

**INFLUENCE OF DECENTRALIZATION POLICY ON THE EFFICIENCY
OF AGRICULTURAL ACTIVITIES IN BARIADI DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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2025

CERTIFICATION

The undersigned certifies that, he has read and hereby recommends for acceptance by The Open University of Tanzania a research titled; “**Influence of Decentralization Policy on the Efficiency of Agricultural Activities in Bariadi District Council**” submitted in partial fulfillment of the requirements for the degree of Master of Arts in Governance and Leadership of the Open University of Tanzania.

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Date

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I, **Francis Seth Msuku**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Arts in Governance and Leadership (MAGL).

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Signature

.....

Date

DEDICATION

This research is dedicated to everyone who has assisted and contributed in some way to enable me to reach this critical juncture. In the first place, I would like to thank my mother, the late Mwl. Rhoida Johan Kyoma, for her guidance, tremendous patience, love, care, support, and for being a responsible mother to me and my family. I would also want to thank my father, the late Rtd. I am indebted to the members of Mwasakujoinga's family—my mothers, aunts, brothers, and sisters—who provided me with encouragement throughout times of adversity and difficulty. Without fail, I would want to extend my deepest gratitude to my cherished spouse, Ester Vincent Chambo, and my three children, Gladness, Gloryness, and Grayson, who perpetually knelt and prayed for my achievement. Lastly, I would like to express my sincere appreciation to my supervisor Dr. Emmanuel Mallya, for your diligent and astute mentorship.

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ABSTRACT

In Tanzania, agriculture generates 23% of the nation's GDP, and over 67% of the population works in the agricultural sector. Tanzania's agriculture industry does, however, confront numerous difficulties, such as low yields, poor distribution, financial difficulties, and agricultural inputs. This study aimed to assess the influence of decentralization policy on the efficiency of agricultural activities in Bariadi District Council. The participatory management theory was used, where data were collected from 155 respondents through both primary and secondary data-collecting methods. The data were analyzed qualitatively using content analysis and quantitatively using SPSS version 22. The study's findings revealed that the decentralization policy improved the efficiency of agricultural activities in Bariadi District Council. This was accomplished using decentralized governance practices (such as having a clear vision, mission, and objectives, and holding democratic elections and statutory meetings); decentralized leadership (such as having community involvement, improvement of agricultural infrastructure, and absence of interference from the central government); and accountability (such as the presence of employee commitment and performance, and having transparency and integrity in the utilization of public funds and other agricultural resources). The study recommended the availability of democratic elections for local community leaders and statutory meetings, as well as training and community involvement, and the need for Central Government support. Finally, the study recommends that similar studies be replicated in different contexts. This research makes substantial contributions to both theory and practical applications for policymakers.

Keywords: *Decentralization, Policy, Agricultural Activities, Bariadi District Council.*

TABLE OF CONTENTS

| | |
|---|-------------|
| CERTIFICATION | ii |
| COPYRIGHT | iii |
| DECLARATION..... | iv |
| DEDICATION..... | v |
| ACKNOWLEDGEMENT..... | vi |
| ABSTRACT | viii |
| TABLE OF CONTENTS | ix |
| LIST OF TABLES | xiv |
| LIST OF FIGURE | xvi |
| LIST OF ABBREVIATIONS AND ACRONYMS | xvii |
| CHAPTER ONE | 1 |
| INTRODUCTION AND BACKGROUND OF THE STUDY | 1 |
| 1.1 Introduction..... | 1 |
| 1.2 Background to the Study..... | 1 |
| 1.3 Statement of the Problem..... | 3 |
| 1.4 Objectives of the Research..... | 5 |
| 1.4.1 General Objective | 5 |
| 1.4.2 Specific Objectives | 5 |
| 1.5 Research Questions..... | 6 |
| 1.6 Significance of the Study | 6 |
| 1.7 Scope of the Study | 7 |
| 1.8 Organization of the Dissertation | 8 |

| | |
|---|-----------|
| CHAPTER TWO | 9 |
| LITERETURE REVIEW | 9 |
| 2.1 Introduction..... | 9 |
| 2.2 Conceptual Definitions | 9 |
| 2.3 Theoretical Literature Review | 9 |
| 2.3.1 Participatory Management Theory..... | 9 |
| 2.4 Empirical Literature Review | 11 |
| 2.4.1 Influence of Governance Practices on Improving Agricultural Activities | 11 |
| 2.4.2 Influence of Leadership on Improving Agricultural Activities | 17 |
| 2.4.3 Influence of Accountability on Improving Agricultural Activities | 23 |
| 2.5 Research Gaps..... | 27 |
| 2.6 Conceptual Framework | 28 |
| 2.7 Chapter Summary | 28 |
| CHAPTER THREE | 29 |
| RESEARCH METHODOLOGY | 29 |
| 3.1 Introduction..... | 29 |
| 3.2 Research Philosophy | 29 |
| 3.3 Research Approach | 29 |
| 3.4 Research Design..... | 30 |
| 3.5 Target Population..... | 30 |
| 3.6 Unit of Analysis | 31 |
| 3.7 Context and Justification of the Study Area | 31 |
| 3.8 Sample and Sampling Technique..... | 32 |

| | | |
|--------|---|-----------|
| 3.9 | Sample Size and Selection Technique | 33 |
| 3.10 | Data Collection Methods and Tools | 34 |
| 3.10.1 | Fieldwork | 35 |
| 3.10.2 | Interviews..... | 36 |
| 3.10.3 | Questionnaires..... | 36 |
| 3.10.4 | Focused Group Discussions | 37 |
| 3.10.5 | Non-participant Observation..... | 38 |
| 3.10.6 | Documentary Review..... | 39 |
| 3.11 | Data Processing and Analysis | 39 |
| 3.12 | Reliability and Validity | 40 |
| 3.13 | Ethical Consideration..... | 41 |
| | CHAPTER FOUR..... | 42 |
| | FINDINGS, ANALYSIS, DISCUSSION | 42 |
| 4.1 | Introduction..... | 42 |
| 4.2 | Response Rate | 42 |
| 4.3 | Demographic Information..... | 42 |
| 4.3.1 | Age of Respondents | 43 |
| 4.3.2 | Gender of Respondents | 43 |
| 4.3.3 | Whether the Present State of the Local Authority Creates a Favorable and Conducive Environment For Development..... | 44 |
| 4.3.4 | Whether The Full Council, as a Tool for Decision-Making at the Council Level, has The Capacity for Local Authority Growth..... | 44 |

| | | |
|-------|---|----|
| 4.3.5 | Structure and Interrelation of Local Authorities with the Central Government, Supporting The Sustainable Development Within the Council | 45 |
| 4.3.6 | The Policy and Laws Helping Citizens to Access Public Agricultural Services | 46 |
| 4.3.7 | Institutional Setup between the Central Government and the Local Government To Improve Agriculture Service Delivery | 46 |
| 4.4 | The influence of Governance Practices (Institutional Framework) on Improving Agricultural Activities in Bariadi District Council | 47 |
| 4.4.1 | Democratic election at the lower level..... | 47 |
| 4.4.2 | Presence of DC office and relation with councilors | 48 |
| 4.4.3 | Performance of Statutory Meetings at Lower Level | 48 |
| 4.4.4 | Effectiveness of the Bylaws to Support Agricultural Activities | 49 |
| 4.4.5 | Shared mission and Vision Supporting Agricultural Activities..... | 50 |
| 4.4.6 | Common Objectives And Policy To Support Agricultural Activities | 50 |
| 4.4.7 | Administrative structural reform..... | 51 |
| 4.4.8 | Autonomy of the Local Authority..... | 51 |
| 4.4.9 | Powers of Revenue Collection and Diversification of Revenue Sources | 52 |
| 4.5 | Contribution of Leadership on Improving Agricultural Activities in Bariadi District Council | 53 |
| 4.5.1 | Community Involvement in the Planning Processes..... | 53 |
| 4.5.2 | Training to Local Leaders | 54 |
| 4.5.3 | Involvement of Stakeholders in Development..... | 54 |

| | | |
|--|--|-----------|
| 4.5.4 | Facilitation of Ideas for Development | 55 |
| 4.5.5 | Interference by the Central Government..... | 56 |
| 4.5.6 | Improvement of Infrastructures | 56 |
| 4.5.7 | Participation of All Genders In Decision-Making | 57 |
| 4.6 | The effect of Accountability on Improving Agricultural Activities in Bariadi District Council | 58 |
| 4.6.1 | Transparency on the Use of Money and other Resources..... | 58 |
| 4.6.2 | Allocation of Budgets by the Central Government to Local Authorities | 58 |
| 4.6.3 | Commitment And Performance Of Employees | 59 |
| 4.6.4 | Participatory Planning and Monitoring in Development Projects | 60 |
| 4.6.5 | Honesty and Integrity..... | 60 |
| 4.6.6 | Whether the Central Government Leaves Some Revenue Sources to the Local Authority | 61 |
| CHAPTER FIVE | | 65 |
| SUMMARY, CONCLUSION, AND RECOMMENDATIONS..... | | 65 |
| 5.1 | Overview | 65 |
| 5.2 | Summary of the Findings | 65 |
| 5.4 | Concluding Remarks..... | 67 |
| 5.5 | Recommendations on the Influence of Decentralization Policy on the Efficiency of Agricultural Activities in Bariadi District Council..... | 68 |
| 5.6 | Implications of the Study Findings | 69 |
| 5.7 | Limitations of the Study and Suggestions for Future Research..... | 70 |
| REFERENCES..... | | 71 |
| APPENDICES | | 77 |

LIST OF TABLES

| | |
|--|----|
| Table 4.1: Age of Respondents | 43 |
| Table 4.2: Gender of Respondents | 43 |
| Table 4.3: The Present State of the Local Authority Creates a Favorable and Conducive Environment For Development?..... | 44 |
| Table 4.4: Capability of Bariadi Full Council to Accommodate Local Authority Expansion | 45 |
| Table 4.5: Structure and Interrelation of Local Authorities with the Central Government, Support the Sustainable Development of the Council | 45 |
| Table 4.6: The Policy and Laws Help Citizens to Access Public Agriculture Services | 46 |
| Table 4.7: Institutional Setup between the Central Government and the Local Government to Improve Agriculture Service Delivery..... | 47 |
| Table 4.8: Democratic Election in the Lower Level at Bariadi District Council..... | 47 |
| Table 4.9: Relationship between the DC Offices with Councils in Bariadi District Council | 48 |
| Table 4.10: Performance of Statutory Meetings at Lower Level..... | 49 |
| Table 4.11: Effectiveness of the Bylaws to Support Agricultural Activities..... | 49 |
| Table 4.12: Shared Mission and Vision Supporting Agricultural Activities | 50 |
| Table 4.13: Common Objectives and Policy That Support Agricultural Activities | 51 |
| Table 4.14: Administrative Structure Reform | 51 |
| Table 4.15: Autonomy of the Local Authority | 52 |

| | |
|--|----|
| Table 4.16: Powers of Revenue Collection and Diversification of Revenue | |
| Resources | 53 |
| Table 4.17: Community Involvements in the Planning Processes..... | 53 |
| Table 4.18: Training to Local Leaders..... | 54 |
| Table 4.19: Involvement of Stakeholders in Development..... | 55 |
| Table 4.20: Facilitation of Ideas for Development | 55 |
| Table 4.21: Non-interference of Central Government | 56 |
| Table 4.22: Improvement of Infrastructures | 57 |
| Table 4.23: Participation of All Genders in Decision-Making | 57 |
| Table 4.24: Transparency on the use of Money and Other Resources | 58 |
| Table 4.25: Allocation of budgets by central Government to local authorities | 59 |
| Table 4.26: Commitment and Performance of Employees | 59 |
| Table 4.27: Participatory Planning and Monitoring in Development Projects | 60 |
| Table 4.28: Honest and Integrity..... | 61 |
| Table 4.29: Whether the Central Government Leaves Some Revenue | |
| Sources to Local Authority | 61 |

LIST OF FIGURE

| | |
|---|----|
| Figure 2.1: Conceptual Framework of the Study | 28 |
|---|----|

LIST OF ABBREVIATIONS AND ACRONYMS

| | |
|-----------|--|
| ADLI | Agricultural Development–Led Industrialization |
| AEG | Agri-Environmental governance |
| AMCOS | Agriculture Marketing Co-operative Society |
| ARDL | Autoregressive Distribution Lag |
| BDC | Bariadi District Council |
| CAP | The Common Agricultural Policy |
| CBNRM | Community-Based Natural Resources Management |
| DC | District Council |
| EU | The European Union |
| FAO | Food and Agricultural Organization |
| FGD | Focus Group Discussions |
| GDP | Gross Domestic Product |
| GIS | Geographical Information System |
| ICT | Information and Communication Technology |
| LBK | Leader's Business Knowledge |
| LGAs | Local Government Authority |
| LSAIs | Long Tradition of Large-Scale Agro-Investments |
| MMDAs | Metropolitan, Municipal, and District Assemblies |
| NCDs | Noncommunicable Disease |
| NGPOCL | The Non-Grain Production of Cultivated Land |
| OVOP | One Village, One Product |
| PEST | Political, Economic, Social, and Technological factors |
| SAPS STUs | The South African Police Service Stock Theft Units |

| | |
|------|--|
| SPSS | The Statistical Package for Social Science |
| SSA | Sub-Saharan Africa |
| URT | The United Republic of Tanzania |

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Introduction

This chapter presents the research introduction, which includes the problem statement and background information. Additionally, it includes the research questions and objectives, which are the investigator's primary concerns. This chapter concludes by outlining the significance and scope of the investigation and research structure.

