

Structure for Success:

A Programmatic Documentation Approach to Strengthen the Agriculture and Livestock Program
at the Leadership Center in Honduras

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Introduction

Thesis Proposal

The important role of women in society cannot be overstated. As hard-working individuals, they contribute significantly to the uplifting of society by imparting their knowledge and experiences to our families, communities, and even countries. Their impact is not limited to our direct surroundings but extends to wider spheres of influence. One of those important influences is food. In many cultures, including Honduran culture, food holds a fundamental and crucial place in people's lives. It is an integral part of social interactions, relationships, and culture.

The following thesis examines relevant topics in Honduras to be able to understand the research context of The Leadership Center (TLC) and the purpose behind the proposed project. Aiming for the better long-term viability of food resources on campus includes investing, planning, documenting activities, and staff support. Explaining the work happening at TLC and analyzing qualitative data allows for unpacking a set of proposed practical interventions to strengthen the Agriculture and Livestock Program, resulting in increased food production and consumption at TLC. These interventions are informed by a comprehensive analysis of the core motives and critical challenges the program is facing, as demonstrated through this research.

A Formative Experience

Growing up in Honduras was a formative experience that shaped me into the person I am today. My father migrated to Honduras for work, and a few months later, my mother and I joined him to start a new life. This move was prompted by the difficulties faced in Colombia, where my family roots originate. Although my memories of the move are somewhat hazy, I recall growing up surrounded by some of the strongest and hardest-working women I have encountered. These women played a significant role in my development and encouraged me to pursue my goals.

Many of these inspiring conversations took place around the dinner table, highlighting the close connection between food and relationships.

My time in Honduras was briefly interrupted due to a family conflict, leading my mother and me to return to Colombia for two years. However, life brought us back to Honduras in 1999. During that time, a category 5 storm known as Hurricane Mitch resulted in extensive losses in agricultural production throughout Central America. Honduras was the country most affected by this natural catastrophe with estimated damages exceeding billions of dollars (“PAHO”). The challenges this country faces are significant.

Although Honduras is a beautiful country, research cannot deny that communities face diverse challenges and women have been disadvantaged by systemic issues (*Association for a More Just Society*). More recently, the COVID-19 pandemic has disproportionately affected women in Honduras from a public health, food security, and socio-economic perspective (Fromm et al.) These experiences have instilled in me a strong desire to lead change and make a positive impact, even with small actions. As a Latinx woman who is passionate about community development and advocates for women's empowerment as leaders in their communities, I understand the importance of increasing access to valuable resources for women and girls. Despite the growing body of evidence on the correlation between women's empowerment and development goals, including nutrition, little research has been focused specifically on Latin America (Larson et al.). The authors in “Gender, Household Food Security, and Dietary Diversity in Western Honduras” emphasize the key role that women play in achieving household food security through their research in Western Honduras (Larson et al.). Study findings show that the households in which women can access credit are less likely to experience moderate to severe food insecurity. Families skipping meals because of the inability to purchase food should

be an issue. The effects of Covid-19 pushed the percentage of food-insecure people to 32% of the Honduran population (Fromm et al.). This reflects that having an appropriate quantity and quality of food is not the reality for over 3 million Hondurans.

My firsthand experience of the struggles and limitations faced by other women in accessing resources has led me to support organizations dedicated to grassroots development. These non-governmental organizations (NGOs) that work with populations at the grassroots level can provide services that are much more appropriate to local communities. These services are provided to the community more efficiently and effectively by drawing on local people's knowledge, and also using local materials (Willis). The efforts being made to close the existing gap, whether large or small, are crucial for creating change. Therefore, the collective ability to tackle social problems will require the creation of supportive institutional environments (Schockman et al.). Institutional support is as important as individual participation in the efforts to contribute to a better future for women and communities.

Throughout my years, I have dedicated myself to addressing disparities among different populations. Although my prior work has mainly centered on health and healthcare access, two years ago, I discovered Leadership Mission International (LMI) and the exceptional work they are doing through TLC in rural Honduras. Having previously lived in Honduras and now residing in Seattle, my connection to the country where I grew up and its women continues. To my surprise, this connection resulted in a part-time administrative position with LMI. I acted as a liaison between the United States and Honduras for financial and administrative matters, but my interest in the organization's work on campus, particularly in agriculture, and outside of the classroom setting persisted. My curiosity led me to conduct further research and engage in partnerships with individuals who shared my interests. Numerous hours of research and

conversations allowed me to conduct the attached proposal and partner with wonderful individuals. As the researcher who conducted this qualitative study, I had to be honest and self-critical about my beliefs and perspectives. This process of self-awareness known as reflexivity has been necessary as it ensures that the conducted research is as objective and accurate as possible (Merriam and Tisdell). Through conversations and observation outside of my regular duties, I learned about the students and staff working on the land and farm, producing food and livestock.

As we acknowledge the importance of agriculture for rural women, it is crucial to strengthen their access to resources for productive agriculture (Doss et al.), allowing better long-term viability. Drawing on lessons learned through studying TLC's Agriculture and Livestock Program has been essential for the creation of this project. To understand the why behind this project, relevant information about Honduras and TLC is being presented.

Research Context

Honduran Context

Honduras is a small country with a strategic location in Central America, bordered by Guatemala and El Salvador to the west and Nicaragua to the southeast. Its coast is surrounded by the Caribbean Sea to the north and the Pacific Ocean to the south. With a population of over 10 million people, where more than half of Hondurans are under the age of 25 (*UNFPA Honduras*), there is a younger generation on the rise. Despite the country's potential, Honduras is considered a developing country and poverty is a pressing issue. In the Corruption Perceptions Index (CPI), the country scores 29 out of 100. This score is "the perceived level of public sector corruption, where 0 means highly corrupt and 100 means very clean" (Calamur). According to the World Bank, approximately one in five Hondurans living in rural areas live in extreme poverty, earning

less than US\$1.90 per day (World Bank). This is the harsh reality of different low-and-middle-income countries, where many are surviving day to day. Agriculture accounts for 10 percent of the country's gross domestic product (GDP). It is the top source of income for the poor in Honduras, offering employment and economic growth opportunities (Berg et al.). Livestock production, is a crucial agricultural activity in Honduras, contributing to food security and accounting for approximately 14% of the country's GDP ("Honduras"). This data reflects that agriculture is a key economic activity in the country.

Weather and Agriculture

Recent events such as the COVID-19 pandemic, and hurricanes Eta and Iota in 2020, negatively impacted the nation. Climate change has been impacting agriculture and livestock as well. Honduras is vulnerable to climate change due to multiple climate-related hazards (*World Bank Climate Change Knowledge Portal*). These hazards vary from heavy rainfall resulting in flooding and affecting the soil which devastates crops and other infrastructure, to extreme weather resulting in droughts, especially along the west side of Honduras known as the "dry corridor". Here, some areas have experienced seasonal crop loss greater than 70 percent (Leblang and Bermeo). In the coming years, decreases in rainfall are expected throughout Honduras under unabated emissions scenarios. Due to climate change projections, there is a high chance that droughts will intensify and become more prolonged (Murphy and Tembo). This needs to be taken into consideration as the Honduran economy is heavily dependent on agriculture and droughts will have strong implications for crop production. This aspect of agriculture in Honduras is a central focus of the research conducted and the proposed interventions in this project.

Women, Agriculture, and Leadership

In Honduran society, women's participation in leadership and decision-making positions is restricted. Minimal participation occurs as women are related to being the primary caregivers in the home. Gender disparities emanate from the defined roles, where the man works outside the home and women take over child-rearing and household tasks (Fromm et al.). This is not surprising as there is a trend for this phenomenon to happen in traditional and agricultural-based societies (Tanwir and Safdar). Women are often left with many responsibilities besides their traditional domestic tasks as the number of men migrating from rural areas to the city or abroad is increasing. "The *dis*-empowerment that women too often face is portentous for food insecurity among women and their families. Therefore, the gender inequity-food insecurity nexus remains an issue of concern" (Larson et al.). Women need to be able to access food for themselves and their families. Having reliable access to sufficient and affordable food is a pressing issue on the agenda of different non-profit and international organizations.

A recent achievement for women in this country happened in January 2022, when Xiomara Castro became the first female president of Honduras. Some of her promises to Honduran women in her inauguration speech included economic opportunities, women empowerment, and reduction of violence and femicides, among other activities appointed to the feminist agenda. This can be interpreted as the launching of what could be the involvement of Honduran women in leadership positions, including the government. Women's empowerment and economic development are closely interrelated; however, policy actions that favor women are necessary (Duflo). However, in a recent publication, a Honduran journal labeled Xiomara's inaugural words as "broken promises" after her first 100 days in power (Herrera). As of today, no major changes have occurred, but maybe this allows organizations to partner with Honduran

women to assure a safe journey into leadership and reconciliation. As defined by Salter McNeil in *Roadmap to Reconciliation*, a catalytic event refers to the often painful experiences that push individuals and organizations to change (McNeil). In 2020 alone, 278 women were murdered in the country (UNSDG). Hence, the painful journey that Honduran women have carried thus far may be a breakthrough for future Honduran women leaders.

For this project, the definition of empowerment found in the article “Economic Benefits of Empowering Women in Agriculture: Assumptions and Evidence” will be used, which is stated as “increased women’s decision-making authority related to agricultural resources, management and production, and income” (Anderson et al.). Some of the findings from this article show that investing in female farmers could yield substantial benefits across multiple settings. However, estimates are scarce on the economic returns associated with empowering women in agriculture.

