divided into small manageable blocks called clusters for the purpose of easy crime control and management (Botswana Police Annual Report, 2019). Cluster or community policing was globally adopted after police organizations and the community took a decision to re-examine the role of police in public safety to clamp down on crime and provide safe environments. These combined efforts introduced the philosophy of community policing or cluster policing which promoted citizen involvement in crime prevention. According to Mulugeta and Mekuriaw (2017) community policing requires “active participation of local government, civic and business leaders, public and private agencies, residents, churches, schools and hospitals”. The concept was structured around less rigid chain of command and supported decentralization to allow flexibility in decision-making.

The implementation of the community policing occurred progressively during the 1970’s and 1980’s and by the early 1990’s more police organizations around the world had adopted the concept and crafted strategies aligned to their local context (Mulugeta and Mekuriaw 2017). In Botswana the philosophy of cluster or community policing evolved since 1984. In 2008 it was further reviewed, leading to the adoption of cluster policing (Botswana Police Annual Report, 2019). Cluster policing is still popularly used in Botswana as a core national crime prevention strategy.

2.2 Concept of Crime Prevention

According to the United Nations Office on Drugs and Crime (2009, p.2), crime prevention refers to “strategies and measures that seek to reduce the risk of crime, and its potential negative effects on individuals and society”. Traditionally society viewed crime prevention as the sole responsibility of the police. But through increased knowledge, many people now realize that society also have a responsibility to play in the prevention of crime (United Nations Office on Drugs and Crime, 2009, p.2).

For crime prevention to be successful it must involve many actors in the criminal justice chain and collaboration with other stakeholders during implementation of strategies. As Nations Office on Drugs and Crime (2009, p.2) further notes, different levels of crime prevention require different prevention strategies such as primary, secondary and tertiary strategies. For example, the primary prevention strategies aim at tackling the root causes of crime, secondary prevention strategies address crimes associated with high-risk individuals or groups while tertiary prevention strategies focus on re-integrating those who offended society, including crime prone areas (United Nations Office on Drugs and Crime (2009, p.2).

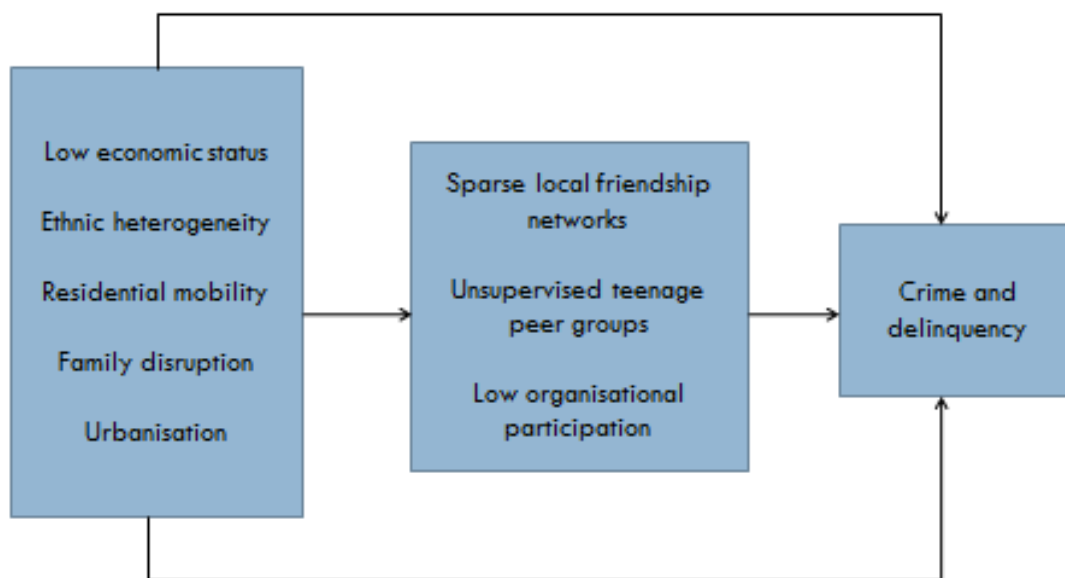
Traditionally, crime was violent and localized, but with increased modern technology and globalization, crime has become more organized and transnational. However, a combination of the following factors was found to be key influencers, biological factors, psychological disorders, social and economic factors (like social environment, income and education, parental relations, peer influence, drugs and alcohol, and technological advancements) (Morton and Ramsay, 2018). Challenges in crime prevention also exist and they include; geopolitical environment (regional political and security instability and limited cross-border and regional cooperation, easy access to technology and sophisticated methods), socio-economic factors (poverty and unemployment, and lucrative emerging crimes) and lack of adequate skills.

The conflict model of preventing crime aligned to Marxist criminological believes that crime stems from inequalities under capitalism which are also characterized by conflict (Morton, and Ramsay, 2018). It therefore suggests that strategies must focus on reducing inequality through sharing of resources and wealth. The situational crime prevention model, on the other hand, is of the view that crime can be stopped through implementation of strategies that make it difficult for

criminals to offend. The social prevention model also advocates for the creation of optimal social conditions. These include empowering communities with resources and programs that can help people to divert from criminal tendencies, especially the youth.

Again the community policing model of crime prevention “focuses on building relationship between police and members of the communities to work together and address crime problems and engage in intelligence-led policing that analyses crime data in a geographical area” (Kappeler and Gaines 2015). As Hope (1995, p. 21) also posits "community crime prevention usually concentrates on the reduction of residential crimes by local social institutions ". Table 2.1 below, illustrates some of the causes of crime.

Figure 2.1 1 Causes of Crime



Source: <https://www.unodc.org>

2.3 Theoretical framework

A number of crime prevention and community policing theories were analyzed to understand the effectiveness of cluster policing on crime prevention in Botswana. The theories assisted the researcher to understand what really motivate criminals to commit crime and why communities

are important in crime prevention or why they would be stimulated to take part in fighting crime. From the assessed theories, it was clear that people are driven by a number of factors including the fear of crime, the urge to protect their own property and the realization that the police can no longer fight crime alone. In this research, the social disorganization theory, the rational choice theory and the routine activities theory provided clarifications on how crime can occur and be prevented.

2.3.1 Social Disorganization theory

The social disorganization theory was developed by Clifford Shaw and Henry McKay in USA who based their studies on the ecological model of urban growth (Siegmunt, 2015, p.343). According Shaw and McKay (1942) as cited in Kappeler and Gaines (2015, p. 357), the disorganization theory found that delinquency and crime rate were higher in areas that had the highest population. The findings of Shaw and MacKay are relevant even today as the high levels of crime are recorded in communities with high concentration of people.

Further expanding the social disorganization theory Borski and Grassick (200) as cited by Kappeler and Gaines (2015, p. 357) identified three levels of control such as private, parochial and public. They observe that if private social control (family and social network in the neighborhood) is weak or absent, it would result in crime, if parochial social control (churches and schools) disappears in the community as the vital social fabric, crime may occur and if public social control (police and other government agencies), which is the last line of defence in a community, crime is bound to occur as well. The theory believes that if the police genuinely want to be effective, they must improve their working relationship with the community and by doing so, they can strengthen the private social control in high crime prevalent areas.

2.3.2 Rational Choice theory

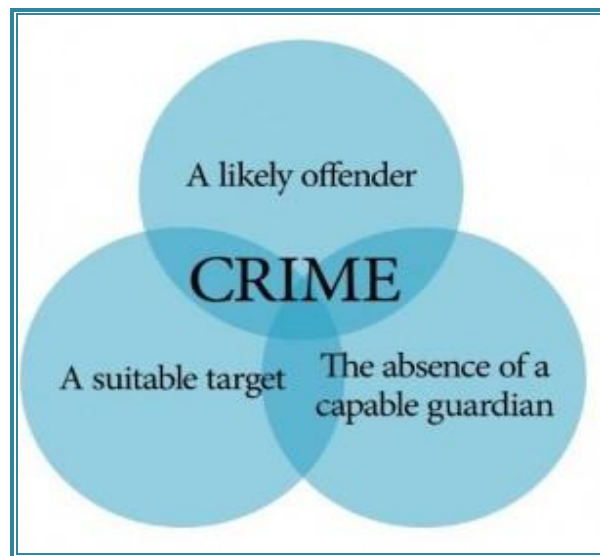
The rational choice theory asserts that criminal behavior is not random but is the result of choices that criminals make (Kappeler and Gaines (2015, p.358). This means that potential criminals always make choices based upon a set of individual preferences in a rational manner with a view to maximize possible gain. According to Cornish and Clarke (1986) as cited in Appealer and Gaines (2015, p.358), the rational choice theory declares there is decision making process which people perform when deciding to commit crime. An example of a rational choice

can be a business person choosing a particular line of product over another because he or she believes it offers a higher return. The theory assumes that crime is likely to be committed where a criminal believes reward outweighs the risk of committing such a crime.

2.3.3 Routine Activities theory

Routine activity theory was first formulated by Lawrence Cohen and Marcus Felson (1979), but Felson later developed it. As Kappeler and Gaines (2015, p.359) further assert, the theory clarifies the criminal incident through three things; (a) a potential offender with the capacity to commit a crime; (b) a suitable target or victim; and finally (c) the absence of guardians capable of protecting targets and victims (Miro, 2014). With this theory, a criminal usually targets something that can be readily converted into cash or bartered for something desired like drugs (Kappeler and Gaines (2015, p.359). A guardian is someone who capable of preventing crime and if absent crime is not probable.

Figure 2.3.3 Routine Activities Theory Model



Source: <http://criminal-justice.iresearchnet.com>

The three theories of social disorganization, rational choice, and routine activities theories are interconnected. From these theories the researcher learnt that for a crime to take place, private social control, parochial social control and public social control should be absent or disintegrated and that there is need for these components to be always present, strong and coherent. When

these components are strong and coherent the societal values that breed acceptable conduct will also be strengthened and crime will not easily occur.