1.2 Background to the Study

Agriculture is a critical sector for feeding the rising population around the world (Norton and Alwang, 2020). The world population is projected to grow by another 50 percent this century, reaching an estimated 11.2 billion by 2100 (United Nations, 2015, medium scenario). The same demographic projections give a 5% chance of a world population of 13.3 billion by 2100. Together, these suggest that the modern agricultural system needs to be expanded to accommodate people's expanding dietary requirements and food preferences. In addition to the fact that feeding more mouths means getting more food, there is a substantial positive correlation between per capita income and many food consumption indicators (Lanz, *et al.*, 2018).

In Africa, there have been stagnant agricultural yields due to the slow rates of innovation and technological adoption by smallholder farmers (Pamuk, *et al.*, 2014). the factor that causes adoption rates to lag is that innovation diffusion follows a "linear process," in which important agricultural innovations are developed by experts (researchers), disseminated by other experts (extension workers), and

embraced by farmers. Recent insights emphasizing social learning within networks and academic work identifying heterogeneity among smallholders have challenged such linear diffusion processes because they can lead to blanket recommendations that are unlikely to apply to large farming populations (Pamuk *et al.*, 2014).

Government policies in Africa have placed a strong emphasis on what it refers to as agricultural development-led industrialization (ADLI). Another recent development in agriculture is what the Food and Agricultural Organization of the United Nations (FAO) refers to as ICT-enabled farming systems or "e-agriculture." This is one way that governments use ICT integrated with agriculture in order to improve market efficiencies, food safety and security, and lower institutional risk from uncertainty (Lin, *et al.*, 2017).

In Tanzania, the agricultural sector remains underdeveloped and vulnerable to the whims of nature. Over the past few years, the sector has recorded an annual growth rate of 3.4%, which is far below the target of 7.6% by 2020 and 13.1% by 2025 (URT (United Republic of Tanzania, 2015). One of the critical challenges facing agriculture in Tanzania is low productivity of land, labour, and other production inputs, which is to some extent attributed to weak agricultural extension service linkage to farmers (URT (United Republic of Tanzania, 2013).

Decentralization is a fundamental component of political systems not only in developed nations but also in numerous developing and transitioning economies in Asia, Latin America, and Africa, it has played a pivotal role in policy reforms (Rodriguez-Pose and Ezcurra, 2009). Decentralization is anticipated to increase

citizens' ability to hold government officials accountable for service delivery outcomes; however, empirical research has not yet been able to confirm the anticipated benefits of decentralization reforms on service delivery and other development outcomes (Aslam and Yilmaz, 2011).

Some studies have shown mixed evidence on the impact of democratic decentralization on the delivery of services to the poor. Most of the arguments put forth for lack of improvement in the quality of services with decentralization are centered on the absence of supportive conditions like political commitment to share power, mobilization of the poor, accountability of elected officials, adequate resources, and technical capacity in the local governments (Aziz, 2000; Bardhan, 2002; Oommen, 2004; Johnson et al., 2005; Robinson, 2007a). Therefore, the efficiency of decentralization is contingent upon the improvement of such supportive conditions, as they will enable the local governments to provide quality delivery of social services in rural areas, like drinking water, health care services, educational facilities, and rural infrastructure.

1.3 Statement of the Problem

Agriculture offers the largest part of food supplies and guarantees a critical number of ecosystem services (e.g., food provisioning). As a result, agriculture is critical for enhancing food and nutritional food security, as well as supporting other Sustainable Development Goals (SDGs) such as SDG 2 (zero hunger). The heterogeneity of the agricultural research studies calls for an interdisciplinary and comprehensive systematization of the different research directions and the plethora of approaches, scales of analysis, and reference data used. The variability of agricultural research

studies necessitates an interdisciplinary and complete systematization of the various study directions, methodologies, scales of analysis, and reference data used. For instance, a study by Viana et al. (2022) examined articles published between 2015 and 2019 (59 percent), in various countries such as Asia (36 percent) and Africa (20 percent). The majority of the research was focused on six primary research areas, which include land-use changes (28 percent), agricultural efficiency (27 percent), climate change (16 percent), farmer motivation (12 percent), urban and peri-urban agriculture (11 percent), and land suitability (7 percent).

The globe faces enormous, but doable, problems in maintaining food security as the world's population grows above 9 billion in the future decades. Five major challenges will necessitate a shift in innovation strategy to prioritize long-term increases in diet quality, total factor productivity growth (rather than just crop yield), social protection programs, Africa, post-farmgate agri-food value chains, risk management, and reducing food production's land and water footprints. We need to be progressive in both meanings of the word, supporting marginalized groups and believing in science as a force for social advancement (Barrett, 2021).

In sub-Saharan Africa (SSA), especially Tanzania, food insecurity and low agricultural productivity of important crops continue to be problems. Climate change, combined with population growth, was making the food shortage worse (Kweka, *et al.*, 2022). Decentralization has been hailed as a game-changer in a country's development, allowing local governments to experiment with policies that will improve welfare and development, adopt locally relevant regulations, and allocate funds in ways that best suit the needs of the population. Decentralization

empowers people to hold their leaders accountable and transparent in solving their problems and administering their resources. Since members of local government authorities are familiar with problems existing in the area, they could contribute to solving these problems with the help of the people.

Although there are suspected relationships between agricultural activities that ensure food security in rural and urban areas, supply raw materials in industries, export food to foreign countries, and contribute to GDP growth in the national economy and decentralization which contributes to policy reforms, and improvement of service delivery; yet, empirical researches have not proven the link between decentralization and agricultural activities in different countries (Cotula & Berger, 2017; Forney 2021, Resnick, 2022; Lameck, 2022; Usadolo, 2020; Kweka *et al.*, 2022). Therefore, this study contributes to bridging this gap by assessing the influence of decentralization policy on the efficiency of agricultural activities in Bariadi District Council.

1.4 Objectives of the Research

1.4.1 General Objective

The general objective of this study is to assess the influence of decentralization policy on the efficiency of agricultural activities in Bariadi District Council.

1.4.2 Specific Objectives

The study aimed at achieving the following specific objectives:

- i. To assess the influence of decentralized governance practices on agricultural activities in Bariadi District Council;

- ii. To examine the contribution of decentralized leadership on agricultural activities in Bariadi district council; and
- iii. To investigate the effect of accountability on agricultural activities in Bariadi District Council.

1.5 Research Questions

The study aimed at addressing the following research questions: -

- i. To what extent do decentralized governance practices contribute to agricultural activities in Bariadi District Council?
- ii. How does decentralized leadership contribute to agricultural activities in Bariadi district council?
- iii. How does accountability affect agricultural activities in Bariadi District Council?

1.6 Significance of the Study

This research is significant to academicians and researchers as a source of a better understanding of concepts and theories used in research as well as in teaching and learning. This study contributes to knowledge generation and verification in order to find concepts and theories that are well-assessed and confirmed in the real world and could be used with certainty in solving problems. It increases the body of knowledge and the literature available on the subject of interest.

This study is also significant to policymakers and planners working in the sector of agriculture. Research findings are important inputs in the design and implementation of policies and plans aiming at developing the country. They provide models and

verified factors that influence or not the development of the sector. Since policies and plans require a huge amount of resources it was therefore important to conduct ground research to know whether the policies designed would be implementable and would produce expected results in the area of interest. This study would confirm whether the decentralization policy contributes to agricultural efficiency in Bariadi in the interest of informing local government authorities and central government authorities on the effectiveness of the policy and further implications.

Finally, this study is significant to innovators interested in proposing new ideas as they could learn from existing solutions and be able to design new solutions that are relevant to the situation in the study area. They could have a quick overview of the existing literature and existing empirical approaches to propose alternative theories, solutions, and approaches. Therefore, this study is a tool that could be used to bring development and sustainability to the country through the development of knowledge, strategies, policies, and innovations.

1.7 Scope of the Study

This study has a limited scope. It provides insights on the subject of interest; however, it does not go beyond Bariadi District Council or investigate reality in the rest of the districts in Tanzania. The study did not go beyond its proposed methodology and would not get involved in issues beyond the identified gap in the literature. It was also limited in terms of time, as decentralization was still practiced during these few decades in Tanzania. The focus of the study would be on leadership and governance and not on agriculture per se or other intervening topics. The study was limited in terms of purpose as it was designed for academic purposes and not for

practical purposes.

1.8 Organization of the Dissertation

There are five chapters in this research. The study's background, problem statement, research objectives, research questions, significance of the inquiry, and study scope are all covered in the first chapter. The literature review is covered in the second chapter. It includes a theoretical evaluation of the literature, operational definitions of terms, reviews of pertinent empirical literature, a theoretical framework, and research gaps.

The research strategy, research design, study area, and sampling—including technique, type, and sample size—are all covered in detail in the third chapter. Tools and techniques for gathering data are also available. The chapter also covered a thematic discussion, ethical issues, validity, reliability, and a data analysis strategy.

The results, analysis, and discussions are in chapter four.

The study summary, findings, recommendations, and ideas for additional research are included in Chapter 5. With the appendices and reference, the study is finished.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review in the field of agriculture and decentralization is covered in this second chapter. It includes the state of the arts at the moment in this field of study. Key concept definitions, the theoretical framework, an empirical literature review, a gap in the literature, and a conceptual framework are all included in this chapter.

2.2 Conceptual Definitions

2.2.1 Decentralization

Chau (1985) asserts that the decentralization process entails the transfer of some responsibilities from a small group of local authorities to a small group of policymakers. Chau also defines "decentralization" as "a certain delegation of power to a regional administration, with the sole objective of increased efficiency in the use of resources," which is referred to as a pseudo-form of decentralization that does not change the power dynamics between the Central Government and the Local Authorities. According to Bardhan, *et al.*, (2007), decentralization is viewed as a crucial component of participatory democracy and, when combined with deregulation and privatization, signifies a significant diminution of the power vested in national governments over matters of social and economic policy. Decentralization can take many different forms, such as privatization, deconcentration, delegation, and devolution.

2.3 Theoretical Literature Review

2.3.1 Participatory Management Theory

The Participatory (Participative) Management Theory, also known as Participatory

Democratic Theory, is based on the human relations theories of Elton Mayo as well as populist and democratic movements. The participatory model is an advancement of human relations and behavioral theory that seeks to democratize organizational management and administration. According to Babyegeya (2002), the participatory model argues that when members are fully involved in important aspects of their organization, they are motivated to ensure that the organization's goals are met.

When people are required to set goals, identify implementation strategies, and implement them, they experience psychological satisfaction. It is argued that participation increases commitment and loyalty, and motivated members work hard toward the organizational goal, increasing productivity. Because members at lower levels have the necessary knowledge and abilities to carry out the organization's goals, giving them the authority to make decisions increases the likelihood that they will act promptly and appropriately (flexibility), makes it easier to hold them accountable (accountability), and lowers costs while boosting output (productivity). Using this theory, it is possible to see how decentralization has led to a rise in agricultural participation.

The strength of this theory is that it has taken into consideration human needs and human satisfaction in the management practice. It has differed from other theories by the fact that previous theories of management did not consider participatory management as an option. Furthermore, the theory is more predictive in research about job satisfaction, problem-solving in various organisations, decision-making, and employee empowerment (Rolková & Farkašová, 2015). The weakness of this theory is that it may affect the performance because it may be time-consuming and

require conscious leaders and community members to pursue the interest of the organization and not interfere with the organization's best interests. Also, the fundamental focus on the theory, especially citizen discussion, is extremely restricted and fails to address other sectors of involvement, such as the household and workplace (Hilmer, 2010).

This theory will be adopted in this study because it illustrates well the process of decentralization which is based on a participatory paradigm and the process of agricultural activities which requires effective management to go well in consideration of agricultural inputs, activities, outputs, or harvests, post-harvest and impact depending on the goals of the farmers whether it is food security, commerce, industrial raw material, or foreign exchange.

2.4 Empirical Literature Review

2.4.1 Influence of Governance Practices on Improving Agricultural Activities

Right now, business associations, the nation's legislative bodies, and public organizations are most interested in the import substitution policy. Russian author publications state that the depreciation of the national currency and the anti-Russian sanctions imposed by some Western countries has created a kind of window of opportunity for the growth of the agricultural economy and the intensification of import substitution. This encouraged Potenko *et al.* (2020, August) to look into agricultural policy and import substitution opportunities in the Russian Far East. In the inquiry, the study shows how sanctions have a detrimental effect on food security by looking at the priorities of Russian agrarian policy in the late 19th and early 20th centuries.

Furthermore, food independence indicators for the major types of agricultural products are computed. The study concluded the program to replace imported livestock products in Russia's Far East is being handled ineffectively, and the region's projected level of meat and dairy self-sufficiency is low and heavily reliant on imports. This study aims at looking into the influence of decentralization policy towards the agricultural activities in Bariadi District Council, will not focus on the import substitution opportunities.

The Common Agricultural Policy (CAP) is one of the most important financial components of the EU, affecting 8.7 million farmers. As a result, it garners a lot of attention, and several researchers are working on it. This served as the impetus for Borisov *et al.* (2019)'s investigation into the changes in the agriculture sector brought about by the CAP's implementation. The database compiled by the Food and Agriculture Organization (FAO) serves as the primary source of information for the analysis. PEST Analysis was used in the study to detect changes in the agricultural sector. The findings revealed that the growth of Bulgarian agriculture has benefited from membership in the EU. Furthermore, the sector's gross value added, labor productivity, and investment are all increasing.

