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Responsible Volunteerism in Global Health: The Development of Volunteer Manuals for
Global H.E.E.D., a Nongovernment Organization Based in Atlanta

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ABSTRACT

Responsible Volunteerism in Global Health: The Development of Volunteer Manuals for Global H.E.E.D., a Nongovernment Organization Based in Atlanta

By Allyson M. Petrilla

Background: During the last two decades in the United States and around the world, there has been a striking upsurge in organized volunteer service. A certain portion of this work takes place in international settings, and many organizations carry out short-term projects in public health and medicine. There are many who take a critical stance on the use of unskilled volunteers and the potential ramifications of international service work, especially in the health field. In order to carry out sustainable, responsible short-term projects, well-established organizations offer training guidelines for volunteers and trip leaders. Global H.E.E.D., a relatively new and small volunteer sending organization focusing on the areas of Health, Education, and Economic Development, is working to improve its operations and develop volunteer resources for its continued growth in the international volunteerism sector.

Objective: This special studies project aims to describe the design of a set of volunteer handbooks focusing on Global H.E.E.D.'s projects in Clahuitz, Guatemala. The development of these handbooks will better prepare volunteers for their work abroad, and strengthen Global H.E.E.D.'s volunteer resources as the organization continues to grow and carry out sustainable projects.

Methods: Five volunteer sending organizations were examined, focusing on the components of their volunteer policies and training. These resources were evaluated along with trip leader field notes from a prior volunteer trip to inform the development of Global H.E.E.D.'s handbooks.

Results: The model organizations' manuals included components such as the history, mission, and values of the organization; information on the geographic and cultural setting; details about projects and sites; and travel considerations. In addition to these components, it was determined that Global H.E.E.D.'s manuals should contain pre-departure information, contact points, volunteer testimonials, and Frequently Asked Questions particular to the organization's projects in Calhuitz. In total, three new manuals were developed for Global H.E.E.D.

Discussion: The development of these handbooks for Global H.E.E.D. filled a gap in the organizations resources. Proper preparation of unskilled volunteers for short-term projects in public health is essential to carrying out socially responsible, sustainable initiatives. In the continuing growth of international volunteerism, sending organizations must not only recognize a legal obligation to provide information to volunteers, but must also responsibly equip participants to carry out effective projects.

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CHAPTER ONE

Achieving the Millennium Development Goals will require the engagement of countless millions of people through volunteer action -- Ban Ki-moon, Secretary General of the United Nations

INTRODUCTION

Introduction and Rationale

During the last two decades in the United States and around the world, there has been a striking upsurge in organized volunteer service and the establishment of nonprofit organizations that carry out this type of work.^{1,2,3} There was a 31.5% increase in the number of all 501(c) nonprofit organizations in the U.S. between 1999 and 2009.⁴ An average of sixty-two million Americans reported participating in volunteer activities between 2007 and 2009,⁵ with college students making up the fastest-growing group of people contributing volunteer hours.⁶ Many volunteers choose to participate in global service trips, spending short-term periods abroad in a recent uptick in service-learning, international volunteering, and what has been dubbed “Voluntourism.”⁷

It is estimated that just under one-fourth of international volunteer activity is focused in the field of public health and healthcare, with organizations enlisting the aid of volunteers to carry out medical clinics, health education, disaster relief, and the like.⁸ Some organizations recruit participants based on profession or experience in a field, but many rely on the service of unskilled volunteers to carry out short-term projects.⁹ The implications of volunteer service work in public health are vast and controversial. Some studies suggest that intercultural exchanges are valuable assets to host communities and volunteers alike.¹⁰ Others point out both costs and benefits to resource-limited economies

in hosting volunteer groups.¹¹ Critics of recent global health initiatives claim that current approaches to international health actually damage power structures in developing world settings,¹² and some argue that short-term volunteer service projects generally detract from local healthcare infrastructure.¹³ Without question, volunteers who carry out public health projects must be appropriately prepared to handle the work they set out to do in order to carry out successful, impactful, responsible work.

Problem Statement

The nature of volunteer service work attracts a wide range of people who may or may not have experience dealing with the unpredictable work that often comes with service projects. A group of “do-gooders” without appropriate preparation and leadership may end up doing harm in the end, particularly in a field as technical as public health, whose topics may range from education/awareness and dissemination of knowledge to actual medical intervention.¹⁴ This is different from other forms of volunteerism such as construction projects or community clean-ups, which don’t deal with personal and often culturally-sensitive issues. Ill prepared service trip leaders and untrained participants may lack the appropriate knowledge and tools for a position that has the potential to have a vast impact on themselves, their volunteer groups, the people they work with, and the larger communities at hand.¹⁵

It is important that the abundance of good will and a desire to serve not go to waste due to poorly prepared volunteers and ill-equipped leadership. To carry out sustainable, socially responsible projects, leaders and volunteers must be aware of the weight that public health work can bear, and able to carry out successful, impactful, responsible service work. A wide range of American nonprofit and non-government

agencies enlist the help of unskilled volunteers in carrying out local and international health projects, including the American Red Cross, Catholic Relief Services, Child Family Health International, and the like.^{16,17, 18} Many organizations offer comprehensive volunteer training for short-term trips. There have also been efforts on the international level to set forth guidelines for responsible international service work, including the United Nations Volunteers Program, the International Association for Volunteer Effort, and Comhlámh.^{19,20,21}

As public health becomes more visible in the media and global philanthropy has become almost “sexy,” these organizations and many others are rising to the challenge and demand of supporting global service work through volunteers. The approach taken in this special studies project is to analyze the guidelines set forth by five more well-established volunteer sending agencies. This in turn is used to inform the design of a set of volunteer handbooks for a small nongovernment organization based in Atlanta as well as to describe the significance of this project in the context of a larger trend in international volunteerism.

Global H.E.E.D

Global H.E.E.D. is a small nonprofit, non-government organization based in Atlanta that was founded in 2008. The organization’s mission is to alleviate poverty conditions on an international scale by working within the areas of **H**Health, **E**ducation, and **E**conomic **D**evelopment. The organization’s work currently focuses in the village of Calhuitz in Guatemala with future plans to expand to more sites including Nepal and India. Global H.E.E.D. currently has active chapters at the University of Connecticut and

Emory University and plans to expand its presence across more college campuses in the coming year. The organization is still in its development stages, being only three years old, and the board of directors is continually working to strengthen the group's operations to support the mission and values of the organization.

Every year Global H.E.E.D. sends groups of undergraduate volunteer-interns (also called Fellows) to Calhuitz to undertake public health, education, and microfinance projects. These interns apply to the program through their respective universities and a group is selected by the Global H.E.E.D. executive board and staff to participate in a two-week long service trip to Guatemala. Students are not required to have any knowledge of public health, medicine, or the Spanish language, but must exhibit a genuine drive to participate in the project. In the past, volunteers have been students majoring in English, French, Physics, Computer Science, Pre-Med, and Nursing. Each trip is led by a trip leader and supported by two Graduate Fellows on-site in Calhuitz. The Graduate Fellows are graduate students who apply to spend the entire summer living and working in the village in order to support Global H.E.E.D activities and the interns during their stay.

During the Summer and Fall of 2010, the author served as a trip leader and the Guatemala Health Initiatives Director for Global H.E.E.D. The primary roles of trip leader include during this time included: on-boarding new interns; helping to organize the second of two volunteer trips to Guatemala in the summer of 2010; and leading the two-week trip with a group of five volunteers.

The impetus for this special studies project comes from experiences during that trip and being poorly prepared by the organization to carry out the task of leading five peers on a two-week trip to Guatemala. Trip leader preparation consisted of weekly

conference calls and e-mails that covered information on past projects, the project location, and a basic framework of how the August 2010 trip would go. At the time, there were no trip leader guidelines or handbook of any sort, beyond speaking to one of the past trip leaders. Over the course of the trip, many significant, difficult situations arose where more pre-trip preparation would have been beneficial. Small tasks like finding hotels and drivers in-country would have been better served by making reservations or having a comprehensive contact list ahead of time. The potential for larger ordeals, such as volunteers being faced with dangerous driving conditions, extremely cold weather, and illness should have been presented before the trip in order to be better prepared. At one point, the volunteers witnessed and became a part of a traumatic and painful labor that ended in the death of an infant—with no skilled person present other than the author. Understandably, there is no way to prepare for everything that may potentially happen on trips like these. However the complete lack of any preparation tool or materials for the volunteers and leadership was something that needed to be addressed within the organization, especially as it continues to expand to more chapters and service sites.

As a new organization with young leadership, Global H.E.E.D. is still developing and strengthening many areas of its operation. Upon returning from Guatemala, the author was given the responsibility of creating a series of handbooks that would serve as a resource for new interns and future trip leaders. Three manuals are the product of this special study project and an internship with Global H.E.E.D.

Purpose Statement

Global H.E.E.D. as an organization is still in the early phases of developing its projects and operations. The organization's lack of participant preparation materials is a

gap that needs to be filled in order for the organization to continue to grow and expand in a professional and globally responsible way. The nature of Global H.E.E.D.'s work in the realm of public health calls for a more in-depth preparation process for its volunteers than is currently available through its website or staff members.

The purpose of this special studies project is to describe and frame the development of a series of manuals created by the author to be used by Global H.E.E.D. in preparing future volunteers and trip leaders for the organization's public health service trips in Calhuitz, Guatemala. By having these resources available, Global H.E.E.D. will gain necessary resources to carry out sustainable, responsible work in global health through volunteer service.

Project Objectives

The objectives of this project are to analyze available volunteer resources from volunteer sending organizations which carry out work similar to that of Global H.E.E.D. in order to consolidate essential information for both trip participants and trip leaders regarding Guatemala, Calhuitz, Global H.E.E.D., and the work they will be doing during their volunteer experience abroad. Secondly, this project aims to produce a physical handbook for both trip participants and trip leaders in order to prepare them with pertinent information before the trip. Finally, after creating the manuals, they will be included on Global H.E.E.D.'s website for reference in addition to distributing manuals to new participants and leaders in preparation for future trips.

Significance Statement

Service and volunteerism in public health with organizations such as Global H.E.E.D. is a burgeoning field. Questions surrounding the implications of this work and the potential for harm in using unskilled volunteers are emerging in current literature. Some models have been set forth regarding best practices in international volunteerism, including the need for appropriate participant preparation and the responsibility of sending organizations to equip volunteers to be socially aware and responsible for their role in host communities. Preparing Global H.E.E.D.'s volunteers and leaders for this type of work will be an essential part of carrying out the organization's mission in an effective, responsible way, while considering its place in the larger trend of international public health volunteerism.

Definition of Terms

- **Global H.E.E.D.:** the nonprofit organization that is the subject of this special studies project. Their work is focused on Health, Education, and Economic Development, currently in the village of Calhuitz, Guatemala.
- **Handbook, Manual, Resource:** any materials pertinent to the service trips that would prepare or train participants and leaders for their volunteer work with a sending organization.
- **Interns, Fellows, Trip participants, volunteers:** the students who apply to Global H.E.E.D.'s programs and participate in service trips to Calhuitz.
- **Service trip:** Short-term volunteer projects. In the context of Global H.E.E.D, this is the two-week long visit to Calhuitz that volunteers participate in through the

organization. These trips focus on public health service work, such as health education, health clinics, maternal and child checkups, and health surveys.

- **Trip leaders:** Global H.E.E.D. staff who are responsible for organizing and carrying out the organization's activities and projects in Calhuitz. Trip leaders are responsible for orchestrating the participants before, during, and after the trips and for reporting back to Global H.E.E.D.'s board of directors and advisers, volunteers' parents, and fellow staff members.
- **Volunteer sending organization:** an agency that enlists the service of unskilled volunteers in international service trips.
- **Voluntourism:** A form of tourism in which tourists experience cultural exchanges through engagement in volunteer service work in a host country.²²

CHAPTER TWO

Where once it was the physician who waged bellum contra morbum, the war against disease, now it's the whole society. -- Susan Sontag

REVIEW OF THE LITERATURE

Introduction

The importance of this project can be understood in three ways. The literature review begins by summarizing current literature regarding trends in volunteer tourism, global philanthropy and public health, and the growth of the nonprofit sector in such activities in order to outline Global H.E.E.D.'s place in the world of international public health work. Presented next is a review of current literature regarding the implications of this type of work, with a focus on social and cultural considerations in international volunteerism and the potential for harm in using untrained volunteers for short-term health projects. Finally, current literature is examined regarding effective volunteer management and training in order to identify best practices and outline the gap in Global H.E.E.D.'s resources for appropriate training and preparation of participants conducting volunteer work.