The rational choice theory's emphasis on the fact that crime is likely to occurrence potential criminal start to think rationally means that a criminal will always commit a crime when the need to satisfy a certain need like need to have food or clothing is triggered. A human being is naturally irrational and but this theory of rational choice suggests that when a person starts to think rationally, any form of crime is likely to occur. And to circumvent this rational thinking, measures must be put in place to curtail rational thinking and creation of employment that could provide resources for obtaining food and clothing is one good example.

The routine activity theory which explains likelihood of a crime through three elements of a potential offender, a suitable target the absence of a guardian showed a target should be always hardened by the presence of the above three elements. Otherwise the criminal will always target something that can readily be converted into cash or bartered for a desired commodity like drugs, if those elements are not secured.

The learning from these theories means that crime prevention methods and strategies must be improved to strengthen the guardianship. When people are educated and encouraged to better protect themselves, their families and their property, that would indirectly eliminate suitable target and strengthen guardianship as people would now found it essential to keep an eye for their neighbors and neighborhood. As Kappeler & Gaines (2015, p.359) also agree to this view, collective involvement (police and communities) in crime prevention activities can substantially increase individual's protection from victimization.

2.4. Policing forums/committees

Cluster policing forum (CPFs) or committees describes an organized group in a district, village or ward in a rural area, street or location in case of urban centers who come together to solve crime and societal problems. The main objectives of community policing forums is to resolve conflict and enhance peace and stability (Mwaniki 2016). Normally, cluster or community policing starts with a cluster policing forum. Without a cluster forum, there is no cluster policing. The forum convenes meetings and facilitates activities aimed at preventing crime. It improves policing activities by consulting constantly, allows participation of willing persons in the community and keeps local crime trend data base for use by the police.

In a police station set up, the functions of a cluster include; coordinating activities of the cluster policing structures, including crime prevention committees, neighborhood watch schemes and business community activities. It also submits report to the district cluster policing forum on the activities of cluster at wards level, identifies appropriate cluster policing strategies and oversees their implementation at village, ward level and promote cooperation with other agencies at village level such as Village Development Committees (VDCs), and neighborhood watch schemes to reduce crime problems.

While cluster policing forums/committees play important role in fighting crime, they however, face challenges including allegations of police brutality and involvement in corrupt practices by the police that propagate mistrust between the police and the community. Without buy in from role-players the effort of the cluster policing forums/committees will not bear desired outcomes. The growing resistance to accept the strategy by some members of the community and police officers (Mathangwane, 2001) jeopardizes the excellent contribution of cluster policing forum/committees and in some rural areas, where crime does not pose a considerable threat, it is also difficult to encourage people to form or join cluster policing forums/committees (Ludman, 2010).

2.5. Community Partnerships

Community partners refers to a range of groups such as neighborhood watch schemes, crime prevention and road safety committees, gender based violence committees, anti-drugs and alcohol committees, domestic violence intervention groups, business groups, legislative bodies, prosecutors, health services, child support services, schools, churches, media, formal and informal community leaders, and residents (Lawrence & McCarthy, 2013). And police to be more operational, they need partners to work with such as the general public.

According to Philip (2000: 36), effective partnerships between the police and the community are crucial to public safety. In high institutions of learning, for example, partnerships are becoming a core value and a defining attribute of engagement and many institutions, for example, have been transformed from what was once the Office of Service-Learning decades ago into the Center for Community Partnerships, a shift that include not only a new name, but also new ways of interacting and relating to the off-campus community (Scott, 2008). This collaborative learning initiative has become a suitable platform and anchor for community policing partnerships.

In order to strengthen partnerships with the community, it is vital that the police regularly interact with the public and make public safety information accessible and timely. In the United States of America, for example, police departments have opened websites and uploaded different messages about crime alerts and all email addresses of individual officers for citizens to give feedback, report crime and communicate concerns (Lawrence & McCarthy, 2013). The center which operated with extended hours, provided basic civic and public safety services including crime prevention information, and other pertinent services, becoming extremely popular with local residents in the first three months of its opening (Lawrence & McCarthy 2013).

The neighborhood center is typical of an innovative partnership that community can create with the police to deal with crimes, social disorders and reduce crime and fear thereof. But it is important that in trying to find ways of cooperating with the communities the police eliminate behaviors that can compromise effective collaborations. This view is also shared by Kappeler and Gaines (2015, p.153), who suggests that the police must make sure that behaviours such as excessive force, corruption, rudeness and authoritarianism are absent from among their ranks, if they are to succeed and be trusted in their endeavour to form community partnerships. Building police-community partnerships should normally begin with promoting community relations.

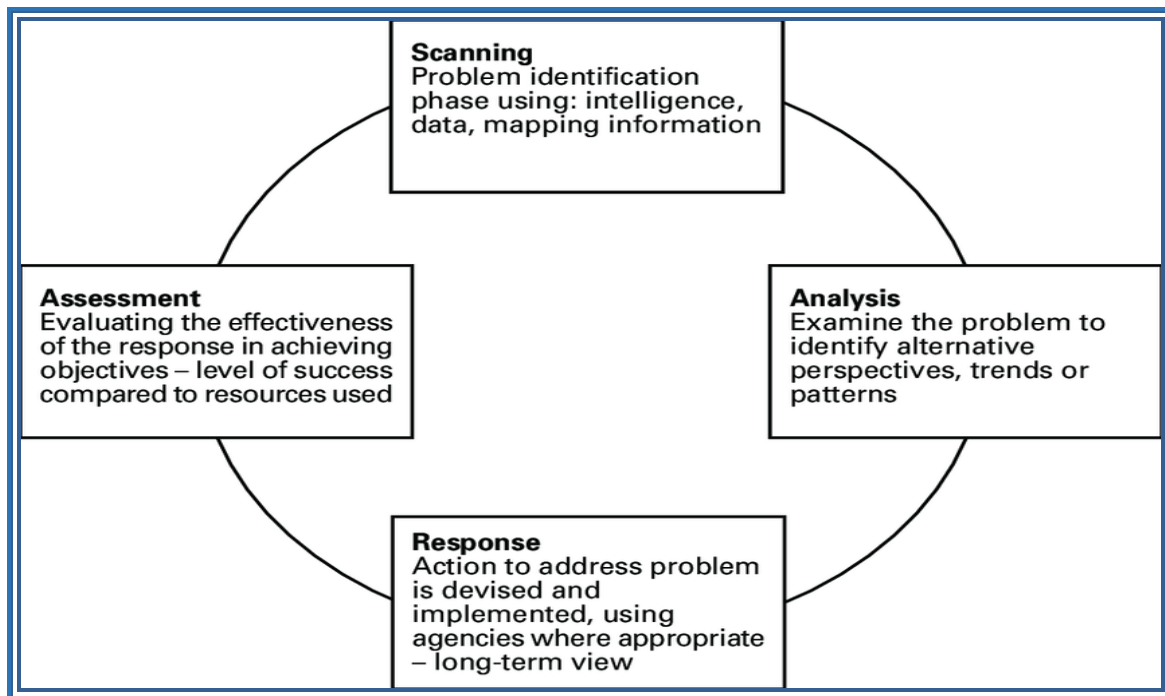
Furthermore, both the police and citizens hold stereotypes about one another that may prevent each other from seeing the symbiosis effect in each other (Palmiotto, 2011, p.83). Similarly, the police see partnerships as one way of building a formidable force against crime. And with the growing rural-urban migration that expanded urban centers and worsened crime, the need for police-community partnerships has increased. This encourages communication and cooperation between the police on solving crime together (Edwards, 2011, p. 85).

2.6. Problem Solving Techniques

Problem solving is a process of evaluating identified problems to guide decision-making efforts. Problem-solving methods that were adopted following the introduction of community policing include the SARA model (Scanning, Analysis, Response, Assessment). Many researchers have recommended problem-solving as a “critical in any police organization involved in community policing” (Alpert et al, 2001, Gordner 1996) and are urging its practice at all levels of an organization, especially the patrol officers. However, McCampbell (2014), warns that once problem solving is put in place, there must be prior shift in mindset for the entire personnel. This

means also changing the paramilitary mentality, if it exists, to incorporate a decentralized structure that will promote autonomy of decision making among officers. The following SARA model provides details on the workings of the problem-solving technique.

Figure 2.6 1 SARA Model



Source: <https://www.researchgate.net>

Scanning: This involves establishing possible problems and its objectives include scanning to ascertain the nature of problem, and determine scope and gravity of the problem and come up with probable solution. During this stage, a wide range of stakeholders are identified. Problem, could be related or comparable incidents which are of concern to the police and the community.

Analysis: This basically implies conducting research on what is known about the problem and it is the heart of the problem-solving process. According to Alpert et al. (2001). The objectives of analysis are to an understanding of the short comings of existent responses, create connection, and understand the cause and effect.

Response: This is the process of coming up with resolutions to reduce the extent of problems. It also involves implementing strategies that address identified problems. Alpert et al. (2001), He however, adds that the “response, in this case, must always follow logically from the knowledge learned during the analysis stage and should be tailored to the specific problem”. It is also aimed at eliminating the problem totally, reducing the problem, and harm triggered by the problem. (Alpert et al., 2001).

Assessment: This involves gauging the success of responses. It determines if responses were successful. If the responses are successful, there is need to review the information gathered for analysis. New information may have to be collected before (Alpert et al., 2001).