The data analysis reveals a significant increase in agricultural trade, whereas the investments in the sector grow four times over the examined period, while their percentage of the nation's total economic investment increases from 2.6 to 8.9 percent. As well, the investment expenses are incurred for environmental preservation, farm modernization, equipment and training upgrades, incorporating new technology, and acquiring critical farm management skills. This study by

Borisov *et al.* (2019) used secondary data and looked into the impact of Common Agricultural Policy (CAP) on the agricultural sector, but this study which will be conducted in Bariad District Council, and collect primary data, aims at investigating the influence of decentralization policy on the efficiency of agricultural activities.

China has always placed a high value on the preservation of arable land and the security of its food supply. Nevertheless, local governments' agricultural industrial policies might have an impact on the realization of food security while promoting rural development. Although the impact of agricultural industrial policy on food security has been the subject of numerous studies, quantitative analyses were lacking. This prompted Yang & Zhang (2021) to conduct a case study of the "one village, one product" (OVOP) strategy used in the Guanzhong Plain of China in order to investigate the impact of agricultural industrial policy on non-grain production of cultivated land.

The non-grain production of cultivated land (NGPOCL) ranges from 2000 to 2018 for the study area was extracted using Geographical Information System (GIS) technology and remote sensing. The regression discontinuity design was employed to investigate the influence of the OVOP on the rise in NGPOCL, with the county serving as the fundamental sample. Food security was investigated about the defined evaluation indicators based on these premises. The results of this study showed that, following the implementation of the OVOP, the NGPOCL area increased significantly in 35 of the 47 counties in the Guanzhong Plain, suggesting that the OVOP is a key factor in the NGPOCL's growth.

Furthermore, there has been a 29.53 percent increase in the pressure index of cultivated land, suggesting that the implementation of the OVOP has posed a serious threat to food security. The results of this study alerted the authorities to the need for increased caution when implementing industrial policies by educating them about the nature and extent of these policies' negative effects. This study by Yang & Zhang (2021) conducted a case study about one "one village, one product," and one of the findings identified education as one of the important factors to be looked at. This study will employ cross section survey that will collect primary and secondary data using mixed methods such as interviews, FGDs, questionnaires, observation, and documentary reviews.

The two main contributors to noncommunicable diseases (NCDs) are still tobacco and unhealthy diets. Many nations rely heavily on these agricultural products, so NCD prevention policies must consider how to shift production toward more healthful options. To address the supply of healthy commodities, there hasn't been much research bridging the literature on agriculture and public health. This inspired Lencucha, *et al.*, (2020) to conduct research to investigate agricultural production and government policy, with the intention of guiding future policy and research endeavours about nutritious agricultural commodities.

This study looked at English-language articles on government agricultural production and policy that were published between January 1997 and April 2018. Only quantitative assessments were considered. Studies that gathered qualitative data in addition to quantitative data analysis have also been conducted. Data extraction was permitted for a total of 103 articles. The following information was collected:

details about the article (such as title, author, journal), details about the methods used to assess the policy (such as sample size, outcomes assessed, limitations), information about the policy (such as objectives, tools, and context), and study results. 54 studies looked at how policy affected agricultural production. The remaining articles evaluated land use ($n = 25$) (such as crop diversification and acreage expansion), employment rates ($n = 18$), efficiency ($n = 23$), and farm income ($n = 17$), among other things. Production, income, and other outcomes were impacted by technical support, input support, and output support. There were notable exceptions, which were largely attributed to farm-level labor or resource allocation.

The most commonly evaluated financial supports were credit, cash subsidies, and tax breaks. A similar number of studies reporting increased production as those reporting no effects were the result of this kind of support. From the general literature, this review offers some preliminary extrapolative insights on how government policies affect agricultural production. This analysis could help in the discussion between the agricultural and health sectors, as well as in the evaluation of policy alternatives to the supply of unhealthy foods and tobacco. This study will assess the influence of decentralization policy on the efficiency of agricultural activities, as opposed to a study by Lencucha *et al.* (2020) that investigated agricultural production and government policy toward nutritious agricultural commodities.

Co-operative democracy serves a vital social purpose in the structuring of economic relations that govern member-owned enterprises, with managerial responsibility becoming increasingly important for co-operatives seeking to achieve long-term democracy. In Tanzania, several initiatives have been made to establish primary

Agriculture Marketing Co-operative Society (AMCOS) member ownership and democracy, focusing on the accountability of the Board and management to members. The study used primary AMCOS from the Bukoba and Moshi Districts.

According to the study findings, management in the Bukoba District primary AMCOS was far more accountable to the Union than in the Moshi District. Members choose to have general meetings to increase managerial accountability to AMCOS members. Examining education and training at the primary AMCOS, it was found that the majority had no plans to pursue education, whereas other primary AMCOS indicated that education was not offered but was planned to be. Information dissemination was done using village meetings, as compared to the primary AMCOS Notice Board.

Additionally, although some members agreed that meeting conclusions should be implemented, few do. The lack of implementation strategies is the reason for the limited implementation. The union was determined to have decision-making capabilities in Bukoba district primary AMCOS, but Moshi district primary AMCOS Management had more ownership control. According to membership rights, the lowest percentage of people had the ability to sell their produce in the primary AMCOS, pick its leaders, and receive cooperative education. The lowest presence of leadership succession planning, indicating that no primary AMCOS had completed it, with the cause being a young movement to town.

The study suggests that members should put more emphasis on cooperative governance education because it is crucial for the future generation of leaders who

will serve on boards and be able to manage their companies (Kimaryo, 2018). This study focused on the assessment of the influence of decentralization policy on the efficiency of agricultural activities in Bariadi District Council focusing on the effects of decentralized governance practices, decentralized leadership, and accountability on the efficiency of agricultural activities in the study area, where, data were collected using interviews, focus group discussions, and questionnaires. A study by Kimaryo (2018) was conducted a study in the Moshi and Bukoba District Councils, while this study was conducted in Bariadi District Council.

2.4.2 Influence of Leadership on Improving Agricultural Activities

Farm fragmentation and a small surface area continue to be major obstacles to the growth of Albanian agriculture. Agriculture development based on collective action principles offers a possibility to improve with a long-term impact. As a result, Kolaj *et al.* (2017) conducted a study to look into the significance of leadership as a factor for Albania's agricultural development, with an emphasis on the production of vegetables and apples in greenhouses. The study's conclusions demonstrated the importance of leadership in the growth of collection action in Albanian agriculture.

The results are particularly important for the agricultural sectors of greenhouse vegetable production and apple production, but they may also be helpful for less developed agricultural areas. The results may be useful for developing agricultural areas, but they are particularly important for the agricultural sectors of greenhouse vegetable production and apple production. This study and a study by Kolaj *et al.* (2017) considered leadership as a factor of agricultural development; however, this study dealt with agricultural activities while a study by Kolaj *et al.* (2017) focused

on the production of vegetables and apples in greenhouses.

A successful organization depends on strong leadership. Given that they foretell employee attitudes and performance in companies, leaders with a high level of dedication might be essential to the creation of a setting that fosters organizational effectiveness. Empirical evidence indicates that most African cooperatives have failed in the past because of unscrupulous, ignorant, and opportunistic leaders who led them into nepotism and financial mismanagement. This supported Lemmi & Nakkiran's (2019) investigation into the influence of leadership effectiveness on the commercial performance of farmers' cooperative unions in Ethiopia's Horo Guduru Wollega Zone.

From the Chafe Buluk Farmer's Cooperative Union and the Haragu Farmers' Cooperative Union, 96 primary agricultural cooperative leaders, and 192 individual primary agricultural cooperative members, quantitative and qualitative data were collected. Questionnaires were used to collect quantitative data, while, focus group discussion (FGD) and informant interview were both used to gather qualitative data. Both descriptive statistics for qualitative and inferential model called multiple regression models for quantitative data were analyzed.

The study's findings showed that cooperative leaders lacked a certain level of business expertise, and at a 0.05 level of significance, the 12 variables of leader's business knowledge (LBK) significantly influenced the financial results of agricultural cooperatives. As a result, the government and other community development partners should plan on providing cooperative leaders with ongoing

training on how to build business plans and conduct business activities. These efforts would assure the productivity and longevity of cooperative societies, as well as the improvement of cooperative businesses. A study by Lemmi & Nakkiran's (2019) investigated the influence of leadership effectiveness on the commercial performance of farmers' cooperative unions in Ethiopia's Horo Guduru Wollega Zone, while this study had a specific focus on examining the contribution of decentralized leadership on agricultural activities in Bariadi District Council.

Employee engagement has sparked a lot of attention due to its favorable impact on employee performance, but there hasn't been any in-depth research on how characteristics like participatory leadership influence employee engagement. This prompted Usadolo (2020) to conduct a cross-sectional survey study with the goal of determining how participatory leadership affects the engagement of agricultural extension officers. 189 agricultural extension officers from four provinces in South Africa were chosen, and quantitative data was collected from them using a questionnaire. After that, regression analysis was performed on the data. The results validate the hypothesis that the three dimensions of engagement are influenced by participatory leadership. The implications of the results are discussed, with a focus on the potential applications of participatory leadership techniques to boost agricultural extension officers' involvement.

In Tanzania, crop production employs more than 67 percent of the population, with agriculture accounting for 23 percent of the country's GDP. A key strategy for enhancing agricultural marketing and output is the provision of agricultural advisory services. These services are offered by Agricultural Extension Officers in Tanzania

and around the world. Literature claims that such services are provided to farmers worldwide by more than 500 million extension agents (Lameck, 2022). This permitted Lameck (2022) to research the impact of moral leadership on the provision of agricultural advisory services in two local governments: Morogoro Municipality in Eastern Tanzania and Hai District in Northern Tanzania.

The study demonstrates that in Tanzania, the provision of agricultural extension services is governed by explicit regulations that specify the obligations and functions of field staff and local government officials. The Ministry of Agriculture has developed national-level guidelines that govern these tasks and responsibilities. The guidelines outline the primary tasks of Agricultural Extension Officers at the village, ward, and district levels. An annual calendar that outlines the seasons of the year and the pertinent knowledge needed by farmers serves as a reference for agricultural extension officers at the village and ward levels as they create the working schedule. However, the resources and morale of the field staff are lacking, which compromises the implementation of these schedules. As a result, they cope by charging for the services, which is thought to be their primary motivation. A study by Lameck (2022) focused on the impact of moral leadership on the provision of agricultural advisory services in Morogoro Municipality and Hai District. This study focused on examining the contribution of decentralized leadership to agricultural activities in Bariadi District Council.

In sub-Saharan Africa (SSA), especially Tanzania, food insecurity and low agricultural productivity of important crops continue to be problems. Climate change, combined with population growth, was making the food shortage worse.

Irrigation has been deliberately planned to enhance the lives of people in African nations, especially Tanzania, and to reduce poverty and food insecurity. It was critically necessary to have transformational leadership for small-scale irrigation in order to accomplish the intended goals for irrigation schemes (Kweka *et al.*, 2022). This served as the impetus for Kweka, *et al.*, (2022) to evaluate the difficulties that leaders in Usa River Ward, in the Arumeru District of Northern Tanzania, faced in trying to transform small-scale irrigation farming. Questionnaires were utilized to collect data from 42 agriculture sector leaders drawn from four strata, which were agriculture extension officers (25), agriculture engineers (2), AMCOS leaders (6), and irrigation committee (9).

Further data were collected from 118 farmers drawn from four irrigation canals, namely, Abisinia (21), Ngollo (32), Ngarasero I (32), and Ngarasero II (33) in the Usa River ward. The study's findings showed that the obstacles faced by leaders in successfully transforming small-scale farming were planning, the market chain, pest control techniques, technology transformation and adoption, irrigation extension services, professional and farmer mobilization, irrigation knowledge, monitoring and evaluation, and agro-input supply. This study shows that through small-scale irrigation, leaders' transformational skills could significantly contribute to the reduction of poverty in the USA River ward. This study shows that through small-scale irrigation, leaders' transformational skills could significantly contribute to the reduction of poverty in the USA River ward.

A study by Kweka, *et al.*, (2022) evaluated difficulties faced by leaders in Usa River Ward, in the Arumeru District of Northern Tanzania, in trying to transform small-

scale irrigation farming and collected only quantitative data using questionnaires, but this study specifically focused at examining the contribution of decentralized leadership on agricultural activities in Bariadi district council and data were collected using both quantitative and qualitative data using both primary and secondary data using mixed method such as interview, FGDs, questionnaire, observation and documentary reviews.

Large-scale agro-investments (LSAIs) have a long history in Tanzania; they were first implemented during colonial and early post-independence periods and were abandoned during the socialist era. In the past ten years, numerous investors have attempted to construct LSAIs, with little success and many failures. New efforts have been undertaken to attract these investors. The effects of development are hotly debated. This study by Brüntrup, *et al.*, (2016) examines the factors that influence investments' success or failure, their socioeconomic effects, and the policies that guide them. The study involved 276 qualitative interviews with stakeholders in spring 2015 regarding ten LSAIs in three distinct sub-sectors (rice, tea, and sugarcane) in various stages of realization: planning, establishment, full production, and (near) failure. All of these LSAIs followed the nucleus-outgrower model.

The findings indicate that some obstacles, including land difficulties, the business environment, and general agricultural and subsector regulations, prevent the effective implementation of LSAIs in Tanzania. Nonetheless, there appears to be a great deal of opportunity for these investments to promote local development, specifically through infrastructure, outgrower farmer incomes, employment, and CSR initiatives as a kind of community recompense. The concrete business model

determines both potential and hazards, but no one model appears to be superior.