Migration, Immigration, and Agriculture

Although there are many reasons why migration occurs, The Food and Agriculture Organization reported that individuals migrate as a response to a lack of employment opportunities, unfair payment for agricultural products, lack of access to land, and food insecurity (“FAO and Migration”). These are the main drivers linked to agriculture that promote the migration of people from rural areas. For example, the Lenca are the largest Indigenous group in Honduras, and in recent years a massive outmigration of men has been occurring, leaving women in charge of agricultural production (Jaramillo et al.). Women are left with multiple responsibilities inside and outside of the home.

There are not many studies focused on specific women's culture groups and their perception of this topic in Honduras. Nonetheless, an informative ethnographic study conducted on women in the Lenca community, "A Love-Hate Relationship: An Ethnographic Study of

"Migration with Lenca Women in Rural Honduras" showed that participants perceived migration as a dangerous phenomenon but at the same time they still hold onto the belief that migrating out of their communities will allow them to overcome poverty. This thought exists as participants think about the opportunities they could have if benefiting from remittances, such as being able to invest or build a house. The researchers conducting this study defined this perception as a "love-hate relationship" with migration (Jaramillo et al.). The idea of having an additional income is known to be related to the existing danger of crossing a border.

In this study, a brief story of Juana, a Lenca leader is shared. Even if some of her family members have left, her mentality is different:

Juana is an extensionist leader of the cooperative who lives with her mother and is the main breadwinner and caretaker of the family. She shared that her father migrated to the United States in May 2009 and has not returned. Her brother-in-law was captured by the drug cartels during his journey to the United States. Her sister migrated to Spain but returned after making money to repay a debt. Even though she has seen several cases of migration, Juana has a different mentality; she believes that women's cooperation is the key to overcoming the issues affecting her community (Jaramillo et al.).

There are root causes of immigration such as the recurring violence and political instability happening in the country. Many individuals face danger while crossing the southern border of the United States and recur to this unfortunate instance due to necessity. In recent years migration caravans have been on the news. Individuals gather in large groups and begin their long journey searching for opportunities in the United States. On October 13, 2018, a migration caravan originated in San Pedro Sula with approximately 1,000 people and as they continued to advance along Central America, more women, men, and children joined. This resulted in over

7,000 individuals from El Salvador, Honduras, Guatemala, and Mexico. Due to different occurrences, the caravan decreased in size but this is an example of how many embark on a dangerous journey to find what they have not been able to find in their own country (“OXFAM International”). People are migrating because they are trying to find means to provide for their families. Therefore, finding ways to reduce this occurrence is critical.

LMI/TLC Context

Leadership Mission International (LMI) is a faith-based, U.S. nonprofit 501 (c)(3) organization based in Seattle, Washington. LMI serves young women in rural Honduras through The Leadership Center (TLC) which is located in the mountains of Comayagua. At TLC, local Honduran staff and international volunteers provide exceptional academic, educational, discipleship, and mentoring opportunities to these girls through a two-year program. This program focuses on teaching English as a Second Language (ESL), business, and community development, and promotes spiritual development. To apply for this educational opportunity, young girls are required to have completed high school and demonstrate their desire to continue learning.

The opportunities young women are offered at TLC are different compared to the ones that other young women in the country have. Many must give up on education due to cultural beliefs, raise children and support their families. However, at TLC young women are being educated in areas such as business, community development, research, entrepreneurship, and other innovative fields. The main goal and LMI’s vision is for them to be future business owners and leaders who influence positive change throughout their communities and country (“Who We Are”). All students are required to work for close to two hours in the fields before they begin school. A normal school day is about six hours long.

The campus was originally launched in 2011 by Glen Evans. Later, in 2013, Joseph Rahm and Ira Lucia worked as a team to found what is now known as LMI, which is the main organization providing resources and managing TLC (“Who We Are”). For over ten years, LMI has been working and continues to work on its mission of developing a new generation of ethical women leaders by providing exceptional academics, leadership, and community development experiences.

Agriculture and Livestock at TLC

According to their website, “LMI's Leadership Center in Honduras honors the environment and the health of students and staff through many different sustainable practices” (“Campus & Sustainability”). Their campus has four vegetable gardens that are cared for and harvested by students year-round. Students learn skills like composting, the use of gardening tools, and the proper way to seed a garden. All the food that is grown on campus is consumed by the students, and primary crops include beets, carrots, corn, and beans.

LMI claims that students at TLC “learn important sustainability principles through participating in extracurricular projects while living on campus, and many young girls have implemented these practices in their own homes and communities across Honduras” (“Campus & Sustainability”). Therefore, one of their long-term goals is for TLC to be completely self-sustaining. Staff and students are working together in vegetable production, coffee plants, and livestock.

In Appendix C, their Strategic Plan shows a general Infrastructure Goal which states, “By 2025, TLC campus buildings, facilities, vehicles, and systems will be optimized for sustainability and wellbeing for students, staff, and visitors on campus”. Some of the categories pertaining to Agriculture and Livestock found under the general infrastructure goal include:

- Vegetable farm and Garden Beds
- Fruit trees
- Chickens
- Pigs
- Cows
- Coffee farm

Fieldwork

Positionality

This work has been developed around the Agriculture and Livestock program at LMI. Despite my background as a researcher being outside of the agricultural field, my role has been to leverage my administrative, managerial, and intercultural communication experience to support the Agriculture Lead. To bring structure to various components of the projects. I have worked alongside the Agriculture Lead, who possesses expertise in the area. Given the thematic focus of the project, I have studied different materials and resources to acquire foundational knowledge on subjects relevant to this subject.

Initial Steps

Technology as a means of communication has been a key partner in the development of this research. Most of my research took place online as I was unable to travel to Honduras in 2022. Data collection consisted of extensive time searching for and reading scholarly articles that could inform this research, conducting different interviews via Zoom and Google Meet as well as phone calls with members of TLC via WhatsApp.

An initial conversation was held with Hannah Bryant, Executive Director of LMI. In early 2022, she suggested reaching out to the people living and working at TLC, including staff,

volunteers, and students. The agenda at TLC is busy as there are classes held every day, and administrative tasks. In addition, students work and study during their time on campus. Another informational call took place with Kayla Joubert, a former ICD student who has been serving in Honduras for over two years now. She had similar suggestions as the Executive Director and shared some general questions she had about animal production and care as she mentioned being unsure of how that aspect of the campus was managed. Through these phone conversations, I had already started collecting data and since the beginning, I remembered the advice mentioned in *Fieldworking: Reading and Writing Research*. As a fieldworker, “my job is to stand in several places and see-through multiple sets of eyes”(Sunstein and Chiseri-Strater). Since this moment, I reminded myself that I must listen well and acknowledge different points of view and inputs.

Data Collection Process

For the data collection process, different staff and volunteers were contacted. The Honduran staff interviewed included the former Campus Director, former Agriculture Lead, and current Agriculture Lead. Volunteer members who were interviewed included the Operations Manager and teachers. Following some of the guidelines shared by qualitative researchers Merriam and Tisdell, I reached out to each of the interviewees by presenting the purpose of this study in their preferred language, whether English or Spanish. Some of the individuals who were interviewed do not speak English; therefore, the interviews were conducted in Spanish and the answers had to be translated. Other times, the interviews were completed in English. Whether in English or Spanish, it is relevant to note that the researcher who conducted the interviews is fluent in both languages.

To learn more about their role, what their job or assignment entailed, and the different projects that are happening in this specific area at TLC, I elaborated a clear and concise

interview guide. Following experts recommendations, I elaborated questions that allowed interviewees to share their opinions, perspectives, and experiences (Merriam and Tisdell). By remembering the purpose of these interviews, the questions were elaborated to contribute to the specific research goals, avoiding any language that could be confusing in both English and Spanish. When needed, I used follow-up questions to probe deeper into topics. Most of the questions were tailored depending on the staff member or volunteer who was going to be interviewed, but general questions were included as well. The interviews included active listening, which is a relevant skill to hear not only the words that the other person is saying and more importantly, the complete message being communicated (Mind Tools). Each interview lasted between one and a half and up to three hours.

As the researcher, I had spoken with the Executive Director and listened to her perspective on this area. Next, I wanted to learn more from the people living on-site and the community assets at TLC, including the different knowledge, skills, and assets serving as a support or resource for the organization and the community as suggested in the Participatory Asset Toolkit studied in the Community and Economic Development course. My curiosity about learning how Agriculture and Livestock have been managed on campus and hearing what has been working and what could be improved allowed me to gather detailed data from the people working there on a day-to-day basis. An important aspect to note is that the former Agriculture Lead and the current agriculture Lead are both Honduran women. This aligns with LMI's and TLC's mission of impacting women's leadership in Honduras. An important aspect to note is that the former Agriculture Lead and the current agriculture Lead are both Honduran women. In a male-centered and agrarian society, women's labor choices and mobility are more constrained than men's (Anderson et al.) However, empowering women to be active rather than passive

participants brings more purpose and meaning to their role in decision-making (Nazeemudeen). This aspect showed how TLC is striving to allocate women in positions of leadership in Honduran nonprofits and organizations.

Findings

At the time the interviews began, volunteers and staff had been in their current roles anywhere from 3 months to four years. Some of the Honduran staff connected with TLC because of their professional background and because a sister or close family relative was a current student or a graduate of TLC. In general, their selection process consisted of interviews as well as ex-pat volunteers who had connected with the organization from abroad. One of the employees shared that upon hiring, a general job description related to the area of Infrastructure and Construction was presented to her, but no specific tasks of her role as Agriculture Lead were shared on paper or documented, “Honestly they just told me that I was in charge and that it would be good to see what we could accomplish” (worker 1). According to the interviewee, there is no specific document outlining her role in the Construction and Agriculture Team, although there is a general document listing team goals, where Agriculture and Livestock fall under Construction and Infrastructure.