2.7 Police transformation

Community policing among other things involves transformational changes in the police structure and operations. Transformation basically refers to policies put in place to improve, among others, the leadership, management, staff practices, behaviors, technological systems, including decentralization. In the context of the police, decentralization means a reporting structure that is less hierarchical. Botswana Police Service is decentralized and this gives stations, district or divisional commanders more authority to make decisions without bureaucratic restrictions. With divisional offices established across the geographical areas of Botswana, community policing programs urban centers have become easy to manage (Lawrence & McCarthy, 2013). This has also assisted in making sure that transformation happen at all structures of the police

The written National Community Policing strategy Botswana Police which is also used by police officers in Kanye district show that there is a policy that takes care for the proper implementation of Cluster Policing in Kanye. Organization’s vision, mission, core values and objectives contained in the document are enablers for problem solving. Level of autonomy given to officers to exercise discretion help them to be true partners of the community development and crime prevention (Lawrence & McCarthy, 2013).

According to (Parratt, 2019), deployment of crime prevention coordinators at various stations is pertinent to achieving cluster policing objectives. As Lawrence & McCarthy (2013), also note, community policing in this era of information technology is practicable with easy flow and access to information. Easy communication by police officers enable them regularly share information timely and make communities better informed and empowered on crime issues. Internet access allows police officers to send e-mail alerts, discussion forums, and feedback on reported crime. These have created ongoing police-community dialogue and increased transparency.

2.8. Target hardening

There are many methods of crime prevention that members of the community can use to stop crime from occurring and target hardening is one of them. It includes the usually obvious precautions like locking one's car, installing alarms or buying a dog to deter intruders (Edwards (2011, p70). However, for this tactic to be effectively used, the police have an obligation to ensure that the communities are aware of it. It is only when people become familiar with prevention strategies that they can use them to protect their homes and businesses.

Target hardening is based on the understanding that burglary or break-ins occur where there is a security lapse and such offences would be reduced if security concerns are addressed. If a house is securely locked and windows fitted with burglar bars are closed, it would be difficult for burglars to break-in. And if anything, the burglar would look for another target. As Edwards (2011, p.70) also confirms, even though the use of locks, alarms or fences are a crime deterrent, a determined burglar is likely to look for an easier target, unless everyone in the neighborhood uses similar security gadgets.

2.9 Law enforcement

Law enforcement refers to the process of exercising the rule of law and the custodians of law are the police and it incorporates the criminal justice system which deals with crime after it has happened. Criminal justice system "operates through individual deterrence, and offers the opportunity of treatment in prisons or through other sentencing options" (Cameron and Laycock, 2002, p. 314). The involvement of the criminal justice system in law enforcement demonstrates

the importance of the courts and corrections (including prisons and community) in public safety and the rule of law.

As Brown (2012, p. 380) also notes, “the police have historically viewed their role in crime control from the perspective of enforcement”. This narrow viewpoint limited the scope of police duty and hampered their efforts of effectively dealing with the root causes of crime. As Brown (2012, p. 381) further explains, the police do not have the means to prevent the majority of crime committed because they occur when a group or individual seizes an opportunity to do wrong in the absence of an officer. And the truth is that the police will never have the ability to address all crime of opportunity that occurs.

2.10 Community safety and security

UNDP community safety or community Security (CS) is aimed at achieving good welfare and safe surroundings for communities. CS is not only about crime reduction and its prevention, but it also involves creating an environment for a united participatory society. Ideal CS is where people would always feel safe whether at home, street, work, without fear of being harmed or robbed. The maintenance of community safety requires partnerships of the police, local authorities, health services, private security providers, and other relevant actors with a view to work together to protect people from crime. However, community safety and security starts with an individual knowing his or her neighbors, securing his or her house with locks and working cooperatively with the police and others in the neighborhood to fight crime.

2.11 Trust between the community and the police

Many analysts and researcher’s asset that trust can reduce mutual suspicions of police and residents, providing foundation for police and the community to collaborate. It can also “enable the police to gain greater access to valuable information from the community that could lead to the solution and prevention of crime and will provide an opportunity for officers to establish a working relationship with the community” (Trojanowicz and Bucqueroux, 1998, p. 9). They argued that, where trust exists between police and community, there is always freedom to share information which can assist the police to detect crime. For example, the community will freely inform the police about all crime hot-spot, the most prevalent crimes in a given locality and about the suspicious characters in the community. Trust can only be built and cemented through

effective community participation and collaboration which must be initiated by the police through appropriate platforms and actions.

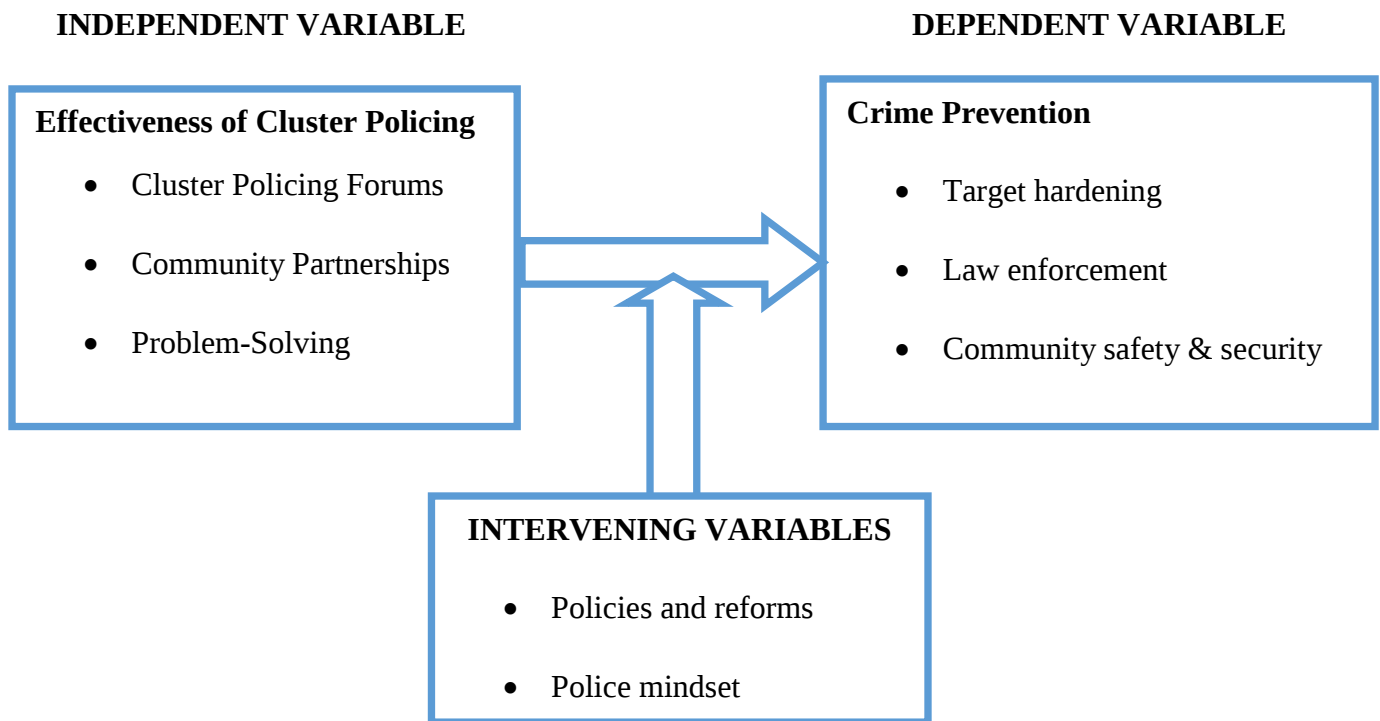
2.12 Communication and cooperation

Communication is important in any collaboration. It is the lifeblood of sustained partnership. For example, many community policing forums/committees succeed in whatever activity it is undertaking, largely because of the free-flow of communication between police and community or clusters. Effectiveness of communication is therefore crucial in the successful implementation and management of the cluster programs. Communication and co-operation between the Botswana Police Service (BPS) and communities is one of the reasons why the BPS is successful in safety and security matters.

2.13 Effectiveness of crime prevention strategies

The effectiveness of reducing crime usually happens where there is genuine partnership between the police and the community at various levels (Malatji (2016). Trust between the between the police and the community is key. The contribution of the members of the community in policing is, therefore, critical in ensuring that policing becomes more effective, considering the growing population and rapid urbanization which also brought increasing social problems.

Figure 2.13 Conceptual Framework



Source: The researcher, 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter covered the methodology used in the research to assess information concerning cluster policing and crime prevention. The chapter covers research design, target population, sampling procedure, sample size, data collection methods and provides a plan for data analysis, including ethical considerations.

3.1 Research design

According to Kothari (2004), research design is a plan which the researcher intends to follow when choosing respondents and collecting data from them. It helps and guides the researcher on how he is going to manage the field work of data collection and the relevant methods. In this research, the explanatory research design was used and it followed the qualitative approach where data was obtained pertaining to the problem from the respondents. Data was collected using questionnaires and documentation in order to understand the effectiveness of cluster policing on crime prevention. It combined primary and secondary data to come up with well-grounded findings, (Astalin, 2013).

3.3 Target population

When conducting a research, the researcher targeted a particular group of people and these are known as a study population. Richard (1990, p.5) defined a population as, ‘all elements under study be it people or non- human.’ This was supported by Kenneth (1987, p. 13) who had this to say, “Population is a group or category of human beings, animals, and other things that have similar characteristics or related to each other.” The researcher focused on 200 Police officers (Coordinators and Commanders) of Kanye District and 100 Cluster Committee members (Cluster members and their leaders) of Kanye District. Kothari (2004) proposes that normally it is difficult to cover the whole population because of its size and set-up. This calls for the researcher to come up with a manageable number of respondents from the entire population called a sample and draw conclusions without considering all the elements.

