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For correspondence and Article Submissions, contact:

CHIEF EDITOR

Prof. JO Kuye kuyej@up.ac.za or kuyejerry@yahoo.com
Cell: +27 82 655 6444

EDITORIAL ASSISTANT

Dr J Jordaan info@leadership-ps.co.za

PUBLISHER

P O Box 1399, Faerie Glen, South Africa, 0043
Tel: + 27 82 655 6444

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Editorial

This edition of the *African Journal of Public Affairs* (AJPA) is a joint effort of the journal, universities and associations in Africa and includes articles of researchers in South Africa, Uganda, Ghana and Rwanda. One of the AJPA's strategic intents is to promote Pan-Africanism by partnering with organisations beyond South Africa. In line with this, the aim is to promote closer collaboration and synergy between academia and industry in terms of knowledge, research and curriculum that focuses on dismantling economic, social and governance structures that create and perpetuate extreme inequality and poverty, to enhance social welfare and to accelerate progress towards national, regional and global developmental goals. Yet another strategic intent is to develop strategies to co-create and co-brand excellence in order to learn from African counterparts with similar contextual challenges and problems, to share experiences, to share and create knowledge and to find applied research-based solutions of high impact and quality for global public sector management, governance and leadership problems.

The publication aims to influence the search for intelligent solutions to the challenges of the African continent through academic investigation and a multidisciplinary approach to research of African scholars in the fields of methodology, good governance, development, leadership, monitoring and evaluation, E-Governance, privatisation, waste management, small-scale gold mining, food security, decentralisation and reasons for the emergence of Boko Haram. These research articles focus on developing solutions that address political, institutional and socio-economic challenges on the African continent to reap the benefits. Therefore, it is crucial to publish research that tackles the complicated challenges of service delivery to the populace. All these factors work together to ensure successful outcomes to the fundamental social, environmental and economic challenges that sustainable development and good governance present.

These multifaceted challenges require the pooled efforts of experts, whose interdisciplinary collaborations and research into the applications of research, practical techniques, technologies, planning solutions, and policy implementation, as well as monitoring and evaluation, contribute towards understanding the complex role of sustainable management. Their findings will contribute towards the transformation of developing countries in Africa.

This will strengthen Africa's efforts to facilitate lasting value through research that will bolster transformative progress within society for the benefit of future generations on the African continent. In our industry, people's passion must strike the correct balance between teaching and research; between planning and action; and an empathetic attitude towards multiculturalism to promote regionally relevant sustainable human development for everyone in Africa. These are the essential features for Pan-African leaders to hone their leadership qualities, knowledge and global awareness, in order to be more effective and efficient in leading the continent towards global competitiveness.

According to Christelle Auriacombe in the article titled, '**Towards the construction of unobtrusive research techniques: Critical considerations when conducting a literature analysis**', researchers, academics and consultants are required, in many different contexts, to engage in research and to provide decision-makers in society and government with valid

results on which various decisions can be based. Auriacombe states that a central purpose of any academic activity is to engage in constructing knowledge. "This is achieved by developing new ways of making sense of the world...While disciplines vary in the domain of knowledge seeking to create as well as the means to create knowledge, questioning knowledge and proposing new understanding and explanation are common to all academic and scholarly activities" (Boell and Cecez-Kecmanovic 2014 in Auriacombe 2016).

One facet of creating new knowledge is by interpreting research undertaken by others and existing knowledge through understanding, examining, questioning and critically assessing published writings by other scholars to advance scholarship. Therefore, "the quality and success of scholarly research depends in a large measure on the quality of the analysis and interpretation of the literature" according to the author.

This article focuses on specific dimensions and processes when applying unobtrusive research techniques. According to Auriacombe, unobtrusive research techniques can be both quantitative and qualitative in nature. Importantly, these research techniques are used to study social behavior in order to eliminate bias and promote conceptual and contextual analysis. Auriacombe advances an understanding of unobtrusive research techniques and extends guidelines on their uses to contribute to a better conceptual understanding of how unobtrusive research techniques can be intertwined creatively with other qualitative and quantitative research methods to advance scholarship.