Part One: Global Health, "Voluntourism," and the Nonprofit sector

Global health as a field of study has experienced much growth in recent years. Just under half of a sample of 129 accredited medical schools offer academic programs and initiatives in global and public health.²³ Many of these programs offer field-based learning opportunities in resource-limited settings.^{24,25} In addition to an increase in academic interest in global health, more volunteer tourism has occurred in recent years,

with untrained people traveling abroad to participate in short-term volunteer projects including public health and medical service.²⁶ Although many service trips are carried out through faith-based organizations or universities, private, nonprofit volunteer public health organizations are beginning to make up a larger portion of international volunteer public health work.²⁷ Global H.E.E.D. falls into this category of NGOs, which is experiencing burgeoning growth on a national and international scale.²⁸ There were just under 3,100 registered nonprofits in the U.S. public health sector in 2010, compared to 1,696 a decade ago.²⁹

In addition to more outlets for service, more individual people are deciding to volunteer abroad. One study states that over one million individuals in the United States reported volunteering internationally in 2008. The data are based on a survey of 56,000 households from that year, and this estimate represents a seven-fold increase since 2004. Twenty-three percent of this service was in healthcare. According to the report, people aged 24 years and younger were the most likely to have volunteered abroad, and this age group experienced the greatest increase in international volunteerism since 2005.³⁰

The increase in volunteer-driven travel has drawn critical attention to the drawbacks, benefits and implications of this type of work. The term “Voluntourism” began appearing in the literature in recent years and has a wide and differing array of definitions, some of which focus on the “volunteer” aspect, and some of which focus on the “tourism” aspect.³¹ Literature on voluntourism focuses more on the motivations of participants, and less regard to the impact on local communities and residents.³² Some argue that volunteering in the developing world prevents local people from having the jobs that volunteers do, and others go as far as to call gap-year volunteers “the new

colonialists,” arguing that organizations often end up catering to volunteers rather than their host communities.³³ Further criticisms of voluntourism point out that even orphanages have become a thriving “industry” due to the upsurge in AIDS orphan tourism, and question the ethics of having strangers care for children on a short-term basis.³⁴ Overall, there is mixed opinion on the costs and benefits of volunteer tourism, especially in the developing world, and much of the current literature calls for a deeper look at the impact on local communities and residents.

Part Two: Implications: Responsible Service and the Potential For Harm

Outside of volunteer tourism, the ramifications of medical and public health service trips in particular is a topic of significant debate. Some current literature regarding this work focuses on its impact on local communities.^{35,36,37,38,39} A study by Green et al.⁴⁰ found that the perception of community members in Guatemala regarding the impact of short-term medical volunteer projects is highly variable, depending on the individual project. The main factor contributing to perceived harm in the host communities was the lack of coordination between volunteers and existing healthcare infrastructure. In a related article, Bishop and Litch⁴¹ state that it is necessary to work in partnership with local healthcare systems in order to avoid harm to communities in conducting medical tourism. Finally, Pfeiffer et al.⁴² warn that public health projects may actually undermine the development of local primary care systems if NGOs fail to adopt a code of conduct for international public health and foster relationships with existing systems and practitioners.

In addition to considering local health systems, there is a theme in some volunteer and tourism literature that focuses on the relationship between volunteers and local

communities. A 2008 article remarks that a goal of volunteer sending organizations should be to foster cross-cultural understanding not only during, but before and after service trips, stressing the role of the sending organizations in avoiding cultural *misunderstandings*.⁴³ Although this is a more general theme in international volunteer tourism, it also applies to public health service; a 2006 article outlines the dangers and shortcomings of untrained health volunteers, especially in transient medical clinics. The author writes that foreign volunteers are often unaware or insensitive to the impact that their presence has on local communities and is especially critical of the lack of accountability for short-term health volunteers. The fact that many volunteers travel abroad to participate in one-time service projects does not foster an attitude of long-term responsibility for outcomes or respect for local customs and culture. The author recommends that there should be a shift in the attitudes of temporary unskilled volunteers to respect cultural settings and to better communicate with existing infrastructure when participating in international health projects.⁴⁴

There are also ethical considerations of short-term global health projects using foreign volunteers. One article states that organizations sending volunteers from resource-replete settings to resource-limited ones have a minimum obligation to ensure that host communities and volunteers are not left worse-off as a result of their programs.⁴⁵ Even further, sending organizations should adopt the goal of mutual and reciprocal beneficial outcomes with their host communities in order to account for the financial and social costs of hosting volunteers. The key theme is that the “benefits [for sending organizations] should not trump responsibilities for ensuring that these... programs are beneficial to the relevant stakeholders.”⁴⁶ The authors suggest that as

interest in global health continues to grow, ethical consideration for the benefits and harms to host communities should be investigated and monitored.

USAID's Development Information Services states that the most successful volunteer-sending organizations are those that provide specific goals for individual volunteers and projects in addition to having long-term objectives. A 2003 report titled "The Value of International Volunteerism" notes that it is more difficult to measure the positive impacts of international volunteerism than to measure its costs. Especially for short-term volunteer projects, the success of a program depends on the sending organization's ability to clearly define a project and volunteer expectations. The report is based on information from agencies that send experienced professional volunteers, with several years of practice in a given field. According to USAID, this type of volunteer is the most effective in international work, since "a volunteer without work experience in his or her own culture is a hard sell to place in a foreign work environment."⁴⁷ This is in contrast to organizations like Global H.E.E.D., which send unskilled volunteers for projects abroad. The USAID report suggests that the more experienced the volunteer, the more effective the program.

Other critiques on the recent surge in global humanitarianism include William Easterly's *The White Man's Burden: Why the West's Efforts to Aid the Rest Have Done So Much Ill and So Little Good*, Dambisa Moyo's *Dead Aid: Why Aid is Not Working and Why There is a Better Way for Africa*, and Paul Farmer's *Pathologies of Power: Health, Human Rights, and the War on the Poor*. Among the topics discussed in these works is the negative impact foreign aid can have on local economies, the detriment that occurs from unsustainable public health projects, and the ethics associated with public

health and medicine as international aid. These authors are among a body of experts taking a critical look at the way America handles foreign aid, including health issues and stressing the importance of accountability and responsibility by the individuals and organizations that do this type of work.

Part Three: Effective Practices in Volunteer and Leader Training

There is an obvious need for volunteers to be appropriately prepared for the work in which they are participating. Avoiding pitfalls in medical and public health work is especially important as this type of work has far-reaching ramifications for the communities and people who participate.^{48,49} Volunteer sending organizations have the responsibility to properly train and prepare the participants for the work they will be doing. Many larger, well-established organizations have standardized volunteer guidelines and training manuals available, and these will be examined in later sections of this thesis. For the Literature Review, the practices of the following internationally-recognized agencies are reviewed in an effort to name the gap in Global H.E.E.D.'s resources in relationship to current best practices, as well as policy and practice positions on volunteer training frameworks.

The United Nations calls volunteerism an “important component of any strategy aimed at poverty reduction, sustainable development and social integration” and developed a website to help prospective volunteers find international projects. The site, World Volunteer Web, also offers literature on the UN’s policy positions on international volunteering, including “Volunteerism and Legislation (2004),” Developing a Volunteer Infrastructure (2005),” and “Volunteerism Laws and Policies: A Guidance Note (2011).” These resources discuss the importance of designing volunteerism laws to support and

benefit local needs and goals. Also stated in these documents is that the most successful volunteerism initiatives have operational plans with specific goals, responsibilities, and deadlines for all stakeholders, including sending organizations, volunteers, and governments.

The International Association for Volunteer Effort (IAVE) is an organization that works to promote and strengthen the development of volunteering worldwide.⁵⁰ The agency offers resources on topics ranging from building relationships between NGOs and universities to volunteer management to monitoring volunteer performance. Among their resources are the *National Standards for Involving Volunteers in Not for Profit Organizations*, which they note are not utilized by many organizations that rely on volunteers.⁵¹ Included in the standards are the training and development of volunteers, in addition to continuous improvement of volunteer programs. The objective of this and many other resources available from IAVE is to further develop standards for volunteer practices with NGOs at an internationally-recognized level.

A well-developed framework for international volunteering standards is Comhlámh's Volunteer Charter. Comhlámh, the Irish Association of Development workers, has 30 years of experience in volunteer development for organizations conducting overseas projects.⁵² The Charter sets out seven principles for responsible international volunteering. Among these are that: (1) volunteers must inform themselves about all relevant issues relating to their placement; (2) volunteers must familiarize themselves with their role(s) before departure, and; (3) volunteers must respect local customs and adopt the role of learners and guests. Also published by Comhlámh is a Code of Good Practice for the sending organizations in short-term volunteering. Section

four of this outlines the need for volunteer organizations to “provide potential volunteers with free, fair and unbiased information on their organization and volunteer placements.”⁵³ Section seven of the Code puts forth that organizations must “ensure that volunteers participate in appropriate preparation, training, and induction” for international service.⁵⁴ Like IAVE’s resources, Comhlámh’s goal is to put forth standards for volunteer sending organizations in order to carry out more successful volunteer work.

An organization that advocates for effectiveness and responsibility specifically in volunteer *tourism* is Voluntourism101.com. Despite some of the negative connotations of the term “voluntourism,” discussed previously, VolunTourism101 attempts to advocate for responsible volunteer tourism by providing resources for prospective “voluntourists.” The organization outlines effective practices for volunteer projects and points to additional resources for travelers and volunteers in preparing for short-term service trips abroad. In the Voluntourism Self-Check Guide, it is recommended that volunteers receive information on the region and culture, the organization, and project details. It is also suggested that outlining clear and realistic expectations and goals is an essential part of carrying out successful service experiences.⁵⁵

Finally, Suchdev et al put forth a model for sustainable short-term international medical trips, with importance placed on educating trip participants about the community in which they are working, the sociopolitical context of their work, and current health issues in the community.⁵⁶ They also posit that volunteers traveling to Spanish-speaking areas should have Spanish language skills. The article notes that even with well-meaning intentions, international public health service trips can have unexpected negative effects if they are not well-planned and supervised.

Summary of Current Issues and Project Relevance

As the participation of volunteers in international development, relief, and service continues to grow, volunteer sending organizations must be responsible for fostering mutually beneficial relationships with their host communities. Part of this responsibility is to prepare volunteer groups to carry out effective programs and be culturally aware of their environments. Many larger, well-established organizations have standardized guidelines for volunteer. The larger policy front of international volunteerism continues to develop.

Currently, Global H.E.E.D. does not have a comprehensive tool for preparing volunteers for their service trips to Calhuitz. Prior to January 2011, the organization's website offered limited resources for volunteers seeking information on international volunteering, either in general or specific to Global H.E.E.D.'s activities. A consolidated resource or training guide to prepare Global H.E.E.D. fellows and interns is necessary to continue the organization's mission and more effectively carry out its programs and operations in Guatemala. This is also a critical point if Global H.E.E.D. hopes to be a socially responsible organization with respect to its host communities. Rather than have volunteers learn about Calhuitz day-to-day on the ground, the organization must provide resources to participants and future trip leaders prior to the trip.

CHAPTER THREE

The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on. — Walter Lippmann

METHODOLOGY

Introduction

The development of these handbooks was a retrospective process, occurring after direct field experience in Guatemala. Upon conferring with Global H.E.E.D. leadership, it was determined that the future growth of the organization called for the development of more comprehensive and relevant guidelines for leaders and participants. Global H.E.E.D. directors specified that they would like to see two separate manuals; one for students who are interested in Global H.E.E.D. and want more information (which was named the “Fellowship Information Packet”), and a separate, more detailed manual for volunteers who had committed to a summer trip and would become part of the Global H.E.E.D. network of volunteers (called the “Fellowship Welcome Packet”). It was a decision on the author’s behalf to work on a handbook specifically for Global H.E.E.D. trip leaders, containing more logistical information that would be helpful while in Guatemala.

The process of developing the handbooks was informed by two components; (1) the author’s field work in Guatemala, and (2) a thematic review of existing literature and resources available to volunteers through other organizations that carry out work similar to Global H.E.E.D. The resulting three manuals are a compilation of both field experience and research into NGO volunteer practices and policies. This chapter will

describe the process of selecting and reviewing relevant resources that guided the development of the project.

Ethical Considerations

IRB approval was not required of this project because no human subject research was conducted.

Population and Sample

Global H.E.E.D. is a relatively young and small organization, with a current executive board of twenty people and a volunteer alumni network of just over three dozen. The main focus areas of Global H.E.E.D.'s work are public health, microfinance, and education, all of which take place in high-poverty international settings. The organization relies on the service of college student volunteers who apply for and fund their own short-term trip abroad with Global H.E.E.D. These characteristics helped frame the search for organizations that carry out similar work but may be more well-developed in regards to volunteer training, and whose volunteer resources could serve as a starting point for the assessment of materials needed for Global H.E.E.D. In identifying model organizations, the following characteristics comprised the selection criteria:

1. Type and scope of work. *The organization must carry out public health, microfinance, and/or education projects at an international level.*
2. Short-term volunteer status. *The organization must utilize the service of unskilled volunteers to carry out projects, with group service trips lasting from one week to three months.*

3. Reputation. *The organization must be well-established and recognized as a reputable one within the sphere of international volunteerism. Although not mandatory, membership with the International Volunteer Programs Association (IVPA) was considered to be a mark of good standing.*

4. Availability of volunteer training materials. *The organization must have volunteer training resources available, either on their website or through contact.*

Size of the organization was not considered as a selection criterion, as Global H.E.E.D. aims to continue its growth and looking to larger organizations could be beneficial in that process. In addition, the age of volunteers was not a selection criterion, as appropriate training and preparation are relevant to all volunteer project participants regardless of age. For the same reason, political and religious affiliations were not considered in the selection of relevant organizations.