Kumar (2011) argues that the size of a sample is determined by the research design and approach. For qualitative research, the sample must have close resemblance to the population from which it was drawn for result to be generalized. Thus, the researcher could not involve all 300 elements of the population and choose a sample.

3.4 Sampling procedures

This research used probability sampling technique which is compatible with the qualitative research design. Bryman & Bell (2003) says that probability sampling is, “a sample chosen from the population whereby each element of the population has a chance of being selected.” The researcher used the simple random sampling to choose the respondents. Daniel (2012) asserts that simple random sampling is a procedure where all elements are put together and one selected each time without replacement which give all elements a chance of being selected.

3.5 Sample Size

The researcher used the Taro Yamane's simplified formula for proportions to select the sample as shown below;

Yamane formula

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size

N = Population size

e = Acceptable sampling error (0.1)

n=?

N=300

e= 0.1

$$n = \frac{300}{1 + (300(0.1)^2)} = 75$$

This resulted in a sample size of 75 respondents.

Table 3.5 1 Categories of respondents

Stratum	Population Size	Sample Size
Police officers (Coordinators and Commanders)	200	50
Cluster Committee members (Cluster members and their leaders)	100	25
Total	300	75

Source: *Primary data, 2020*

3.6. Source of Data

To achieve the objectives of this research, primary and secondary data were used.

i. Primary data

Primary data was gathered from respondents using questionnaires with open and close questions, questions with Yes and No and questions with likert scale (1-4). Bailey (1987 p.51) proposed that primary data is information given directly by people on what they know and have experienced in their day to day lives and is usually collected by the researcher using questionnaires, interviews and observations.

ii. Secondary data

This is data is documentary data which is there already and was compiled by other writers and includes reports, magazines, articles as well as textbooks and internet documentation. It is normally used to give credence to primary data.

3.7 Data Collection techniques

The researcher used the questionnaire with a combination of open-ended questions to collect data from respondents. A questionnaire is a set of questions formulated in-line with research objectives used to solicit for information from respondents that is then analyzed to generate findings to the research problem as proposed by Kumar (2011). Questionnaires with open and close questions, questions with Yes and No and questions with likert scale (1-4) was distributed

to cluster committee members and police officers who oversee the implementation of cluster policing and their commanders. Raw data was obtained and it was subjected to analysis and interpretation to give it a meaning and draw findings.

3.8 Data Processing and Analysis Methods

Normally, data collected from respondents is raw and no meaning can be attached until it is subjected to editing, presentation, analysis and interpretation. Therefore, the researcher edited, codified and presented it in tables to give a clear picture before interpretations were made to show the trends and commonalities. Coding process is done by grouping data according to its relatedness and trying to establish the meaning being portrayed by the trend. This assertion is supported by Maser and Kartan (1971) who proposed that the aim is to join the information and attach a meaning.

The researcher also used Statistical Package for the Social Sciences (SPSS) to group data and generate percentages and frequencies that predict the outcome to the problem under study. Findings were then generated from the presented data using four likert scales to enable it answer the research questions and objectives.

3.9 Ethical Consideration

Researchers are guided by ethics which need to be adhered to. The researcher ensured that the ethics are followed by guaranteeing confidentiality to all respondents who participated and explained to them all the procedures and the purpose of research. This allowed them to give their informed consent and voluntarily participated in the research. The anonymity of respondents was observed and publication of results will not be to the detriment of respondents. Fictitious names were used where necessary to protect the identity of respondents. No undue influence or coercion was used on respondents and the conditions of participation were made known prior to participation. Access to data was sought and all information used was obtained through legal means. Information borrowed from other writers was acknowledged.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter covered data presentation, analysis and interpretation of the data obtained from the respondents to assess the effectiveness of cluster policing on crime prevention in Botswana specifically in the Kanye District.

4.1 Demographic characteristics of respondents

4.1.1 Gender Distribution

This segment describes the personal attributes of respondents of the study. The gender distribution, educational background and the type of respondents was analyzed for the researcher to know the personal attributes of people who participated in the study and assess whether they were the rightful people to supply the information as well as rightly positioned to give such information. Table 4.1.1 below shows the distribution of respondents according to gender;

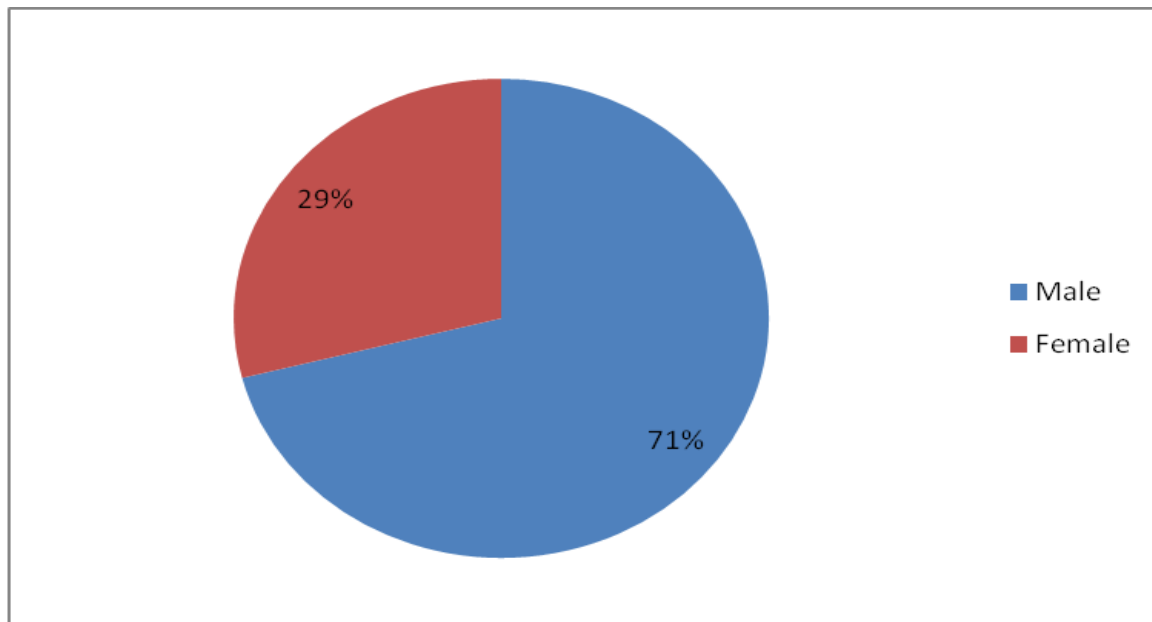
Table 4.1 1 Distribution of respondents according to gender

Gender	Frequency	Percent
Male	53	71
Female	22	29
Total	75	100.0

Source: *Primary data, 2020*

Table 4.1.1 above shows that 53/71% respondents were males while 22 /29% were females. This indicates that in this research males and females were represented in the sample. The figure below shows the details on gender.

Figure 4.1 1Gender Distribution



Source: *Primary data, 2020*

4.1.2 Age Distribution

The researcher also sought information on the age distribution of the respondent in order to assess the maturity of people involved in the study. Table 4.1.2 below depicts the data obtained;

Table 4.1.2 1Distribution

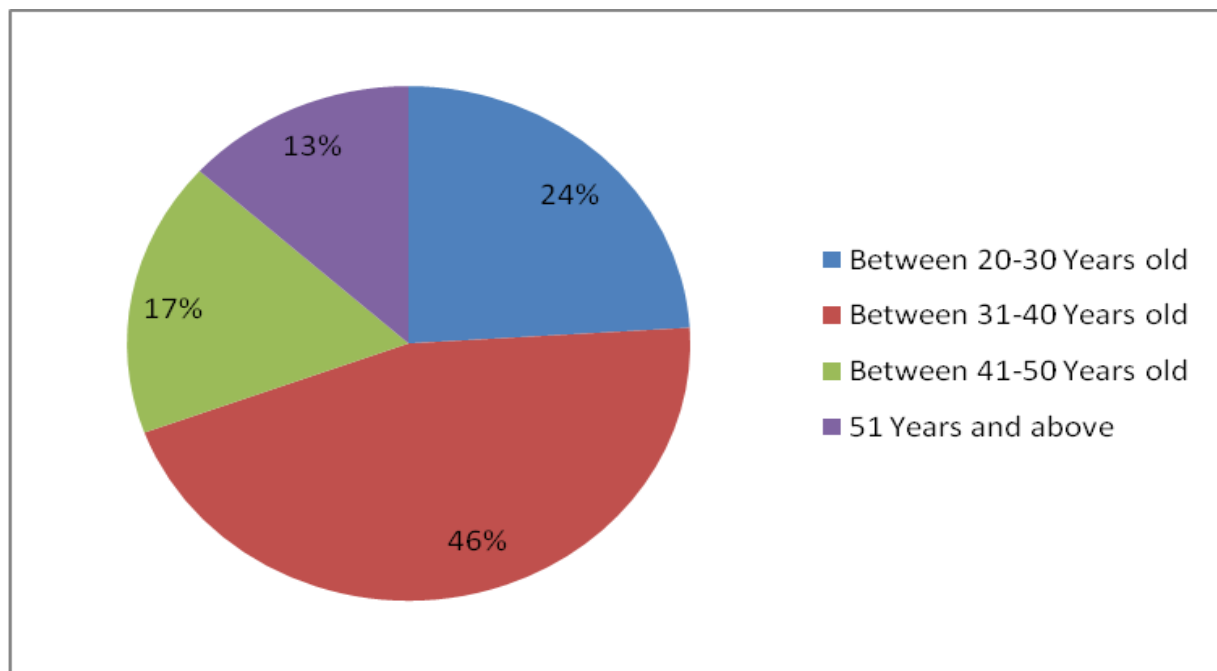
Age	Frequency	Percent
Between 20-30 Years old	18	24.0
Between 31-40 Years old	34	45.3
Between 41-50 Years old	13	17.3
51 Years and above	10	13.3
Total	75	100.0

Source: *Primary data, 2020*

Table 4.1.2 shows that 18/ 24% respondents were between 20-30 years old, 34 /45.3% respondents between 31-40 years old, and 13/17.3% in 41-50 years category while 10 / 13.3%

had 51 years and above. This indicates that this research has considered different category of years to represent the whole population and also that information was given by mature people who have experience with the subject under study. The figure below showed the details about the age distribution.