"Social scientists rely mostly on reactive research methods, as opposed to unobtrusive research measurements. In other words, in many social science research projects, the researched person is aware of being studied and reacts to stimuli or questions presented by the researcher," according to the author. In this article, different aspects and types of unobtrusive research techniques are clarified and conceptual analysis, content analysis and historical/comparative analysis are explained as research techniques. Similar to all other research methods, they have their own strengths, but also their own weaknesses.

The article does not assume that correct or ultimate understanding can be achieved in terms of triangulating these techniques with other research methods, but instead is interested in the process of developing a general understanding of other methodological approaches to improve theoretical foundations of scholarly work.

Intellectuals from Africa and the broader international community have advanced many reasons for poverty and underdevelopment on the continent. In **'Exploring the relationship between good governance and development in sub-Saharan Africa: Lessons from South America'**, Damian Ukwandu and Vain Jarbandhan argue that poor governance is the main developmental obstacle in sub-Saharan Africa. They believe that good governance is the core catalyst to facilitate development. "Without good governance, it would be difficult for the region to move beyond poverty and underdevelopment," state the authors.

The article commences with a brief description of possible reasons for sub-Saharan Africa's (SSA) slow growth rate, as well as how good governance can help remedy the situation. To provide a theoretical framework, both governance and development are described. Hereafter, the article looks at the intrinsic link between good governance and development, as well as the vital role good governance plays in stimulating development.

To create a contextual framework, the article provides examples of cases where poor governance continues to hamper development in Africa. Citing Ayittey (2005:133) and Ukwandu (2014:220), the authors state that poor governance stunts agricultural growth



and production, and also hampers job creation and poverty alleviation. As such, poor governance influences investment, climate, economic growth and overall development in SSA (Ukwandu 2014:300). As a possible point of departure to jump-start economic growth and development, the authors draw from experiences of South American countries that have managed to bridge the poverty gap.

The authors conclude that, unless sub-Saharan Africa adopts this type of good governance approach, the dream of development may continue to be elusive. As such, they provide vital recommendations that could bolster economic transformation and change in SSA.

There is a perception that firm-hand-style leadership (command-and-control, authoritarian leadership or dictatorship) has served as a catalyst for economic development in certain Asian Tiger countries. In Africa, Rwanda and Ethiopia have also adopted this approach.

In **'Leadership and the impact of the emerging concept of firm-hand leadership on economic growth and democracy in Africa'**, Dominique Uwizeyimana states that, "Western donors and international financial institutions (IFIs) are now arguing that the rest of Africa should replicate the East-Asian Tigers' Developmental State model to achieve economic development". However, literature on leadership styles rejects firm-hand leadership as a "debilitating style" (Weir 2011:1). According to the author, this contradictory state of affairs leads to an important question: What did previous African 'firm-hand' leaders in Rwanda and Ethiopia do, or fail to do, compared to their counterparts' current initiatives to achieve the same economic growth? As such, the article explores and contextualises the concept of firm-hand leadership within the broader leadership framework. In addition, the author seeks to uncover and report on contemporary firm-hand leaders in Africa's approach to develop their countries' economies.

The article starts by discussing the conceptual and theoretical intricacies surrounding the concept of leadership. It then proceeds to explore and contextualise the concept of firm-hand leadership within the broader leadership framework. Hereafter, the notion is postulated that Africa has had 'firm' or authoritarian leaders for many years without experiencing economic growth. The article explores how authoritarian leaders of post-independence African states have destabilised their countries' economies. The author provides examples of current African firm-hand leaders who follow a different direction to grow their economies.

The article concludes by delineating certain critical success factors for this type of leadership to succeed within an African context. "One of the main findings of this research is that both the current and post-independence firm-hand leadership styles are authoritarian and undemocratic and are exclusively based on one-party state systems," notes Uwizeyimana. While the article rejects the notion of democracy as a prerequisite for Africa's economic growth, it also warns of the negative consequences firm-hand leadership may have on democracy in Africa.