This showed a communication breakdown that can lead to ambiguity in the directions, reporting, and communication processes. In a country such as Honduras, there is a considerable dependence of subordinates on bosses. There was no documentation or information available regarding the accomplishment of the tasks until recently. Given the numerous activities on campus and other priorities related to academics and student development, there is a likelihood of overlooking details within this area if they are not documented.

The conversation continued and when asked about the animals, she mentioned that TLC had recently purchased a bull:

Being able to acquire a bull took a while. We would go out to look for one but often it was out of TLC's budget, or I thought the animal was not healthy enough. Well, thank God we now have the bull and the purpose of it is that it can be reproduced as the cows have been without a bull for a long time. However, we have issues with the ground as there is an existing thin soil layer that does not allow good pasture to grow. The grass does not grow well, which is a challenge when trying to collect hay pasture to feed the animals. When the weather changes, especially in the summer with the droughts, we still want to always have food for our cows and animals. In the future, we need to be able to create silage but to create this we need a silage harvester. Our terrain consists of 89 manzanas (approximately 150 acres) and approximately 4 manzanas (7 acres) are for the cattle. (Worker 1)

Author William Easterly calls a person working in development a "Searcher". This is a person who admits "he doesn't know the answers in advance [but is actively seeking to find solutions] (Easterly). As the "Searcher" and interviewer, I was unaware of the challenges of finding a bull of a specific breed and price until I learned about the acquisition process from the staff. Through this conversation, I learned that there were disadvantages to crossbreeding which resulted in genetic diseases. The search for a suitable bull started in October 2021, and funds were raised during December for the end-of-year campaign. In May 2022 that the organization was able to acquire a healthy bull at a reasonable price within its budget. During the conversation, the interviewee mentioned that a few months later, new calves would be expected on campus. In the article "Gender Equality, Resilience to Climate Change and the Design of Livestock Projects for

Rural Livelihoods", the authors draw attention to the increasing interest in how livestock projects can help build resilience to the impacts of climate change (Chanamoto and Hall). They argue that a transition towards sustainability is necessary by using local breeds and prioritizing the survival of young animals. It is expected that these animals, due to their local adaptations, will demonstrate greater resilience to climate change.

According to workers at TLC, the land terrain measures approximately 150 acres. One of the workers estimates that the approximate space occupied by the cattle is the same as estimated before. However, one worker acknowledges, "I am not sure if someone has measured the land. I do not manage that information, but I think it would be good to know so we can estimate how much land we have for the cattle, for the vegetables, the animals, and for the coffee as well" (worker 1). There is vast land for the expansion of TLC's resources, and this is an advantage for the organization:

A great resource is the land...the space. The only thing is that most of the land where we live is a protected area, and there are a lot of pine trees. Look, a lot of that is arable land but what we are using for livestock now is limited. I could say that maybe around 1 manzana (1.7 acres). There is much bureaucracy in trying to acquire permits to use this land, so that is only what we use" (Worker 3).

Once again, space is an asset for the organization but there are limiting factors as well. The need to invest in necessary machinery or equipment for workers to perform their job and have food available for the animals year-round without needing to buy it from outside sources was also reflected through different opinions shared by employees and volunteers. In different phone calls, worker 2 noted the necessity of acquiring different tools, including a walking tractor for soil preparation and an improved irrigation system to enhance crop production.

In the context of an Agriculture and Livestock program, an important factor to consider is budgetary allocation. When the interviewees were specifically questioned regarding the existing budget for the Agricultural and Livestock program, both the former and current Agricultural Leads were unaware of the amount allocated for their program as well as the Operations Manager. The first worker mentioned, "The reality is I don't know" (worker 1), while the second worker stated, "I don't know but I am working on creating project proposals and have been calling different places to ask for quotes and estimates for tools that we need to make this happen" (worker 2). It was reported that the first worker contacted the Campus Director whenever animals required food or medication. Despite the worker's lack of knowledge regarding the budget, it was noted that the new Agriculture Lead demonstrated initiative by creating different plans and proposals to present to the Campus Director and Executive Director. Nevertheless, it is crucial that the Operations Manager and the Agriculture Lead, be cognizant of the available budget for their area, as it will enable better planning for the future and more effective allocation of resources.

Strategic Planning and Documentation

Different goals tied to this area of the organization have been expressed in LMI's Strategic Plan 2022-2025. Having a written Strategic Plan serves as a tool for LMI to identify specific goals and achieve results in different areas of the organization. Management should focus on the strategic issues, and the important issues the organization is facing as a whole, including where it is headed and what it will become or the vision of what it should become (Maphosa et al.) Existing literature underlines the importance of the adoption of strategic management in NGOs or nonprofit organizations as a tool to improve performance. A common

view in literature found in “The Impact of Strategic Planning on the Performance of Nongovernmental Organizations in the New Century: A Review” states:

Effective adoption of strategic management in NGOs positively influences their performance, especially in developing countries. Strategic Planning assists NGOs in formulating policies, standards, guidelines, and procedures in operations and it also highlights the possibilities that may exist and improves the planning process by extending best practices (Aborass).

During the interviews, worker 1 disclosed that she had prepared a document containing her ideas and recommendations for the area's next steps. The interviewer expressed interest in obtaining a copy of this document, but unfortunately, no information or documentation was provided. After some conversations, the employee intended to cooperate with me to create programmatic documentation to report on livestock and production. Despite leaving the organization, these projects were pursued and collaborated upon in partnership with the new Agriculture Lead and myself.

Sustainability

LMI states that one of its long term-goals is for TLC to be completely self-sustaining (“Campus & Sustainability”). To explore the viability of a self-sustainable campus at TLC, I turned to the interviewees for insight into their understanding of sustainability. Some of the questions addressed included, “How would you define sustainability?” and “Do you think TLC could be self-sustainable?”

Some of the answers to these questions included:

Worker 1. "Well, for my sustainability, for me is like...sustaining, yes, obviously investing and earning (...) Well, I do not manage the term very well." (01:07:53)

Worker 3. "Oh ok, that's interesting, yes... without having basic knowledge about this, I think sustainability is to be respectful of the environment. Survive without damaging it. Ah! It comes to mind that as Central Americans, as heirs of the Mayan culture, for example, they were very friendly to the environment, and it was a culture that survived. They produced their food without damaging their land (...) The idea is to survive without damaging the environment. We are creating this, in a near future (...) Self-sustainability is more complex than I imagined. We are working on it, as of now, we are producing a little amount of the vegetables we consume (...) We want to improve but sustainability exists, yes it exists." (00:09:24-00:11:20)

Worker 4. "That is a good question. The difference between self-sustainability and sustainability is that we can be sustainable in that we're just like purchasing stuff from off-campus and bringing it here, and that can be sustainable because we have the money, but to be self-sustainable specifically. Is that we need very little or no input from off-campus to sustain what we are doing. Yes, this would be my succinct way to say it." (00:11:40-00:11:47)

Achieving self-sustainability at TLC requires a series of actions and will be an ongoing process. One crucial aspect of this process is for staff who comprehend and manage the term "sustainability". For this to be achieved, education on this topic is required, which will result in highlighting the work they are doing. As stated by Worker 3, the project I worked on with the outstanding new Agriculture Lead aims to minimize reliance on external resources to obtain protein foods, vegetables, and fruits, after an initial investment is made by the organization. For instance, TLC has an organic garden where chemical products are not used, and they produce their fertilizer. Nonetheless, there are opportunities to enhance the fertilizer's nutrient distribution to

plants. Worker 2 is exploring alternative ways of producing organic fertilizers, such as "humus," which is a compost created from the animal residue, plants, and other waste products. In our interview, she also mentioned interest in participating in a one-week training program in organic crops in Marcala, La Paz. She already holds a degree in Agronomy but her desire to continue learning and educating herself shows her commitment to TLC's vision for the Agriculture and Livestock program.

Power Dynamics, Cultural Dimensions, and Communication

While conducting the interviews, I spoke with staff living and working at TLC during the late Summer and Fall of 2022. Two of them are women and the other two are the Campus Director and Operations Managers who are men. Upon reviewing the interviews, the indication of a wide power distance between these members and the former Agriculture Lead was noticed. Power distance is the extent to which members of a society accept that power in organizations is distributed unequally (Hofstede et al.). The organization's mission focuses on strong minds, hearts, and voices but the existing power dynamics in Honduran society can be a drawback. The same focus needs to be emphasized for women staff at TLC. As the Agriculture Lead's reluctance to request a written job description from her supervisor could be attributed to high power distance, although it may also reflect a lack of initiative or interest. Either way, it is known that the social environments in which an individual grew up and collected life experiences are the source of what Hofstede calls the software of the mind (Hofstede et al. 5). Therefore, growing up in Honduras can attribute to avoiding asking for clarifications or additional resources, but when asked why she did not request a written job description, she answered "I do not know" (worker 1). Although gender differences are not usually described in terms of culture, recognizing that within each society there is a men's culture that differs from a

women's culture can help explain why it is challenging to change traditional roles (Hofstede et al. 45). The Leadership Center is working on changing the traditional Honduran narrative that women are not considered suitable for jobs that have been traditionally filled by men, through educating and empowering these talented young girls.

Societal structure and Intercultural Communication emerge as critical aspects at TLC. Leadership is about relationships and the concept of relational leadership is practiced at TLC. People are working together for a common good (Maphosa et. al). Most people living on campus are Hondurans, including staff and students. In addition, there are also American teachers, British instructors, and South African teachers. Consequently, all of them are working together and this topic warrants further investigation and exploration. Even within the campus culture that has been established throughout the years, there exist cultural differences among staff, volunteers, students, and visitors.