In general, policies for attracting and steering LSAIs have not been effectively created, coordinated, or implemented (Brüntrup, *et al.*, 2016). A study by Brüntrup *et al* (2016) focused on the investments' success or failure, their socioeconomic effects, and the policies that guide them, and collected only qualitative data using interviews. But this study focused on assessing the influence of decentralization policy on the efficiency of agricultural activities in Bariadi District Council, and both qualitative and quantitative data were collected using interviews, FGDs, questionnaires, observation, and documentary reviews.

2.4.3 Influence of Accountability on Improving Agricultural Activities

In recent years, many developing countries have delegated service delivery to locally elected administrations. In 2012, Ghana began delegating agricultural management to its Metropolitan, Municipal, and District Assemblies (MMDAs) (Resnick, 2022). Thus, the purpose of this study was to determine whether Ghana's attempts to decentralize agriculture were compromised by accountability. This article demonstrates how the change has had a negative impact on agricultural services and expenses. Assembly members are pushed to give more visible products and services a higher priority in the budget process than agriculture by the requirement of electoral responsibility. Budgetary decisions, however, reflect the preferences of the local populace, most of whom elect their district legislators. The findings indicate that although devolution might encourage accountability, it might also result in sector-specific trade-offs in service delivery, which might jeopardize national policy objectives.

Nigeria's multiple governments have continued to view the issue of effective food security as vital because of its significance for human life. Despite the efforts of Nigeria's successive governments, international organizations, and non-governmental organizations (NGOs), achieving food security has remained an enormous task (Osabohien, *et al.*, 2020). This prompted Osabohien *et al.* (2020) to investigate the relationship between food security in Nigeria and agricultural governance accountability through a descriptive and econometric study. The econometric technique employs an Autoregressive Distributed Lag to investigate the long-term relationship between the indicators of food security and agricultural governance throughout 1985 to 2016 (ARDL).

According to the study's findings, Nigeria's food security is ultimately influenced by agricultural productivity. However, the descriptive study shows that Nigeria has the largest percentage of malnourished persons, up 22% between 2000 and 2001. Between 2000 and 2015, the population grew by 30.60 percent, but the rate of violence increased by 55 percent. Among other things, the study makes the case that accountability is critical to resolving problems with the way food security programs are run and ensuring that food resources are distributed on schedule. A study by Osabohien *et al.* (2020) focused on the relationship between food security in Nigeria and agricultural governance accountability through a descriptive and econometric study. This study specifically focused on investigating the effects of accountability on agricultural activities in Bariadi District Council.

Standards and certification are essential tools for implementing accountability in modern food system governance. They are based on the idea that consumer promises

are kept in ever-more complex value chains as a result of information production and dissemination. Critical analyses, however, also identify it as a sign of ongoing globalization and neo-liberalization, which transfers authority from the government to market participants, particularly retailers and supermarkets (Forney, 2021). This study by Forney (2021) examined accountability within the framework of the tripartite standards regime, drawing on an assemblage approach and concentrating on the fundamental aspects of power dynamics and knowledge production.

In addition to the anticipated dominance of powerful players, especially retailers, and the unrelenting bureaucratization of government, other positive processes also emerge, like farmers' collective empowerment and the realization of progressive and cumulative learning through new partnerships and experiments. The assemblage approach states that rather than creating a new set of guidelines for improved accountability procedures, the objective should be to comprehend the particular processes taking place within a given agri-environmental governance (AEG) assemblage and then to support the formation of new alliances to strengthen those processes that are most likely to promote experimentation and knowledge. Consequently, it compels us to give careful thought to the range of transformational processes as a starting point for developing innovative accountability procedures. A study by Forney (2021) examined accountability within the framework of the tripartite standards regime, while this study specifically investigated the effect of accountability on agricultural activities in Bariadi District Council.

Land pressures have increased in many low- and middle-income countries as a result of a recent surge in agribusiness plantation deals. Rural residents have organized to

defend their rights, demand better conditions, or oppose the deals entirely (Cotula & Berger, 2017). Legal empowerment refers to the process of enabling people to use the law to increase their control over decisions that impact them, and it has been the focus of several initiatives in Ghana, Cameroon, and Senegal since 2014. By supporting community-based committees in Ghana, young lawyers in Cameroon, and locally negotiated "land charters" in Senegal, each approach represented a unique combination of private sector involvement, grassroots activism, and public advocacy. During the last year of project implementation, project teams convened for a write-shop where they summarized lessons learned and wrote articles for broader distribution. This report presents the results of that work. It encapsulates the knowledge gained from assisting rural citizens in asserting their rights and, eventually, taking charge of their destiny.

Decentralization in developing nations is based on the belief that it improves local government accountability and produces policies that represent the community's interests. However, past research has shown that in many developing nations, administrators and local politicians behave as if they are primarily answerable to the central government rather than local communities. Numerous explanatory factors are proposed in the literature, but their relative importance and how they interact are not explained. In-depth interviews and focus group discussions with local government officials and politicians involved in providing agricultural extension services in Tanzania are combined with comparative case-study research in this paper.

It demonstrates how centralistic human resource management and a lack of administrative and political decentralization undermine community accountability.

Downward accountability is also limited by the social norms that local administrators and politicians follow. For downward accountability to become a reality, official public administration institutions must have incentives that support it (Lameck & Hulst, 2021). As opposed to a study by Lameck, & Hulst (2021), this study, apart from collecting data using interviews and focus group discussions, collected data using questionnaires.

2.5 Research Gaps

This literature review has comprehensively discussed the previous scholarly articles that have contributed to knowledge generation in terms of decentralization and agricultural development. Though there have been relevant contributions on how participatory approaches in leadership have contributed to the development of agriculture in various parts of the world including Russia, China, Nigeria, Ghana, Ethiopia, and Tanzania (Cotula & Berger, 2017; Forney 2021; Resnick, 2022; Lameck, 2022; Kweka *et al.*, 2022; Usadolo, 2020). These studies have shown that the problem of interest exists in reality and has attracted different investigations.

However, the problem still exists since agriculture is still not performing well in most African countries despite the availability of agricultural knowledge and technologies. The development of agriculture requires further investigations in terms of understanding cultural aspects and policy implications that influence theories and practices in the study area. Therefore, this study is inscribed in the effort of contributing to this wide debate, as there were still gaps in the literature on understanding how the policy of decentralization adopted in Tanzania contributes to agricultural development in various regions. Therefore, this study contributes to

generating knowledge in this area by assessing the influence of decentralization policy on the efficiency of agricultural activities in Baridi District Council.

2.6 Conceptual Framework

This conceptual framework provides a pictorial representation relationship among the variables used in this research.

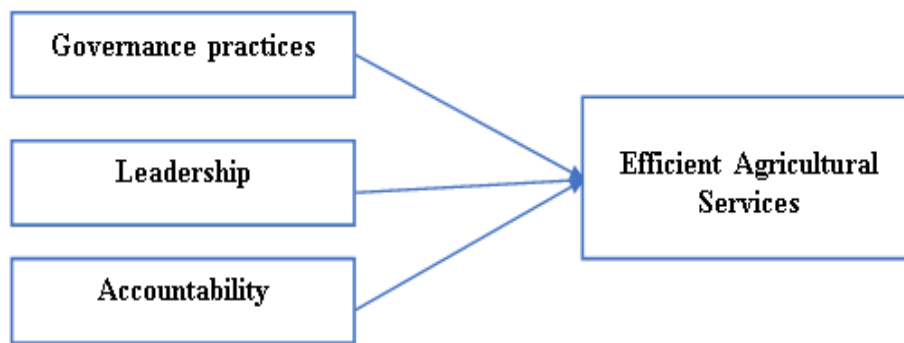


Figure 2.1: Conceptual Framework of the Study

Source: Conceptual framework of synergies between decentralization and service delivery

2.7 Chapter Summary

The chapter started with definitions of the words used in this study. Following that, the theoretical literature was thoroughly reviewed to define the framework and theory to be employed in the study. Furthermore, several methodologies were studied as a result of an empirical evaluation of the literature, which looked at the work of other researchers who did comparable investigations. This analysis revealed the gaps that served as the foundation for this investigation. Following that, the conceptual framework was created, which included several variables (including dependent and independent variables).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

To accomplish the goals of the study and provide data that would be obtained using a variety of methodologies, a researcher would use research methodology, which is a methodical approach to solving research problems. In this chapter, methods and methodology are covered. It explains the research approach, philosophy, designs, and methods for gathering data, analyzing it, and taking ethical issues into account.

3.2 Research Philosophy

The research philosophy serves as the foundation for choosing a study design, and it provides recommendations for the best way to collect, analyze, and apply data regarding a phenomenon. It helps researchers make informed decisions about their research design (Yin, 2009). In this study, a pragmatic research philosophy was adopted. Pragmatism does not rely on a particular theoretical framework or absolute truth. According to Creswell *et al.* (2003) and Johnson and Onwuegbuzie (2004), the goal of mixed methods research is to maximize the benefits of several methodologies while reducing their disadvantages. Having realized these benefits, the researcher decided to use the pragmatist research philosophy for this study.

3.3 Research Approach

This study will adopt the mixed research approach. This approach is important in this study because it allows researchers to freely incorporate both quantitative and qualitative assumptions in their investigations (Creswell, 2007). Instead of rigorously sticking to a single approach, this method gives researchers the flexibility to choose

the data collection and analysis techniques that best meet their goals and purposes.

3.4 Research Design

A plan that directs researchers in the collection, presentation, analysis, and interpretation of data is known as a research design, according to Yin (2003). It outlines the procedures for data collection, techniques used, and the logical process for deriving conclusions in response to the research questions. In order to obtain insights from several units of analysis at different levels within Bariadi Local Government Authority, this study uses a case study design. The case study design was considered advantageous as it allows for in-depth exploration of crosscutting issues at different levels, providing a comprehensive and intensive understanding of the research topic. This approach aligns with Yin's (2003) observation that the case study design facilitates the analysis of multiple units of analysis at different levels, providing deeper insights into the research question.

The case study design was particularly appropriate for this study because it is relevant in exploring complex issues where the boundaries between the phenomenon and context are not evident, and when "why" and "how" questions are being asked with limited control by the researcher (Yin, 2003). To address gaps and weaknesses in data collection, it permits extensive analysis and the use of multiple data collection methods. To improve the accuracy and coherence of arguments, secondary data were included in the study to supplement primary data.

3.5 Target Population

The study's target respondents included elected officials (such as the chairperson of the council), agricultural staff employed by rural public agriculture facilities, a

subset of ward councillors, members of Ward Development Committees, village chairpersons from villages that were visited, and farmers who used the public agriculture services available in their communities. This diverse group of participants enabled a unique assessment influence of decentralization policy on the efficiency of agricultural activities in the selected case study.

3.6 Unit of Analysis

The study focused on critical units of analysis, including Bariadi Local Government Authority, wards, villages, and service users, to shed light on the influence of decentralization policy on the efficiency of agricultural activities. The analysis concentrated on the district level, which serves as the decision-making and coordination point for council plans and resource allocations. The ward level would also be analysed, as councillors represent citizens in their respective wards and play a key role in coordinating agriculture activities through ward agriculture committees. Finally, the village and community levels will be examined, as planning decisions, resource allocation, and service delivery directly affect this level. At the village level, the relationship between principals and agents, as well as the influence of institutional features, had to be investigated.

3.7 Context and Justification of the Study Area

There were 168 LGAs in mainland Tanzania as of December 2014, comprising 146 district councils, 17 municipal councils, and 5 city councils, according to ALAT (2015). This research primarily addressed the targeted population, which is the rural authorities created by Act Number 7 of 1982. However, the main focus of the study was on one specific district council, Bariadi is located in Simiyu Region and was

among the 146 district councils legally established in the country.

Bariadi is situated in the northern region of Tanzania and is located southeast of Lake Victoria, with coordinates ranging between 20°15' and 30°10' south of the Equator, and 33°40' and 35°10' east of Greenwich. Bariadi District represents the rural areas of Tanzania, which were the primary focus of this study. Bariadi LGAs were selected based on considerations of size, time, and resources, aiming to represent the rural geographical area of Tanzania as a whole. Given that Tanzania has an area of approximately 945,000 square kilometres, it was not feasible for the study to cover such a vast geographical expanse. Moreover, the chosen study design and approach necessitated focusing on a single LGA. A thorough analysis of the phenomenon is made possible by the case study design, which also makes it possible to employ a variety of data collection methods to triangulate and validate information.

3.8 Sample and Sampling Technique

According to Saunders *et al.* (2017), a systematic and logical sampling procedure is essential to guaranteeing the precision, accuracy, impartiality, and dependability of the data collected. Samples for this investigation came from Bariadi Local Government Authority. Sampling is the process of choosing a subset of a population to represent the population as a whole, according to Kothari (2009). It allows the study to gather information from a representative group that was both manageable for data collection and reflective of the larger population (Shipman, 1972).

The deliberate choice to concentrate on Bariadi LGAs allowed for the collection of particular data about institutional features, the state of public agricultural operations,

and obstacles associated with the decentralization and service delivery processes. Bariadi LGAs were thought to have typical traits that could supply the data required for the investigation. Given that they represent some of the most important governmental organizational levels that have both implemented and been impacted by decentralization policies since 2000, the cases that were chosen would be representative. Furthermore, Bariadi Local Authorities share similar institutional characteristics and organizational structures with other LGAs in the country.

Like other LGAs in Tanzania, Barariadi LGAs are governed by Act Number 7 of 1982 and the United Republic of Tanzania's 1977 Constitution. Thus, it was decided that choosing a sample from Bariadi Local Authority alone would be adequate to generalize about how well decentralization has worked in Tanzania's rural public agriculture service delivery system. Primary and secondary data were gathered using the methodology and data collection techniques that were selected; this helped to validate the conclusions and paint a realistic picture of the situation.