The global domination of Western approaches to programme evaluation is increasingly questioned within non-Western contexts. In **'Developing an Africa-rooted programme evaluation approach'**, Fanie Cloete argues that numerous evaluation principles, norms, practices and evaluation methods of developed countries are unsuitable for less-developed, non-Western cultural contexts. Nonetheless, the author states that these Western approaches still dominate non-Western contexts, as practices and institutions fail to compete effectively with developed countries' established evaluation systems.

According to Cloete, “The African Evaluation Association (AfrEA) made a conceptual breakthrough with the adoption of the Bellagio Report, which promotes the development of an Africa-rooted evaluation approach”. As such, the article summarises and assesses the implications of the Bellagio Report (2013). “This report is the most concrete input so far in this debate, but it needs to be concretised better in order to be implemented successfully,” states the author.

The article builds on the findings and conclusions of Cloete, Rabie and De Coning (2014) on why the envisaged Africa-rooted evaluation approach should not substitute its current Western counterpart. Instead, the author argues that it should be refined, adapted and customised to suit the African development paradigm. “In this customisation process, it is crucial that African evaluators, both scholars and practitioners, obtain clarity about exactly what needs to change in the current evaluation model, and how to do it,” states the author. In conclusion, Cloete proposes a dedicated project management effort under the auspices of AfrEA and its member Voluntary Organisation of Professional Educators (VOPE) associations.

The demand for monitoring and evaluation (M&E) capacity in Africa sharply exceeds its supply. This has placed increased pressure on universities to produce the needed M&E expertise. While some commendable progress has been made, significant gaps remain to produce the needed human resources with the required expertise, competencies, skills and tools in the field. In **‘Blended-learning approaches and the teaching of monitoring and evaluation programmes in African universities: Unmasking the UTAMU approach’**, Benon Basheka, Jude Lubega and Rehema Baguma contextualise M&E capacity development in Africa. The authors provide background to, and a rationale for, a blended-learning approach to teaching of M&E in Africa. The authors are of the opinion that this approach will help accommodate students across a range of disciplines, faculties, countries and levels to study in the same classroom environment.

To accommodate learners from a range of disciplines, the authors discuss key e-learning trends and explain blended-learning as a concept and approach. Furthermore, they provide insight into Uganda Technology and Management University’s (UTAMU) hybrid teaching approach to M&E. UTAMU’s block-release model is explained, while the authors provide credence to why this model could be used in Africa.

In conclusion, the article highlights critical success factors for implementation in terms of policy, resources, planning and scheduling. The authors agree with Collins (2001:162), who states that great institutions respond with “thoughtfulness and creativity, driven by a compulsion to turn unrealised potential into results; mediocre companies react and lurch about, motivated by fear of being left behind”.

In addition, the authors refer to Tarsilla (2014:6), who provides insight into successes and failures with regard to ECD in Africa. One of Tarsilla’s conclusions is that short-term training initiatives that target individuals are no longer effective, unless they are combined with other activities that form part of systemic processes.

As such, the authors propose a systematic, blended-learning approach to teaching M&E in Africa. “With the blended approach, students across a variety of disciplines, faculties, countries and levels can study in the same classroom environment”. The UTAMU e-learning model is advanced as a possible blueprint for a blended-learning approach.

In **‘Influence of sector wide monitoring and evaluation (M&E) on the performance of Justice, Law and Order in Uganda’**, Herbert Arinaitwe and Elizabeth Asiimwe analyse the



influence of monitoring and evaluation (M&E) on the Justice, Law and Order Sector's (JLOS) performance as a case study of Sector Wide Approaches (SWAPs).

The research is grounded in the institutional theory and focuses on sector performance indicators and their influence on attaining the goals of the JLOS. It also examines how JLOS's structural arrangements surrounding M&E influence sector performance. The article provides a background and rationale to contextualise the study and discusses the evolution of SWAPs. The research design, findings, conclusion, policy implications and recommendations are also provided.