A framework that allows us to better understand cultural differences across countries is Hofstede's 6-D Model. This is a model based on six dimensions of culture which include: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint. To understand major cultural differences between Hondurans and the other nationalities represented by staff and volunteers on campus analyzing power distance and individualism versus collectivism is important. Out of all the countries represented by staff and volunteers at TLC, Honduras scores the highest with an 80 in the power distance index by Hofstede, which shows that this country has a hierarchical society in which positions tend to be ranked in order of importance. In this type of society, subordinates are expected to be told what to do ("Hofstede Insights -Honduras"). Hence, if someone is not given clear instructions on what to do, this person

may not get the task or project that their supervisor or boss desires to be completed. This is not always the case, but this could serve as an explanation of why an American manager may expect a Honduran employer to have more initiative or proactiveness in the workplace. Employees in an individualist culture are expected to act according to their interests (Hofstede et al. 119). On the other hand, in a collectivist society with high power distance, this may be perceived as not following directions and overstepping authority.

At TLC the wonderful mix of cultures, bring a dynamic team of individuals together to try to find solutions, alternatives, and creative ideas to be implemented. The importance of working together as a team or as a community is vital in Honduran society. Loyalty is paramount and is given high importance compared to other rules and regulations established by society. Of the countries represented at TLC, Honduras scored the lowest in the Individualism index by Hofstede with a 20 out of 100.

The country comparison is reflected in Appendix D ("Compare countries"). There is a shown tendency that countries that score high on the power distance index to score low on the individualism index, and vice versa (Hofstede et al. 102).

In their article "The Influence of Culture on Teamwork and Communication in a Simulation-Based Resuscitation Training at a Community Hospital in Honduras," Perry et al. explore communication dynamics in Honduran culture within a medical setting. Although the case study is not related to agriculture or livestock, the authors emphasize the critical role of communication and teamwork in Honduran culture, particularly in low-resource settings where its influence remains understudied. To address this gap, the authors conducted a case study using the TEAM scale to examine the impact of culture on communication and teamwork. The results highlighted the significant challenges posed by Latin American cultural traits such as high-power

distance and collectivism, particularly during debriefing sessions, as well as the potential discouragement of female nurses from expressing their concerns due to a male-dominated medical hierarchy. Although these findings may be relevant to the context at TLC, it is worth noting that the Campus Director position underwent a transition in December 2022, with the former director moving to a professional role outside of the organization and the interim director being an alumna of TLC with several years of experience working and collaborating with the organization.

Interventions and Results

With rising costs due to inflation, global warming, and food shortages, the idea of strengthening the Agriculture and Livestock program to increase food production and protein consumption at TLC is well accepted. Yet, to avoid loss during project implementation, it is important that the project setup and planning are well thought out. In countries like Kenya, it has been shown that the problem between Strategic Planning and performance by NGOs include failure to secure support for the plan, failure to communicate the strategy, failure to adhere to the plan, and failure to adapt to significant changes, accountability and commitment to the budgeting (Ongonge). To be able to accomplish the goals for Agriculture and Livestock stated in LMI's Strategic Plan, proposals, guidelines, and documentation needed to be designed. The objective of *A Programmatic Documentation Approach to Strengthen the Agriculture and Livestock Program at the Leadership Center in Honduras (PDAS)* is to enhance administrative practices such as the planning and documenting process within the designated area by sharing relevant documentation with the organization's leadership.

As part of the intervention, *PDAS* is attached as Appendix A. This includes A Problem Tree versus a Solution Tree, a Risk Matrix, a Log Frame, a Project Timeline, an Indicator

Tracking Table, a Sustainability Plan, a Pig Project Proposal, and a Crop Calendar. The last two have been created to be used during LMI's fiscal year 2023-2024, with the existing hope that they can be adjusted and modified to the organization's needs. As an alternative to the more commonly practiced needs-based approach, this Programmatic Approach has been designed having the Asset-based Approach to Community Development (ABCD) in mind. This approach shifts the focus of community development from problem-solving to asset building (Wilke). This can be a great tool and an appreciative approach to acknowledging what is already on campus as a starting point. This project will add more value to the existing assets at TLC. In the development world, appreciative inquiry begins with the general goal of furthering an already existing idea (Myers). All the documentation that has been generated can continue to be used by TLC in the future. For example, the Crop Calendar can be adjusted with dates and different crops.

An article focused on food security in India, "Food Production and Availability: Essential Prerequisites for Sustainable Food Security" mentions:

Unlike in industrialized countries where only 2 to 4 percent of the population depends upon farming for their work and income security, agriculture is the backbone of the livelihood security system for two-thirds of India's population. In effect, farmers also constitute the largest population of consumers. Hence, improving small farm production and productivity, as a single development strategy, can make the greatest contribution to the elimination of poverty(...) As stated earlier, higher productivity requires higher investment in agriculture and agriculture research (Swaminathan and Bhavani).

The previous statement emphasizes that higher productivity requires higher investment.

Therefore, based on findings from data collection, proposals such as the Pig Project and Crop Calendar have been designed for the organization. These projects require a high investment but will lead to higher productivity for TLC.

Pig Project and Crop Calendar

A Programmatic Documentation Approach to strengthen the Agriculture and Livestock Program at the Leadership Center in Honduras has been created to enhance administrative practices such as planning and documenting processes within the designated area. This has been designed through an ABCD lens in mind, which shifts the focus of community development from problem-solving to asset building. The Pig Project Proposal and the Crop Calendar can generate and increase income for LMI, promote self-sufficiency for the organization, and improve food security at TLC.

Pig production as a source of livelihood is not a foreign concept. In "Pig Production System: A Source of Livelihood in Indian Scenario: An Overview", the authors elaborate on how in India most pig farming occurs in traditional small-scale production systems. According to Chauhan et al., such low-input systems provide added value to farmers by utilizing feed that would otherwise go to waste, enabling it into fertilizer for crops. Pigs not only provide a source of protein for human consumption but also serve as a significant source of cash income in rural areas and supply manure for cropping (Chauhan et al.). Added to this, results showed that pig farming provides a financial safety net during times of distress and plays a significant role in the cultural traditions of communities. Pig production is a practice that promotes self-sufficiency, improves food security, and can generate and increase income.

Creating meaningful propositions is a key step to transformation. Together, with Yolani the Agriculture Lead, we took what we knew about TLC and talked about what could be. This is

part of what Appreciative Inquiry entails, something we can see, we know what feels like and we move to a collective, collaborative view of where we are going (Hammond). Yolani invested hours researching and making calls to ask for price estimates and the availability of tools. She also contacted the team in charge of grocery shopping and the kitchen staff. Time was invested in going over the grocery lists from the past year to understand the consumption tendency and need for fruits, vegetables, and protein foods at TLC. She also observed and spoke with the cooks to evaluate food waste. Thorough details such as the ones mentioned, add so much more value to this project which is presented in Appendix A.

To complete the Pig Project, we listed action steps to be conducted and began researching to create a Crop Calendar Template. If the tasks were difficult or unable to be accomplished, we would share why this happened. If the task was completed, we would continue to the next. A framework that can be applied in this context is to “look, think, and act” (Stringer and Ortiz Aragón). This framework known as action research serves as an excellent means to observe, reflect, and then take action in the community. Although we were not in the same physical location, adding live comments to the spreadsheets on Google Drive was helpful to be able to make corrections or add questions. For example, when we attempted to create a Crop Calendar with real data, we concluded that the irrigation system needs to be fixed to be able to conduct this project. Therefore, we decided to do some further research about crops suitable for the land at LBI. Then, acting consisted of raising the issue of the water irrigation system to students and leaders, and getting quotes and prices. Once this issue is fixed, real planning can happen, and the template will be of great help.

After different calls with Yolani, she presented the project to her immediate manager and the Executive Director. For Giving Tuesday on November 2022, LMI launched a fundraising

campaign to purchase one female pig and one male pig. However, as shown in the project proposal, at least 3 pigs are needed to generate a sustainable income after the initial investment. The initial fundraising goal was surpassed, and this will allow purchasing of 3 pigs. Seeing this happen while working in collaboration with Yolani has been so rewarding. I have served as a guide to address the next steps and I have worked with her so she can use the organization's Google Drive and have her projects visible to the organization's leadership. It is an extensive task to generate Excel spreadsheets and obtain quotes. Coming from a standpoint where no documentation was readily available for LMI's leadership to know what was happening and be updated in Agriculture and Livestock on campus. to be a click away from accessing information has been a game changer. Having the Agriculture Lead use Google Drive has proven to be an effective communication strategy to increase the visibility and accessibility of information. She has even created different folders with relevant images of the ongoing projects, which are not necessary but add value to her work.

Google Applications and Other Means of Communication

While Yolani worked on-site, I served as administrative support. Every other week for three months, Yolani and I met via Google Meets for an hour to divide and conquer tasks. First, I created an organizational email address for her and a shared folder in LMI's Google Drive. Then, I introduced her to different applications from Google, focusing mostly on Google Drive. I shared with her how to upload information to the organization's database reminding her of how this step will allow for more visibility of the activities happening around Agriculture and Livestock at TLC – this had not been done in the past. Through the recent addition of Agriculture and Livestock documentation to the organization's shared Google Drive, relevant documents can be shared with the organization's leadership on time. Aside from the Pig Project Proposal and

Crop Calendar, the Drive will have other relevant data including Investment Budgets, designation of planting areas, work plans, educational materials, and other documents in progress.