Three of the organizations were drawn from the IVPA Members list (<http://www.volunteerinternational.org/memberlist.html#>) based on the nature of their projects falling into the field public health. In order to also include organizations that are not IVPA members, two larger well-known international volunteer organizations were included based on their well-developed volunteer guidelines. The organizations that were examined were: The American Red Cross, Catholic Relief Services, Child Family Health International, Global Service Crops, and Cross-Cultural Solutions. Each of these organizations are larger (with at least four full-time staff and three or more international project sites), more well-established (15 or more years in operation), and offer comprehensive volunteer training guidelines for participants in short-term service trips.

Assessment Design

Much of this project was based on the systematic review of current literature and best practices in public health and volunteer training, including a thematic analysis of volunteer guidelines from the above NGOs. Additionally, a retrospective analysis of field notes and personal experience informed the creation of original materials specific to Global H.E.E.D.'s work in Calhuitz. The design of this project combined both a systematic assessment of current practices and field experience in the development of Global H.E.E.D.'s training materials.

Procedures

Developing the handbooks began with an analysis of current volunteer resources, drawn from the five organizations above. The examination of each of these organizations was a three-step process based on internet research.

Step 1: After identifying which organizations met the inclusion criteria, each one's website was examined, noting specifically the availability, number, and nature of volunteer resources on the website.

Step 2: Available volunteer training manuals were examined with attention to what information and elements were included, any common themes or language in the literature, and the overall design and layout of the manuals.

Step 3: Additionally noted were elements not included in the manuals, particularly whether or not they addressed issues specific to a given project, specific to public health, or specific to a geographic region and culture.

All of the above information was recorded and served as a framework for the development of Global H.E.E.D.'s volunteer and leader handbooks.

As mentioned in the introduction of this chapter, this project is also based heavily on the author's own field experience, both before going to Guatemala and during time in-country. During the trip, a detailed leader journal was maintained, including group activities and problem points. Input from trip participants was also considered regarding those parts of the trip that could have been more streamlined and what would have helped them to know before the trip.

Instruments

In reviewing each website's materials, close attention was paid to what was included in the volunteer training guidelines in order to further the concept of what would be included in Global H.E.E.D.'s documents. The following matrix helped organize and consolidate that information during this process.

Table 1: Volunteer Resources Notes

	American Red Cross	Catholic Relief Svc	Child Family Health Int'l	Global Svc Corps	Cross-Cultural Solutions
Title of manual or Web Page	<i>New Employee and Volunteer Orientation: Participant Guide</i>	<i>Learning Through Service: A Guide to Immersion Trips and Extended Service Projects for Youth</i>	<i>Public Health and Community Medicine in India: Program Details</i>	N/A—specific manuals per project enrollment	<i>Volunteers: Preparing for Volunteering Overseas</i>

Number of pages	28	18	N/A (site pages)		N/A (site pages)
Organization's background	History, guiding principles, mission, org structure, ethics	Religious foundations of service and service learning	Org history, objectives, current projects	Yes	
Project-specific information	*Through classes		Yes	Yes; more detailed for members	Specific manuals per project available for enrolled volunteers
Geographic/cultural information	*Through classes		Yes	Per project	Yes, by country
Language education			Available on-site	On-site	
Pre-departure considerations		Yes	Yes		Yes; includes timeline, passport and visa info
Pack Lists		Yes	Yes		
Trip costs	No	No	Yes		
Safety Information		Yes			Travel medical information, immunizations
Contact Points			Alumni, program coordinators	Alumni, program coordinators	Program Manager
Other capacity building	Org offers separate classes on CPR/AED, First Aid, Emergency preparedness			Classroom lessons for teachers; health information	Extensive list of in-country policies, including gift-giving, drugs & alcohol, and safety
Resources for leaders		Yes		N/A	
Notes	Manual is primarily	Manual includes	Very detailed		Extensive

	background-oriented overview; Site has online orientation videos; detailed project information can be obtained by taking specific classes	sample code of conduct and discussion points for trip leaders	information on specific projects		
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Based on the components included in the volunteer resources listed above, it was determined what elements should be included in the development of Global H.E.E.D.'s manuals.

CHAPTER FOUR

Leadership should be born out of the understanding of the needs of those who would be affected by it. — Mirian Anderson

ANALYSIS AND RESULTS

Introduction

The end result of this project was a set of handbooks that contain important information for potential Global H.E.E.D. volunteers, students preparing for a service trip with Global H.E.E.D., and future trip leaders. The three handbooks contain information on pre-departure preparation, packing, Global H.E.E.D. as an organization, current and ongoing projects, and frequently asked questions. The Leader Handbook expands even more to include information necessary for trip leaders to foster a successful and safe trip, including contact phone numbers, trusted hotels, and maps. Appendices A, B and C of this project are the final documents submitted to Global H.E.E.D.

Analysis

Based on the review of the volunteer resources made available by other organizations, trip leader field notes, and the requests made by Global H.E.E.D.'s directors, it was determined that the development of the volunteer manuals should include the following components in three separate handbooks: pack lists; pre-departure considerations; information on Guatemala and Calhuitz; safety concerns; contact points; and potential itineraries. *See the Findings section for a full listing of elements included in the handbooks.*

Also considered in the review of what to include in the Global H.E.E.D. manuals were field notes kept during the experience as a trip leader to Calhuitz in August of 2010. The following excerpts highlight two of the problematic scenarios encountered as a group on the trip:

10 August 2010: “Rolled-over cars all along the steep slopes and hatchbacks of the mountain... a dirt road up to Calhuitz that turned into a giant mudslide in the intense rain... nine people squished into a very old van, with all the weight of our luggage on top. The ride up to the village was easily one of the most dangerous experiences in memory, and I have 5 volunteers to look after. Not okay. So far this trip has been poorly executed.”

14 August 2010: “A woman came in for labor today. Fiorella and Alma and all the staff went into the city for the weekend, so it was just us [my volunteers and I]. The baby was coming out umbilical cord first so I called mom [who is a doctor] for help. She said an umbilical prolapse needs an emergency c-section, but we are four hours away from any hospital, and the woman wouldn't go anyway. For several hours we tried to deliver the baby with the help of her comadrona, but it was chaotic and painful. I took my team out of it—we had no qualification that would help anything, and I could tell they were distressed. So we just went in the kitchen and prayed and a few of them were crying. After about an hour, the comadrona came and got me. They had gotten everything but the baby's head out, but it was obvious the baby was already dead. I helped get the baby all the way out, but it wasn't breathing. I helped do CPR and we tried to pump air into its mouth, but he wouldn't breathe...”

These excerpts and others guided the development of some Frequently Asked Questions and safety concerns in the manuals.

Findings

The completed three manuals include the following information:

Table 2: Global H.E.E.D. Manual Contents

<i>Fellowship Information Packet (13 pages)</i>	<i>Fellowship Welcome Packet (27 pages)</i>	<i>Leader Handbook (19 pages)</i>
I. Global H.E.E.D Overview <ul style="list-style-type: none"> a. Who we are b. Where we work II. Projects III. Project Partners IV. Trip Costs <ul style="list-style-type: none"> a. Cost Breakdown b. Payment deadlines V. Intern Testimonials	I. Welcome to the Global H.E.E.D. Team II. Pre-Trip Paperwork and Checklist III. Contact Points IV. Outline Itinerary V. Pack List VI. FAQ VII. Further Reading Appendix A: Liability Release Form Appendix B: Required Documentation Form	I. Trip Leader Roles and Responsibilities <ul style="list-style-type: none"> a. Regarding Fellows II. Pre-Trip Checklist III. Pack List IV. FAQ V. Suggested Itinerary Appendix A: Contact Numbers Appendix B: Trusted Hotels and Transportation Appendix C: Chu’j Dictionary

Following the development of these manuals during the Fall of 2010, Global H.E.E.D. made available a revised version of the *Fellowship Information Packet* on the website (<http://www.globalheed.org>). It also includes this year’s cost breakdown for the Summer 2011 Guatemala trip. Each year, some of the information will change, such as hotels, drivers, and budgets. In addition to the online version of the *Fellowship Information Packet*, Global H.E.E.D. will be sending out a revised edition of the *Fellowship Welcome Packet* to confirmed volunteers for their upcoming trips. For future trips, the Welcome Packet will provide more project-oriented specific information for volunteers to know what to expect during their particular trip. Like the Information

Packet, the Welcome Packet is a new addition to Global H.E.E.D.'s volunteer resources that was unavailable prior to August 2010.

A former volunteer has since taken over the position as Director of Health Initiatives and will also lead the next trip to Calhuitz. The *Trip Leader Handbook* was passed along to her personally, and she will decide whether it is a resource that Global H.E.E.D. wants to keep for future use, or to develop further based on her experience in her new role. The author's own work with Global H.E.E.D. ended a few months after the trip and the development of these handbooks.

Other Findings

The process of analyzing the resources set forth by organizations similar to Global H.E.E.D. produced results beyond guiding the development of the manuals, chiefly in finding future directions and recommendations for Global H.E.E.D.'s growth. Each of the organizations reviewed seemed to be aware, if not explicitly, of their role as an organization that is guided by a moral obligation to "do no harm." The guidelines and resources gathered from these agencies address more than just volunteer training and preparation; they call for social responsibility. One suggestion made to Global H.E.E.D. directors after the August 2010 trip was to take a close look at the expectations of volunteers, trip leaders, and host community contacts to be sure that the "good" we think we were doing is really "good" (this is discussed further in the Implications section). It was recalled that the infant that died was only the second infant death in Calhuitz on record, and that community members were just as shaken as the volunteer group was during those events. Global H.E.E.D. must adopt responsible practices if it continues to grow and be a part of the growing realm of global health volunteering.

Summary

Overall, this project helped furnish Global H.E.E.D. with needed resources for future volunteers and leaders. The basics, such as pack lists and pre-trip checklists were taken into consideration, as well as room for detailed information regarding specific projects and the worksite in Clahuitz. Upcoming volunteer trip leaders and participants with Global H.E.E.D. will benefit from this project by having a clearer understanding of what to expect during their two weeks in Guatemala.

Discussion and Limitations

The purpose of this project was to develop a series of manuals to be used by Global H.E.E.D. in preparing future volunteers and trip leaders for the organization's public health service trips in Calhuitz, Guatemala. To achieve this goal, extensive research was done into current literature on international volunteerism, including an analysis of available resources from other organizations in order to determine what components should be included in the manuals that would help further the mission and values of Global H.E.E.D. as an independent organization and within the larger context of public health volunteering. Based on this research, three handbooks were developed to help facilitate training and preparation of Global H.E.E.D. volunteers and leaders for their trip to Guatemala.

Personal experience played a major role in creating these handbooks, and is both a weakness and a strength of this project. Upon returning from Guatemala, the author almost immediately set in writing the documents based on personal frustration with several events that occurred during the trip. It wasn't until later that a deeper examination

of volunteer preparation resources and literature in this area occurred and was incorporated into the final product. Despite that retrospective process, first-hand experiences on the ground in Guatemala offered insights into very specific details that would not have otherwise been included without that experience.

Another strength of this project is the importance of the gap this fills for Global H.E.E.D. as a growing organization. Not having any comprehensive handbooks before, these manuals are a necessary resource for the organization as it works to expand to more chapters and include more volunteers on future trips. This project allowed the development of guidelines very specific to Global H.E.E.D. while keeping in mind that Global H.E.E.D.'s work is part of a larger trend. Giving participants the necessary information to prepare for their experience abroad will now be a more streamlined process within the organization.

This project also has its weaknesses. In addition to the heavy reliance on personal experience and the retrospective process of developing the manuals mentioned before, there could have been more collaboration with Global H.E.E.D. directors in undertaking this project. The time frame to write the manuals was about two months; after returning in late August of 2010, it was asked that something be finished by mid-November. The process was rushed and slightly uninformed at the time, and several areas of each handbook have since been amended with further research. They are still very specific to the requirements of Global H.E.E.D. and not very translatable to other organizations or geographic regions.

The study Methods for this project, largely based on internet research, is another area of potential weakness. Five organizations are not enough to be a representative

sample of trends in nonprofit operations. These organizations were chosen for their accessible web resources for volunteers and their similarity to Global H.E.E.D. In that sense, the organizations do offer a certain benchmark for Global H.E.E.D.'s future growth, and may serve as models for future resource development within the organization. However, this is a relatively small number of agencies to analyze, considering the growing numbers of volunteer sending NGOs in existence.

As stated above, research was limited to the resources available through each website as a non-volunteer. Many of the organizations have more detailed information that non-members do not have access to. Given the time frame of this project, there was a limited number of resources outside of internet sites that were able to be examined. A more comprehensive assessment of materials would have included soliciting manuals from these organizations for further research.

There has not yet been an opportunity to test the effectiveness of these manuals, as Global H.E.E.D. has not carried out a trip in the time since their development. The next proposed trip is for July of 2011, and applications will begin to be reviewed in the coming months.

Implications, Recommendations and Conclusion

The immediate implications of this project relate to Global H.E.E.D. as a young organization with intentions to continue and expand in the field of international volunteer service. Having these materials available to prospective volunteers will help provide them with information necessary to properly prepare for their experience in Calhuitz. Ideally, better-prepared volunteers will translate into more seamless, effective work on the ground

in Guatemala. Without becoming distracted by details like weather, living conditions, and itineraries, volunteers will be able to better focus on the work at hand. In addition, trip leaders will be able to focus on organizing day-to-day activities that promote Global H.E.E.D.'s mission rather than trying to find transportation, local resources, and project details at the last minute. This is a lot less stress on trip leaders, who should be focusing on fostering the best experience possible for volunteers and host community members.