3.9 Sample Size and Selection Technique

This section aimed to obtain several responses that can represent the total population consisting of farmers in Bariadi. The number of farmers was found in the LGA office. The study was expected to use a sample size obtained by the following formula by Yamane (1967)

$$n = N / (1 + N (e)^2)$$

$$n = 1000 / (1 + 1000 (0.05)^2)$$

$$n = 1000 / (1 + 2.5)$$

$$n = 1000 / 3.5$$

$n = 285$

Whereby;

n = estimated sample size,

N = total population (1000)

e =sampling error, which is 5% (0.05)

The study targeted 285 respondents, but those who participated in the study were 223 participants participated because others did not respond to the questionnaires or their responses were not included due to some errors. The participants underwent various levels of categorization and analysis. Agriculture employees, village chairpersons, political figures, farmers, and locals made up the sample. The recommendation that a suitable sample size for descriptive statistics falls within the range of 200-500 respondents led to the decision to use 223 respondents as the sample size (Sudman, 2001). Out of the total sample size, approximately 155 participants completed questionnaires. In-depth interviews using a semi-structured interview guide were conducted with 36 respondents, while 32 participants were involved in the focused group discussions (FGDs).

3.10 Data Collection Methods and Tools

The effects of decentralization on service delivery are varied and inconsistent. To make sure the data acquired was accurate and dependable, the study used a variety of data collection strategies, instruments, and methods. The mixed method enables the study to validate the collected data. The study planned to collect primary data through questionnaires, an in-depth interview guide, focused group discussions, and observation. Secondary data was expected to be gathered through a review of various

studies and articles, government reports, legislation, policies, guidelines, government plans and budgets, and a literature review to obtain evidence from other settings. All of the information was about the impact of the decentralization policy on agricultural productivity.

3.10.1 Fieldwork

The fieldwork for this study was expected to span four months, from August 2023 to November 2023. It was expected to consist of two overlapping phases: Phase one was expected to involve exploratory investigation, while Phase two was expected to incorporate questionnaire administration, interviews, and intensive qualitative study. Initially, it was anticipated that trips to Bariadi would be undertaken to acquaint oneself with the research region, gather accessible secondary data, and carry out in-person interviews with district council representatives. Various documents about decentralization and agriculture service activities were expected to be reviewed to address the main research question.

In-depth information related to agriculture service delivery in selected wards and villages within Bariadi was sought. Formal discussions were expected to be conducted to gather detailed information from service beneficiaries. Questionnaires were expected to be utilized to collect individual-level data regarding perceptions of agriculture services. It was anticipated that semi-structured interview guides would be utilized to obtain perspectives from ward and village leaders, in addition to employees working in agriculture services. These questionnaires and interviews were expected to help maintain focus on the matter at hand for both the study and the respondents. Observation had to be used during field visits to take note of physical

events and capture relevant photographs. It was anticipated that the main goals of the fieldwork would be to collect data on institutional features, the state of agriculture in rural areas at that moment, and the obstacles to Bariadi's decentralization of agriculture.

3.10.2 Interviews

This study was expected to employ semi-structured interviews as a research method. As stated by Neville (2007), semi-structured interviews offer flexibility, allowing researchers to modify or expand upon certain questions or areas of interest based on the situation and flow of the conversation. Information from leaders in Bariadi LGA, such as council chairpersons, councilors, the management team, and village chairpersons, was anticipated to be gathered through interviews. This approach has the benefit of reducing interviewer bias while enabling respondents to speak candidly and freely about the subjects of the study. To directly address the primary research question, the interviews seek to learn more about the institutional characteristics, status, and difficulties of agricultural activities in rural Tanzania.

3.10.3 Questionnaires

To collect data from the communities and service providers in the agriculture centers or points in Bariadi LGAs, the study used questionnaires. By asking respondents preset questions, questionnaires, as explained by Saunders (2017), enable data collection from a large sample. Both closed-ended and open-ended questions were included in the questionnaires. Whereas closed questions only offer a small number of predefined response options, like lists, categories, scales, or rankings, open-ended questions give respondents more room to express their responses. Pre-coding of the questions aided in analysis. LGA leaders and agriculture workers in the relevant

areas were asked to cooperate to facilitate the easy distribution of the questionnaires.

To help, the LGA management sent the researcher an introduction letter to lower-level local authorities. On prearranged dates, the questionnaires were to be distributed and collected. In certain instances, questionnaires were distributed to participants who were in attendance for agricultural services, and they were promptly returned once they had finished them. Through the use of this technique, community members who make use of the decentralized agriculture services in Bariadi were able to provide their opinions and perceptions.

3.10.4 Focused Group Discussions

Focus group discussions (FGDs) are a common tool used in qualitative research to understand a phenomenon. Kumar (2005) emphasizes how useful they are for comprehending the viewpoints and experiences of people who have had similar experiences. According to Morgan (1996), focus group discussions involve group interactions to collect data on a specific research topic, aiming to capture participants' perceptions and experiences. Axinn and Pearce (2006) note that these discussions encourage participants to share, interact, and provide responses that may not arise in individual interviews.

Focus group discussions were limited, though, by participants' possible unwillingness to freely express their thoughts or experiences. More approaches were needed to address this. Four focus group discussions with service users were held in Bariadi LGAs as part of this study. There were eight people in each group. The discussions would focus on agricultural services, including equipment availability, proximity to

agricultural facilities, and geographic coverage. Tape recordings of the responses were made, along with field notes. It was anticipated that the talks would mostly focus on evaluating how decentralization affects the provision of agricultural services in rural Tanzania.

3.10.5 Non-participant Observation

According to Kumar (2005), observation is a data collection method that involves a systematic and selective approach to observing and listening to interactions or phenomena related to a specific topic as they unfold. Observations have the benefit of being comparatively unstructured and may offer original thoughts and insights that help researchers relate to the respondents (Axinn and Pearce, 2006). In this study, while gathering questionnaires, the researcher would have the opportunity to directly perceive the standards of service delivery in agriculture based on factors such as affordability, working conditions, accessibility, availability, facility availability, feedback mechanisms, and complaint handling. It was anticipated that this methodology would be used consistently to evaluate the availability of agricultural activities in Bariadi throughout the research project.

The researcher would witness the state of village agriculture services, including the kinds of services offered and their physical attributes, during data collection. The researcher also needed to see how citizens were getting to these services by way of transportation. At the visited agriculture points, the researcher would have the opportunity to observe the physical state of the offices, working environment, tools, and agricultural record management. With this approach, it would be possible to create genuine realities and experiences straight out of their original context.

3.10.6 Documentary Review

According to Pons (1988), documentary sources primarily involve reading to find information and evidence relevant to one's research interests. The past plays a crucial role in shaping the future, and therefore, a comprehensive understanding of the present is impossible without knowledge of the past. Social scientists recognize the wealth of data stored in historical records. This study aims to examine published and unpublished documents as valuable sources of data that pertain to the research topic.

The review would entail a critical analysis of several publications and documents, such as the Constitution of the United Republic of Tanzania 1977, Regional Administration Acts, the Local Government Policy Paper, the Relevant Acts, particularly the Local Government Acts, the National Agriculture Strategic Plan, the National Agriculture Policy, the Government reports on Agriculture Performance and Government reports on Decentralization, as well as scholarly articles and papers that have been thoroughly researched.

3.11 Data Processing and Analysis

It was anticipated that this research would use a variety of data collection techniques, such as focus groups, questionnaires, interviews, document reviews, and observations. With the aid of content analysis and the statistical package for social science (SPSS Version 22) program, the gathered data were examined. To ensure data manageability and organization, a cleaning and verification process would be conducted, followed by coding and categorization into relevant themes. The data would then be entered into the SPSS software for analysis.

Simple tables and figures would be created to make deductions regarding the condition of public agriculture services in rural Tanzania after decentralization, while descriptive statistics would be utilized to give a clear overview of new phenomena. Frequency distribution graphs and tables, as well as variable percentage calculations, are produced by descriptive analysis. Cross-tabulation was to be used to evaluate associations, especially regarding knowledge and awareness of decentralization laws and policies. Using this method, the state of agricultural service delivery would also be assessed in terms of availability, ethical compliance, quality, affordability, and satisfaction levels.

The method of descriptive analysis was selected to include the viewpoints of both service providers and users. According to Cresswell (2014), content analysis entails examining the meanings, themes, pictures, symbols, words, and messages that are presented in the study. Field notes, interview transcripts, focus group discussion transcripts, and questionnaire data are examples of qualitative data that would be transcribed, analyzed, and arranged into meaningful themes. The study's thematic issues would be better understood thanks to this content-based analysis.

3.12 Reliability and Validity

Validation, according to Msabaha and Nalaila (2013), is assessing whether research instruments can accurately collect the intended data. The validity of research instruments refers to their ability to produce data that aligns with the researcher's requirements. Once the validity of the instruments is established, the collected data could be deemed accurate and reliable. In this study, the instruments for data collection were developed and thoroughly discussed with the supervisor. They would

then undergo a pre-testing phase to validate their effectiveness before being used for data collection in the field.

3.13 Ethical Consideration

The study in Bariadi was carried out with ethical considerations as its primary focus. Tight controls were put in place to guarantee that moral and ethical standards were respected during the study. Research permits from Bariadi District Council had to be obtained before data collection could begin. In addition, the Executive Director of Bariadi LGAs had to receive a clearance letter from The Open University of Tanzania asking for authorization to carry out the study under their purview. Additionally, letters would be sent from the respective LGAs to the lower tiers of Bariadi LGA to promote cooperation. After the chosen participants had given their informed consent to participate in the study, stringent confidentiality measures had to be implemented to safeguard their privacy.

CHAPTER FOUR

FINDINGS, ANALYSIS, DISCUSSION

4.1 Introduction

This chapter presents the findings of the study together with the analysis and discussion of the main findings. This chapter contains four main parts. First of all, presents the demographic information related to the respondents of the study. Secondly, it presents findings concerning the influence of decentralized governance practices (institutional framework) on improving agricultural activities in Bariadi District Council. Third, it presents the effect of the contribution of decentralized leadership on improving agricultural activities in Bariadi District Council; and finally, it investigates the effect of accountability on improving agricultural activities in Bariadi District Council.

4.2 Response Rate

The researcher checked the response rate before data analysis, as low response rates could cause sample bias, leading to invalid results and conclusions about the study population. The researcher was able to collect from 223 respondents, of which 155 completed questionnaires, 36 were interviewed, and 32 participated in focus group discussions (this constituted 78.8 percent out of the calculated sample of 285).

4.3 Demographic Information

The demographic data shows the demographic characteristics of the respondents and some descriptions of the area under study. It comprises the respondent's age, gender, current state, institution setup, policy, and rules for public agricultural services, and the relationship between the local authority and the central government. These

characteristics had an impact on the responses offered as well as the quality of the data collected.

4.3.1 Age of Respondents

The research investigated the age of the participants. Responses were categorized by age group. A significant proportion of the participants (50.3 percent) were between the ages of 31 to 45 years. Further details regarding the distribution of ages can be observed in Table 4.1.

Table 4.1: Age of Respondents

| | Age range | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------------|------------|--------------|---------------|--------------------|
| | 18-30 | 18 | 11.6 | 11.6 | 11.6 |
| | 31-45 | 78 | 50.3 | 50.3 | 61.9 |
| <i>Valid</i> | 46-60 | 43 | 27.7 | 27.7 | 89.7 |
| | 61 and above | 16 | 10.3 | 10.3 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | 100.0 |

Source: Survey data, 2023.

4.3.2 Gender of Respondents

The gender of the interviewees was investigated in this study. The sample included both males and females. Findings revealed almost equal percentages, with female respondents recording a bit higher (58.1 percent) as compared to males (41.9 percent). Table 4.3 contains the results of the investigation on the gender of the respondents.

Table 4.2: Gender of Respondents

| | Gender | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------------|------------|--------------|---------------|--------------------|
| | Male | 90 | 58.1 | 58.1 | 58.1 |
| <i>Valid</i> | Female | 65 | 41.9 | 41.9 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | 100.0 |

Source: Survey data, 2023.

4.3.3 Whether the Present State of the Local Authority Creates a Favorable and Conducive Environment For Development

This study evaluated whether the present state of the local authority creates a favorable and conducive environment for development in Bariadi District Council. The study's results indicated that a significant proportion of participants (62.6 percent) held the contrary view regarding whether the current condition of the local authority in Bariadi District Council fosters a favorable and conducive atmosphere for development. The findings of the study regarding Bariadi District Council's state in establishing a positive and conducive environment for development are presented in Table 4.3.

Table 4.3: The Present State of the Local Authority Creates a Favorable and Conducive Environment For Development?

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|---------------|------------------|----------------|----------------------|---------------------------|
| <i>Valid</i> | Yes | 58 | 37.4 | 37.4 | 37.4 |
| | No | 97 | 62.6 | 62.6 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | 100.0 |

Source: Survey data, 2023.

4.3.4 Whether The Full Council, as a Tool for Decision-Making at the Council Level, has The Capacity for Local Authority Growth

This study examined whether the full Council at Bariadi District, as a Council-level decision-making instrument, was capable of accommodating local authority expansion. According to the findings of the research, a majority of the respondents (52.3 percent) maintained an opposing perspective on the capacity of Bariadi District full Council to accommodate local authority expansion. Table 4.4 contains the results of the investigation on the capability of the Full Council in accommodating

local authority expansion.