The findings reveal that recasting, planning and provision of feedback were required. "However, there is increased concentration on output indicators. M&E structural arrangements were not very well developed and there was lack of an integrated M&E system and weak linkages between institutional M&E and sector schedules," state the authors. The study findings further highlight that, although the sector has an M&E communication framework, there is limited consideration of M&E findings. In addition, the majority of respondents stated that M&E funding was inadequate, which presented a challenge in terms of implementation.

Qualitative research findings indicate that, although M&E findings are available, they are based on activities and some achievements are not brought out clearly. Some of the information-sharing activities, especially annual reviews, lacked in-depth data.

Furthermore, research findings indicate that JLOS does not have a fully functional M&E system. It only has a framework that is characterised by limited implementation and coverage. "The limited implementation of the existing framework hinders the integration of policy, development of comprehensive indicators and overall performance measurement".

In conclusion, the authors state that, "Although there is a structural M&E framework system with qualified staff to manage it, the system is grossly under-resourced, not well integrated in all sectors and underutilised". Therefore, the article recommends that the M&E system be upgraded and localised at institutional level. "Data management systems should also be improved and integrated across JLOS institutions and create demand and use of M&E findings," state the authors.

Local government is often the first point of contact between an individual and a government institution. Therefore, it is often argued that local government is the form of government closest to the people (Thornhill 2008:491). As such, local government has an important role to play in improving communities' lives, by providing and delivering basic services, such as access to potable water, proper sanitation, a sustainable electricity supply and regular waste removal.

In 'Challenges in implementing monitoring and evaluation (M&E): The case of the Mfolozi Municipality' R M Mthethwa and N N Jili discuss key findings of a case study on challenges that hamper the successful implementation of monitoring and evaluation (M&E) in the Mfolozi Municipality, which forms part of the King Cetshwayo District Municipality in the KwaZulu-Natal Province. The case study was conducted against a background of continuous service delivery protests across South Africa. "Since the inception of South Africa's democratic dispensation in 1994, local government has not achieved the goals set for the country by the ruling party, to overcome inequalities that are a legacy of the apartheid government's discriminatory system, based on race and gender, leaving a dysfunctional local government system with ineffective service delivery in many communities," state the authors

In line with this, the case study found that the shortage of skills and lack of financial resources contribute to the ineffectiveness of M&E in the Mfolozi Municipality. According to the authors, "To improve service delivery, municipalities must design and implement comprehensive M&E systems to facilitate continuous assessment, monitoring and evaluation of municipal structures, systems and processes..." Importantly, the article highlights that these systems should be in line with municipalities' integrated development plans (IDPs), service delivery outcomes and operational plans to implement their budgets.

In conclusion, the authors recommend remedial actions to address the identified challenges the Mfolozi Municipality. This includes employing and retaining highly skilled workers from an increasingly diverse and mobile labour market. In addition, the municipality should involve the local community in the planning and execution of projects to ensure their success. "To adhere to its statutory and regulatory obligations, the local sphere of government in South Africa must develop a comprehensive monitoring and evaluation system," state the authors. Although developing such a comprehensive system is without challenges, the authors highlight that municipalities should consider key elements that should be incorporated in their particular systems.

The emergence of the 'networked' or 'knowledge' society has transformed governance approaches on a global scale, as new forms of collaboration and exchange between society and government have been created. In **'Towards an E-Governance competency framework for public service managers: The South African experiment'**, Gerrit van der Walddt states that, "These trends are congruent with the reinventing, New Public Management (NPM), and network governance paradigms leading to the blurring of lines between the public and private sectors".

Government institutions and agencies have had to respond to this new trend by optimising information and communication technology (ICT) to facilitate e-governance applications to improve interactions with society. However, the author points out that, "there seems to be general consensus that civil service managers, as the custodians and administrative leaders of e-governance endeavours, generally lack the necessary competencies to adequately cope with these new realities and to adequately adjust functional operations for e-governance imperatives".