For future agriculture hires or Honduran hires in general, a communication breakdown in the hiring process including specific job duties and responsibilities needs to be created, discussed, and signed. If not, the lack of documentation and clarity can lead to overlooking details and ambiguity. Conversations revealed challenges such as the need for investment in machinery and equipment, as well as other organizational obstacles. Even with limiting factors, workers acknowledged that the campus has vast land resources.

Cultivating intercultural competence and communication among staff members will diminish power distance among members of the organization. Hofstede's 6-D model provides a useful framework to understand the cultural differences between Hondurans and other nationalities represented by staff and volunteers at TLC. Recognizing cultural differences and promoting intercultural competence to ensure effective communication and teamwork at TLC will add value.

Recommendations and Future Areas of Research

Future research can explore the potential for scaling up TLC's self-sustainability efforts to other organizations or communities, and potentially creating a self-sustainability model that includes a "Triple Bottom Line" business model. This could consist of a guide for other groups interested in adopting similar practices and guidance in executing a successful business committed to people, profit, and the planet. Conducting outreach and training to help disseminate these tools and strategies among women groups in low-and-middle-income countries is something worth exploring. As an initial stage, a diagnosis should take place to understand where the program is progressing and what are some areas for improvement Since finding

specific research about women and agriculture projects in a context such as Honduras is not easy, more organizations should study and share their results to develop projects or models that can be replicated among these and other populations.

Conclusion

Achieving self-sustainability at TLC requires ongoing efforts, including education and training on sustainability among staff. Despite existing challenges, the commitment of the staff to TLC's vision for the Agriculture and Livestock program and their willingness to continue learning and educating themselves is a positive indicator of the organization's potential for being completely self-sustaining. The limited knowledge about the budgetary allocation for the Agriculture and Livestock program from their lead and manager highlights the need for better planning and allocation of resources. Addressing issues reflected in findings will enable the organization to better plan and allocate resources.

The Programmatic Documentation Approach to Strengthen the Agriculture and Livestock Program at the Leadership Center in Honduras has already improved communication within the organization and enhanced the efficiency and effectiveness of the Agriculture and Livestock program. In the future, this will be reflected in the income generated from livestock and crops, which will result in improved food security among women and all members of TLC.

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Appendix A: Programmatic Documentation: Increasing Food Production and Consumption at The Leadership Center in Honduras

Introduction

This document serves as a programmatic approach for Agriculture and Livestock at TLC. Through this work, TLC aims to begin documenting different proposals and activities regarding production accounts of livestock and crop operations. Part I provides an overview of the project, vision, and analysis tools used to assess opportunities and challenges within this area.

In addition, this document goes through the project setup and implementation phases, including different resources to consider as Agriculture and Livestock at TLC begin to formalize processes and operations. Part II includes an overview of the Pig Project Proposal and the Crop Calendar which are aimed to provide structure to this program in the organization.

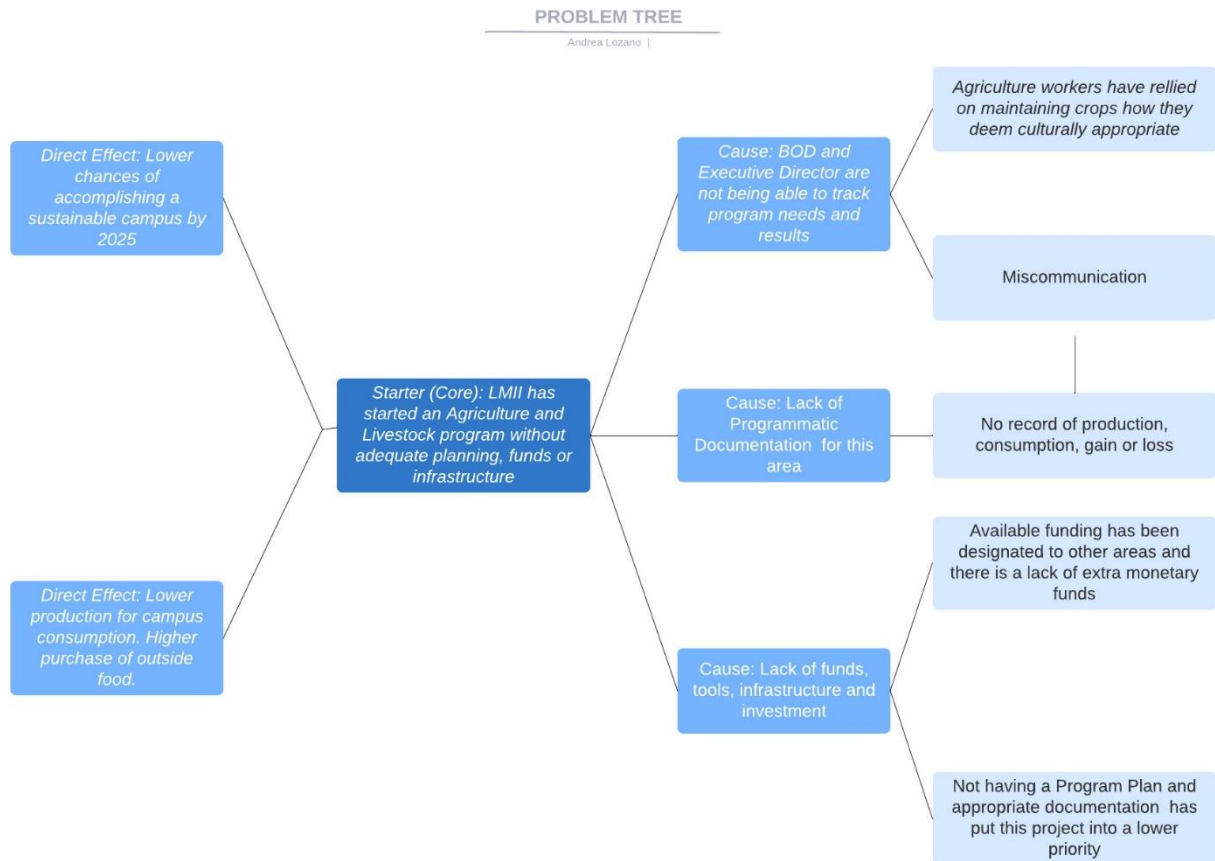
PART I: PROJECT OVERVIEW

Background

LMI is a non-profit organization that educates, empowers, and discipless women in rural Honduras at their campus, TLC. The importance of building strong women leaders and creating community development opportunities in a rural context is highlighted through their work. As stated by Aborass, it is known that non-governmental organizations have three main goals. These organizations aim to provide accessible and quality services, meet the needs of the public, and make efficient use of the available resources (33). TLC envisions using a programmatic approach to make efficient use of available resources and better plan for the years ahead.

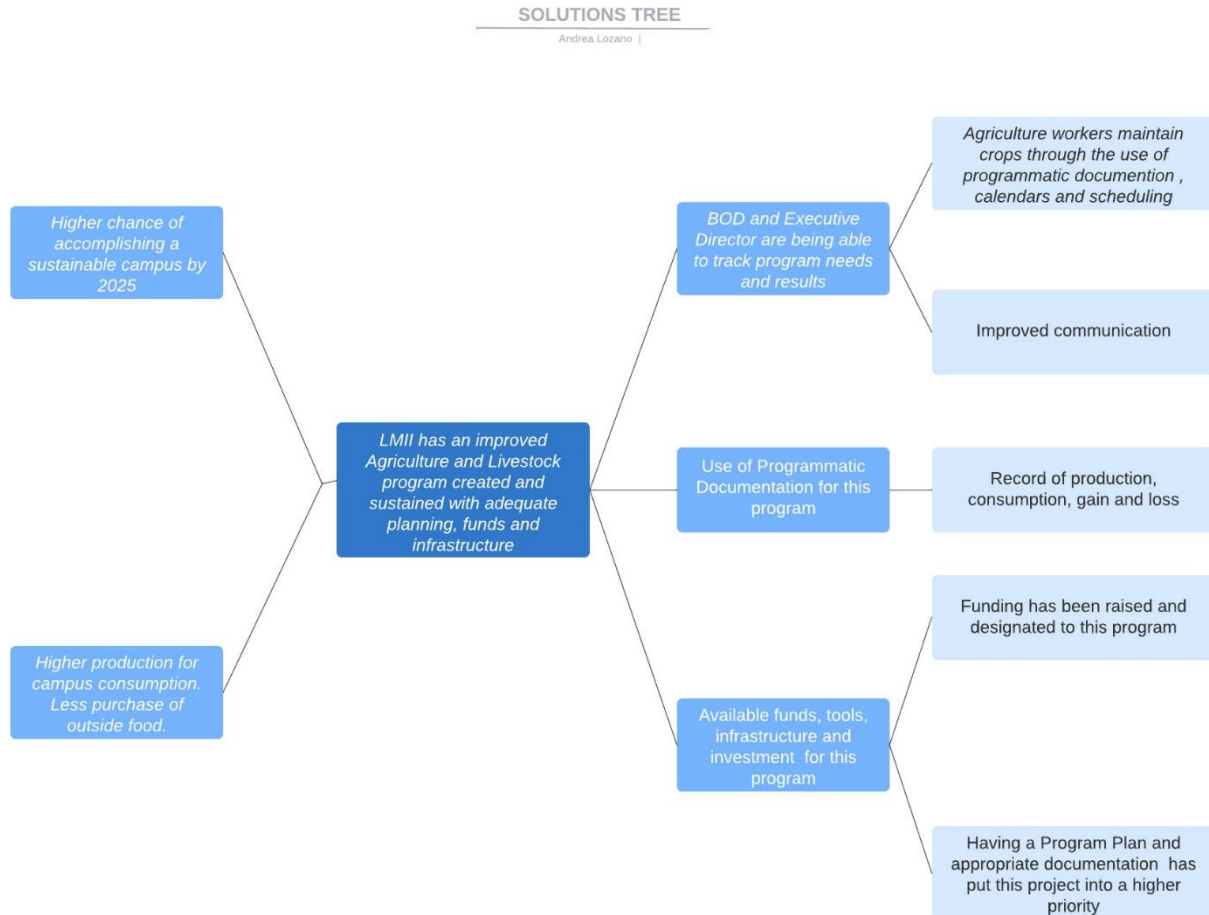
Problem Tree vs. Solutions Tree

The following problem tree has been created to give a glance at how the focus problem has complex, underlying issues which need to be addressed to avoid undesired outcomes.