Figure 4.1.2 Age Distribution



Source: *Primary data, 2020*

4.1.3 Level of Education

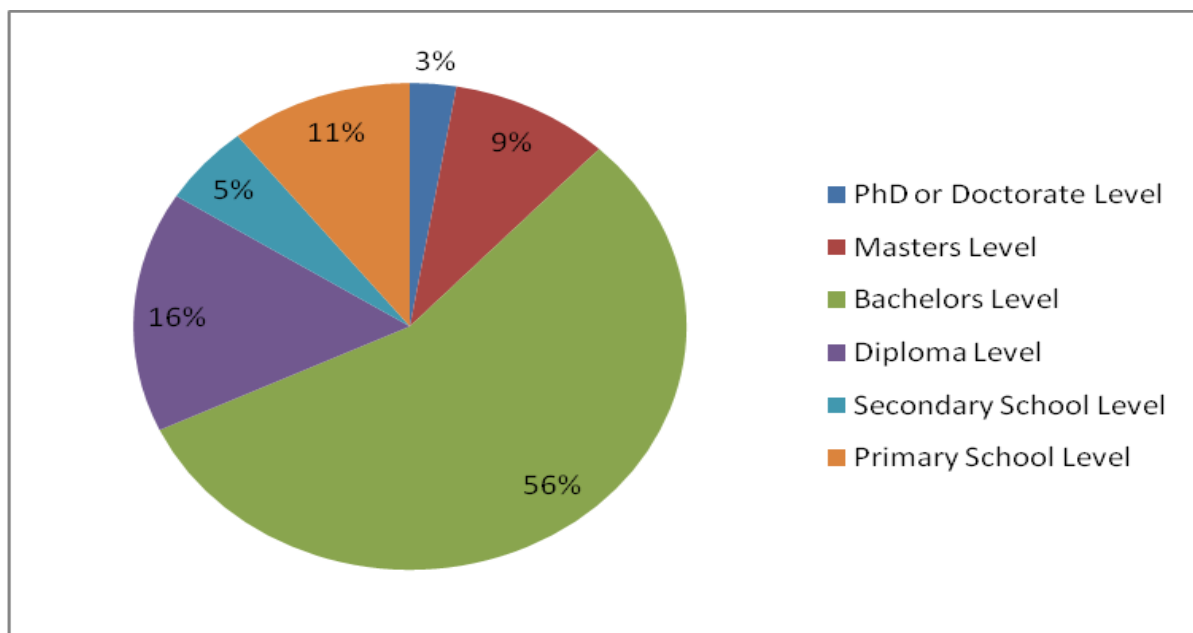
The researcher also sought data related to the educational background of the respondents to enable him make decisions on whether the people involved appreciated the subject under study and whether they can be relied upon. Table 4.1.3 below shows the responses obtained;

Table 4.1.3 1Level of Education

Education level	Frequency	Percent
PhD or Doctorate level	2	2.7
Masters level	7	9.3
Bachelors level	42	56.0
Diploma level	12	16.0
Secondary school level	4	5.3
Primary school level	8	10.7
Total	75	100.0

Source: *Primary data, 2020*

Table 4.1.3 shows that 2/2.7% respondents were PhD holders, 7/9.3% had master's degree, 42/56% held bachelor's degrees, 12/16% had diplomas in various fields, 4/5.3% attained secondary school level and 8/10.7% had the lowest primary school level education. This indicates that this research has considered different levels of education during the collection of data and that they all at least attended school which makes them appreciate the purpose of this study and be able to supply relevant information. The figure below showed the details about level of Education.

Figure 4.1.3 Level of Education

Source: *Primary data, 2020*

4.1.4 Experience

The study also sought the experience possessed by respondents in the area of cluster policing and crime prevention in order to assess the credibility and relevance of data supplied. The experience will assist the researcher in drawing findings from data given by people who are experienced and well vested with the knowledge pertaining to cluster policing. Below is Table 4.1.4 showing the results obtained;

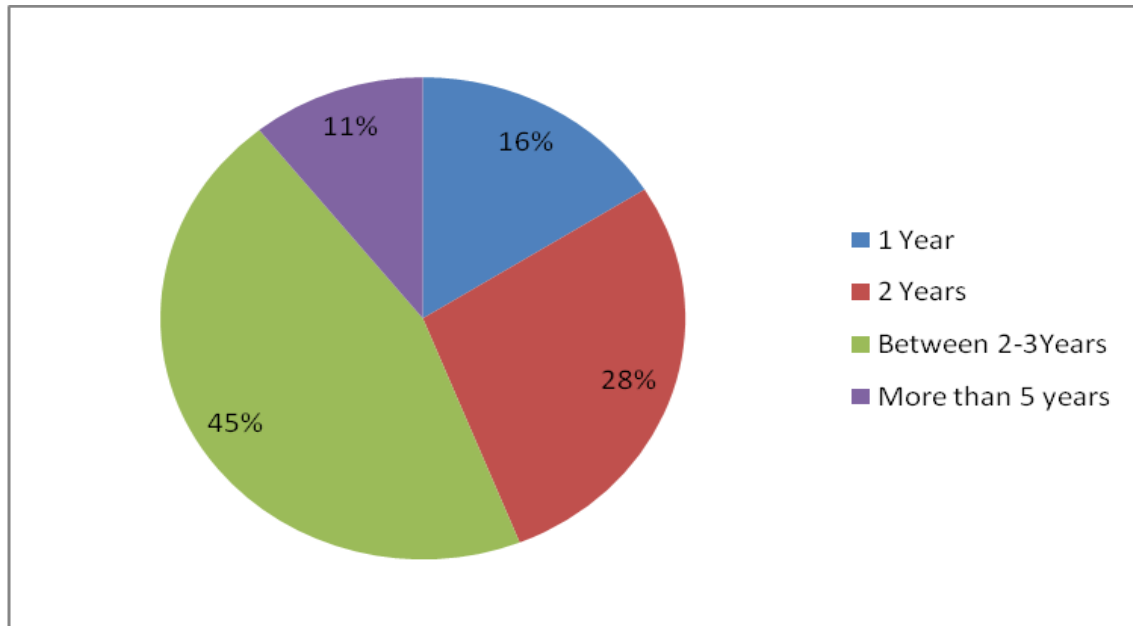
Table 4.1.4 1Experience

Experience	Frequency	Percent
1 Year	12	16.0
2 Years	21	28.0
Between 2-3 Years	34	45.3
More than 5 Years	8	10.7
Total	75	100.0

Source: *Primary data, 2020*

Table 4.1.4 shows that 12/ 16% respondents had 1 year of experience, 21/ 28% with 2 years, 34/ 45.3% having 2-3 years while 8/ 10.7% had more than 5 years of experience. This indicates that this research has considered different experience of respondents during the collection of data. Thus, the people who participated in the study had experience and were knowledgeable with cluster policing and crime prevention which made them the right candidates to supply data used to generate findings which can be relied upon. The figure below showed the details about experience.

Figure 4.1.4 1Experience



Source: *Primary data, 2020*

4.2 Involvement in Cluster Committees

This segment sought to establish number of people who were involved and part of cluster policing in their communities or working with cluster committees. This information was vital as it allowed the researcher to make decisions on whether the concept of cluster policing is being embraced by many and whether people are seeing them as important or shunning them. Data obtained is shown on Table 4.2 below and depicted on Figure 4.2

Table 4.2 1Involvement in Cluster Committees

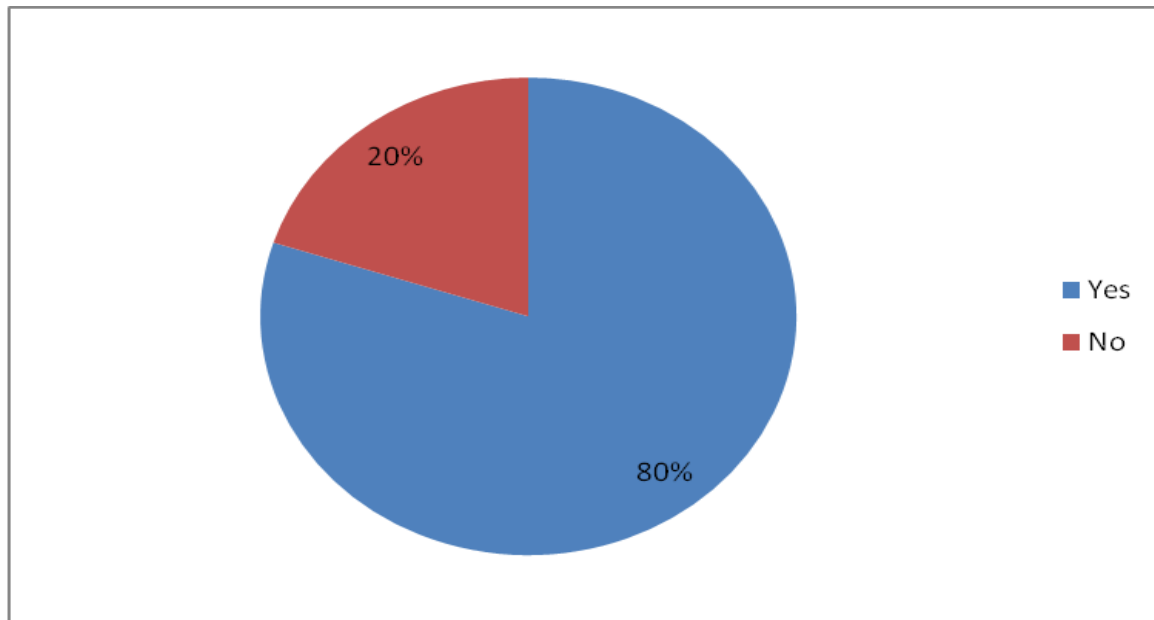
Involvement in clusters	Frequency	Percent
Yes	60	80.0
No	15	20.0
Total	75	100.0

Source: *Primary data, 2020*

Table 4.2 indicates that 60/ 80% respondents were in cluster committees and 15/ 20% were not involved. This indicated that the researcher distributed the questionnaire based on tangible

information related to respondents concerned. Figure 4.2.1 below depicts the results shown in the table above about involvement in cluster committees.