Although the immediate scope of this project is focused on one small organization, Global H.E.E.D.'s activities fall into the realm of a much larger issue in public health-- unskilled international volunteer service. Globalization and a growing interest in international volunteerism calls for a closer look at how we prepare people to serve responsibly. As more medical schools and undergraduate programs offer studies in global health, part of the curriculum must be to educate students on appropriate practices in international settings with regard to customs, culture, and sustainability of projects. Field experience can be a valuable learning tool for students, but the ramifications for host communities must also be considered when sending unskilled persons to conduct health projects.⁵⁷

In addition to the increasing academic interest in global health, the growing body of organizations that carry out this type of work have a responsibility to prepare their volunteers, not only for the obvious safety and ethical concerns for participants, but out of respect for the communities where they work. Host communities give up valuable time and resources to accommodate short-term volunteer groups, and those sacrifices should be met with productive and impactful service on the behalf of volunteers, as well as our full respect and consideration as guests in a foreign country. Current criticisms regarding

international aid and volunteer tourism should be met with a focus on the local impact of short-term projects on host communities and the perceptions of local residents in order to better understand what sending organizations can do to foster mutually beneficial relationships with residents and local health infrastructure. The sustainability of these projects is a key concern, and future research should also consider how to best develop partnerships that allow for projects and volunteers to work in cycles or waves, as organizations like Global H.E.E.D. only send volunteers for a few weeks of every year.

A number of volunteer agencies provide models and standards for responsible volunteer practices. Large volunteer organizations like the American Red Cross and Catholic Relief Services have developed volunteer resources and training specific to their projects and operations. There are also efforts by other agencies such as the United Nations in their World Volunteer Web and the International Association for Volunteer Effort to push for international standards and policies for volunteers. The challenge is getting these standards universally accepted by sending organizations.⁵⁸ Frameworks have been proposed for evaluating short- and long-term effects of international volunteerism,⁵⁹ and these should be considered by organization like Global H.E.E.D. as they develop projects in resource-limited areas.⁶⁰

Now in its third year of establishment, Global H.E.E.D. is still carving its niche in the realm of public health volunteer service organizations. One recommendation for the organization is that more steps be taken in the future to increase the level of professionalism in its operations. The relatively young executive board and staff are still learning how to operate a nonprofit, and it would be beneficial to create a detailed 5-year

plan for the organization with attention to specific details such as resource development and training, in addition to fostering stronger relationships with the communities in which they work. Global H.E.E.D.'s survival is not only important to its members, but also to villagers in Calhuitz who receive education, resources, and volunteer service from the organization's short-term trips.

A further recommendation for Global H.E.E.D. is more research regarding the perceptions of volunteers, trip leaders, and host community members before and after service trips to Calhuitz. If we are not creating valuable experiences for volunteers and accomplishing goals for host communities, our work is in vain. For Global H.E.E.D.'s future development, it will be important to know if volunteers feel prepared to undertake public health projects, and whether pre-departure information helped them get ready for their trip. Global H.E.E.D. should consider carrying out exit interviews with all participants, and improve post-trip follow-up with volunteer alumni. The organization should also increase communication with contacts in Calhuitz during the months that Global H.E.E.D. does not have active volunteers in-country. Fostering those relationships is an investment for future projects and an act of consideration and respect for the contributions of their partners in Calhuitz.

Global H.E.E.D. is one of a growing number of organizations that carry out short-term international public health projects through the service of unskilled volunteers. In order for this type of work to be mutually beneficial to sending organizations and host communities, a deliberate effort must be made to prepare volunteers for the environments in which they will be working. This includes pre-trip preparation, cultural consciousness,

and a sensitivity to the nature of public health as a field. For Global H.E.E.D., this meant the development of handbooks for volunteers with information regarding the organization, Clahuitz, and project partners in addition to logistical information such as itineraries and pack lists. This seemingly obvious step in volunteer preparation fills a gap in Global H.E.E.D.'s prior resources, and will help the organization operate in a more responsible and effective way in future projects.

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Appendix A: Fellowship Information Packet

Global H.E.E.D.
Health, Education, and Economic Development

2010 Fellowship Informational Packet:
Calhuitz Village, Guatemala

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I. Global H.E.E.D Overview

Global H.E.E.D. is a nonprofit, non-government organization that was founded in 2008. H.E.E.D. stands for Health, Education, and Economic Development. Our Mission is to alleviate poverty conditions on an international scale within these areas of focus. We work with project partners such as Curamericas and Grameen Bank in order to increase our impact in the regions we work.

Global H.E.E.D. is both an implementing and an internship organization, and student volunteer interns fuel our work on the ground. Both undergraduates and graduate students from some of America's top institutions (Emory University, Johns Hopkins University, University of Pennsylvania, University of California at Berkley, and the University of Connecticut) have been a part of the Global H.E.E.D. team in years past. The organization continues to expand by opening chapters at new universities each year.

a. Who we are

The executive board of Global H.E.E.D. is made up of a team of dedicated members who have expertise in the areas of Public Health, Microfinance, and International Affairs.

Global H.E.E.D. Executive Director, **Z_____ A_____** is also the Founder of Global Health, Education and Economic Development, Inc. He established the vision and business model to comprehensively address issues related to development in Guatemala while actively engaging other students to become servant-leaders and mediums of social change. He has established a national staff comprised of students and professionals to effectively implement H.E.E.D's various initiatives and has helped start chapters at top

universities around the nation. He strives to make resident participation, cross-sector collaboration, transparency, and student engagement the key priorities of every HEED grass-root initiative. His vision is to eventually expand to other developing nations, including Nepal, Zimbabwe, and India.

S_____ B_____ is the Chief Operating Officer for Global HEED. He graduated from Emory University in 2007 with concentrations in Financial Economics, Political Science, and History. **S_____** held a prior internship with The Schapiro Group, a boutique strategy consulting firm focused on business development projects for non-profit organizations. He also interned with the FAS and investment banking arm of Pricewaterhouse Coopers in Mumbai, India. **S_____** currently works as a project management consultant for Amdocs Consulting in Atlanta, GA.

The Health Programs Team, comprised of **F_____ C_____ , R_____ K_____ , and K_____ P_____**, is in charge of developing H.E.E.D.'s healthcare programs that take place in Calhuitz. The team, coming from such diverse institutions as Stanford University, Boston University, and the University of Pennsylvania, works in collaboration with Casa Materna and Calhuitz community leaders to determine and design the most pertinent health projects for each trip. Also contributing to the Health Programs Team are former Global H.E.E.D. Graduate Fellows **F_____ C_____ and S_____ M_____**, who participated in a long-term fellowship experience in Calhuitz during the summer of 2010. Fiorella and Stacey currently assist in

developing Global H.E.E.D's Guatemala Initiatives, and possess a wealth of experience living and working in Calhuitz village.

Director of Microfinance Initiatives, **G_____ W_____** currently works as an economist for the Food and Drug Administration's Office of Pediatrics in Maryland. He graduated from UNC Chapel Hill in 2009 with a major in Economics and minor in Chinese. After studying abroad in Kenya and Thailand, **G_____** went on to work with the United Nations in Sierra Leone and Liberia on various development projects. He is also founder and president of a non-profit based in Florida, which conducts vision screening and procures prescription eyeglasses for low-income adults in Holguín, Cuba. **G_____** volunteers for Global H.E.E.D. mainly in the microcredit program starting in Guatemala.

b. Where we work

Guatemala:*

Bordered by Mexico, Belize, Honduras, El Salvador and the Pacific Ocean, Guatemala is a Central American country roughly the size of Tennessee. With a population of approximately 10 million, Guatemala has a long history and vast culture stemming from the ancient Mayan civilization and leading up to the 36-year old civil war that ended in the mid-1990s. Today, Guatemala includes a broad demographic of Latino/Mestizo (mixed Amerindian and Spanish), whites of Spanish descent, and many indigenous people, both of Mayan and non-Mayan descent. Indigenous peoples fall into more than 21 different linguistic groups, with about 32% of the indigenous

population speaking only a Mayan language and no Spanish. In Calhuitz, the indigenous language is called Chu'j. You will find that many people in Calhuitz do not speak any Spanish at all.

Although progress in growth and development has been made since the end of Guatemala's civil war, the economic and health conditions in Guatemala are still lagging. There has been a dramatic increase in the Gross Domestic Product (GDP) in the past decade, yet even with a GDP per capita of \$5000, almost three-fourths of the population lives in poverty conditions and unemployment remains around 37%. Overall, Guatemala is one of the ten poorest countries in Latin America and is the poorest country in the Northern Hemisphere after Haiti.

In terms of healthcare, Guatemala has taken major strides in the last decades, especially in vaccine coverage. But there are still many areas of concern when it comes to the health of Guatemalans. On average, fifty-eight of every 1,000 children will die before the age of five. Many of these deaths are attributable to pneumonia, intestinal infections, and malnutrition. About twenty percent of the national population lacks access to potable drinking water. The populations that are the worst off are indigenous and rural people. Calhuitz is a rural village, located high in the northern mountains of Guatemala.

*All data comes from PAHO's Guatemala Health page.

Calhuitz Village, Huehuetenango, Guatemala:

Global H.E.E.D. interns will be working in the village of Calhuitz, which is located in the department of Huehuetenango (departments are equivalent to states). There are roughly 1,500 inhabitants in Calhuitz, many of whom are of Mayan descent.

While most people in larger cities and towns speak Spanish, many in Calhuitz speak the dialect of Chu'j and may or may not know Spanish.

Calhuitz remains a remote village in the mountains of Guatemala, connected to outside villages by rocky, dirt roads. Consequently, access to adequate healthcare can be difficult. Many indigenous people also continue to suffer from discrimination in Guatemala, further discouraging the people of Calhuitz from seeking outside medical care. In addition to access, the major health problems in the project area include high mortality of mothers and infants, malnutrition, hypertension, diabetes, and trauma-related incidents. This specific area is called the "Triangle of Death" because it has the highest infant mortality and malnutrition rates in the country. In this area, 68% of children under the age of three suffer from malnutrition, and one of every 250 pregnancies result in death.

Nonetheless, the people of Calhuitz are extremely generous and kind. People will be quick to accommodate, and it's important to be polite in return. Remember that you are a guest in Guatemala and that you represent Global H.E.E.D. Please be mindful of local cultures and customs. This is discussed further in the *Fellowship Welcome Packet*.

II. Trip Costs

a. Cost Breakdown

The total cost of the trip is \$1,900. This cost covers:

1. In-country travel

airport pick-up and drop off, travel to and from Calhuitz village, and transportation between project sites.

2. Housing

four nights per person in hotels, on-site volunteer housing

3. Food

private cook in Calhuitz, all meals except airport meals

4. Tourist activities

5. Administrative fees

6. Project donation fee

b. Payment deadlines

A \$600 deposit is due **within two weeks** of accepting an offer to become Global H.E.E.D. summer intern in order to secure a position on the trip.

All interns are required to pay the remaining \$1,300 **three weeks prior** to the trip's departure.

Interns who do not comply with these deadlines will be required to pay a \$150 logistical fee. This is in consideration of our project partners in Guatemala, who must have adequate time to coordinate food and housing for our group.

II. Projects

Global H.E.E.D's primary focuses are health, education, and economic development. In the past, projects in Calhuitz village have included: helping to fund and

build a volunteer house and pharmacy; gathering demographic and public health data in the village; conducting workshops regarding health topics such as healthy pregnancy, nutrition, and sanitation; supplementing the work of local health educators; and even delivering babies. Current endeavors also include searching for partners to support a microfinance project in the village and raising money for an ambulance.

III. Project Partners

Global H.E.E.D.'s work on the ground would not be possible without the help of our project partners in Guatemala. Curamericas, Grameen Bank, and La Casa Materna support Global H.E.E.D. activities locally, and our continued partnership with these organizations is a pivotal part of our development and programming.

a. Curamericas

Curamericas Global, Inc. was founded in 1983 by Henry Perry III, M.D., Ph.D., M.P.H and Alice Weldon, Ph.D. As a non-profit organization, Curamericas aims to improve community health through the establishment of primary health care programs, decrease child mortality rates within the areas they work, and establish a national and local network of healthcare providers within their target regions. Curamericas works in Bolivia, Guatemala, Haiti and Liberia. Global H.E.E.D. works specifically with the Guatemala division of Curamericas (Curamericas-Guatemala). Within Guatemala, Curamericas works in the department of Huehuetenango, with **Dr. M_____** **V_____** serving as the National Program Director for Curamericas-Guatemala.

Global H.E.E.D. has partnered with Curamericas since 2008, working closely with Dr. M_____ to help the Calhuitz community in the best ways possible. During the summer 2010 trips to Calhuitz, Global H.E.E.D. interns collaborated with Curamericas-Guatemala to help develop and implement various health and hygiene programs.

b. Grameen Bank

Grameen Bank has operated in Sololá, Guatemala for three years. The bank's original intention was to set up a three-year project with a target of 3,500 clients and then disperse the project to the local people to continue its operations. However, Grameen Bank successfully expanded to about 7,500 clients in that three years time and consequently, the local branch sought to expand. As of 2010, Grameen still has a strong presence in Sololá with local employees to help run the administrative aspects of the project. They also maintain a partnership with Banrural, a local established bank in Guatemala.

