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Full Length Research Paper

Improving Community Livelihood through Leadership Strategy and Food Security at Kumutwenzi Centre in Kirundo Province, Burundi

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ABSTRACT: The study aimed to assess how leadership strategy and food security affect the community livelihood in Kumutwenzi Centre of Kirundo Province. This study used a descriptive case study design and mixed research approach to collect data from a population of 253 which gave the sample size of 154 using Slovin formula (1960). Cluster and random sampling methods were used to select respondents and SPSS version (20.0) was used to analyze data collected from the field. The findings revealed that there is a positive relationship between leadership strategy and community livelihood (r=0.383, P-value<0.01), and the relationship between food security and community livelihood (r=0.455, P-value<0.01). It was also found that leadership strategy and food security explain 30.3% of the variation in community livelihood in Kumutwenzi Centre of Kirundo Province (Adjusted R^2=0.303). This means that 69.7% of the variation was accounted for by other factors not considered under this model. The most influential predictor of community livelihood was leadership strategy (β=0.367) followed by Food security (β=0.255). In conclusion, leadership strategy and food security are crucial for community livelihood. The researchers recommend that leaders should ensure good strategies in their leadership and food security in order to enhance the livelihood of the community.

Keywords: Strategy, leadership, food security, livelihood, community livelihood

INTRODUCTION

Leadership plays a critical role in addressing the challenges faced by organizations that promote community food security and development in Africa. Leadership is one of the glaring needs of religious, public and private organizations (Maxwell, 2002). Quality leadership is able to guarantee effective co-ordination and harmony between leaders and followers by putting things right. In contrast, ineffective and incompetent leadership results to chaotic situations characterized by laziness, laissez-faire, injustice, poor communication, poor planning, poor management, and ultimately unsatisfactory people morale (Mack, 2017). Generally, it can be argued that most unresolved problems in our institutions such as churches, government and private sectors can be traced back to lack of visionary and strategic leadership in those institutions (Maxwell, 2002). Leadership is the ability to employ managerial competencies by inspiring, igniting and motivating teams to meet set organizational goals (Kirega, 2008). According to Ogbonnia (2007), an operational map for leadership was drawn along: corporate style, authoritative style, and laissez-faire style. The European Foundation for Quality Management (EFQM, 2009), defines leadership at the strategic level as "how leaders develop and facilitate the achievement of the mission and vision, develop values required for long-term success and

implement these via appropriate actions and behaviors, and are personally involved in ensuring that the organization's management system is developed and implemented. Leadership styles and traits are important to success in unstable environments (Kirega, 2008). Thus, Livelihood refers to the capabilities and assets required for a means of living. DFID (2000) defines livelihood as comprising of the capabilities, assets (including both material and social resources) and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks maintain or enhance its capabilities and assets, while not undermining the natural resource base (Allison and Horseman, 2006). With Lagarde et al. (2003), food insecurity forced mobility among individuals and households in search of jobs, substantially increased mobility and migration have been shown to play a detrimental role in spreading HIV in many parts of sub-Saharan Africa. Ahishakiye (2011) found that food security is always at the forefront of countries agricultural development policies because it gives a clear indication of the population's living conditions especially in countries where agriculture is the main driver of people's livelihood. Food security is defined by (FAO, 2016) as existing when all people, at all times, have phyisical and economic access to sufficient, safe, and nutritious food that meets their dietary needs and food preferences for an active and health life. According to Kotze (2000), food security at household level means having enough food to ensure a minimum intake for all members. Sijm (1997) describes food security at the household level as primarily, people's access to food and the distribution of available food supplies among households and their members. At the national level, food insecurity exists when a country's production and trade entitlements become problematic: The country's agricultural production is insufficient or is too irregular to guarantee adequate supplies every year, and export revenue to import food is not sufficiently strong. Stevens et al. (2000) maintained that food security is considered differently depending on whether the focus is at the macro or the micro level. At the macro level, food security means that enough food has to be available to cover the whole population's nutritional requirements. At the micro level, for households and individuals, three conditions need to be considered: sufficient food at the macro level, stability in supply, and a regular access to food for all households and their members. However, in order to successfully provide food security to all citizens, two additional elements of the domestic food system have to be considered. First, individual households must be able to afford the food that is produced. Employment opportunities and how incomes are distributed play an important role here. The second element is food prices. Short-run food price fluctuations and shocks make low income households vulnerable to food insecurity (Timmer, 2000; Margaret, 1999). Furthermore, food may be available globally but not all countries, households within countries, or individuals within households may have access to it. At the national level, persistent food insecurity is the result of development failure that prevents food-deficit countries from either acquiring food in the international markets or producing it themselves. However, even when sufficient food for the entire populations is available, food insecurity may persist due to poverty. Poverty is often the culprit. The poor do not have adequate means to secure their access to food even when food is available in local or regional markets (Downing, 1998; Stamoulis, 1999). Thus, community food security occurs when all households have available and nutritionally adequate and safe food, or the ability to acquire food in socially acceptable ways (Centre for Studies in Food Security, 2017). Community food security places the concept of individual or household food security directly in a community context, which implicitly recognizes the important role that the larger food system must play to ensure food security. Hamm and Bellows (2003) regards community food security as a condition which all community residents obtain a safe, culturally acceptable, nutritionally adequate diet through a sustainable food system that maximizes community self-reliance, social justice, and democratic decision-making.