Figure 4.2.1 1Cluster Committees



Source: *Primary data, 2020*

This means that the majority of people who participated are involved in cluster policing, therefore have firsthand information which the researcher can rely upon in generating findings. Thus, cluster policing was embraced by the majority of people within the communities.

4.3. The contribution of cluster policing forums/committees on crime prevention in the Kanye District.

The researcher sought to assess the contribution of cluster policing on crime prevention in Kanye District. To enable him come up with well-grounded findings, data was gathered from respondents pertaining to this and is shown on Table 4.3.1 below.

Table 4.3 1 Contribution of cluster policing forums/committees on crime prevention

Target hardening	Frequency	Percent
Strongly Agree	15	20.0
Agree	25	33.3
Disagree	30	40.0
Strongly Disagree	5	6.7
Total	75	100.0
Law enforcement	Frequency	Percent
Strongly Agree	18	24.0
Agree	27	36.0
Disagree	16	21.3
strongly Disagree	14	18.7
Total	75	100.0
Community safe and security	Frequency	Percent
Strongly Agree	23	30.7
Agree	32	42.7
Disagree	12	16.0
Strongly Disagree	8	10.7
Total	75	100.0

Source: *Primary data, 2020*

Table 4.3.1 above shows that 15/20% respondents strongly agreed that cluster policing forums/committees contributed in target hardening which contributes in crime prevention in the Kanye District, 25/33.3% agreed while 30/40% disagreed with it and 5/6.7% strongly disagreed on its contribution to target hardening.

The table also shows that 18/24% respondents strongly agreed that cluster policing forums/committees contributed to law enforcement which is key in crime prevention in the Kanye District, 27/36% agreed while 16/21.3% disagreed and 14/18.7% strongly disagreed to the contribution to law enforcement. The table also indicates that 23/30.7% respondents strongly

agreed that cluster policing forums/committees contribute to enhanced community safety and security which is vital on crime prevention in the Kanye District, 32/42.7% agreed while 12/16% disagreed with it and 8/10.7% strongly disagreed with its contribution to community safety and security.

Thus, the majority confirmed that indeed cluster policing forums/ committees contributes to target hardening, law enforcement and enhanced community safety and security.

4.4. The effectiveness level of cluster policing forums/committees on crime prevention in Kanye District.

The study sought to establish the level of effectiveness of cluster policing forums/ committees on crime prevention in Kanye District. To determine this, the researcher collected data from respondents and as shown on Table 4.4.1 below.

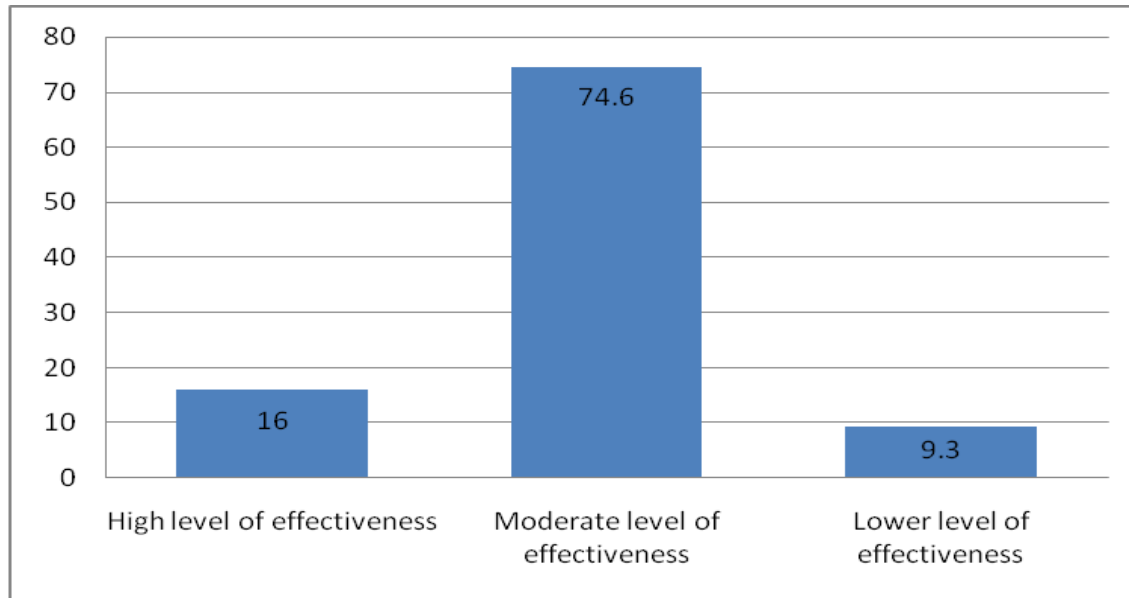
Table 4.4 1 Effectiveness level of cluster policing forums/committees on crime prevention

	Frequency	Percent
High level of effectiveness	12	16.0
Moderate level of effectiveness	56	74.6
Lower level of effectiveness	7	9.3
Total	75	100.0

Source: Primary data, 2020

Table 4.4.1 shows that 12/16% respondents agreed that the effectiveness level of cluster policing forums/committees on crime prevention in Kanye District was at a high level of effectiveness, 56/74.6% agreed that the effectiveness level of cluster policing forums/committees on crime prevention in Kanye District was in moderate level of effectiveness and 7/9.3% agreed that the effectiveness level of cluster policing forums/committees on crime prevention in Kanye District was at lower level of effectiveness. The information on the table above can be depicted in a graph as shown in Figure 4.4.1 below

Figure 4.4 1Effectiveness level of cluster policing forums/committees on crime prevention in Kanye District



Source: *Primary data, 2020*

Thus, from the data gathered, it can be concluded that cluster policing forums/committees had a moderate level of effectiveness on crime prevention. This can be attributed to some factors affecting its implementation.

4.5.1 The effects of community partnerships with police on crime prevention in the Kanye District

The researcher also sought to establish the effects of community partnership with the police on crime prevention. To do this, the researcher gathered data from respondents pertaining to that and the results are shown on Table 4.5.1 below.

Table 4.5.1 1The effects of community partnerships with police on crime prevention in the Kanye District

Best practice	Frequency	Percent
Strongly Agree	19	25.3
Agree	23	30.7
Disagree	22	29.3
Strongly Disagree	11	14.7
Total	75	100.0
Community commitment	Frequency	Percent
Strongly Agree	26	34.7
Agree	31	41.3
Disagree	10	13.3
Strongly Disagree	8	10.7
Total	75	100.0
Quality of community partners	Frequency	Percent
Strongly Agree	21	28.0
Agree	28	37.3
Disagree	13	17.3
Strongly Disagree	13	17.3
Total	75	100.0

Source: *Primary data, 2020*

Table 4.5.1 shows that 19/25.3% respondents strongly agreed that best practice is the effects of community partnerships with police on crime prevention in the Kanye District, 23/30.7% o agreed with it to a certain extent while 22/29.3% disagreed and 11/14.7% strongly disagreeing that it is a best practice to do because they view policing as a police domain where members of the community should not interfere.

It also shows that 26/ 34.7% respondents strongly agreed that community commitment is the effect of community partnerships with police on crime prevention in the Kanye District, 31/41.3% partially agreed while 10/13.3% disagreed and 8/10.7% strongly disagreed that it results in community commitment.

The table also shows that 21/28% respondents strongly agreed that quality of community partners is the effects of community partnerships with police on crime prevention in the Kanye District, 28/37.3% agreed, 13/17.3% disagreed and 13/17.3% strongly disagreed.

From the above interpretation, the major finding is that community partnership is the best practice by Botswana Police as it brings cooperation between the two in the fight against crime. Also it results in commitment of both the police and the community in crime prevention and brings in partners who can help police to deal with crime. Thus, community partnership is the backbone of crime prevention and one cannot do without the other.

4.6. The effectiveness level of community partnerships on crime prevention in Kanye District

The study also sought to establish the level of community partnership on crime prevention in Kanye District. The following displayed results were obtained from respondents as shown on Table 4.6 below.