Grameen in Guatemala follows the original Grameen methodology with a few operational changes. They maintain the basic structure of Grameen microfinance, where they provide a system of loans and savings, with incentives for participants to work as a supportive team and to repay loans earlier. As expected, business loan groups are comprised of 4-5 women. The women can each run their businesses individually, but access to future loans is dependent upon group repayment success. At the inception of loan disbursement to a group of women, only two of the women will initially receive loans. If these two women manage to successfully repay their first payments, then the remaining three women will begin receiving loans two weeks later. In other words, all

members of a group should receive loan money after a three week period. During your trip to Guatemala, you will have the opportunity to see first-hand how Grameen's microfinance program works on the ground in Sololá.

c. La Casa Materna, Calhuitz Village

La Casa Materna is the local maternity house and serves as a medical clinic in Calhuitz village. It is headed by N_____ A_____ and a team of nurses and midwives. Dr. M_____ V_____ makes rotations to Calhuitz and carries out medical services there. La Casa Materna has basic medical supplies, two delivery rooms, two visitation rooms, and a kitchen and dining area. You will spend a significant portion of your time in Calhuitz working and living in the Casa Materna.

IV. Intern testimonials

Our interns and fellows come from a variety of backgrounds. Students in nursing, public health, French, and computer science have all been a part of our team and we continue to seek a great range of interests among our volunteers. No matter their field of study, Global H.E.E.D.'s trip participants have found volunteering with us to be very eye-opening and inspiring. A few former interns and fellows have provided the following testimonials regarding their experiences working abroad with Global H.E.E.D.:

“I had an amazing time on the service trip to Calhuitz with my group. Some of the experiences were hard, but others were amazing, like being the first to hold a newborn

baby girl. There are people in Calhuitz surviving with such few resources that it really made me appreciate everything I have so much more. This is a once in a lifetime opportunity to help a population that isn't even on a map, let alone a widely publicized village to receive aid from international sources. If you can find the time in your schedule to make this trip, I guarantee you'll never forget it!"

–Martina W., Summer 2010

“My experience volunteering with Global HEED was unforgettable. From the moment our group of interns arrived in Calhuitz, the magnitude of kindness and hospitality of the people of Calhuitz, as well as the team of nurses and community health workers at Casa Materna, was truly overwhelming. Over the course of our stay in Calhuitz, our main duties as volunteers were to assist with the provision of basic health services, health outreach, vaccinations, prenatal screenings and preparation of educational materials for training traditional birth attendants (comadronas). We observed and/or helped facilitate health education workshops covering topics such as stages of pregnancy, antenatal/postnatal care, family planning, common micronutrient deficiencies and hygiene/hand washing. Our team of interns also helped compile data from personal interviews seeking to elucidate health disparities related to nutritional status and perceptions about the quality/breadth of services offered by Casa Materna, which doubles as a clinic and birthing center. Several of us assisted with births at Casa Materna, experiences that permanently changed us as individuals and aspiring public health and medical professionals. I feel very fortunate to have shared these formative experiences with such an exceptional group of people. We are all deeply indebted to the people of

Calhuitz for welcoming us with open arms and inviting us into their lives if only for a short time.”

–Kaylin P., Summer 2010

“I have never been outside the United States before the Global H.E.E.D. program, but the residents of Calhuitz made me feel at home. After seeing how little healthcare access there is in Guatemala, I became even more motivated to help during my time as an intern. During our time in Calhuitz, every day was a new experience, whether it was traveling to neighboring villages for conducting medical checkups, aiding the lessons for midwives, or watching a baby being born at the Casa Materna.”

-Evan K., Summer 2010

“My experience in Calhuitz is truly one that I will never forget. Not only was this my first time in a foreign country, but it was also my first time being immersed in a setting completely different than I had ever experienced before. Our intern group was a wonderful, eclectic mix of people. The trip was especially important to me because it solidified what field of nursing I would like to enter into for my career as an RN. Our group’s work with Nurse Alma in the Casa Materna made it clear that labor and infant delivery with underserved populations was the place for me. “

-Jessica M., Summer 2010

Appendix B: Fellowship Welcome Packet

Global H.E.E.D.

Health, Education, and Economic Development

**2010 Fellowship Welcome Packet:
Calhuitz Village, Guatemala**

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I. Welcome to the Global H.E.E.D Team!

On behalf of Global H.E.E.D., we would like to say congratulations and welcome to the team! By now you are familiar with Global H.E.E.D.'s international work in health, education, and microfinance and you're ready to expand your own experience and knowledge in these fields. By participating on a trip as a H.E.E.D. Summer Fellow, you'll stretch the limits of your comfort zone, come face-to-face with issues of public health and in the developing world, and be inspired by the wealth of culture, spirit and humanity that exists in Calhuitz. In addition, you are joining a network of reputable H.E.E.D. alumni; students, practitioners, leaders, and valuable resources for information in their respective fields.

Getting down to the challenging, hands-on work is the best way to learn practical, applicable skills for your future endeavors. This guide gets down to the nitty gritty of your two weeks in Guatemala, and should be your first reference for any questions regarding the trip. Included here is also some information you may want to share with friends and family, such as contact phone numbers and a basic itinerary.

Be sure to complete all of the items in the Checklist (Section II) by their due dates! Any further questions may be directed to F_____ or R_____.

II. Paperwork Checklist: Before the Trip

There are several matters that you need to think about a few weeks prior to the trip. Included here is a checklist of these items. When they are all completed, send Global

H.E.E.D. the attached forms and required documentation. All forms are due to your trip leader within six weeks of your departure.

a. Immunizations and Medication

The CDC website for Guatemala offers up-to-date information for travelers regarding vaccinations, outbreaks, and safety & security. Guatemala vaccines generally include routine immunizations (MMR, DTP, Polio—be sure you are up-to-date since your last physical), Hepatitis A, Hepatitis B, and Typhoid. You may go to any travel clinic in your area or your University's Student Health Service to receive these vaccines. <http://wwwnc.cdc.gov/travel/destinations/guatemala.aspx>

The areas of the country you will be working in are not Malaria-endemic. This includes Guatemala City, Lake Atitlan, Antigua, and rural areas above 1500m elevation. Therefore, Malaria prophylaxis is not required, but you may decide to take it anyway to be safe.

Also ask your clinician to recommend anti-diarrheals in case of any gastrointestinal problems you may run into on the trip. This is not uncommon for travelers in any developing area. Generally good over-the-counter medicines include Pepto Bismol, Imodium AD, and Kaopectate.

Don't forget your normal prescription medicines, if you take any. And packing Tylenol, Aspirin or Aleve for pain and fever is a good idea as well.

- Get required immunizations 4-6 weeks prior to trip.
- Turn in attached immunization documentation

b. Flights

You will all need to book flights to Guatemala City's La Aurora Airport (GUA) from your respective locations. You must do this **at least three weeks prior** to the trip. The earlier you book, the better price you are likely to get. Plan to arrive between **8am and 1pm** on the first day of your trip. Also plan your departure between **8am and 1pm** on the last day of your trip. Many websites offer reduced fares for college students. Check <http://www.studentuniverse.com> for student deals on international travel.

Send your flight information to your trip leader within three weeks prior to departure.

c. Traveler's Insurance

All fellows will need to acquire traveler's insurance for the duration of the trip. A fairly comprehensive plan is usually no more than \$50. Websites that offer travel insurance:

<http://www.insuremytrip.com>
<http://www.travelex-insurance.com/>
<http://www.travelinsured.com/>
<http://www.travelsafe.com/>

Plans cover things like missed flight connections, baggage loss and recovery, accidents and sickness, emergency medical treatment and emergency evacuation. Having insurance is a necessary precautionary measure in the case of any unforeseen problems during your time in Guatemala.

Send confirmation of travel insurance to your trip leader within three weeks prior to departure.

d. Liability Release Form

Attached is the Liability Release Form. Read over it, sign a copy, and send it back to H.E.E.D. It is advisable to keep a copy for your own records as well.

Send confirmation of travel insurance to your trip leader within three weeks prior to departure.

e. Copies of your passport

For safety and emergency purposes, include two copies of your passport with your paperwork. Your Trip Leader will register you with the Guatemalan consulate.

Attach two (2) passport photocopies with Liability Release Form.

f. Your Contact Info

It would be helpful to have your emergency contact numbers in case your trip leader needs to get in touch with them. Feel free to put down as many contact numbers as you deem necessary. Please order them according to your desires of whom you would want to be contacted first.

III. Contact Points**a. Stateside**

Global HEED Executive Director, S_____ B_____ : xxx-xxx-xxxx

Global HEED Executive Director, Z_____ A_____ : xxx-xxx-xxxx

Health Programs Team, R_____ K_____ : xxx-xxx-xxxx

Health Programs Team, F_____ C_____ : xxx-xxx-xxxx

Health Programs Team, K_____ P_____ : xxx-xxx-xxxx

Director of Microfinance Initiatives, G_____ W_____ : xxx-xxx-xxxx

b. Guatemala

Graduate Fellow: xxx-xxx-xxxx

Graduate Fellow: xxx-xxx-xxxx

Trip Leader.: xxx-xxx-xxxx

CurAmericas partner, Dr. M_____ R_____ : xxx-xxx-xxxx

Head Nurse at Casa Materna, N_____ A_____: xxx-xxx-xxxx
 La Casa Materna: xxx-xxx-xxxx

United States Embassy (Guatemala City): 502.2326.4000

IV. Itinerary

**Please note that this is subject to change.*

Day 1:

- Arrive in **Guatemala City** and meet up with the rest of your team. Your trip leader will greet you at the airport with a sign that says, “Global H.E.E.D.”
- Our driver, *D_____ L_____*, will drive you to the **Hotel Villa Espanola**.

Day 2:

- Enjoy breakfast (included in your trip costs) at the hotel
- Depart by 9:00 AM with our driver, *D_____ J_____*
- Stop at *Hyper Pais* supermarket. You can do all your shopping for cereals, granola bars, pastas, sauces, and other non-perishable snacks while here. You can buy fresh produce in Calhuitz on their market days.
- Arrive at **Hotel Utz Jay**, which is two streets away from El Lago de Atitlan. Time permitting, sightsee around the beautiful lake and tour the local shopping areas.

Day 3:

- Meeting with *A_____ H_____* of Grameen Bank, Guatemala
- Stay overnight at **Hotel Utz Jay**.

Day 4:

- Depart by 9:00 AM with *D_____ J_____*. Travel from **Solola** to **Nenton** (8 hours)
- At **Nenton**, change vehicles. One of Calhuitz’s local drivers will take you the rest of the way.
- Evening - Arrive in **Calhuitz**

Days 5-19:

You will be in **Calhuitz** for the next two weeks, assisting Dr. *M_____* and his team at the Casa Materna, working on public health projects, assisting with microfinance, and helping with construction and other projects. The exact tasks will depend upon the goals of your specific trip, and your trip leader will have this information.

Day 20:

- Leave **Calhuitz** with a local driver for **Nenton**
- By afternoon, meet *D_____ J_____* at **Nenton**, who will take you to **Solola**

- Arrive at **Corazon del Bosque**. This is one of the first ecotourism sites in Guatemala and serves as a model for many others within the country. Enjoy the park and go bird watching or hiking.
- Stay overnight at **Corazon del Bosque**

Day 21:

- 10:00 AM *D*_____ *J*_____ will again pick you up and take you back to **Hotel Villa Espanola** in **Guatemala City**
- Stay overnight at **Hotel Villa Espanola**

Day 22 – xx:

- Leave **Guatemala City**. *D*_____ *L*_____ will drive you back to the airport.

Hotel Contacts:

Nights	Hotel	Address	Contact Information	Website/Email
1, 21	Villa Espanola	2a Calle 7-51, Z.9	(502) 2332-2515	www.hotelvillaespanola.com
		Guatemala City, Guatemala	(502) 2339-0187	
2-3	Hotel Utz Jay	5 Calle 2-50 Zona 2	(502) 2332-2515	http://www.hotelutzjay.com/
		Panajachel, Guatemala	(502) 2339-0187	utzjay_garcia@yahoo.com
20	Corazon Del Bosque	Kilómetro 145 sobre la ruta Interamericana,	(502) 7723-4140	www.corazondelbosque.com/
		El Novillero, Santa Lucía Utatlán, Sololá, Guatemala	(502) 5299-6915	corazondelbosque@yahoo.com

V. Pack List

- Be sure to pack clothes and shoes that you are willing to get dirty.
- June/July-September are the rainy months in Calhuitz, so in addition to t-shirts and shorts, be sure to pack warm clothes and rain gear.

- You will be staying at La Casa Materna, and they will provide you with mattresses and blankets, but it is a good idea to bring a sleeping bag for extra warmth. You do not need to bring a pillow.
- There are bathroom facilities, but bring extra toilet paper.
- You may wash clothes at La Casa Materna.
- Remember that your food and lodging will be covered under your trip costs.

In any case, you may want to bring some money for souvenirs, snacks, phone cards, and for emergencies. You can exchange US dollars (USD) for Guatemalan quetzals (GTQ) at the airport, but you may want to do this ahead of time for your own convenience. Check with your local bank or exchange center.

Red Items are required!