Evidence from other countries such as the United States (Kinsey, 1994; Olson, 1997; and McDowell, 1997) found that, there is a significant relationship between household food security and household socioeconomic and demographic characteristics, such as, annual income, household size, education, household headship pattern, employment status, presence of savings, and home ownership. Specifically, with regard to the issue of gender and food security, FAO (1996) has documented a strong inter-relationship. Women's contributions to the household play an important role in food security both in terms of production and nutrition. Furthermore, Davis (1982), Meade (1996), and McDowell (1997) find that income and food prices are major determinants of household food expenditures and that per capita income explains differences in the share of income spent on food.

Burundi is one of the countries in Sub-Saharan Africa with a significant portion of its population basing their livelihood on agriculture (FAO, 2006). It is in the same light that the last decade has seen Burundi's agriculture sector changing the productivity trend through the adoption of various new global best farming practices. These practices includes the use of improved seeds, fertilizers, pesticides, soil erosion control structures, marshlands planning, new farming techniques and so forth. However, despite these good practices, majority of Burundians are still victims of food insecurity, malnutrition and poverty (Ahishakiye, 2011). In this light, Ndikumana (2001) argues that government's developmental policy in Burundi have largely neglected the rural sector which constitutes the basis for the livelihood of majority of the

population. As such, in Burundi, the economy seems to be particularly vulnerable and not robust to shocks because the production system is not diversified. Coffee and tea exports comprise the majority of foreign earnings; coffee alone accounted for 39 percent of exports of goods in 2004 (Ndikumana, 2001). Muia and Otiende (2004) argue that for most countries that are deficient in minerals, agriculture remain the most important means of economic development. Agriculture in such countries, particularly in Sub-Saharan Africa region, continues to provide the basis for development of other sectors of the economy. Development must act directly on agriculture if the majority of the Africa's people are to be affected by development. Development is expected to achieve internal sufficiency in food production, provide adequate raw materials for agro-based industries, and generate additional supplies for export. Majority of the African population depends on agriculture for survival. This is why improvement in agriculture should be given priority if any country in Africa is going to pride itself as a developed country. Agriculture's contribution to development will continue to be of major significance. However, though there has been an increase in agricultural growth globally since 1970s, its growth has been less felt in developing countries as population growth has often outstripped food production. In nearly all the African countries, Agriculture plays a very important role in economic development. It does this in the following ways: it is a source of livelihood and employment; source of manpower; source of raw materials; source of capital for development; source of foreign exchange; source of cheap food; and a stimulus to industrialization (Muia and Otiende, 2004). Agriculture is a source of food for feeding rural and urban populations. Hunger and malnutrition have adverse effect on mental Community livelihood and physical productivity; this in turn decreases the rate of people's participation in contributing to development. Indeed, there is no development without freedom; if people cannot apply themselves to their world in a meaningful way, they cannot develop.