Table 4.6 1Effectiveness level of community partnerships on crime prevention in Kanye District

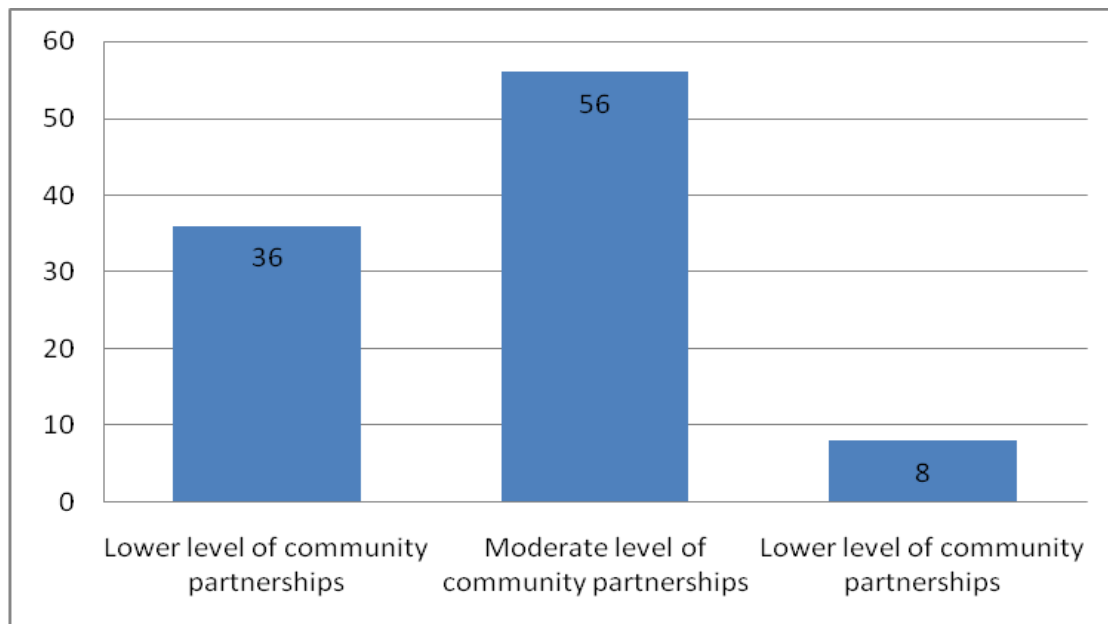
		Frequency	Percent
Valid	High level of community partnerships	27	36.0
	Moderate level of community partnerships	42	56.0
	Lower level of community partnerships	6	8.0
	Total	75	100.0

Source: *Primary data, 2020*

Table 4.6 above shows that 27/36.0% respondents agreed that the effectiveness level of community partnerships on crime prevention in Kanye District was in high level of community partnerships, 42/56.0% partially agreed that the effectiveness level of community partnerships on crime prevention in Kanye District was in moderate level of community partnerships and while

6/8.0% agreed that the effectiveness level of community partnerships on crime prevention in Kanye District was in lower level of community partnerships.

Figure 4.6 1The effectiveness level of community partnerships on crime prevention in Kanye District



Source: *Primary data, 2020*

Thus, the effectiveness level of community partnership was in a moderate level which means partnering with the community is an effective way of preventing crime.

4.7. The effectiveness level of problem-solving techniques on crime prevention in Kanye District

The study also sought to establish the level of effectiveness of problem solving techniques being used by cluster policing forums/ committees. Data was sought to that effect and the responses obtained are shown on table 4.7 below.

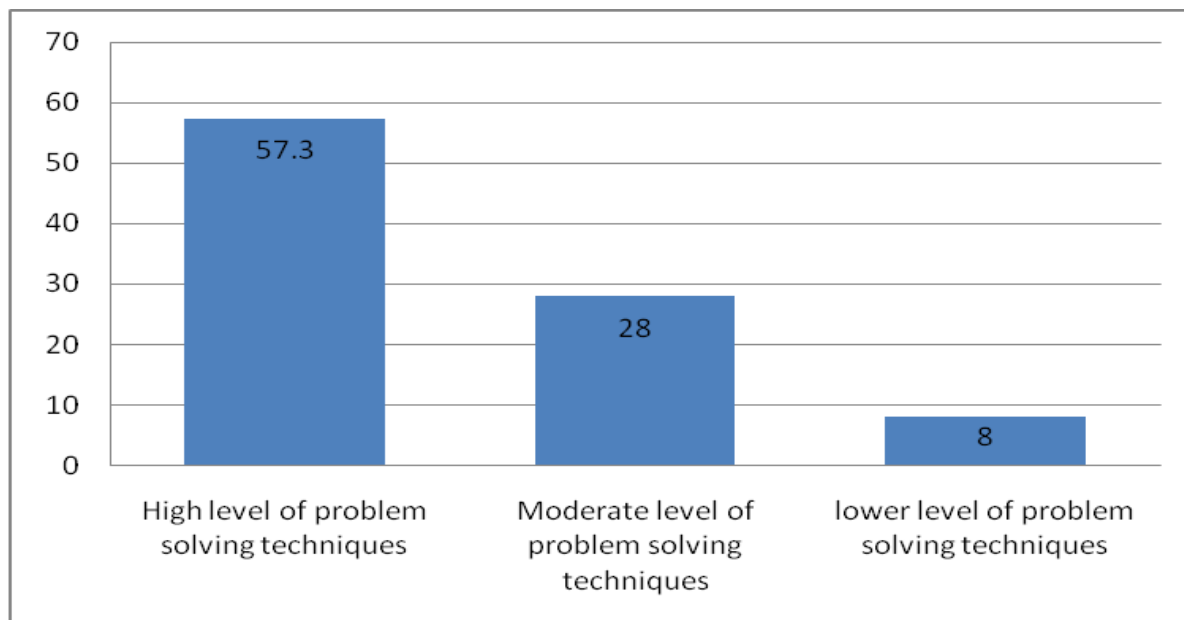
Table 4.7.1 1The effectiveness level of challenges-solving techniques on crime prevention in Kanye District

		Frequency	Percent
Valid	High level of problem solving techniques	43	57.3
	Moderate level of problem solving techniques	21	28.0
	Lower level of problem solving techniques	11	14.6
	Total	75	100.0

Source: Primary data, 2020

Table 4.7 shows that 43/57.3% respondents agreed that the effectiveness level of problem-solving techniques on crime prevention in Kanye District was in high level of problem solving techniques, 21/28.0% agreed that the effectiveness level of problem-solving techniques on crime prevention in Kanye District was in moderate level of problem solving techniques while and 11/14.6% agreed that the effectiveness level of problem-solving techniques on crime prevention in Kanye District was in lower level of problem solving techniques. The figure 4.7 shows a graphical presentation of the information from the above table.

Figure 4.7 1The effectiveness level of challenges-solving techniques on crime prevention in Kanye District



Source: Primary data, 2020

4.8. Discussion of findings

The findings on the contribution of cluster policing forums/committees on crime prevention in Kanye District showed that majority of respondents agreed that cluster policing forums/committees contributed to crime prevention through target hardening, law enforcement and enhanced community safety and security. The findings also indicated that the level of effectiveness of cluster policing forums/committees on crime prevention in Kanye District was moderate. The findings imply that police officers in Kanye District were proactive in ensuring safety and security, maintaining law and order and improving target hardening. The enhanced target hardening as espoused by the respondents could have translated into active cluster policing initiatives such as police patrols, community patrols and neighborhood watch schemes which presumably provided high security presence and deterred crime. Again other associated institutions probably worked with the local authorities to ensure that streets in the District remained lit and bushes are cleared to evade criminal hideouts.

From the findings, it is evident that target hardening played a key role in ensuring that communities think of strengthening their personal security and property through elimination of opportunities for crime to occur. Installing alarms, burglar bars, security doors, and locks in homes and businesses are ways of hardening the target. Target hardening is supported by many researchers and theories as an effective crime prevention strategy. For example, the routine activity theory confirms that crime will always occur where a potential offender and a suitable target are present with no capable guardian to protect the target. Capable guardian in this case could be a police officer or member of the community patrolling the streets. Reviewed literature also revealed that for the police to succeed in crime prevention, they should also start seeing their role as not only focusing on law enforcement but also on the varied spectrum of society.

To ensure that cluster policing forums/committees remain active and working closely with the police, there is need by the police to continue spending more time and resources to further solidify the relationships with varied actors of society and successfully deal with the root cause of crime.

The findings on the effects of community partnerships on crime prevention indicated that best practice, community commitment and quality of community partners were the effect of community partnerships on crime prevention with majority of respondents also agreeing that the

effectiveness level of community partnership was in a moderate level. This proved that partnering with the community was an effective way of preventing crime. The partnership possibly stimulated police-community cooperation and also boosted community commitment in fighting crime, a clear demonstration that police-community partnership was also a backbone of crime prevention difficult to overlook. Partnership is also vital in building police-community trust that the police need to guarantee continued information sharing. Literature has also shown that trust is crucial for the police as it can enable them to gain access to valuable information from the community that could lead to the prevention of crime. Again for the majority of respondents agreeing that best practice was the effect of community partnership meant that the police in Kanye District were probably professional in promoting public safety which is an acceptable and commendable thing to do. Perhaps it is the reason why Botswana Police Service was ranked the best police service in Africa by the world Internal Security and Police Index in 2017.

For the BPS to remain trusted and in partnership with the community it is important that they work cooperatively and jointly with the communities they serve, while observing that they operate within the realms of the law.

The findings on the effectiveness of problem-solving techniques showed that the level of effectiveness of problem-solving techniques used by cluster policing forums/committees in Kanye District was in the high level. This meant that police officers in Kanye District were able to identify the problems that the communities experienced such as crime hotspots and responded immediately to such incidents. The enhanced partnership with communities helped police to implement solutions and sought feedback to further improve their services. The high level of effectiveness of problem-solving in Kanye District may be an indication that the police also make use of the SARA model of scanning, analysis, response, assessment. The model is celebrated in problem-solving circles and for that reason it must be popularized among police officers and cluster committees alike.

It is however worth noting that owing to a number of literature reviewed that cluster of community policing officers are still working alone and not involving the communities during identification of solutions to crime and community problems and that some police officers are

alleged to be repeatedly involved in corrupt practices and general misconduct while on or off duty are worrying occurrences that must be addressed with the seriousness they deserve.