** Items are highly recommended*

Essential/Important Items:

- U.S. Passport/ Passport with Guatemala visa stamped (for non US citizens)
- List of Emergency Contact information of family members/friends in US
- Travel pouch/money wallet that you can carry around your neck/belt
- \$100 - \$300 spending money
- Cell phone with international dialing capabilities/phone cards
- Tylenol/Aspirin/CIPRO/Dramamine (motion sickness)/any prescription medication you need

Personal Items:

- Travel Alarm Clock
- Laptop and charger
- Non perishable snacks
- Travel board games/playing cards/books to read/DVD movies
- MP3 player
- Toothbrush and toothpaste
- Dental Floss
- Mouthwash/mints
- Shampoo/conditioner

- Soap
- Contact lenses and solution/eye glasses
- Sunglasses
- Female hygiene products
- Deodorant
- Hand sanitizer/hand wipes*
- Toilet paper*
- Tissues
- Pepto-Bismol/Immodium/other upset stomach medication
- First Aid kit – band aids/alcohol swabs
- Sewing kit
- Flash light
- Mosquito/Insect repellent
- Sunblock
- Chapstick
- Sleeping bag*
- Travel pillow
- Flashlight and batteries, if necessary
- Travel water bottle*
- Ear plugs (especially if you have trouble sleeping with any noise at night)

Clothing:

- Parka or light rain jacket*
- Warm jacket for cooler weather
- WARM clothing* (long pants, sweatshirts, etc.)
- Some T-shirts and shorts for the cities outside of Calhuitz
- 1 pair nice pants and nice shirt/skirt and/or dress
- Shower slippers*
- Work boots and/or old sneakers*
- Sandals
- Hat/baseball cap to shade your face

Suggested Donation Items:

Donations are not required but much appreciated. Volunteers from past trips have often brought a number of donation items and presented them to the staff of the Casa Materna at the conclusion of their trips. You may want to coordinate with your fellow interns ahead of time in order to bring a variety of items.

VI. FAQ

How safe will I be on the trip?

Safety is our number one priority. Many of the negative stories about Guatemala in the news occur mostly in inner-city areas of Guatemala City. However, our interns will be staying in a guarded hotel (24 hr security guards with gated entrance) in Guatemala City for 2 nights total (the first night they arrive and the last night before they depart)--the interns will not be allowed to leave the hotel premises.

From there, we take a private van with a trusted driver that we have been using for the past few years and the group will go to Quetzaltenango, which is about 6 hours away from Guatemala City and is a tourist area (a lot of tourists from Europe and the US). Once again, we stay in a guarded hotel (gated entrance). The following day, the group takes another 6 hour drive through the mountains to get to our partner site, Calhuitz.

There is a section of unpaved roads, so we recommend that interns consider bringing Dramamine medication if they are prone to motion sickness. Calhuitz is a remote town in the mountains of northwestern Guatemala that is comprised mainly of women and children. The town has had outsiders coming in for the past 20 years and the local residents are very welcoming and hospitable. The interns will be staying in a volunteer house built by Global H.E.E.D. and our partner organizations. Global H.E.E.D. also hires a private cook to accommodate any dietary restrictions. We have provided our trip leader with a cell phone that can make and receive both incoming and outgoing international

calls. Interns will be able to call back home every night but if you would feel more comfortable, you can have your own cell phone.

A good website to look at for up-to-date information on safety in Guatemala is the US State Department (<http://travel.state.gov>). Not only will this website give you current travel warnings for numerous countries around the world, but it is an excellent source for information on passport renewal forms, travel tips, U.S embassy location in Guatemala, entry and exit requirements, specific roads that are most dangerous or safe to travel along, safety and security information and much more.

What is the airport in Guatemala City like?

The airport in Guatemala City is called La Aurora. For ease of processing, interns should state on their custom form that the purpose of their visit is a vacation, i.e. they are tourists. After they land they should go straight to customs and then to the baggage claim area. Outsiders cannot enter the airport so interns should go outside to locate the Graduate fellows that will be there to meet them. Graduate fellows will be holding signs marked "GLOBAL H.E.E.D." Per any international airport, interns should be careful of being robbed in large crowds. Bottom line, use common sense and be mindful of your surroundings.

Do you register us with the US Embassy in Guatemala?

We will be registering interns with the US Embassy in Guatemala so they know your whereabouts.

Is health & travel insurance required? Do I have to pay for it myself?

Yes, we do require our interns to show proof of vaccinations, travel insurance and health insurance that will cover any international hospital care. You will have to pay for your own - Global H.E.E.D. does not purchase insurance for interns and it is not covered through the trip cost paid to Global H.E.E.D. Plans cover things like missed flight connections, baggage loss and recovery, accidents and sickness, emergency medical treatment and emergency evacuation. Having insurance is a necessary precautionary measure in the case of any unforeseen problems during your time in Guatemala.

Where do I buy insurance?

Some credit card companies like American Express will provide free travel and health insurance for international trips if you use their card to book the flights. A fairly comprehensive plan is usually no more than \$50. Websites that offer travel insurance:

<http://www.insuremytrip.com>
<http://www.travelex-insurance.com/>
<http://www.travelinsured.com/>
<http://www.travelsafe.com/>

Or you can choose an agency of your own choice. The plan should at the minimum have:

- 24-hour emergency services
- Medical benefits
- Rating of A- or better

When should I arrive to Guatemala City?

We require that you arrive into Guatemala City (La Aurora Airport) during daylight, preferably around noon. The Global H.E.E.D. Trip Leader will be waiting for you outside the airport exit (only ticketed passengers can enter the airport). You should book your departure flight from Guatemala City during the daytime as well.

What about electrical outlets?

No difference between USA and Guatemala

Do American cell phones work in Guatemala?

If your provider offers a temporary Global service with a SIM card (many do—just ask), you can generally get cell service on American phones, although rates are expensive. You have to ask your cell carrier to activate these services—they will not work automatically on most phones. If you do not want to pay the high fees or use an American cell phone, it is possible to buy or rent Guatemalan phones for a reasonable price. **TIGO** is the brand that works in Calhuitz, and once you purchase the phone, you reload minutes by buying prepaid cards, which are sold everywhere. Interns will also have occasional access to the internet at a nearby internet cafe.

What is the hotel like and how will the fellows get there?

A taxi driver will take fellows to a hotel that is 15 minutes from the airport. The hotel is secure with an onsite security guard. Two or three people will stay in each room. On the day of arrival of the interns, one graduate fellow will stay at the hotel and the other fellow will go to the airport to pick up the interns. The interns will be given the numbers for the

fellows and the hotel in case they have difficulties locating the graduate fellow who is to pick them up at the airport.

Converting money

The easiest thing to do would be to convert your money in the U.S. Many banks allow you to order foreign currencies online and choose where you would like to pick them up. You can also convert money once you get to the airport (either in the U.S. or in Guatemala City). Keep in mind the banks in Calhuitz are closed on weekends and may be open only until 12pm during the weekdays, so it is best not to wait until you are in Calhuitz.

How much money should I bring?

All of your meals and in-country transportation are covered by your H.E.E.D. fees. You should only bring money for snacks, souvenirs, and emergency costs. This totals no more than \$150-200 usually, but this amount is left to your discretion.

Regarding Food

All of the interns' meals in Calhuitz will be prepared by a private cook at the Casa Materna. This cook is aware of the dietary precautions for tourists, and will only serve food that is safe for you to eat. You are welcome to purchase non-perishable snacks at any point during the trip from supermarkets or outdoor markets. Be aware that food that is not specifically prepared for the interns can be risky and cause GI discomfort, or even bad fevers and illness. Be especially cautious to avoid fruits and vegetables that don't

have a rind/skin that you can peel away (lettuce, tomatoes, apples, berries). Also **never** drink from a tap. Purified water is available everywhere in bottles or Culligan dispensers. Any water used to cook that is not from a purified source needs to be **boiled** for at least **one full minute** to kill harmful parasites and bacteria. Touristy areas are good about cleaning vegetables and fruits, and restaurants in these places can generally be trusted. Eating food from street vendors is never really a good idea. Keep in mind that part of your experience is being immersed in Guatemalan culture, including cuisine. Do not restrict yourself!

What is the weather like in Guatemala?

It depends if you go during the dry or wet season. Rainy season starts around mid-May and ends around October or November. In Guatemala City, Panajachel, and other, low areas, it is fairly warm and even muggy. In Calhuitz and higher climates, it is **very cold (during both seasons) and rainy** if you are there for the rainy season. Fellows should be prepared for such weather, with warm clothing and rain gear.

What about the language and culture?

Most everyone in larger cities and towns speaks Spanish, but in smaller, remote villages like Calhuitz, people speak indigenous dialects and may or may not know Spanish. In Calhuitz, the dialect is called Chu'j. Many people there do not speak Spanish at all. However, it is extremely beneficial to know or speak Spanish for daily interactions with the nurses and other staff at Casa Materna. The Guatemalan culture is overall extremely generous and kind. People will be quick to accommodate, and it's important to be polite

in return. Remember that you are a guest in Guatemala and that you represent Global H.E.E.D. It is also important to note that indigenous populations will tend to get discriminated against in larger cities, which affects their choices in living and behavior.

Any further questions may be directed to your trip leader or Global H.E.E.D. team members.

VII. Further Reading

Guatemala Profiles and Background

<https://www.cia.gov/library/publications/the-world-factbook/geos/gt.html>

<http://www.state.gov/r/pa/ei/bgn/2045.htm>

<http://web.worldbank.org/WBSITE/EXTERNAL/COUNTRIES/LACEXT/GUATEMALAEXTN/0,,contentMDK:22254443~pagePK:1497618~piPK:217854~theSitePK:328117,00.html>

Health statistics for Guatemala

<http://www.who.int/countries/gtm/en/>

<http://new.paho.org/gut/> (in Spanish)

Tourist info

<http://www.planetware.com/guatemala-tourism-vacations-gua.htm>

<http://www.visitguatemala.com/web/index.php?lang=english>

Appendix A: Liability Release Form

GLOBAL HEED, Inc.

Agreement of Terms and Conditions, Acknowledgment of Risks and Release of Liability

COVENANT NOT TO SUE, WAIVER, AND RELEASE AGREEMENT

Please read this entire form carefully before signing. This form serves as an agreement between you and Global HEED, Inc.

If you understand, voluntarily agree and abide to the content of this form please fill out the necessary lines, initial each page, and sign the bottom and date it. Please return the signed waiver form to the trip leader.

I, _____ (Full Name) for myself and for my personal representative, assigns, heirs, and next of kin, do:

CERTIFY that I am 18 years or older and was born on the following date:
_____ (Birth Date: mm/dd/yy).

CERTIFY that I plan on participating on a Trip (hereby referred to as the "Trip") organized by Global Health, Education and Economic Development, Incorporated (hereby referred to as Global HEED) to: _____ (Country of Destination) during the following period of time from _____ to _____ (mm/dd/yy), as a(n) _____ (Intern, Graduate Fellow, and/or Trip Leader).

I understand that this agreement applies to Interns, Graduate Fellows, and Trip Leaders equally as none of these positions are considered as staff or employees of Global HEED. I understand that Global HEED is simply organizing the logistics of the Trip for me to voluntarily work with a local non-profit organization located in a project area in the country listed above. I understand that the purpose of this Trip will be to strengthen or improve communities by working with local residents and nonprofit organizations. I understand that, for purposes of this Covenant Not to Sue, Waiver, and Release Agreement, the Trip shall include any independent travel, activities, or field trips in which I participate while on the Trip. In consideration for being permitted to participate in the Trip, I hereby agree and represent that:

1. Health and Safety.

I am medically fit and do not suffer any disabilities, physical limitations, or physical, emotional or psychological conditions that have not been previously disclosed in writing to Global HEED. I further agree to exercise due care in all activities undertaken during the Trip. I understand that I may be asked, but am not required, to participate in some or all of the following activities:

- shoveling dirt and concrete mix,
- mixing concrete,
- cutting and putting up rebars,
- carrying concrete cinder blocks,
- painting,
- lifting concrete bags,
- pushing wheelbarrows up and down slopes,
- working at heights of 10 feet or more,
- carrying and using tools, including but not limited to saws, hammers, and pliers,
- riding or driving in trucks, motorcycles or other vehicles, possibly on mountainous terrain, and
- hiking, possibly in inclement weather.

I agree not to participate in any of these or other activities with which I am uncomfortable or feel I cannot participate due to my own health or other limitations.

I will take responsibility for obtaining any special vaccinations or preventative medications currently recommended or required by my physician, Global HEED and/or a public health office for travel to the above mentioned country of destination. While on the Trip, I will take only those medicines or drugs that I am medically permitted to take to maintain my good health and which have been lawfully prescribed to me, if a prescription is required for use of such medicines or drugs.

I understand that Global HEED is not obligated to attend to any of my medical or medication needs, and I assume all risk and responsibility thereof. If I require medical treatment or hospital care during my participation in the Trip, Global HEED is not responsible for the cost or quality of such treatment or care. Global HEED may (but is not obligated to) take any actions it considers to be warranted under the circumstances regarding my health and safety. I agree to pay all expenses related thereto and hereby release Global HEED from any liability for such actions.