Table 4.4: Capability of Bariadi Full Council to Accommodate Local Authority Expansion

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------|-----------|---------|---------------|--------------------|
| <i>Valid</i> | Yes | 74 | 47.7 | 47.7 | 47.7 |
| | No | 81 | 52.3 | 52.3 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.3.5 Structure and Interrelation of Local Authorities with the Central Government, Supporting The Sustainable Development Within the Council

This study assessed whether the current structure and interrelation of local authorities with the central government support the sustainable development of Bariadi District Council. The findings of the research revealed that a considerable percentage of respondents (52.3 percent) maintained a favorable perspective on whether the present structure and interrelation of central and local authorities facilitate Bariadi District Council's sustainable growth. Locate Table 4.5 for further information.

Table 4.5: Structure and Interrelation of Local Authorities with the Central Government, Support the Sustainable Development of the Council

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------|-----------|---------|---------------|--------------------|
| <i>Valid</i> | Yes | 81 | 52.3 | 52.3 | 52.3 |
| | No | 74 | 47.7 | 47.7 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.3.6 The Policy and Laws Helping Citizens to Access Public Agricultural Services

This study examined whether the policy and laws help citizens access public agriculture services in Bariadi District Council. According to the findings of the research, a majority of the respondents (70.3 percent) maintained an opposing perspective on the policy and laws that help citizens access public agriculture services in Bariadi District Council. Table 4.6 contains the results of the investigation on the policies and laws that help citizens access public agriculture services.

Table 4.6: The Policy and Laws Help Citizens to Access Public Agriculture Services

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Yes | 46 | 29.7 | 29.7 | 29.7 |
| | No | 109 | 70.3 | 70.3 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.3.7 Institutional Setup between the Central Government and the Local Government To Improve Agriculture Service Delivery

This study examined whether the institutional setup between the central government and local government improves agriculture service delivery. According to the findings of the research, a majority of the respondents (53.5 percent) supported the view that the institutional setup between the central government and the local government improves agriculture service delivery. Table 4.7 contains the results of the investigation on the institutional setup between the central government and local government for improving agriculture service delivery.

Table 4.7: Institutional Setup between the Central Government and the Local Government to Improve Agriculture Service Delivery

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|--------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Yes | 83 | 53.5 | 53.5 | 53.5 |
| | No | 72 | 46.5 | 46.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4 The influence of Governance Practices (Institutional Framework) on Improving Agricultural Activities in Bariadi District Council

4.4.1 Democratic election at the lower level

In this subsection, the researcher ought to examine whether there was a democratic election, especially at the lower level within Bariadi District Council. The study's findings ascertained that the majority of the respondents (51.6 percent) supported the view that there was a democratic election within Bariadi District Council. The findings of this study were supported by a study by Kolaj *et al.* (2017), who indicated the importance of good leadership in executing agricultural activities. Table 4.8 contains the results of the democratic election, especially in the lower level within Bariadi District Council.

Table 4.8: Democratic Election in the Lower Level at Bariadi District Council

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 14 | 9.0 | 9.0 | 9.0 |
| | Agree | 66 | 42.6 | 42.6 | 51.6 |
| | Disagree | 45 | 29.0 | 29.0 | 80.6 |
| | Neutral | 30 | 19.4 | 19.4 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.2 Presence of DC office and relation with councilors

In this subsection, the study examined whether there was a presence of a DC office with good relations with councilors in Bariadi District Council. The study's findings discovered that most of the respondents (60.6 percent) supported that there was the presence of a DC office with good relations with councilors in Bariadi District Council. Usadolo (2020) and Lemmi & Nakkiran (2019) revealed that participatory leadership approaches are used to increase the involvement of agricultural extension officers. Table 4.9 contains the results about the relations of the DC office with councilors in Bariadi District Council.

Table 4.9: Relationship between the DC Offices with Councils in Bariadi District Council

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 40 | 25.8 | 25.8 | 25.8 |
| | Agree | 54 | 34.8 | 34.8 | 60.6 |
| | Disagree | 40 | 25.8 | 25.8 | 86.5 |
| | Neutral | 21 | 13.5 | 13.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.3 Performance of Statutory Meetings at Lower Level

This study examined whether there was performance of statutory meetings at a lower level in Bariadi District Council. According to the findings of the research, a majority of the respondents (66.5 percent) supported the view that there was performance of statutory meetings at a lower level in Bariadi District Council. Usadolo (2020) and Lemmi & Nakkiran (2019) revealed that participatory leadership approaches, especially at a lower level, are key to increasing community involvement in agricultural activities. Table 4.10 contains the results of the

performance of statutory meetings at the lower level in Bariadi District Council.

Table 4.10: Performance of Statutory Meetings at Lower Level

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 36 | 23.2 | 23.2 | 23.2 |
| | Agree | 67 | 43.2 | 43.2 | 66.5 |
| | Disagree | 42 | 27.1 | 27.1 | 93.5 |
| | Neutral | 10 | 6.5 | 6.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.4 Effectiveness of the Bylaws to Support Agricultural Activities

In this subsection, the researcher ought to examine whether there was effectiveness of the bylaws that support agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (54.4 percent) supported the view that there was effectiveness of the bylaws supporting agricultural activities in Bariadi District Council. These findings were supported by a study by Borisov *et al.* (2019) who also ascertained that the change of policy (i.e., the Common Agricultural Policy) resulted in the investments in the sector growing four times over the examined period, while, their percentage of the nation's total economic investment increases from 2.6 to 8.9 percent. Table 4.11 shows the results of the effectiveness of the bylaws that support agricultural activities in Bariadi District Council.

Table 4.11: Effectiveness of the Bylaws to Support Agricultural Activities

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 27 | 17.4 | 17.4 | 17.4 |
| | Agree | 57 | 36.8 | 36.8 | 54.2 |
| | Disagree | 43 | 27.7 | 27.7 | 81.9 |
| | Neutral | 28 | 18.1 | 18.1 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.5 Shared mission and Vision Supporting Agricultural Activities

This study examined whether there are shared missions and visions in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (50.3 percent) supported the view that there was a shared mission and vision in support of agricultural activities in Bariadi District Council. Table 4.12 contains the results about the existence of the shared mission and vision in support of agricultural activities in Bariadi District Council.

Table 4.12: Shared Mission and Vision Supporting Agricultural Activities

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 9 | 5.8 | 5.8 | 5.8 |
| | Agree | 69 | 44.5 | 44.5 | 50.3 |
| | Disagree | 47 | 30.3 | 30.3 | 80.6 |
| | Neutral | 30 | 19.4 | 19.4 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.6 Common Objectives And Policy To Support Agricultural Activities

In this subsection, the researcher sought to examine whether there are common objectives and policies that support agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (52.3 percent) were either uncertain or did not concur with the view that some common objectives and policies support agricultural activities in Bariadi District Council. The findings of this study did not corroborate with a study by Borisov *et al.* (2019), who showed the importance of policy in executing agricultural activities. Table 4.13 shows the results of the Common objectives and policies that support agricultural activities.

Table 4.13: Common Objectives and Policy That Support Agricultural Activities

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 33 | 21.3 | 21.3 | 21.3 |
| | Agree | 41 | 26.5 | 26.5 | 47.7 |
| | Disagree | 52 | 33.5 | 33.5 | 81.3 |
| | Neutral | 29 | 18.7 | 18.7 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.7 Administrative structural reform

This study examined whether there was administrative structural reform to support agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (63.9 percent) supported the view that there was administrative structural reform to support agricultural activities in Bariadi District Council. The findings of this study were congruent with a study by Kolaj *et al.* (2017), who indicated the importance of good leadership in executing agricultural activities. Table 4.14 contains the results of the administrative structural reform to support agricultural activities in Bariadi District Council.

Table 4.14: Administrative Structure Reform

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 32 | 20.6 | 20.6 | 20.6 |
| | Agree | 67 | 43.2 | 43.2 | 63.9 |
| | Disagree | 46 | 29.7 | 29.7 | 93.5 |
| | Neutral | 10 | 6.5 | 6.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.8 Autonomy of the Local Authority

This study examined whether there was autonomy of the local authority in support of agricultural activities in Bariadi District Council. According to the findings of the

research, a majority of the respondents (57.4 percent) supported the view that there was autonomy of the local authority in support of agricultural activities in Bariadi District Council. findings are congruent with the study by Resnick (2022), who showed that the government, in support of agricultural activities, vests some power of revenue collection to the local authorities. Table 4.15 contains the results about the existence of autonomy of the local authority in support of agricultural activities in Bariadi District Council.

Table 4.15: Autonomy of the Local Authority

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 22 | 14.2 | 14.2 | 14.2 |
| | Agree | 67 | 43.2 | 43.2 | 57.4 |
| | Disagree | 46 | 29.7 | 29.7 | 87.1 |
| | Neutral | 20 | 12.9 | 12.9 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.4.9 Powers of Revenue Collection and Diversification of Revenue Sources

This study examined whether there are powers of revenue collection and diversification of revenue sources towards the support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (63.0 percent) were either uncertain or did not support the view that there are powers of revenue collection and diversification of revenue sources towards the support of agricultural activities in Bariadi District Council. The findings of this study did not align with those of Resnick (2022), who showed that the government supports agricultural activities in the local authorities. Table 4.16 shows the results of the Common objectives and policies that support agricultural activities.

Table 4.16: Powers of Revenue Collection and Diversification of Revenue**Resources**

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 26 | 16.8 | 16.9 | 16.9 |
| | Agree | 31 | 20.0 | 20.1 | 37.0 |
| | Disagree | 63 | 40.6 | 40.9 | 77.9 |
| | Neutral | 34 | 21.9 | 22.1 | 100.0 |
| | Total | 154 | 99.4 | 100.0 | |
| Missing | System | 1 | .6 | | |
| Total | | 155 | 100.0 | | |

Source: Survey data, 2023.

4.5 Contribution of Leadership on Improving Agricultural Activities in Bariadi

District Council

4.5.1 Community Involvement in the Planning Processes

This study examined whether there is community involvement in the planning processes in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (63.8 percent) supported the view that there are community involvements in the planning processes in support of agricultural activities in Bariadi District Council. These findings are supported by studies by Usadolo (2020) and Lemmi & Nakkiran (2019) who revealed that participatory leadership approaches are used to increase the involvement of agricultural extension officers. Table 4.17 contains the results of community involvement in the planning processes in support of agricultural activities in Bariadi District Council.

Table 4.17: Community Involvements in the Planning Processes

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 21 | 13.5 | 13.5 | 13.5 |
| | Agree | 57 | 36.8 | 36.8 | 50.3 |
| | Disagree | 50 | 32.3 | 32.3 | 82.6 |
| | Neutral | 27 | 17.4 | 17.4 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.2 Training to Local Leaders

In this subsection, the researcher ought to examine whether there was training for local leaders in support of agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (56.8 percent) supported the view that there was training for local leaders in support of agricultural activities in Bariadi District Council. The findings of this study were supported by studies by Borisov *et al.* (2019) and Lemmi & Nakkiran (2019) who recommended training upgrades and critical farm management skills in support of agricultural activities. Table 4.18 shows the results of the existence of training for local leaders in support of agricultural activities in Bariadi District Council.

Table 4.18: Training to Local Leaders

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Agree | 17 | 11.0 | 11.0 | 11.0 |
| | Agree | 54 | 34.8 | 34.8 | 45.8 |
| | Disagree | 52 | 33.5 | 33.5 | 79.4 |
| | Neutral | 32 | 20.6 | 20.6 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.3 Involvement of Stakeholders in Development

In this subsection, the study examined whether there was involvement of stakeholders in development in support of agricultural activities in Bariadi District Council. The study's findings discovered that most of the respondents (71.3 percent) supported that there was involvement of stakeholders in development in support of agricultural activities in Bariadi District Council. These findings were backed up by a study by Lemmi & Nakkiran (2019) and Usadolo (2020) who indicated the need to

support the community and cooperative leaders with relevant agricultural skills for improved outputs. Table 4.19 contains the results of the involvement of stakeholders in the development of Bariadi District Council.

Table 4.19: Involvement of Stakeholders in Development

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 36 | 23.2 | 23.2 | 23.2 |
| | Agree | 54 | 34.8 | 34.8 | 58.1 |
| | Disagree | 50 | 32.3 | 32.3 | 90.3 |
| | Neutral | 15 | 9.7 | 9.7 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.4 Facilitation of Ideas for Development

In this subsection, the researcher ought to examine whether there was facilitation of ideas for development in support of agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (71.6 percent) supported the view that there was facilitation of ideas for development in support of agricultural activities in Bariadi District Council. These findings are supported by a study by Cotula & Berger (2017), who also indicated how grassroots committees in agricultural activities participate in decisions. Table 4.20 shows that there was facilitation of ideas for development in support of agricultural activities in Bariadi District Council.

Table 4.20: Facilitation of Ideas for Development

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 29 | 18.7 | 18.7 | 18.7 |
| | Agree | 53 | 34.2 | 34.2 | 52.9 |
| | Disagree | 49 | 31.6 | 31.6 | 84.5 |
| | Neutral | 24 | 15.5 | 15.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.5 Interference by the Central Government

This study examined whether there was any interference by the central government in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (80.0 percent) supported the view that there was no interference by the central government in support of agricultural activities in Bariadi District Council. findings are congruent with the study by Resnick (2022), who showed that the government supports agricultural activities in the local authorities by allocating revenues to them. Table 4.21 contains the results of noninterference by the central government in support of agricultural activities in Bariadi District Council.