As part of a problem-solving strategy, a Solutions Tree has been developed and shared on the following page. The solutions tree changes the cause-effect mentioned in the problem tree to a means-end relationship between different objectives and solutions.

Problems are turned into opportunities.



Who is in Charge?

The Agriculture and Livestock Program is led by Yolani Silva who holds a degree in Agricultural Engineering from the National University of Agriculture (UNAG) in Honduras. Yolani brings an array of qualities to the organization, including experience in planning and executing different agricultural and livestock projects in the past. As the Agriculture Lead, Yolani supervises an agriculture worker and student-workers who are assigned to complete tasks in this area. Yolani reports to the Operations Manager who supervises different aspects of TLC

including Agriculture and Livestock. The Operations Manager reports to the Campus Director in Honduras, who reports directly to the Executive Director of LMI.

Vision

TLC has envisioned a completely self-sustaining campus as one of its long-term goals and states that through different sustainable practices, they honor the environment and the health of students and staff (“Campus & Sustainability”). A specific objective of this program is to increase food production and protein consumption on campus. As the organization experiences growth, this program needs to have a programmatic approach to adopt recommendations stated in the organization’s Strategic Plan 2022-2025.

In considering how to increase food production and protein consumption at TLC, this document contains different data sets created for a general Project setup and implementation. To better explain this and provided a visual timeline, I have developed a Project Timeline for Quarters 3 and 4 from Fiscal Year 2022-2023 and Quarter 1 from Fiscal Year 2023-2024.

Objectives

To address the specific objective mentioned above of increasing food production and protein consumption on campus, the Agriculture Lead fully developed a Chicken Project Plan that will be shared in the Appendix section. Now, I have partnered with the Agriculture Lead to create a Pig Project Plan and a Crop Calendar for the fiscal year 2023-2024 utilizing the organization's Google Shared Drive.

Pig Project

The Pig Project Plan deliverable shows a 5-year plan, reflecting that by initially investing in three female pigs and one male pig, profit will be generated, and meat will be produced for protein consumption on campus. See attached screenshot of the first component of the 1-year Pig Project Projection, which is the initial investment budget.

In India, a project studying the pig production system as a source of livelihood showed that besides providing protein for human consumption, pigs are often one of the main sources of cash income in rural areas and provide manure for cropping (Chauhan et al.). This project designed for TLC in Honduras aims to do that. It also details the development of the animals, the estimated feeding costs, a sales projection from piglets that will be born, and the pigs that will be fattened. Some of the language used in this table is in English as well as in Spanish, due to the nature of the organization. This includes the currency mentioned, which is Honduran Lempira (1 USD is approximately 24.7 Lempiras [L])

Pig Project 1- Year Projection

The development of this Pig Project Plan is based on fieldwork research that I conducted at Leadership Mission International. Through an online format, I contacted different leaders and staff members to better understand the functioning of the Agriculture and Livestock Program. As I investigated a specific area of focus among many needs, a common theme was brought up to my attention. The need of using existing resources, reduce food costs, and improve protein consumption, was voiced across the organization, and reflected in this plan through the programmatic tools that have been created to enhance food production of locally grown crops and livestock. By communicating this need and shortly upon hiring, Yolani led this plan's design while I offered administrative support and areas to explore and target.

PIG PROJECT					
INVESTMENT BUDGET					
1 YEAR PROJECTION					
Concept	Unit	Amount	Unit Price	Total Cost	As of 3/13/2023
One time Investment					
Female F1 (Landrace x York Shire) 6 months	Wombs(Vientres)	3	L 9,000.00	L 27,000.00	L 5,400.00
Male Boar Duroc 6 months	Boars(Sementales)	1	L 9,000.00	L 9,000.00	L 1,800.00
Sub Total				L 36,000.00	L 7,200.00
Food					
Concentrate for Pig Feed	(q)	6	L 845.00	L 5,070.00	
Vientres/ Wombs	(q)	55	L 874.00	L 47,851.50	
Sementales/Boar	(q)	18	L 845.00	L 15,421.25	
Piglets 5-28 days	(q)	8	L 1,254.00	L 9,517.86	
Piglets 29-35 days	(q)	3	L 1,038.00	L 3,459.08	
Piglets 36-49 days	(q)	2	L 900.00	L 2,054.05	
Piglets 50-70 days	(q)	6	L 970.00	L 5,374.19	
Pigs Fattening Growth 71-104 days	(q)	14	L 907.00	L 12,283.68	
Pigs Fattening Development 105-140 days	(q)	22	L 866.00	L 19,004.37	
Pigs Fattening End 141-168 days	(q)	17	L 845.00	L 14,305.01	
Medicines and Vaccines				L 16,092.00	
Sub Total				L 145,362.99	
TOTAL				L 181,362.99	L 152,562.99

To understand the Pig Project Investment Budget, please note:

- The subtotal cost of L.36,000 or approximately \$1,475 results from an annual cost of the fixed investment which has been divided over the 5 years of the duration of the project.
- 1 quintal (q) = 100 pounds (lbs)
- Yolani worked on a gross profit forecast for the Pig Project. The summary is presented in the following table:

Results	
CONCEPT	1-year Projection
Revenue (Ingresos por produccion)	L208,849.50
Production Costs (Costos de produccion)	L152,562.99
Gross Profit (Utilidad Bruta)	L56,286.51

Besides generating profit, this project is part of LMI's and TLC's vision of self-sustainable production. Although the estimated savings from eating meat produced by these pigs are not reflected here, this can also be taken into consideration.

Through different remote sessions, conversations, and sharing live documents online, Yolani and I managed to bridge the distance gap and work together to deliver this plan. After creating this Pig Project Plan, the Agriculture Lead had to present it to LMI's Executive Director for funding and approval. The Executive Director in partnership with the Marketing and Communications specialist decided to create a Giving Tuesday campaign for 2022 directed toward Campus Sustainability. The initial goal was to raise \$1,000 to be able to buy a female pig and a male pig. However, after analyzing this proposal, evidence was provided to back up the need for two more female pigs to be able to generate a profit throughout the time of the execution of this project and to recover the initial funds that will be invested. With great joy, I share that during the Giving Tuesday campaign for 2022, LMI raised over \$5000 toward this specific project.

Crop Calendar

For the second part of this project, we have been working on a Crop Calendar. For this calendar schedule to be completed, more research needs to be done. As of now, the idea of going through TLC's grocery lists to understand the consumption pattern of fruits and vegetables is taking place. We are writing down how much of each product has been bought during Quarter II from Fiscal Year 2022-2023. This is being done to have a better understanding of what is being bought that could be grown on campus and create a budget for this. Nonetheless, as it will be shown later in this document, there have been ongoing issues with the water and irrigation in the system. Therefore, after different conversations, the Agriculture Lead and I have agreed that this Crop Calendar should be designed for the upcoming Fiscal Year (FY) 2023-2024.

Three main reasons why the Crop Calendar is being designed for FY 2023-2024:

- In the non-profit world, a new fiscal year represents a new budget. The current budget is limited. This proposal can be presented to the Executive Director and Board of Directors before the beginning of a new fiscal year. Hence, if approved, this project can be budgeted during the fiscal year and different fundraising activities can be planned in accordance.
- Honduras has been experiencing different climate challenges, including droughts. These have taken place mostly between February and June. If the irrigation system is still not working, watering crops will be challenging as it will not be raining, and temperatures will be high. The Fiscal year begins in July.
- The main resource that TLC has is the availability of land, which is a great advantage. Nonetheless, for better results, an initial investment in infrastructure and improvement of current conditions needs to take place.

Plan is suggested taking into consideration the processes, stakeholders, and resources needed to achieve this project. These are all important aspects of Project Management, all concluding in the creation of a project timeline hoping to achieve food production and protein consumption at TLC through the Pig Project and Crop Calendar deliverables.