In line with this, the author argues that a skilled, competent workforce is needed to implement appropriate e-governance technologies. "Various general training models for capacity-building of civil service managers exist, but a comprehensive competency framework for their e-readiness as far as e-governance applications are concerned, is largely absent," states the author.

The article outlines contextual perspectives regarding the utilisation of ICT to promote e-governance in general. This includes an analysis of the seemingly insufficient alignment between government's operational demands and the e-readiness (competencies) of civil service managers. In addition, the article explores the South African Government's initiatives to promote e-governance competencies within its civil service.

In conclusion, the article proposes a comprehensive competency framework for civil service managers based on a comparative analysis of various models and best practice around the Globe. "This framework should further be refined through empirical investigation and be adjusted to fit the particular circumstances of a country," concludes the author.

In **'First count the cost: Privatising urban waste management services in sub-Saharan Africa'**, Alex Osei-Kojo argues that, while privatisation has its benefits, it should



be approached with caution. In line with this, Stoker (1996) states: “Despite the benefits of privatisation, application of private sector strategies to the public sector deserves more concern as there are evidences of corruption, incompetence and poor service delivery in the private sector”.

Critiquing the New Public Management (NPM) paradigm, the article presents critical issues that should be considered before privatising public enterprises. Urban sanitation services in sub-Saharan Africa (SSA) are used as an example. The researcher applied qualitative methods to present possible scenarios for privatising urban waste management in SSA, while purposive sampling was done to organise relevant literature.

In addition, secondary data from journal articles, government reports and documents were analysed. The results indicate key considerations, such as the possibility of a market of failure, corruption within the private sector, poor service delivery and a prevalence of inefficiency.

The author concludes that the private sector and NPM do not have the magic bullet to solve privatisation-related challenges. He goes on to state that, “even though privatising urban sanitation services in SSA has some benefits, it also comes with serious costs which cannot be ignored”.

The policy implications of these findings are significant. City managers and planners in SSA should ensure that customer satisfaction forms part of contractual arrangements with private entities. In addition, the author highlights the importance of anti-corruption policies in relation to the private sector. In conclusion, the author states that “broader macro-economic policies should direct the ‘invisible hand’ against market failure”.

As in most developing countries, artisanal gold mining in Uganda remains largely informal and unregulated. As a poverty-driven activity, small-scale miners rely heavily on inexpensive, outdated and polluting technologies and chemicals, such as mercury. In **‘Artisanal and small-scale gold mining and food security: An ecological perspective’**, Herbert Nabaasa states that, “Given the ecological and socio-economic challenges that characterise the artisanal mining sector, several questions have been raised regarding its capacity to meet the miners’ economic needs, such as food security”.

The author follows an exploratory-descriptive cross-sectional study design using qualitative and quantitative methods to gain a deeper understanding of how artisanal and small-scale gold mining influences food security in Uganda. A total of 384 respondents were selected from a pool of artisans, mining-rights holders and local leaders. Data was collected using observation checklists, survey questionnaires and interview guides.

Specific variables of interest were subjected to bivariate analysis, where respondents were included in the analysis after a log likelihood ratio test. The results showed that 96% of the dependent variables were well displayed by the variables in the model, with a sensitivity of 93.2% and a specificity of 91.6%.

The findings indicate that the majority of the artisanal and small-scale miners (71%) who had changed from other livelihood enterprises, such as agriculture, have less food security and lower incomes to support their economic needs. Factors such as the involvement of women in ASGM, changes in land use, the use of chemicals, and physical hazards were found to affect the different levels of food production, availability and access.

In conclusion, strategies that seek to mitigate these challenges should help to maximise the economic benefits of mining and improve miners’ livelihoods. “To improve food security

and income in mining communities, government and other sector players should prioritise strategies, such as formalisation, legalisation and awareness,” states the author. The author highlights that, “strategies should include creating awareness among the miners, legalising and formalising artisanal mining operations, as well as developing guidelines that can help standardise the marketing, pricing and mining processes”.