Table 4.21: Non-interference of Central Government

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 32 | 20.6 | 20.6 | 20.6 |
| | Agree | 60 | 38.7 | 38.7 | 59.4 |
| | Disagree | 52 | 33.5 | 33.5 | 92.9 |
| | Neutral | 11 | 7.1 | 7.1 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.6 Improvement of Infrastructures

In this subsection, the researcher ought to examine whether there was an improvement in infrastructure in support of agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (57.5 percent) supported the view that there was an improvement in infrastructure in support of agricultural activities in Bariadi District Council. This study is congruent with a study by Borisov *et al.* (2019), who recommended upgraded equipment, farm modernization, and incorporation of new technology toward improving agricultural

activities. Table 4.22 shows that there was an improvement in infrastructure in support of agricultural activities in Bariadi District Council.

Table 4.22: Improvement of Infrastructures

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 19 | 12.3 | 12.3 | 12.3 |
| | Agree | 51 | 32.9 | 32.9 | 45.2 |
| | Disagree | 62 | 40.0 | 40.0 | 85.2 |
| | Neutral | 23 | 14.8 | 14.8 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.5.7 Participation of All Genders In Decision-Making

This study examined whether there was participation in decision-making for all genders in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (67.8 percent) supported the view that there was participation in decision-making for all genders in support of agricultural activities in Bariadi District Council. These findings are congruent with a study by Cotula & Berger (2017), who also indicated participation of the grassroots committee in agricultural activities. Table 4.23 contains the results of participation in decision-making for all genders in support of agricultural activities in Bariadi District Council.

Table 4.23: Participation of All Genders in Decision-Making

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 24 | 15.5 | 15.5 | 15.5 |
| | Agree | 57 | 36.8 | 36.8 | 52.3 |
| | Disagree | 43 | 27.7 | 27.7 | 80.0 |
| | Neutral | 31 | 20.0 | 20.0 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6 The effect of Accountability on Improving Agricultural Activities in Bariadi District Council

4.6.1 Transparency on the Use of Money and other Resources

In this subsection, the researcher ought to examine whether there was transparency on the use of money and other resources in support of agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (54.8 percent) supported the view that there was transparency on the use of money and other resources in support of agricultural activities in Bariadi District Council. These findings are consistent with a study by Osabohien *et al.* (2020), who showed the influence of accountability on food security. Table 4.24 shows transparency on the use of money and other resources in support of agricultural activities in Bariadi District Council.

Table 4.24: Transparency on the use of Money and Other Resources

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 18 | 11.6 | 11.6 | 11.6 |
| | Agree | 49 | 31.6 | 31.6 | 43.2 |
| | Disagree | 56 | 36.1 | 36.1 | 79.4 |
| | Neutral | 32 | 20.6 | 20.6 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6.2 Allocation of Budgets by the Central Government to Local Authorities

This study examined whether there was an allocation of budgets by the Central Government in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (66.4 percent) supported the view that there was an allocation of budgets by the Central Government in support of agricultural activities in Bariadi District Council. These

findings are congruent with the study by Resnick (2022), who showed that the government supports agricultural activities in the local authorities. Table 4.25 contains the results of the allocation of budgets by the Central Government in support of agricultural activities in Bariadi District Council.

Table 4.25: Allocation of budgets by central Government to local authorities

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 21 | 13.5 | 13.5 | 13.5 |
| | Agree | 61 | 39.4 | 39.4 | 52.9 |
| | Disagree | 46 | 29.7 | 29.7 | 82.6 |
| | Neutral | 27 | 17.4 | 17.4 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6.3 Commitment And Performance Of Employees

In this subsection, the researcher ought to examine whether there was commitment and performance of employees in the agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (72.2 percent) supported the view that there was commitment and performance of employees in the agricultural activities in Bariadi District Council. These findings are supported by a study by Cotula & Berger (2017) who also indicated the legal empowerment of grassroots committees. Table 4.26 shows the commitment and performance of employees in the agricultural activities in Bariadi District Council.

Table 4.26: Commitment and Performance of Employees

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 21 | 13.5 | 13.5 | 13.5 |
| | Agree | 70 | 45.2 | 45.2 | 58.7 |
| | Disagree | 43 | 27.7 | 27.7 | 86.5 |
| | Neutral | 21 | 13.5 | 13.5 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6.4 Participatory Planning and Monitoring in Development Projects

This study examined whether there was participatory planning and monitoring of development projects in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (73.5 percent) supported the view that there was participatory planning and monitoring of development projects in support of agricultural activities in Bariadi District Council. These findings are supported by a study by Cotula & Berger (2017), who also indicated the legal empowerment of grassroots committees. Table 4.27 contains the results of participatory planning and monitoring of development projects in support of agricultural activities in Bariadi District Council.

Table 4.27: Participatory Planning and Monitoring in Development Projects

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|------------|--------------|---------------|--------------------|
| <i>Valid</i> | Strongly Agree | 27 | 17.4 | 17.4 | 17.4 |
| | Agree | 60 | 38.7 | 38.7 | 56.1 |
| | Disagree | 46 | 29.7 | 29.7 | 85.8 |
| | Neutral | 22 | 14.2 | 14.2 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6.5 Honesty and Integrity

In this subsection, the researcher ought to examine whether there was honesty and integrity in the execution of agricultural activities in Bariadi District Council. The study's findings ascertained that the majority of the respondents (74.9 percent) supported the view that there was honesty and integrity in the execution of agricultural activities in Bariadi District Council. These findings are consistent with a study by Osabohien, *et al.*, (2020), who revealed the relationship between accountability and food security. Table 4.28 shows honesty and integrity in the

execution of agricultural activities in Bariadi District Council.

Table 4.28: Honest and Integrity

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 24 | 15.5 | 15.5 | 15.5 |
| | Agree | 68 | 43.9 | 43.9 | 59.4 |
| | Disagree | 34 | 21.9 | 21.9 | 81.3 |
| | Neutral | 29 | 18.7 | 18.7 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.6.6 Whether the Central Government Leaves Some Revenue Sources to the Local Authority

This study examined whether the central government leaves some revenue sources to local authorities in support of agricultural activities in Bariadi District Council. According to the findings of the research, a majority of the respondents (67.1 percent) supported the view that the central government leaves some revenue sources to local authorities in support of agricultural activities in Bariadi District Council. findings are congruent with the study by Resnick (2022) who showed that the government supports agricultural activities in the local authorities. Table 4.29 contains the results of the central government leaving some revenue sources to local authorities in support of agricultural activities in Bariadi District Council.

Table 4.29: Whether the Central Government Leaves Some Revenue Sources to Local Authority

| | Rating | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|----------------|------------|--------------|---------------|--------------------|
| Valid | Strongly Agree | 23 | 14.8 | 14.8 | 14.8 |
| | Agree | 58 | 37.4 | 37.4 | 52.3 |
| | Disagree | 52 | 33.5 | 33.5 | 85.8 |
| | Neutral | 22 | 14.2 | 14.2 | 100.0 |
| | Total | 155 | 100.0 | 100.0 | |

Source: Survey data, 2023.

4.7 Triangulation

Respondents to the interviews and FGDs said the following concerning the impact of agricultural activities:

4.7.1 Decentralized Governance and Leadership

Respondents were asked about transparency and Accountability after decentralization, and they said the following:

“Yes, there is transparency and accountability, because they read the income and expenditure” (FGD 5)

“No, there is no transparency and accountability, and the government should intervene” (Interviewee 15)

“The decentralization has boosted the budget of agriculture, about 95% of the agriculture sector is used in agriculture” (FGD 4)

“In my sector, I see farmers, I see the officers, we see the results, we get priority”

“Agriculture is the backbone of our country’s economy” (Interview 11)

“There is no transparency and accountability” (Interview 8)

In this section, on the theme of transparency and accountability, some respondents believe that the leaders are not transparent and accountable. But others believe that there is transparency and accountability. The respondents also perceived decentralization as a source of priority and better use of the budget for agriculture.

4.7.2 Availability of Agricultural Inputs

“Nowadays, the facilities are more available and more easily available” (interviewee 1)

“The distance is shorter, before to get tractors were available in centers” (interviewee 10)

“Every year we cultivate and we are given tractors” (FGD 3)

“If I were a leader, I would give citizens what they need for their field. Nowadays, the government has given tractors to all districts. I would give tractors for each ward, so that there are no preferences”

“Also, the tractors are available, they distribute just seeds and fertilizers” (FGD 2)

“They give good education, the facilities too, tractors, fertilizers, seeds, and education on modern agriculture” (FGD 10)

“Yes, they give us seeds and tractors for doing activities”

“For us doing the agriculture of pamba, we are given the seed which is not compatible with the land, and the amount given is not proportional to the field, so there is no openness, we do not know about income and expenditure”

“Now there is relief, before there were no tools for agriculture; now we use tractors, before we used manual hoes”

“I see the difference, I am also doing agriculture, we get inputs, we get pesticides, we get education”

“The services have been increased because we have agricultural extension officers, and we have different leaders who help us.”

“The service is good, we can use the whole week, we can cultivate 10 acres per day, and you do not have to use the hand hoes”

“Decentralization from the central to local government has helped because the local government is part of the community, it is possible to see them, they have received the motorbikes, they can move around, we get the scientific advice, and these people should be responsible and accountable” (interviewee 16).

In this section, the main ideas that were generated from the availability of agricultural inputs are that decentralization is associated with the availability of seeds, tractors, motorbikes, and scientific advice. The decentralization has therefore facilitated agricultural activities.

4.7.3 Agricultural Transformation

“The officers and directors are good, they give priority to the agriculture sector”

“The agricultural sector is given priority”

“Before we were using the hoes, but today we are using the tractors”

“Now we are given education about modern agriculture”

“We were not getting an education, and we were not getting pesticides”

“It has improved. We have agriculture officers in the ward”

“The education goes to each village to provide services to help the farmers”

“There are different projects in water from Lake Victoria that help in agriculture” (FGD 10)

“There are different projects in water from Lake Victoria that help in the irrigation of agriculture” (FGD 10)

Concerning the agricultural transformation, the study has revealed that decentralization has increased the prioritization of agriculture in Bariadi, this is shown by the

improvement of agriculture through education and other services. Instead of using hand hoes, nowadays farmers are using mechanized agriculture.

4.7.4 Challenges

“Yes, but it is satisfying, but they should be increased so that we can produce more”

“So, they could increase the tractors and the seed”

“So, they should increase tractors so that we can produce more”

“There are challenges, but the important thing is to get fertilizers and assess the earth”

“Money satisfies the needs to the extent of 60% and it cannot satisfy all the needs”

“The challenges related to the irrigation, if the irrigation and climate change”

In this section of the challenges, this study has revealed that there are challenges in terms of the availability of funds and resources, and the availability of water for irrigation. The local government has been making a lot of efforts to improve agriculture, but there are still challenges that should be addressed for future improvement.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Overview

This chapter mostly consists of a summary of the major findings, conclusions, suggestions, and a discussion of the theoretical and methodological developments. The purpose of this study was to assess how Baridi District Council's agricultural activities were affected by the decentralization program. The study also identifies its shortcomings and offers recommendations for future lines of inquiry.

5.2 Summary of the Findings

This section provides a summary of the study's significant findings. The study's main goal was to evaluate the impact of the decentralization policy on the efficiency of agricultural activities in Baridi District Council. A case study design was adopted to assess the influence of decentralization policy on the efficiency of agricultural activities in Baridi District Council with the following specific objectives: assessing the influence of decentralized governance practices (institution framework) on improving agricultural activities, examining the contribution of decentralized leadership on improving agricultural activities, and investigating the effect of accountability on improving agricultural activities in Bariadi District Council. The study was guided by participatory management theory, which emphasizes that, once members are fully involved in important matters of their organization, they are motivated to make sure that the aim of the organization is achieved.

This research aimed to assess the influence of decentralization policy on the efficiency of agricultural activities in Baridi District Council. Employing a case

study design to gain insights from multiple units of analysis at various levels within Bariadi Local Government Authority. The case study design is considered advantageous as it allows for in-depth exploration of cross-cutting issues at different levels, providing a comprehensive and intensive understanding of the research topic. This study involved diverse groups of participants aiming to enable a unique assessment of the influence of decentralization policy on the efficiency of agricultural activities in the selected case study.

The first objective aimed to assess the influence of decentralized governance practices (institutional framework) on improving agricultural activities in Bariadi District Council. According to the findings, the majority of respondents agreed that governance practices (institutional framework) have an impact on the improvement of agricultural operations in Bariadi District Council. Furthermore, respondents agreed that democratic elections are held within Bariadi District Council, particularly at the lower levels, and that the DC's office has a strong relationship with councillors. Further study findings revealed that statutory meetings, particularly at the lower levels, make a significant contribution to Bariadi District Council. The bylaws' efficacy in promoting agricultural activity is another factor. Additionally, a clear vision, mission, objectives, and policy are also in place to promote agricultural activities. Also, the administrative structural reform supports agricultural activities, and the local authority has autonomy.

The second objective sought to examine the contribution of decentralized leadership to improving agricultural activities in Bariadi District Council. According to the findings, the respondents' responses were mostly positive. One of the interesting

results supported that in Bariadi District Council, there was community involvement of the stakeholders in various developmental matters right from the planning phase, availability of training, especially to local leaders, and ideas were valued. Furthermore, there has been no involvement by the central government in agricultural activity, and agricultural infrastructure has been upgraded. Moreover, stakeholders are involved in decision-making.

The third objective aimed to investigate the effect of accountability on improving agricultural activities in Bariadi District Council. The majority of participants agreed that there is accountability in the performance of agricultural activities in Bariadi District Council. Respondents also agreed that there is transparency and integrity in the utilization of public funds and other agricultural resources, as well as employee commitment and performance. Respondents agreed, in particular, that the Central Government allocates some cash to local governments and that there is participation in the planning and monitoring of agricultural development initiatives.