Risk Matrix

Headline Risk	Description of Impact	Probability	Impact	Risk Score	Response Strategy	Responsible
Water Availability	Due to recurrent and ongoing issues with the irrigation system on campus, during the dry season, plants cannot be watered properly as the irrigation system does not suffice. In addition, there was a "Water Mission" that evaluated the water on campus and determined that there is high water pollution in the water used at The Leadership Center, which is also used to water plants and animals.	10/10	7/10	70	Diagram current water systems to be able to repair as much as possible during the following fiscal year 2023-2024 The Board of Directors and Executive Director work together to create a fundraising plan for this project	Campus Director, Operations Manager, Field Professional Board of Directors and Executive Director
Irregular Soil Maintenance	Excessive rainfall during the rainy season and lack of rain and an increase in temperature during the dry season led to poor soil conditions. In the past, this has led to low soil fertility.	6/10	7/10	42	AD will create a budget to perform a soil evaluation and will contact different nonprofit organizations helping small farmers to make necessary adjustments to increase soil fertility Board will raise funds to develop this	Agriculture Director/Lead (AD) Board of Directors (or Future Director of Development)

Low yields and food loss	Non-availability of seeds, fertilizer, and irrigation delays the sowing of crops. Crops that were expected sometimes fail or die along the way, most of the time due to adverse climate conditions or soil conditions	5/10	6/10	30	Create a clear, documented planting and harvesting schedule so there can be consistent monitoring, evaluation, and prediction of results over time. AD will review the organization's Strategic Plan to create a budget for the program's needs	Operations Manager Agriculture Director
Loss of Livestock	Animal deaths because of diseases. Loss of income generation and sale opportunities due to not having a business plan	6/10	5/10	30	Optimize preventative care for animal health. This includes veterinary visits, medicines, and the provision of good food. This goes back to the initial idea of creating a budget for the program. Create a business plan to identify buyers and ensure the sustainability of the ongoing sale of piglets, chicken, and meat consumption on campus.	Agriculture Director Operations Manager
Hiring and training	Due to the organization's limited budget and financial resources, the Honduran staff working on Campus are very hardworking individuals but many of them have insufficient knowledge and experience in the management of	5/10	5/10	25	Prioritize hiring of qualified volunteer or local Honduran staff with educational background and expertise in Agriculture Recruit a volunteer or paid Agricultural consultant	Campus Director Board of Directors BOD and ED

	<p>Agricultural Programs. There have not been training opportunities in agricultural topics for the staff. As of now, 3 individuals have been hired to help in this program and a new Lead stepped into the role</p>				<p>Fundraise Agricultural training for current staff</p>	<p>Campus Director and Agriculture Director</p>
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Log Frame

	Description	Indicator	Means of Verification	Assumptions
Goal	Systematize, organize and improve the Agriculture and Livestock Program at LMI	% Increase in production % decrease in food loss	Production and Consumption Reports	No need for assumptions at this level
Outcomes	An organized, systematized, and improved Agriculture and Livestock Program at LMI	% Increase in qualified staff % decrease in crop and animal death	Pre and Post Assessment Program Evaluation On-site Maintenance	An initial plan has been created Qualified staff is hired, or training is provided
Outputs	1.1 Create a clear, documented planting and harvesting schedule so there can be consistent monitoring, evaluation, and prediction of results over time. 1.2 Diagram current water systems 1.3 Hire qualified volunteer or local Honduran staff with educational background and expertise in Agriculture 1.4 Plan for preventative health care for Animals	# Of crops according to planting and harvesting schedule # Of produced eggs % decrease in water pollutants # of sick animals	Programmatic Doc. Calendars Monitoring and Evaluation Training Program Completion of Programmatic Doc. Spreadsheets	Water is not polluted Soil fertility has increased Animal health is monitored by staff
Activities	1.1 Sharing the Strategic Plan and Documentation to inform and start actioning 1.2 Fundraise for Water Campaign 1.3 In-country training provided by professionals in the field 1.4 Budgeting	Input: Quality tools, construction materials, seeds, animals, experts in the field, trained staff, educational training, and educational resources, monetary funds, soil evaluation, improved irrigation system		

Indicator Tracking Table

Indicator level:	Indicator and Definition	Overall Target	Baseline Value	TQ1 FY 23-24	Actual Q1 FY 23-24	TQ2 FY 23-24	Actual Q2 FY 23-24	Endline Value
Outcome: An organized, systematized, and improved Agriculture and Livestock Program at LMI	% Increase in the use of programmatic documentation by the end of FY 22-23 and going forward in comparison with before the project	100%	0	70%	-	90%	-	
Output: Quality programmatic documentation to deliver successful agriculture and livestock projects	# Of crops according to planting and harvesting schedule	25	0	10	-	15	-	
Same as above	# Of produced eggs according to the chicken project plan	23,100	0	11,500	-	11,600		
Same as above	# Of piglets born	25	0	10	-	15		

Sustainability Plan

Checklist	Description
Resources	<p>To be able to continue the intervention results, both human and non-human resources are needed. The Operations Manager (OM) will supervise the Agriculture Lead (AL). The AC will oversee supervising student workers and another paid-time full staff. In addition, people's power will come from supporters and their donations.</p> <p>-Existing resources include land, cattle, and chickens. For sustainability purposes, resources stated in the Pig Project Plan are critical, starting with 1 male pig and 3 female pigs. This plan has been designed to be implemented within 5 years. A separate plan is being created to know what resources will be needed for pig slaughtering.</p> <p>-To be able to implement what is written in the crop schedule and harvesting calendar, besides seeds, the irrigation system is a high priority. A GPS is needed to measure the area and elevation of the land. We are working on a list of needed materials to upgrade the greenhouse.</p>
Capacity	In charge of Supervision will be OM and the main project leader will be the AL working alongside 1 agricultural worker. Upon request, AL can count on up to 40 students (during coffee harvest season, and morning work).
	LMI's AL is taking time to study, read, and educate herself in different Agriculture topics. Under supervision from the OM, the AL is being handed this project. The irrigation system is not fully-functioning and water evaluation plans are taking place on campus. Other than that, AL is capable to manage the project under supervision. The crop calendar and harvesting schedule dates may

Risk and Response	need to be edited if problems with the irrigation system continue. This, including other risks, has been analyzed in the risk management plan
Stakeholders	Currently receiving administrative guidance and support through MAICD student working on this Integrative Project. Operations Manager, Agriculture Lead, agriculture worker, and students are on-campus stakeholders. The surrounding community will be part of this project in the coming years as future pig buyers are identified through a market study. On the US Side, Executive Director and BOD will analyze project proposals to fundraise or authorize funds.
Processes and Networks	Processes are being created as part of the need to improve programmatic documentation. AL is studying English to communicate with ED and BOD if needed.
Motivation	Leadership Mission International has stated that they are working toward becoming a self-sustainable campus. Besides decreasing food costs after the initial investment, this is the organization's main motivation.

Conclusion

The Pig Project Plan and Crop Calendar are initial steps toward a programmatic approach in Agriculture and Livestock at The Leadership Center. The existing partnership between the new Agriculture Lead and me marks a solid start of better outcomes for this area of the organization. Once I complete my program in International Community Development, this project will fully transition to the Agriculture Lead who is currently drafting strategies to ensure the completion and continuation of this project.

Although there are different projects taking place at TLC, at the end of each fiscal year this project needs to be revised as a key component of the organization’s Strategic Plan 2022-2025. This revision process should be held between the Agriculture Lead and the Operations Manager who will later report to the Executive Director. Monitoring for effectiveness through key performance indicators will enable progress toward goals to be measured in a timely and cost-effective manner. All of this is to ensure that after an initial investment, TLC will be on the right track to ensure food production and protein consumption on campus.

Appendix B: Continuation of Pig Project Plan

Created by: Yolani Silva

Feeding Expenses

Amount of feed

Stage	Type of concentrate	Age/Days	Pound/Pig/Da	Expected average	Expected average	Price
Piglets to Pigs	BIO-NOVA 1	5-28 d	0.55	18	8.16	L 1,254.00
	BIO-NOVA 2	29-35	0.95	23	10.43	L 1,038.00
	BIO-NOVA 3	36-49	1.54	38	17.23	L 900.00
	BIO-NOVA 4	50-70	2.43	71.35	32.36	L 970.00
Fattening	BIO CRECIMIENTO	71-105	3.6	130.6	59.23	L 907.00
	BIO DESARROLLO	106-147	5.62	209.2	94.88	L 866.00
	BIO FINAL	148-168	5.62	242.55	110.00	L 845.00
Pregnancy	BIO GESTACION	Monta- 91 dias de preñez (After Mating- 91 days of pregnancy)	5			L 845.00
Breastfeeding pig	BIO LACTANCIA	92 dias de preñez- (92 days of pregnancy)	6			L 903.00

Precios estimados de venta

Cerdos que seran engordados/ fattening pigs (20%)	L 12,127.50
Lechones que seran vendidos/ piglets to be sold (80%)	L 1,500.00

Precio de venta libra/ Price per lb	50
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Pigs Density m2

Weight	Minimum square
Less than 10 Kg	0.15
Between 10 and 20 Kg	0.2
Between 20 and 30 Kg	0.3
Between 30 and 50 Kg	0.4
Between 50 and 85 Kg	0.55
Between 85 and 110 Kg	0.65
110 kg or more	1

Sales Projection per Semester

PROYECCION DE VENTA POR SEMESTRE/ SALES PROJECTION BY SEMESTER

Concepto/Periodo	Year 1		Year 2		Year 3		Year 4		Year 5	
	1st Semester	2d Semester	1st Semester	2d Semester	1st Semester	2d Semester	1st Semester	2d Semester	1st Semester	2d Semester
Volumen										
Cerdos finalizados de 110 Kg	6	6	6	6	6	6	7	7	7	7
Lechones destetados	24	24	25	25	26	26	27	27	29	29
Cerdos no desarrollados	1	1	1	1	1	1	1	1	1	1
Vientres de desecho	0	0	0	0	0	0	0	0	0	0
Sementales de desecho	0	0	0	0	0	0	0	0	0	0
Precio (L/cabeza)										
Cerdos finalizados de 110 Kg	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50	L 12,127.50
Lechones destetados	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00	L 1,500.00
Cerdos no desarrollados										
Vientres de desecho										
Sementales de desecho										
Ingresos por Venta										
Cerdos finalizados de 110 Kg	L 69,126.75	L 69,126.75	L 72,583.09	L 72,583.09	L 76,212.24	L 76,212.24	L 80,022.85	L 80,022.85	L 84,024.00	L 84,024.00
Lechones destetados	L 35,298.00	L 35,298.00	L 37,062.90	L 37,062.90	L 38,916.05	L 38,916.05	L 40,861.85	L 40,861.85	L 42,904.94	L 42,904.94
Ingresos Totales										