Achieving food security across the African continent depends on leadership in different stages, from farmers to entrepreneurs, and decision-makers. Equipped individuals with modern tools of leadership can more effectively activate and facilitate staff, partners, and stakeholders to work together (Africalead, 2019). According to Withers and Burns (2013), experiential and inclusive sustainability leadership practices can lead to increased community food security. African States as of now are in dire need of an effective transformational political leadership that can solve Africa's problems of hunger, malnutrition, and extreme poverty. Thus, Adadevoh (2007) argues that Africa's greatest challenge is that of building strong leadership systems that are responsible and accountable to the people. Leadership is the main factor that determines the strength of Africa's social, economic, political and religious institutions. In a specific sense, the agricultural sector seriously needs visionary and purposeful transformational leaders who can move the African communities from being dependent on relief food to self-sufficient food producers in a short possible time. In Burundi there seems to be a mutual link between strategic leadership and food security at one hand and the community livelihoods on the other. On the relationship between Inventory Food insecurity and Leadership styles on Livelihoods of people; leadership establishes and transmits to all employees the overarching direction of the organization, as such, developing a better understanding of effective leaders is important for future leader development (Foster, 2011). Food insecurity decreases the probability of livelihoods of people in a country (FAO, 2016).

The study sought to establish how leadership strategy influences food security and the level of community livelihood in Burundi, with special focus on Kumutwenzi Centre in Kirundo Province. This study was based on the following specific objectives: to examine what constitutes community livelihood; assess the relationship between leadership strategy and community livelihood; examine the relationship between food security and community livelihood; and study factor structure of leadership strategy, food security and community livelihood. There is enough literature on the relationship between leadership strategy, food security and community livelihood. However, most of those studies have been in various sectors and the researcher did not come across one study done on leadership strategy, food security and community livelihood in Burundi. Therefore, it is important to conduct such studies within the Burundian context to assess the kind of relationship that exists between those study variables.

METHODOLOGY

This study opted a descriptive case study design and used a mixed research approaches. The population of the study consisted of a total of 253 people from leaders of Kumutwenzi Centre, representatives of small scale farmers, provincial and communal representatives in the Ministry of Agriculture and Livestock, and local administrators which gave the sample size of 154 computed using Slovin's formula (1960). Simple random sampling and purposive sampling techniques were used to select respondents. To be exhaustive, primary and secondary data were combined. Self-administered questionnaire and interview guide were used to gather data from respondents. Statistical package for the social sciences (SPSS) Version 20.0 was used to process and summarize information got from the questionnaires. The data was then sorted, coded and fed into the SPSS data analysis software to generate various results. The data was also analyzed for descriptive statistics, that is,

frequencies, percentages, mean and standard deviation. Pearson correlation coefficient of determination, inferential statistics like correlations were used to illustrate the existence of the relationship between variables, while the regression analysis was used to explain how the independent variables affected the dependent variable. The validity and reliability of instruments were tested. Content Validity Index (CVI) was used to quantify the agreements. Instruments with Content Validity Indices higher than the recommended one at 0.70 were deemed valid (Wright, 2010). And the validity above 0.7, as recommended by (Kankiriho, 2014) meant that the instruments would produce credible results. Questionnaires were given to ten respondents after which their responses were analyzed for reliability using SPSS software to establish Cronbach's alpha, which is an index of reliability associated with the variation accounted for by the true score of the underlying construct. The higher the score, the more reliable the generated scale is. The reliabilities above 0.7, as recommended by (Kankiriho, 2014) meant the instruments are reliable (Table 1). The items/questions selected for the study were deemed relevant to the study variables since all Content Validity indices for all experts and Alpha coefficients were above 0.7, then.

Table 1: Reliability and validity of the instrument.