I further understand that, because I am a volunteer of Global HEED and not an employee, I am not entitled to any workers' compensation benefits if I become injured as a result of my service with Global HEED. I further understand that Global HEED permits only licensed medical professionals to assist local health care workers in providing health care services. I agree that, if I am not a licensed medical professional, I will not attempt to assist local health workers and will, instead, only observe their activities.

Participant's Initials _____

2. Accommodations and Travel.

I understand that Global HEED does not represent or act as an agent for, and cannot control the acts or omissions of, any host institution, host family, transportation carrier,

hotel, tour organizers, or other provider of goods or services. I further understand that my baggage and personal property are transported at my risk entirely. If due to weather, flight schedules or other uncontrollable factors I am required to spend additional nights on the Trip, Global HEED will not be responsible for my hotel, transfers, meal costs or other expenses.

Participant's Initials _____

3. Standard of Conduct.

I understand that each foreign country has its own laws and standards of acceptable conduct, including dress, manners, morals, politics, and social behavior. I recognize that behavior that violates those laws or standards could harm Global HEED's relations with those countries and the institutions therein, as well as my own health and safety. I hereby agree that I will become informed, and will abide by, all such laws and standards for each country to or through which I travel.

I will attend to any legal problems I encounter with any foreign nationals or government of the host country or any country to or through which I travel. Global HEED is not responsible for providing any assistance under such circumstances.

I certify that I will be respectful, accommodating, and open-minded and abide by the highest ethical, moral, and professional standards to the best of my ability. I certify that I will respect to the best of my ability: the Trip leader(s), other volunteers on the Trip, the community residents, the workers of the partner organization, and the culture and customs of the area. I also certify that I will abide by the laws of the above destination during the duration of the Trip.

I release and discharge Global HEED from any legal and/or financial responsibility that may arise from any unlawful activity and/or consequences of any unlawful activity that I may engage in during the Trip.

Participant's Initials _____

4. Risks Associated With the Trip.

I understand that participation in the Trip involves risks. I understand that these risks may occur when I am traveling to, or within, or returning from, the Trip.

ACKNOWLEDGE that I have chosen to participate, as a volunteer on a service Trip organized by Global HEED to the above destination, on my own free and voluntary will.

I understand that there are inherent risks and potential hazards of traveling involved in participating on the Trip. I understand and am aware that my participation on the Trip may expose me to certain risks and dangers, including but not limited to the following:

physical injury, theft, illness, disease, accidents, loss or damage of personal and/or valuables items, any harm or risks associated with traveling by air and/or ground, acts of violence, civil disturbances and war, forces of nature, adverse working conditions, hard physical labor, exposure to potentially dangerous areas, permanent disability, paralysis, death and other unforeseeable risks. I understand that accidents or illnesses can occur in places without access to medical facilities, transportation and/or means of rapid evacuation and/or assistance.

I am aware that my participation on this Trip, use of transportation, housing and dining services, and other goods and services associated with the Trip carry a risk of serious personal injury, illness, death and property damage or loss. I certify that I understand and acknowledge the nature of this service Trip and these risks but have still voluntarily chosen and agreed to engage in a Global HEED organized service Trip solely at my own risk. I expressly and voluntarily assume all risk of injury, illness, death and property damage or loss that may result from my participation on this Trip.

In addition to the above mentioned risks, I understand that these risks may be associated with, but not limited to, any of the following:

- the construction of a building and the use of tools as described in Section 1 of this Agreement;
- air travel and all other types of transportation;
- foreign political, legal, social and economic conditions, including but not limited to risks posed by war, terrorism, crime, civil unrest, kidnapping, accidents, and/or violence;
- different standards of design, safety, and maintenance of buildings, utilities, and land;
- different standards of medical care, facilities, and conditions;
- different standards of sanitation;
- weather conditions; and
- other events and circumstances, including those which are unknown or unforeseeable.

I understand that the State Department, the Centers for Disease Control and Prevention and other Internet sites may provide additional information to me about the risks involved in the Trip and that it is my responsibility to review that information before the Trip commences.

ACKNOWLEDGE AND UNDERSTAND that Global HEED may notify the person or persons that I have listed as an emergency contact in the event that I become seriously ill or am involved in an emergency situation during the Trip. In the event that I am unable to make my own medical decisions, a Global HEED representative may have to make those decisions on my behalf. I authorize the staff of Global HEED to obtain emergency medical treatment under the supervision of a physician and/or surgeon should treatment be necessary. I release and discharge Global HEED from any claim whatsoever which arises on account of any first aid, treatment or service rendered in connection with my participation on the Trip.

I understand that I have purchased travel insurance for this Trip. I certify that I have reviewed the terms of the insurance policy. I also certify that I have reviewed my own medical insurance and acknowledge that it provides sufficient medical coverage for me on this Trip and/or international trips. I acknowledge that if I feel that any part of the insurance is lacking I will take it upon myself to obtain the necessary form of insurance that covers the duration of this Trip. I acknowledge that Global HEED is not responsible for obtaining any form of insurance for me and is not responsible for ensuring that I have the necessary form of insurance. I also agree that if any illness, injury or bodily harm should come to me while participating on this Trip, that Global HEED is not legally or financially responsible in any way for medical care, transportation or any other costs or expenses that may arise.

Participant's Initials _____

5. Terms of Agreement.

I UNDERSTAND that Global HEED is a new non-profit organization registered under the Georgia Secretary of State. I understand that Global HEED does not yet have 501(c)3 tax exemption, which takes several months to acquire, but is or will be in the process of applying for 501(c)3 tax exemption. I understand that any donations received within the first two years of a new non –profit organization are retroactively tax deductible once the organization acquires 501(c)3 status. I understand that a part of my fee paid to Global HEED may be tax deductible once Global HEED acquires 501(c)3 status at which point I will be contacted by a Global HEED representative with the necessary information, such as the tax ID number, to file for a tax deduction. I certify that I will work with my accountant to determine whether the donation fee is tax-deductible and will not hold Global HEED responsible if the accountant determines that the fee is not tax deductible.

I UNDERSTAND that Trip Leaders, graduate fellows and/or interns, although affiliated with Global HEED, are not employed by Global HEED and just serve as volunteers.

I UNDERSTAND that these above mentioned people, thus, cannot be held liable, legally or financially.

I UNDERSTAND that Global HEED is a separate entity and is not affiliated with or endorsed by any university or other institution.

I AGREE to grant Global HEED permission to use photos, videos, quotes, and Trip evaluation comments in publications, web pages, brochures, annual reviews, press releases, and other forms of media in order to promote Global HEED.

CERTIFY and understand that the plans and/or itinerary of the volunteer Trip are subject to change or deviate from the original plans at any time before or during the Trip. I understand that I am participating on this Trip as a volunteer to another foreign country to work alongside community residents of a remote area of the country listed above to address an issue identified as a priority by the community. I understand that the

community members are not working for or under Global HEED. I understand Global HEED and I am voluntarily working with the community members of the project area. As a result, I understand that the needs and desires of the community can change at any time during the Trip without the input of Global HEED. I understand that Global HEED and I must respect the needs and wishes of the community during the duration of the Trip. I understand that Global HEED will not entertain sharp and inexorable criticism of the community's objectives by volunteers.

ACKNOWLEDGE that there may be additional unforeseen expenses incurred on this Trip that I may be responsible for that may have not been originally advertised by Global HEED, including but not limited to delays or other unforeseen causes. I also certify that I have willingly and voluntarily donated money to Global HEED in exchange to participate on this Trip despite the risks listed above. I will allow Global HEED to use this money for various purposes and expenses, including but not limited to, buying airline tickets, paying for in-country transportation, paying for hotel and lodging fees, paying for food and dining services, paying for administrative, logistical and/or operational fees of Global HEED and/or its partner organizations, buying any material needed for the initiatives, funding any present and/or future Global HEED initiatives, and for any other reasons deemed appropriate by Global HEED. I certify that Global HEED may use any surplus money from the Trip for any reason deemed appropriate by Global HEED. I understand that the money I donated is non-refundable once I have embarked on the Trip. I have been assured that Global HEED, in full compliance with Internal Revenue Service guidelines and regulations, will not use any donations for the benefit or profit of an individual.

Participant's Initials _____

6. Assumption of Risk, Release of Claims, and Covenant Not to Sue.

I understand that participation in the Trip is not required by Global HEED and is wholly voluntary. Knowing the risks described above, I agree individually and on behalf of my heirs, successors, assigns and personal representatives, to assume all the risks and responsibilities surrounding my participation in the Trip. To the maximum extent permitted by law, I, individually, and on behalf of my heirs, successors, assigns and personal representatives, hereby release and forever discharge Global HEED and its employees, agents, officers, trustees and representative (in their official and individual capacities) from any and all liability whatsoever, which arises as a result of negligence on the part of Global HEED for any and all damages, losses or injuries (including death) I sustain to my person or property or both, including but not limited to any claims, demands, actions, causes of action, judgments, damages, expenses and costs, including but not limited to attorneys' fees, which arise out of, result from, occur during or are connected in any manner with the Trip. I, individually, and on behalf of my heirs, successors, assigns and personal representatives, further covenant and agree that I will not seek recovery against Global HEED arising out of any matter released in this Agreement.

Participant's Initials _____

7. Indemnification Agreement.

I, individually, and on behalf of my heirs, successors, assigns and personal representatives, hereby agree to release, discharge, indemnify, defend and forever agree to hold harmless Global HEED and its employees, the founders, administrators, directors, advisors, partners, agents, officers, trustees, volunteer Trip leaders, graduate fellows, volunteers, other interns and representatives (in their official and individual capacities) from any and all liability, claim, demand, loss, damage or expense, including but not limited to attorneys' fees, that may result from my negligent or intentional act or omission, or which arises out of, occurs during, or is in any way connected with the Trip.

I agree and acknowledge that Global HEED, the founders, executive officers, administrators, directors, advisors, agents, employees, partners, volunteer Trip leaders, or anyone else associated with Global HEED are not in any way responsible for my welfare, well-being, safety, and/or health, while I participate on the Trip, which Global HEED is organizing solely for the interns.

Participant's Initials _____

8. Governing Law.

This Covenant Not to Sue, Waiver, and Release Agreement shall be construed and governed under the laws of the State of Georgia.

Participant's Initials _____

9. Severability.

The provisions in this Agreement will be deemed severable, and if any portion or term of this Agreement is deemed invalid, the remaining portions shall be and remain binding, effective, and valid.

Participant's Initials _____

MY SIGNATURE INDICATES THAT I AM OVER THE AGE OF 18, THAT I HAVE READ AND UNDERSTOOD THIS AGREEMENT, THAT I UNDERSTAND ALL TERMS CONTAINED HEREIN, AND THAT I UNDERSTAND I AM GIVING UP SUBSTANTIAL LEGAL RIGHTS WHICH I MIGHT OTHERWISE HAVE.

MY SIGNATURE FURTHER INDICATES THAT I AGREE TO EVERYTHING STATED HEREIN AND THAT I AM SIGNING THIS AGREEMENT KNOWINGLY AND VOLUNTARILY. NO ORAL REPRESENTATIONS, STATEMENTS OR INDUCEMENTS APART FROM THE FOREGOING

WRITTEN STATEMENT, HAVE BEEN MADE TO ME.

MY SIGNATURE ALSO INDICATES MY UNDERSTANDING THAT PARTICIPATION IN THE TRIP IS NOT REQUIRED BY GLOBAL HEED AND THAT I AM AWARE OF THE RISKS INVOLVED IN THE TRIP. I HAVE MADE MY OWN INVESTIGATION AND AM WILLING TO ACCEPT THESE RISKS.

PARTICIPANT'S NAME (PRINTED)

DATE

PARTICIPANT'S NAME (SIGNATURE)

DATE

Appendix B: Required Documentation

Dear Global HEED Intern,

In order to finalize your trip, TWO copies of the following documents (GH Release form, Disclosure of Medical Conditions and Vaccinations, Proof of Health and Travel's Insurance, Copy of Passport, Copy of Travel Visa (if applicable), Copy of Airline Itinerary, and Copy of PayPal receipts (if applicable) must be mailed to the following address by June 6, 2010. Only ONE signed copy of this front cover page is required.

Global HEED
299 Dennison Ridge Drive
Manchester, CT. 06040

GH interns who fail to submit these documents by the deadline will not be allowed to participate on the GH trip and will forfeit their spot on the trip, including the trip cost. Your signature below certifies that you agree to these terms and that your written disclosures are complete and honest, to the best of your knowledge.

PARTICIPANT'S NAME (PRINTED)
DATE

PARTICIPANT'S NAME (SIGNATURE)
DATE

Disclosure of Medical Conditions and Vaccinations

I, _____(your full name), herby certify that I have discussed with my physician, _____(*physician's name*), the necessary vaccinations and medications that I will need to travel to _____(country of destination) on _____(trip date: mm/dd/yy-mm/dd/yy). I herby certify that I have received all the vaccination shots, as recommended by my physician. I would like to voluntarily disclose that I have received the following vaccination shots in preparation for my travel to the above destination: (if you need more space please attach a signed sheet to this document):

- (1) _____(name of vaccination) on _____(date)
- (2) _____(name of vaccination) on _____(date)
- (3) _____(name of vaccination) on _____(date)
- (4) _____(name of vaccination) on _____(date)
- (5) _____(name of vaccination) on _____(date)
- (6) _____(name of vaccination) on _____(date)

I would also like to voluntarily disclose the following medical issues (include allergies, medical conditions, prescription medications and/or over-the-counter drugs that you regularly take and/or will take during the duration of the trip):

- (1) _____(list medical issue)
- (2) _____(list medical issue)
- (3) _____(list medical issue)
- (4) _____(list medical issue)
- (5) _____(list medical issue)
- (6) _____(list medical issue)
- (7) _____(list medical issue)
- (8) _____(list medical issue)

I understand that these medical issues may be disclosed to other individuals on a need-to-know basis in the case of an emergency.