Decentralisation is considered as one of the most effective ways to ensure good local governance. This is despite the fact that the process has been unsuccessful in a number of countries. In **‘The interface between the role and significance of the Rwanda Association of Local Government Authorities (RALGA) and Rwanda’s decentralisation mandate’**, Faustin Serubanza aims to contextualise the decentralisation process in Rwanda. The methodology entails a desktop analysis of literature and official documents to conceptualise the area of investigation.

The article discusses the role of local government associations in general before singling out the case of the Rwandese Association of Local Government Authorities (RALGA). To provide insight, RALGA’s origin, evolution, functioning and significance in facilitating the decentralisation process in Rwanda is explored.

Furthermore, the article explores the interface between RALGA’s role and decentralisation mandate within the Rwandan local governance context. It contextualises the decentralisation process in Rwanda and discusses the role of local government associations in general, and RALGA in particular.

The article highlights RALGA’s positive contribution to implementing Rwanda’s decentralisation process. According to the author, “RALGA has initiated concrete interventions – especially in the areas of advocacy and capacity building – to fulfill its mandate and to facilitate a strong support network for its members and partners that are based on a high level of ownership, trust and credibility”.

However, the association has admitted that much still needs to be done to further sustain the decentralisation process according to generally accepted decentralisation theories. “Further improvement is still needed to streamline sectoral decentralisation, increase technical competence, provide the required tools, as well as to strengthen fiscal decentralisation and financial autonomy to execute the assigned functions effectively,” states the author. As such, the article proposes a review of the interface between the role and significance of RALGA and Rwandan decentralisation.

The article has certain limitations, and, as such, the author calls for additional systematic empirical research with regard to streamlining sectoral decentralisation, increasing technical competencies, providing the needed tools, as well as strengthening fiscal decentralisation and financial autonomy to execute the assigned functions effectively.

The narrative of hatred and anger towards Western education is deeply embedded in Northern Nigeria’s political and religious culture. In **‘The relationship between indirect rule and Quranic education: Considerations for the emergence of Boko Haram terrorism in Northern Nigeria’**, Damian Ukwandu traces the historical legacy the British colonial policy of indirect rule has contributed to the rise of Boko Haram terrorism.

The author asserts that the policy of indirect rule and the official preference for the Islamic faith has facilitated the rise of Islam, Quranic education and Boko Haram terrorism in Northern Nigeria. According to the author, the official apathy towards Islamic education in Northern Nigeria has led to this rise of unregulated and unreformed fundamentalist Quranic schools in the region.



To provide insight into the link between indirect rule and Boko Haram terrorism, the article is divided into five parts. Firstly, the author provides insight into the root causes of Boko Haram terrorism in Nigeria. Thereafter, recommendations are made on how to solve the crisis in Northern Nigeria. Here, the author traces the colonial root of indirect rule and Islamic education and the ripple effect it has had on post-colonial Nigeria's politics. The second part of the article conceptualises key terms such as terrorism, indirect rule and education, where after the author reflects on the link between, and effects of indirect rule, Quranic education and Boko Haram terrorism in Northern Nigeria. Lastly, the article focuses on key conclusions and provides recommendations on possible ways to solve the problem of Boko Haram terrorism in Northern Nigeria

The article suggests that efforts to combat Boko Haram terrorism in Northern Nigeria should involve policies to reform and regulate the thousands of Quranic schools in the region. According to the author, "These schools target desperately poor, unemployed and unemployable young men and women, who are recruited easily as foot soldiers by Boko Haram leaders".

In line with this, the author states that Nigerian authorities should persuade religious teachers in the region to be at the forefront of the intellectual war against Boko Haram's false teachings and ideologies. In addition, "there must be a concerted effort to train and retrain the youth in small-scale farming and artisan work, while jobs and opportunities for poverty alleviation and food production should be directed towards the youths of the region," according to the author. Despite its shortcomings, the author believes that the military campaign against Boko Haram remains an integral part of the effort to solve the problem.

Prof J O Kuye
Chief Editor