5.4 Concluding Remarks

The data analysis shows that this research makes substantial contributions to both theory and practical applications for policymakers. The following are the theoretical and methodological advances made by the study: In terms of theory, this study applies participatory management theory to better understand the influence of decentralization policy on agricultural activity efficiency in Bariadi District Council. The findings of the investigation agree with and support this adopted theory. This study is notable for its triangulation of data sources, which included both primary and secondary data-gathering methods such as fieldwork, interviews, focus group

discussions, questionnaires, non-participant observations, and documentary examination. This method distinguishes it from many earlier studies that did not use a diverse set of data sources.

This study is a helpful reference for the impact of decentralization policy on agricultural activity efficiency and related research. This dissertation would be especially valuable to academics, researchers, and students in Tanzania, where this subject is of interest and under explored. As a result, this study not only adds to the current literature in this field of study but also prepares the way for future scholarly endeavours by inviting other scholars to look deeper into this phenomenon.

5.5 Recommendations on the Influence of Decentralization Policy on the Efficiency of Agricultural Activities in Baridi District Council

This study has provided valuable insights into the evaluation of the impact of decentralization policy on the efficiency of agricultural activities in Baridi District Council. The following recommendations are derived from the findings and conclusions of this research and aim to evaluate the impact of decentralization policy on the efficiency of agricultural activities. Strengthening of democratic elections and availability of statutory meetings: Enhancing strategic management: Availability of Training and community involvement: Improvement of agricultural infrastructure: Presence of accountability, transparency, and integrity: and constant support from the Central Government:

- i. *Democratic elections and statutory meetings*: the study suggests the availability of democratic elections and the holding of statutory meetings, particularly at the lower levels.

- ii. *Strategic management*: another component that the study advises is the provision of a defined vision, mission, objectives, policy, and bylaws' efficacy in boosting agricultural activities.
- iii. *Training and community involvement*: the study also suggests making training available, particularly for local leaders, involving stakeholders in decision-making in various agricultural development topics, and valuing their ideas.
- iv. *Improvement of agricultural infrastructure*: Furthermore, the report suggests that agricultural infrastructure be constantly upgraded.
- v. *Accountability, transparency, and integrity*: The report once again urges the presence of accountability in the execution of agricultural activities, as well as transparency and integrity in the use of public monies.
- vi. *Support from Central Government*: The report suggests that the Central Government provide ongoing assistance by distributing funds to local governments to support agricultural development efforts.

5.6 Implications of the Study Findings

This study, which sought to assess the influence of decentralization policy on agricultural efficiency in Bariadi District Council, gave a thorough understanding of the factors that determine agricultural efficiency.

According to the findings of this study, there are relevant issues that must be constantly addressed to ensure the effectiveness of agricultural activities:

- i. Improvement of agricultural infrastructure;
- ii. Establishing accountability, transparency, and integrity;
- iii. Ensure that the Central Government supports the agricultural growth of local

governments;

- iv. Providing training, particularly for local leaders, including stakeholders in decision-making on numerous agricultural development themes, and valuing their perspectives; and
- v. Availability of democratic elections and the holding of statutory meetings, particularly at the lower levels relating to agricultural activities.

5.7 Limitations of the Study and Suggestions for Future Research

While this study used participatory management theory to assess the impact of decentralization policy on the efficiency of agricultural activities in Bariadi District Council, more research is needed to gain a better understanding of decentralization policy and its impact on agricultural productivity.

This study was limited to Bariadi District Council; other scholars may wish to investigate other districts or regions in Tanzania or elsewhere. Furthermore, future studies may consider using different theories and developing new variables to conduct a similar investigation. Moreover, the approach utilized in this study can be applied in a variety of settings.

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APPENDICES

Appendix 1: *Questionnaire*

Introduction

Dear Respondent,

Kindly, Sir/Madam, this study aims to address concerns regarding the decentralization of central government functions to local government authorities. Please accept my gratitude for taking part in this study. We kindly request that you dedicate a brief period of your precious time to answering the questions contained in this survey. There will be no mention of the data by name.

Part A: General information

1. Gender roles: (Tick where appropriate) (a) Male () (b) Female ()
2. Age: (Tick where appropriate) 18–30 (), 31–45 (), 46–60 (), 61–85 ()
3. Does the local government's current situation help foster an environment favorable for development? (Check the appropriate box.) (a) Yes () (b) No ()
4. Full Council is a tool for making decisions at the council level. Do these council members currently have enough capacity to support the expansion of local authorities? (a) Yes () (b) No () If the response is "no," explain why.
 - a)
 - b)
 - c)
 - d)
5. How can local governments improve the way they carry out and manage their work in agriculture development?
 - i. Village Level

- a)
- b)
- c)

ii. Ward Level.

- a)
- b)
- c)

iii. District Level.

- a)
- b)
- c)

6. How has the decentralization of government activities—which gives the people more control over decision-making, planning, and development—benefitted society? at the Village, Ward, or District level. Indicate that:

i. Village Level

- a)
- b)
- c)

ii. Ward Level

- a)
- b)
- c)

iii. District Level

- a)
- b)
- c)

7. Do the way local governments are currently organized and interact with the central government promote the long-term growth of district councils?

- a)
- b)
- c)

8. (a). Do you believe that the aforementioned laws and policies make it easier for

☐
☐

residents to access public agriculture services? 1. Yes 2. No

b) If the answer is Yes in Q. 7(a), how? -----

c) If the answer is No in Q. 7(b), why? -----

9. (a) Do you believe that the Central Government is committed to decentralizing for better public agriculture service delivery in your area, as demonstrated ☐ the laws ☐ policies in place? 1. Yes 2. No

(b) If Yes, why? -----

(c) If No. Why? -----

10. As a citizen, how satisfied are you with the institutional arrangements between the central government and local governments that have improved the delivery of public agriculture services in rural areas?

11. How much do the decentralization laws and policies give wards and villages more control over their financial resources to enhance the provision of public agriculture services?

12. How are services related to public agriculture funded? For what do you pay?

Who decides how much has to be paid? Do you participate in the process of deciding on payments? as a client of the service?

13. What steps should be taken to strengthen local government decentralization in the following areas:

i. In decision-making:

.....

ii. In the management of resources

.....

iii. Involvement of people in decision-making:

.....

iv. In the allocation of resources:

-
- v. In the application of bylaws:
-

Appendix 2: Interview guide

Introduction:

The purpose of this study is to provide answers to inquiries regarding the decentralization from the central government to local government entities. We value your participation. Give the questionnaire a few minutes of your time, and know that your sincere thoughts and responses will be kept private and used only for study. I'm grateful.

A: GENERAL INFORMATION

- Date of interview

.....

- Respondent number

.....

- Title of the respondents

.....

- Office name

.....

What is the highest level of education that you achieved?

1 = Primary education 2 = Secondary education 3 = Post-
secondary e.g. certificate, diploma, degree 4 = Adult education 5 =

No formal schooling

B. INTERVIEW QUESTIONS

1. How would you rate the availability, accessibility, and facilities of agricultural services provided in your area during the previous fifteen years?
2. After decentralization, how do you measure the distance to agricultural services in your area?

3. Do you believe that there is enough room for transparency in the current local authority structure and operating system?
4. Is there enough room for transparency in the current local authority structure and operating system, in your opinion?
5. As a leader, how satisfied do you think the people in your community are with the agricultural services that have been provided over the last fifteen years?
6. Does your local council's annual plan and budget include community agriculture as a priority?
7. Do you feel that the money that the central government gives local governments meets your needs?
8. Does the district council function as a separate body within the national government?
9. What are your thoughts regarding the past fifteen years in your area regarding staffing levels, equipment, supplies, and agricultural input availability and sufficiency?
10. What difficulties has your area's agriculture service delivery faced in the last fifteen years?

Appendix 3: Focus group discussion

A: GENERAL INFORMATION

Date of interview

Name of the ward

Number of participants Number of men Number of women

FGD No

Education levels

Age categories

Main occupation categories

1. Are there any decentralization laws or policies in Tanzanian local government administration?
2. Do you think that the distance to agricultural point services poses a problem? If so, please explain.
3. What significant advancements in your community's availability, affordability, and quality of public agriculture services have occurred during the previous fifteen years?
4. What do you believe has contributed to these kinds of changes?
5. Does the District Council plan to take community agriculture priorities into account?
6. In this village, how are agricultural services paid for?
7. Are there any instances of citizens not making payments, and if so, how many? and if they use any alternative agriculture services, which ones do they choose?
8. Do you believe that the agricultural facility in your community has the necessary infrastructure to provide agricultural services efficiently?

9. Is there enough agricultural staff in your area to ensure efficient service delivery?
10. Do you think the people working in agriculture in your area are receptive, dedicated, and prepared to serve the public?
11. What obstacles does this village have to overcome to receive public agriculture services?
12. What remedies do you propose for those problems facing legislators and other decision-makers?
13. Do you believe that everyone in the village is involved in the planning process and that there is transparency?
14. What advantages does the decentralization process offer?

| | Key 1. Very important 2. Important 3. Don't know 4. Not important 5. 5. Not important at all | | | | | Key 1. Very satisfied 2. Satisfied 3. Don't know 4. Not satisfied 5. Not satisfied tall | | | | |
|---|--|----------|----------|----------|----------|---|----------|----------|----------|----------|
| | Importance on local authority performance | | | | | Level of community acceptance | | | | |
| Factor for local government performance and development ownership | 1 | 2 | 3 | 4 | 5 | 1 | 2 | 3 | 4 | 5 |
| Leadership | | | | | | | | | | |
| 1. There is Community Involvements in planning processes | | | | | | | | | | |
| 2. Training for local leaders. | | | | | | | | | | |
| 3. Involving stakeholders in development | | | | | | | | | | |
| 4. Facilitation of all ideal ideas for development | | | | | | | | | | |
| 5. The central government does not interfere | | | | | | | | | | |
| 6. Infrastructure development | | | | | | | | | | |
| 7. Participation of all genders in decision-making | | | | | | | | | | |
| Governance Practices | | | | | | | | | | |
| 1. Democratic election at the lower level | | | | | | | | | | |
| 2. DC's office's existence and its relationship with councilors | | | | | | | | | | |
| 3. Conduct required meetings at a lower level | | | | | | | | | | |
| 4. Enactment of effective bylaws | | | | | | | | | | |
| 5. A common goal and vision | | | | | | | | | | |
| 6. Sharing a common goal and policy | | | | | | | | | | |
| 7. Reforming the administrative structure | | | | | | | | | | |
| 8. Local government autonomy | | | | | | | | | | |
| 9. Possession of the authority to collect taxes and diversify sources of income | | | | | | | | | | |
| Accountability | | | | | | | | | | |
| 1. Transparency regarding the allocation of funds and other assets | | | | | | | | | | |
| 2. Budgets allocated to local governments by the central government | | | | | | | | | | |
| 3. Employee Performance and Commitment in Local Authorities | | | | | | | | | | |
| 4. Planning and monitoring with participation in development projects | | | | | | | | | | |
| 5. Having integrity and being truthful | | | | | | | | | | |
| 6. Local governments receive part of their revenue from the central government. | | | | | | | | | | |

Position.....

Ward / Village.....

Department.....

Thank you for answering this questionnaire

End

Thank you for your cooperation

Appendix 4: Research clearance letters



Ref. No OUT/PG201802940

24th August, 2023

District Executive Director (DED),
Bariadi District Council,
P.O.Box 526,
SIMYU.

Dear District Executive Director,

RE: RESEARCH CLEARANCE FOR MR. FRANCIS SETH MSUKU. REG NO: PG201802940

2. The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

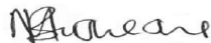
3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief

background, the purpose of this letter is to introduce to you **Mr. Francis Seth Msuku, Reg. No: PG201802940**), pursuing **Masters of Arts in Governance and Leadership (MAGL)**. We here by grant this clearance to conduct a research titled **“Influence of Decentralization Policy on the Efficiency of Agricultural Activities in the Bariadi District Council”**. He will collect his data at your area from 25th August to 31th September 2023.

4. In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O.Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,



THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: VICE CHANCELLOR

Appendix 5: Research clearance letter 2


| | |
|--|---|
|  <p style="text-align: center;">JAMHURI YA MUUNGANO WA TANZANIA OFISI YA RAIS TAWALA ZA MIKOA NA SERIKALI ZA MITAA HALMASHAURI YA WILAYA YA BARIADI</p> |  |
| <p>Unapojibu tafadhali taja: Kumb. Na. Ref No. BL.26/425/2/24</p> | <p>Date: 25/08/2023</p> |

Mr. Francis Seth Msuku,
S.L.P. 23409,
DAR ES SALAAM.

KIBALI CHA KUFANYA UTAFITI

Tafadhari husika na mada tajwa hapo juu. Pia jerea barua yako yenye **Kumb Na. OUT/PG201802940** ya tarehe 24th Augost,2023.

2. Kwa barua hii, ninapenda kukutaarifu kwamba Ofisi hii imetoa kibali cha kufanya Utafiti katika Halmashauri ya Wilaya ya Bariadi. Utafiti wako unahusiana na " **Influence of Decentralization Policy on the Efficiency of Agricultural Activities in the Bariadi District Council**".
3. Matokeo ya Utafiti ni kwa ajili ya matumizi ya kitaaluma na si vinginevyo. Aidha utakusanya taarifa za utafiti kuanzia tarehe 25th Augost, 2023 mpaka 31th September, 2023.
4. Nakutakia Utafiti mwema.


 Shakira A. Hamisi
KNY:MKURUGENZI MTENDAJI (W)
BARIADI.

Nakala: Chuo Kikuu Huria Tanzania
S.L.P 23409
DAR ES SALAAM.

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