Proyeccion Anual de Ingresos

Concepto/Periodo	Year 1	Year 2	Year 3	Year 4	Year 5
Cerdos finalizados de 110 Kg	L 138,253.50	L 145,166.18	L 152,424.48	L 160,045.71	L 168,047.99
Lechones destetados	L 70,596.00	L 74,125.80	L 77,832.09	L 81,723.69	L 85,809.88
Ingresos Totales	L 208,849.50	L 219,291.98	L 230,256.57	L 241,769.40	L 253,857.87

Pig Breeding and Fattening

Cría y Engorda de Cerdos/ Pig Breeding and Fattening
 Calculo de costos de Alimentacion Concentrada/ Concentrated Feeding Cost Calculation

Calculo de costos de alimentacion anual

Consumption of Concentrate (Pound)

	Daily Consumption (Pound)	No. days	Year 1	Year 2	Year 3	Year 4	Year 5
Vientres	5	365	5475	5475	5475	5475	5475
Sementales	5	365	1825	1825	1825	1825	1825
Piglets Lechones de 5-28 dias	0.55	23	759	797	837	879	923
Lechones de 29-35 dias	0.95	6	333	350	367	386	405
Lechones de 36-49 dias	1.54	13	228	240	252	264	277
Lechones de 50-70 dias	2.43	20	554	582	611	641	673
Engorde Crecimiento 71-104 dias	3.6	33	1354	1422	1493	1568	1646
Engorde Desarrollo 105-140 dias	5.5	35	2195	2304	2419	2540	2667
Engorde Final 141-168 dias	5.5	27	1693	1778	1866	1960	2058

Concentrated Consumption while reaching the time of coverage

	Daily Consumption (Pound)	No. days	1 Month
Vientres	5	30	450
Sementales	5	30	150
			600

Concentrate Feeding Price (Pound)

	1 Month
Vientres	L 9.03
Sementales	L 8.45

Concentrated Feeding Cost

	1 Month
Vientres	L 4,063.50
Sementales	L 1,267.50
Total	L 5,331.00

Precio de Alimento Concentrado (Lb)/ Concentrate Feeding Price (Pound)

	Year 1	Year 2	Year 3	Year 4	Year 5
Vientres/ Wombs	L 9.03	L 9.12	L 9.21	L 9.30	L 9.40
Sementales	L 8.45	L 8.53	L 8.62	L 8.71	L 8.79
Piglets 5-28 days	L 12.54	L 12.67	L 12.79	L 12.92	L 13.05
Piglets 29-35 days	L 10.38	L 10.48	L 10.59	L 10.69	L 10.80
Piglets 36-49 days	L 9.00	L 9.09	L 9.18	L 9.27	L 9.37
Piglets 50-70 days	L 9.70	L 9.80	L 9.89	L 9.99	L 10.09
Pigs Fattening Growth 71-104 days	L 9.07	L 9.16	L 9.25	L 9.34	L 9.44
Pigs Fattening Development 105-140 days	L 8.66	L 8.75	L 8.83	L 8.92	L 9.01
Pigs Fattening End 141-168 days	L 8.45	L 8.53	L 8.62	L 8.71	L 8.79

Costo de Alimento Concentrado/Concentrated Feeding Cost

	Year 1	Year 2	Year 3	Year 4	Year 5
Vientres/ Wombs	L 49,439.25	L 49,933.64	L 50,432.98	L 50,937.31	L 51,446.68
Sementales	L 15,421.25	L 15,575.46	L 15,731.22	L 15,888.53	L 16,047.41
Piglets 5-28 days	L 9,517.86	L 10,093.69	L 10,704.36	L 11,351.97	L 12,038.77
Piglets 29-35 days	L 3,459.08	L 3,668.36	L 3,890.29	L 4,125.65	L 4,375.26
Piglets 36-49 days	L 2,054.05	L 2,178.32	L 2,310.11	L 2,449.87	L 2,698.09
Piglets 50-70 days	L 5,374.19	L 5,699.33	L 6,044.14	L 6,409.81	L 6,797.60
Pigs Fattening Growth 71-104 days	L 12,283.68	L 13,026.85	L 13,814.97	L 14,650.77	L 15,537.15
Pigs Fattening Development 105-140 days	L 19,004.37	L 20,154.13	L 21,373.46	L 22,666.55	L 24,037.88
Pigs Fattening End 141-168 days	L 14,305.01	L 15,170.46	L 16,088.27	L 17,061.61	L 18,093.84
TOTAL COST FEEDING	L 130,858.74	L 135,500.24	L 140,389.79	L 145,542.08	L 150,972.67

Giving Tuesday Mail Chimp Letter

Created by: Danika Hadfield



WITH GREAT JOY WE CELEBRATE: Giving Tuesday and Exceeding Our Goal!

We are excited to share that on Giving Tuesday we exceeded our goal of \$1,000 by raising **\$5,179.75** towards our Pig Sustainability Project. This means that instead of buying one male and one female pig, we will be able to purchase one male and three females. We will also be able to cover the cost for all of the food and start up needs for these pigs. Purchasing four pigs instead of two means we will receive a return on this investment much quicker because there will be more piglets to sell! THANK YOU FOR YOUR GENEROSITY! We are very grateful to have received so much excitement and encouragement towards this project and look forward to the benefits it will bring to campus and the community in the years to come!



Appendix C: Strategic Plan 2022-2025

Ownership: Leadership Mission International

This is an excerpt of LMI's Strategic Plan 2022-2025, specifically designed by their organization towards their Infrastructure Goal mentioned below to be achieved by 2025.

Infrastructure Goal: By 2025, TLC campus buildings, facilities, vehicles, and systems will be optimized for the sustainability and well-being of students, staff, and visitors on campus.

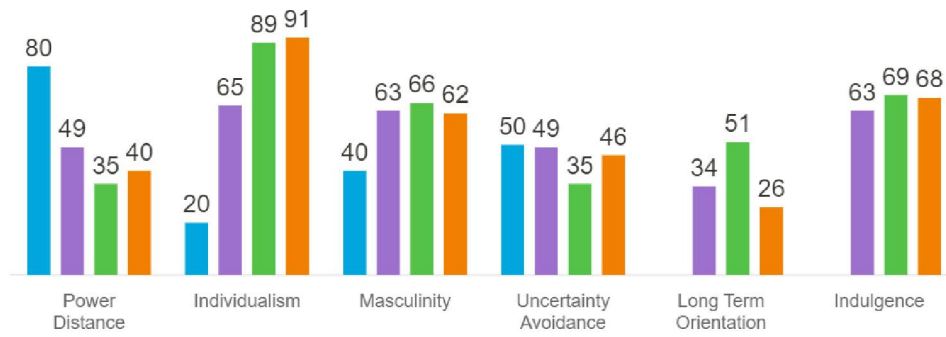
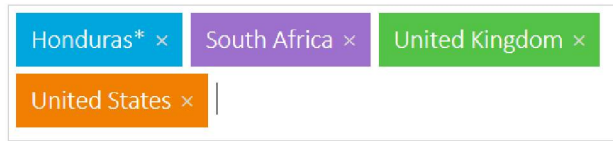
<p>Action 5: Vegetable Farm & Garden Beds</p> <ul style="list-style-type: none"> - Develop a clear, documented planting and harvesting schedule so we can monitor, evaluate, and predict results over time. - Improve irrigation system - Purchase an iron casamaya - Create a nursery for seedlings - Develop additional wood garden beds 	<p>Increase sustainability for the ongoing consumption of vegetables, beans, and corn on campus to reduce purchase prices over time.</p>
<p>Action 6: Fruit Trees</p> <ul style="list-style-type: none"> - Develop a clear, documented plan for fruit tree production taking into account the needs of different varieties of fruit trees - Plant papaya, guava, avocado, mandarin lemon, lemon, and Musaceae trees 	<p>Increase sustainability for the ongoing consumption of fruit on campus and reduce purchase price over time.</p>
<p>Action 7: Chickens</p> <ul style="list-style-type: none"> - Purchase 100 laying chicks in Q1 2022 - Develop a schedule for how long chickens lay for, when we will use them for food, and how often we will need to purchase new chicks. - Incubate Indian eggs to consume Indian chicken 	<p>Increase sustainability for the ongoing consumption of eggs and chicken on campus.</p>
<p>Action 8: Pigs</p> <ul style="list-style-type: none"> - Purchase two large pigs (one male and one female) in Q2 2022 	<p>Increase sustainability for the ongoing sale of piglets and consumption of meat on campus.</p>
<p>Action 9: Cows</p> <ul style="list-style-type: none"> - Purchase one bull in Q1 2022 - Plant cut grass in the wintertime to prepare food for summer 	<p>Increase sustainability for the ongoing sale of calves and consumption of milk and meat on campus.</p>
<p>Action 11: Coffee Farm</p>	<p>Increase sustainability for the ongoing</p>

<ul style="list-style-type: none"> - Develop a clear, documented plan for when, where, and how many coffee plants need to be replaced each year. - Ongoing maintenance of fertilization, pest, and disease management to ensure stable production 	<p>consumption of coffee on campus and sale to campus visiting teams.</p>
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Infrastructure Goal Timeline

	2022-23				2023-24				2024-25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Water System												
Facilities												
Vegetables												
Fruit Trees												
Chickens												
Pigs												
Cows												
Coffee Farm												

Appendix D: Hofstede's Country Comparison



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