These above challenges and other related ones, stand as obstacles to the successful implementation of cluster policing. This therefore calls for the police management to be always be on the lookout for any sworn member who subordinate the mandated role of delivering quality and professional service to his or her individual interest to be instantly disciplined.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the final summary of the research findings, the conclusion, the recommendations and suggestions for future research. Both the summary of findings, conclusion and recommendations are based on the objectives of the study such as to assess the effectiveness of cluster policing forums/committees on crime prevention in Kanye district, to assess the effectiveness of community partnerships on crime prevention in Kanye district and to assess the effectiveness of problem-solving techniques on crime prevention in Kanye district.

5.1 Summary of findings on contribution of cluster policing forums/committees on crime prevention in the Kanye District

The findings show that the majority of 30 respondents with 40% of total number of respondents disagreed that target hardening contribute on cluster policing forums/committees on crime prevention in the Kanye District, 27 respondents with 36% of total number of respondents agreed that law enforcement contribute on cluster policing forums/committees on crime prevention in the Kanye District and 32 respondents with 42.7% of total number of respondents agreed that community safe and security contribute on cluster policing forums/committees on crime prevention in the Kanye District.

5.2 Summary of findings on the effectiveness of cluster policing forums/committees on crime prevention in Kanye district

The findings indicate that the majority of respondents of 56 respondents with 74.6% of total number of respondents agreed that the effectiveness level of cluster policing forums/committees on crime prevention in Kanye District was in moderate level of effectiveness. Thus, from the data gathered, it can be concluded that cluster policing forums/committees had a moderate level of effectiveness on crime prevention. This can be attributed to some factors affecting its implementation.

5.3 Summary of findings on the effects of community partnerships with police on crime prevention in the Kanye District

The findings indicated that the majority of respondent of 23 respondents with 30.7% of total number of respondents agreed that best practice is the effects of community partnerships with police on crime prevention in the Kanye District, 31 respondents with 41.3% of total number of respondents agreed that community commitment is the effect of community partnerships with police on crime prevention in the Kanye District and 28 respondents with 37.3% of total number of respondents agreed that quality of community partners is the effects of community partnerships with police on crime prevention in the Kanye District.

From the above interpretation, the major finding is that community partnership is the best practice by Botswana Police as it brings cooperation between the two in the fight against crime. Also it results in commitment of both the police and the community in crime prevention and brings in partners who can help police to deal with crime. Thus, community partnership is the backbone of crime prevention and one cannot do without the other.

5.4 Summary of findings on the effectiveness of community partnerships on crime prevention in Kanye district

The findings indicate that the majority of 42 respondents with 56.0% of total number of respondents agreed that the effectiveness level of community partnerships on crime prevention in Kanye District was in moderate level of community partnerships. Thus, the effectiveness level of community partnership was in a moderate level which means partnering with the community is an effective way of preventing crime.

5.5 Summary of findings on the effectiveness of problem-solving techniques on crime prevention in Kanye district

The findings indicate that the majority of respondents on effectiveness level of challenges-solving techniques on crime prevention in Kanye District indicated that the majority of respondents of 43 respondents with 57.3% of total number of respondents agreed that the effectiveness level of problem-solving techniques on crime prevention in Kanye District was in high level of problem solving techniques. This indicated that the level of effectiveness of problem-solving techniques being used by cluster policing forums/ committees in Kanye District

is in the high level range of effectiveness. This implies that the problem-solving techniques being used are effective in prevention of crime.

5.6 Conclusion

The research assessed the Effectiveness of Cluster Policing on Crime Prevention in Botswana, focusing on Kanye District. The found that majority of respondents agreed that the contribution of cluster policing on crime prevention was at the moderate level and further confirmed that the contribution of cluster policing resulted from of target hardening, law enforcement and enhanced community safety and security. Respondents also agreed that the best practice, community commitment and quality of community partners were the effect of community partnerships on crime prevention which was also at moderate level of effectiveness and that problem-solving techniques on crime prevention was in high level of effectiveness. Based on the findings the research concludes that cluster policing contributes significantly to crime prevention and therefore, recommends that more focused training be considered in cluster policing, especially in areas of community mobilization, partnership and problem-solving.

It is important to ensure that cluster policing forums/committees remain active and working closely and cooperatively with the police. Therefore, there is need by the police to continue spending time and resources on further solidifying the relationships with varied actors of society to successfully deal with the root cause of crime. Again, for the BPS, and Kanye District in particular to remain trusted and in partnership with the community, it is important that they work jointly with the communities they serve, at the same time, observing that they operate within the confines of the law. Furthermore, allegations of police misconduct and involvement in criminal activities are enemies of cluster policing as they do not only dent the good image of the police, but also negatively impact on the trust that the organization need and treasure.

5.4 Recommendations

Botswana Police Service: To improve effectiveness level of community partnerships on crime prevention by involving more role players in crime prevention, especially the youth, civil society and faith-based organizations. Involving more actors will provide cross pollination of ideas on how to improve cluster policing in Botswana. And to further improve police-community partnerships, there is need to consider establishing a section within the Crime Prevention Coordinating Unit to solely focus on community engagement initiatives. The unit should comprise, officers well-suited to work with communities. Introduction of community engagement services will help improve the level of trust between police and the public and guide on how the public can systematical engage with the police.

Botswana Police Service: To train police officers in cluster policing, especially in the areas of community mobilization, partnerships and problem-solving. Relevant training on cluster policing will help police improve their relationship with the public and also improve the quality of investigations resulting from improved information sharing. Training must also embrace cluster policing forums or committees to equip them with skills on crime prevention and the role of the police.

Botswana Government: To provide cluster policing programs with adequate resources to enable the police and cluster members to carry out their community policing activities effectively.

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APPENDICES

Appendix A: Participation Consent Letter

Title of Research: Effectiveness of Cluster Policing on Crime Prevention in Botswana, Case of Kanye District

Dear Respondent

My name is **Gaokgathege Jayson Chabota**. I am currently studying for a Master's degree in Peace Studies and Conflict Transformation with the Rwanda National University. As part of completing the degree, I am required to conduct a study which involves an exploratory research. You have, therefore, been selected to participate in the study. The selection is based on your involvement in crime prevention as police officer or cluster policing member in Botswana or being the resident of Kanye village. Approval for conducting the study has been obtained from the University of Rwanda. See attached approval letter for easier reference.

The primary objective of the study is to examine the effectiveness of Cluster Policing in Botswana, with specific focus on Kanye village and identify possible challenges with a view to come up with probable solutions. Interview will be conducted with you in order to validate the results of the study. Please note that the interviews will comprise open-ended questions which will give chance to explain more. The interview will take approximately 30 minutes to complete. The information gained from the study will be kept confidential and used only for educational purposes or further studies.

PARTICIPATION DECLARATION

I _____ as _____ hereby willingly give permission for participating in the study and that the information provided should be treated with confidentiality.

Appendix B: Questionnaire for police officers and Cluster members

SECTION A: Respondents Biographical

Gender

1. Male ☐

2. Female ☐

Age

20-30 Years ☐

31 -40 Years ☐

41-50 Years ☐

51 years and above ☐

Level of Education

PHD or Doctorate level ☐

Masters level ☐

Bachelors Degree ☐

Diploma level ☐

Secondary level ☐

Primary Level ☐

Experience

1 year ☐

2 years ☐

3-5 years ☐

More than 5 years ☐

What is your department?

.....

What are your duties and responsibilities?

.....

Is there a documented cluster policing and crime prevention strategy that guides the Police and cluster committees?

Yes ☐

No ☐

SECTION B: Effectiveness of Cluster Policing and Crime Prevention in Botswana

Please respond to the questions of your choice by using the corresponding letter(s) as guided;

Response code1 : Strongly Agree

Response code2 : Agree

Response code3 : Disagree

Response code4 : Strongly Disagree

How cluster policing/crime prevention programs can be fully implemented in Kanye District?

Answer:
.....
.....

The effectiveness level of cluster policing forums/committees on crime prevention in Kanye District

	SA	A	D	SD
High level of effectiveness				
Moderate level of effectiveness				
Lower level of effectiveness				

Do you think cluster policing/crime prevention programs can reducing crime and fear of crime in Kanye District, if yes, how?

Answer:
.....
.....

The effectiveness level of community partnerships on crime prevention in Kanye District

	SA	A	D	SD
High level of community partnerships				
Moderate level of community partnerships				
Lower level of community partnerships				

What challenges has Police faced in implementing cluster policing/crime prevention programs in Kanye District?

Answer:

.....

.....

.....

The effectiveness level of challenges-solving techniques on crime prevention in Kanye District

	SA	A	D	SD
High level of challenges solving techniques				
Moderate level of challenges solving techniques				
Lower level of challenges solving techniques				

Appendix C: Interview for police commanders and cluster leaders

Do you think all police officers fully understand the strategy and support its implementation, if not why?

Answer:
.....
.....

How do the Police identify local people to form or join cluster/crime prevention committees in Kanye village?

Answer:
.....
.....
.....

How do Police communicate cluster policing/crime prevention programs to local people in Kanye District?

Answer:
.....
.....
.....

How do Police promote public participation in cluster policing/crime prevention programs in Kanye village?

Answer:
.....
.....
.....

What benefits have public participation initiatives in cluster policing/crime prevention brought for the police, if any, which are they?

Answer:
.....
.....
.....

In your opinion, do Police have culture of openness and transparency that facilitate cluster policing/crime prevention participation, if not, elaborate?

Answer:
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.....
.....

Does public participation in cluster policing/crime prevention affect crime occurrence in Kanye village?

Answer:
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.....
.....

What benefits have public participation initiatives in cluster policing/crime prevention brought for the police, if any, which are they?

Answer:
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.....
.....

What are possible recommendations for improvement of cluster policing/crime prevention programs in Kanye village?

Answer:
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.....

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