Variable	Anchor	Cronbach Alpha Coefficient	(Content Validity Ratio)
Leadership strategy	5 points	0.8264	0.8440
Food security	5 points	0.8132	0.8222
Community livelihood	5 points	0.7996	0.8055

RESULTS AND DISCUSSION

The relationship between leadership strategy and community livelihood

The results indicate a significant positive relationship between leadership strategy and community livelihood (r = 0.383, P-value < 0.01) which implies that Leadership strategy highly determines community livelihood. The result is in line with (Schmidt, 2010) who opined that with the rapidly changing, unpredictable, and complex competitive environments that characterize most communities, leaders must engage everyone in the ideas and energies of people throughout the community.

The relationship between food security and community livelihood

The results indicates a significant positive relationship between food security and community livelihood (r = 0.455, P-value < 0.01) which implies that food security leads to better community livelihood. The results are in line with (Rucker, 2010) who observed that food security is as much an anti-hunger as it is a community development strategy. It addresses multiple needs and problems within a local food system. Community Food Security is both a goal and a method that embraces the full range of food chain activities natural resources and agriculture, processing and distribution, nutrition and health, public policy and promotes a systems approach to food problems.

Regression analysis

Regression analysis was used to examine the leadership strategy, food security and community livelihood. Table 2 shows the regression model for leadership strategy, food security and community livelihood. Results in (Tables 2 and 3) show that leadership strategy and food security explain 30.3% of the variation in community livelihood (Adjusted R^2=0.303).

Table2: Model summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.742[a]	0.550	0.303	7.39311

a. Predictors: (Constant), Food Security, Leadership strategy

Table 3: Regression model.

	Standardized Coefficients Beta (β)	Significance T
Leadership strategy	0.367	0.000
Food Security	0.255	0.000

This means that 69.7% of the variation was accounted for by other factors not considered under this model. The most influential predictor of community livelihood was leadership strategy (β = .367) followed by food security (β = .255) as seen in the model. The result is supported by Kotze (2000) who said that poor leadership can result in the loss of fixed assets, the disruption of formal and informal labor markets, reductions in (or absence of) foreign and domestic investment, declining tax revenues and diminishing service-delivery capacities and livelihoods of people. In short, poor leadership undermines food security and reduces chances of boosting community livelihoods.

Conclusion and Recommendations

The study established that in general terms, variables including leadership strategy and food security plays a

big role in the community's livelihood. Findings show that there is need for communities to identify people with leadership potential, orient them and support them to build their leadership capacity while highlighting the community's major challenges especially issues like food security. Therefore, community leaders and residents should endeavor to identify the communities' existing food levels, the most productive possible food sources and the mechanisms to grow their food levels through exploitation of those identified avenues as this is vital for ensuring food security which greatly determines the livelihood levels in any community. Basing on the study's findings and conclusions, the researcher derived the following recommendations:

(i) There is need for community leaders to prioritize food security, while drawing the community's growth program and support. This is achieved by lobbying for agricultural support from the Government while at the same time sensitizing residents about the implications of food insecurity not just on their community but the economy at large. This will raise awareness and attract more residents into engagement in agriculture which will lead to improvement in livelihood levels through the country.
(ii) Community leaders need to provide adequate training to farmers regarding the practices of organic agriculture.
(iii) Community livelihood standards should be set at every level of the community and individual requirements communicated.
(iv) Kumutwenzi Centre leaders should come up with a leadership approach based on the abilities of their people;
(v) Leaders need to assess their abilities and those of the residents such that they can come up with a leadership culture which takes a community-participatory form, and ensures that every individual is involved as this will lead to faster improvement in livelihood levels.
(vi) Kumutwenzi Centre should take a vulnerable-support approach to solving some of the community's most urgent/ serious challenges.
(vii) Kumutwenzi Centre residents should identify the most consumed foods/ staple foods and focus most of their efforts in increasing output of these foods.

Authors' declaration

We declare that this study is an original research by our research team and we agree to publish it in the journal.

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