PARTICIPANT'S NAME (PRINTED)

DATE

PARTICIPANT'S NAME (SIGNATURE)

DATE

CHECKLIST OF DOCUMENTS

This checklist was created for your convenience. Please make sure you have the following documents in the envelope:

- (1) _____ Two (2) Copies of a signed and dated GH Release Agreement/Liability Form (make sure you initial ALL the pages at the bottom)
- (2) _____ Two (2) Copies of a signed and dated Disclosure of Medical Conditions and Vaccinations
- (3) _____ Two (2) Copies of Proof of Health and Traveler's Insurance (a receipt is acceptable)
- (4) _____ Two (2) Copies of Passport (ONLY the page with your photo and information are necessary)
- (5) _____ Two (2) Copies of Travel Visa (if applicable)
- (6) _____ Two (2) Copies of Airline Itinerary
- (7) _____ Two (2) Copies of PayPal receipt (applicable if you used PayPal to pay your trip cost)
- (8) _____ One (1) Copy of the front cover page to this document

Appendix C: Trip Leader Handbook

Global H.E.E.D.

Health, Education, and Economic Development

Guatemala Trip Leader Handbook

*This handbook is designed specifically to be a reference for trip leaders as they organize, plan, and execute trips with Global H.E.E.D. Fellows. Additional information can be found in the **Fellowship Informational Packet** and the **Fellowship Welcome Packet**.*

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I. Trip Leader Roles and Responsibilities

The role of Trip Leader in Global H.E.E.D. is one of the most fun and rewarding positions within the organization. You get the opportunity to work with a group of globally-minded and adventurous students and to participate in the actual work and travel aspect of Global H.E.E.D.'s mission. That being said, there is a great deal of planning and responsibility that comes with this position. Trip Leaders are expected to:

- Help screen and interview potential interns
- On-board and orient all new participants
- Conduct regular status calls with the e-board
- Conduct conference calls with the volunteer team to prepare for the trip
- Organize trip details, including all necessary reservations
- Maintain open communication with contact points in Guatemala
- Record all spending during the trip
- Lead the trip!
- Report to the Global H.E.E.D. management team while in Guatemala
- Ensure the safety and well-being of your participants
- Act as the liaison between La Casa Materna, Global H.E.E.D., and the interns
- Uphold the Mission and Values of Global H.E.E.D. and act as a representative of the organization

This may seem like a lot at first, but you'll find that all your roles naturally flow into one another. Organization and planning are key to the success of your trip, so stay on top of tasks. You have a team of experienced advisors behind you at all times.

a. Regarding Interns

Before the trip, as you are interviewing intern candidates, keep in mind that you will be working with these students in tough conditions. Be sure to ask them about experience traveling in developing countries, whether they are good at dealing with challenging situations, and what their basic overall interest is in joining a Global H.E.E.D. trip. Look especially for people who are interested in the areas of development that Global H.E.E.D. addresses: Health, Education, and Economic Development. We include students from all areas and backgrounds of study, but they must demonstrate a strong interest in the objectives of Global H.E.E.D. as an organization.

During the trip, preparation is key! The interns will have a lot of questions and may require a lot of attention. As long as you are prepared (by reading the packets and H.E.E.D. information), you should be well-positioned to answer any burning questions. There will be times when you want to strangle some participants... Keep your cool. Again, you were chosen for this position because we trust that you can maintain and uphold the mission and values of Global H.E.E.D. Natural leaders are well-versed in conflict resolution, meeting the needs of many different people, and not compromising anyone's integrity.

That being said, this type of work attracts very cool people. The hardest part is really to just get them to come out of their shells, as most of them will have never met on another. ***Always remember that your attitude will be reflected by the group, so stay positive and open!***

After the trip you will have made some lifelong friends! Keep in touch via Facebook, Twitter, etc. Foster connections with participants who seem interested in

continuing work with Global H.E.E.D. Also ask about any contacts at their respective universities that might be helpful in expanding the organization and opening new chapters. You'll find that this trip opens a lot of doors for your participants, and all your hard work becomes very rewarding when it's all said and done.

II. Pre-Trip Checklist

- Immunizations (check CDC.gov country profile) *
- Book flight *
- Traveler's Insurance *
- Register interns with the Guatemalan Consulate
- Be sure all interns have turned in required documentation
 - Immunization records
 - Proof of Traveler's insurance
 - Release of Liability
 - Flight Info
 - Two copies of their passport
- Confirm all hotels, drivers for initial days
- Print any materials needed (encuestas, health education, handbooks)
- Change USD to Quetzales (US airport or Aurora)
- Record all flight information for interns (departures and arrivals)
- Maintain contact with the interns in the weeks before the trip

see the **Fellowship Welcome Packet for detailed info*

III. Pack List

- Be sure to pack clothes and shoes that you are willing to get dirty.
- June/July-September are the rainy months in Calhuitz, so in addition to t-shirts and shorts, be sure to pack warm clothes and rain gear.
- You will be staying at La Casa Materna, and they will provide you with mattresses and blankets, but it is a good idea to bring a sleeping bag for extra warmth. You do not need to bring a pillow.
- There are bathroom facilities, but bring extra toilet paper.
- You may wash clothes at La Casa Materna.

WARM CLOTHES	Sleeping bag	Books
Rain boots	Towel	Playing cards
Flip-flops	Toiletries	Computer (optional)
Long pants	Toilet paper	Flashlight
Long-sleeve shirts	Pepto Bismol	Water bottle
Jacket	Tylenol	Items for donation
Sweatshirts	Dramamine	
Poncho	↳ (for motion sickness)	

IV. FAQ

How much money should interns bring?

All of the interns' meals, travel, and other expenses are covered by their H.E.E.D. fees. They should only bring money for snacks, souvenirs, and emergency costs. This totals no more than \$150-200 usually. **Be sure Fellows know to change cash or traveler's cheques to Quetzales before they leave Aurora Airport.**

What is the weather like in Guatemala?

In Guatemala City, Panajachel, and other, low areas, it is fairly warm and even muggy. In Calhuitz and higher climates, it is **very cold and rainy**. Interns should be prepared for such weather, with warm clothing and rain gear.

What about cell phones?

If your provider offers a temporary Global service with a SIM card (many do—just ask), you can generally get cell service on American phones, although rates are expensive. You have to ask your cell carrier to activate these services—they will not work automatically on most phones.

If you do not want to pay the high fees or use an American cell phone, it is possible to buy or rent Guatemalan phones for a reasonable price. **TIGO** is the brand that works in Calhuitz, and once you purchase the phone, you reload minutes by buying prepaid cards, which are sold everywhere.

What about internet access?

Interns will be able to use the internet in internet cafes, which are very common throughout the country. In bigger cities, there are cafes on just about every block. In Calhuitz, there is one in San Jose, a neighboring town—about 20 minutes walking.

What about food?

All of the participants' meals are paid for and will be prepared by a cook in Calhuitz. The cook knows the precautions needed to prepare food for Americans, and anything she serves is safe to eat.

Food that is not specifically prepared for the interns can be risky and cause GI discomfort, or even bad fevers and illness. Be especially cautious to avoid fruits and vegetables that don't have a rind/skin that you can peel away (lettuce, tomatoes, apples, berries). Also **never** drink from a tap. Purified water is available everywhere in bottles or Culligan dispensers. Any water used to cook that is not from a purified source needs to be **boiled** for at least **one full minute** to kill harmful parasites and bacteria.

Touristy areas are good about cleaning vegetables and fruits, and restaurants in these places can generally be trusted. Eating food from street vendors is never really a good idea.

What about the language and culture?

Most everyone in larger cities and towns speaks Spanish, but in smaller, remote villages like Calhuitz, people speak indigenous dialects and may or may not know Spanish. In Calhuitz, the dialect is called Chu'j. Many people there do not speak Spanish at all. However, it is extremely beneficial to know or speak Spanish for daily interactions with the nurses and other staff at Casa Materna.

The Guatemalan culture is overall extremely generous and kind. People will be quick to accommodate, and it's important to be polite in return. Remember that you are a guest in Guatemala and that you represent Global H.E.E.D. It is also important to note that indigenous populations will tend to get discriminated against in larger cities, which affects their choices in living and behavior.

Regarding parents:

Fellows' parents will understandably have various concerns for their children participating on the trip. A main concern is safety, as there is a perception of Guatemala being violent or politically unstable. This is untrue. Any person who has ever walked through a major city street in America has been in just as much danger as they might encounter in Guatemala. Standard precautionary measures should always be taken: avoid carrying large amounts of cash; don't walk alone, especially at night; keep valuables like your Passport well-protected. There are armed police guards all around the country, especially in Guatemala City, and this is for public safety. Some people may find it more shocking to see guns carried by security officers, but ultimately it is their job. So reassure parents that Guatemala is in fact not a dangerous place—no more so than New York, Atlanta, or any other U.S. city.

What will we be doing in Calhuitz?

Each trip will have a different project outline and itinerary, but you can expect to be doing a lot of regular public health work. Conducting interviews, helping teach workshops, taking medical vitals, and immunizing children are standard M.O. in Calhuitz. You will probably also help deliver a baby or two. Be prepared to be hands-on and ready for whatever the Casa Materna team needs you for. In public health, plans change a lot and it's important to be flexible and willing to work where you are needed.

There may also be a significant amount of downtime between projects.

Participants are encouraged to bring DVD players, movies, books, playing cards, puzzles,

and the like to take up spare time. Playing cards are one really easy way to pass time and get the group having fun together at the same time,

Contact with Global H.E.E.D.

If at ANY time, for ANY reason, you need help or support from the team stateside, do not hesitate to call. We have our phones close when Fellows are in-country, and will help you deal with any questions, problems, or emergencies.

V. Suggested Itinerary

Day 1: Trip leader arrives in Guatemala City

- Meet driver at airport → to hotel (Hotel Villa Espanola)
- Confirm with driver to pick up interns the following day
- Confirm rooms for interns
- Buy phone if needed

Day 2: Interns arrive

- Stay at Villa Espanola
- Confirm Panajachel reservation (Hotel Utz Jay)
- Confirm Grameen meeting
- Confirm driver to Panajachel

Day 3: All go to Panajachel

- (May shop, visit Lake Atitlan)
- Stay at Hotel Utz Jay

Day 4: Meet with Grameen Bank

- Get any last-minute items for Calhuitz
- Confirm with driver to Nenton
- Confirm with driver to Calhuitz

Day 5: Leave Panajachel for Nenton

- Swap vans in Nenton to get to Calhuitz
- Meet grad fellows, Casa Materna staff
- Settle in at Calhuitz

Day 6~20: Work in and around Calhuitz

Day 21: Interns may choose to visit a more touristy area for the last few days to enjoy themselves after working so hard. Antigua is a popular destination. If the team wants to do this option, make reservations with a driver from Calhuitz to Nenton, From Nenton to your destination, and a hotel at your destination. You will also need transportation from that city to the airport.

Appendix A: Contact Numbers

a. Stateside

Global HEED Executive Director, S_____ B_____ : xxx-xxx-xxxx

Global HEED Executive Director, Z_____ A_____ : xxx-xxx-xxxx

Health Programs Team, R_____ K_____ : xxx-xxx-xxxx

Health Programs Team, F_____ C_____ : xxx-xxx-xxxx

Health Programs Team, K_____ P_____ : xxx-xxx-xxxx

Director of Microfinance Initiatives, G_____ W_____ : xxx-xxx-xxxx

b. Guatemala

Graduate Fellow: xxx-xxx-xxxx

Graduate Fellow: xxx-xxx-xxxx

Trip Leader.: xxx-xxx-xxxx

CurAmericas partner, Dr. M_____ R_____ : xxx-xxx-xxxx

Head Nurse at Casa Materna, N_____ A_____ : xxx-xxx-xxxx

La Casa Materna: xxx-xxx-xxxx

United States Embassy (Guatemala City): 502.2326.4000

Appendix B: Hotel and Transportation ContactsGUATEMALA CITY

Hotel Villa Espanola
2a Calle 7-51, Zona 9
xxx-xxx-xxxx

PANAJACHEL

Hotel Utz Jay
5 Calle 2-50 Zona 2
xxx-xxx-xxxx

Grameen Bank
Cantón Xechiroy
Solola
xxx-xxx-xxxx

ANTIGUA

Hotel La Sin Ventura (Antigua)
5a Avenida Sur # 8
xxx-xxx-xxxx

Appendix C: Chu'j Dictionary

English	Spanish	Chuj
NUMBERS		
One	Uno	Jun
Two	Dos	Cháab
Three	Tres	Oxe
Four	Cuatro	Chanhe
Five	Cinco	Ho'é´
Six	Seis	Wake
Seven	Siete	huke´
Eight	Ocho	wajxke´
Nine	Nueve	b´alnhe
Ten	Diez	lajnhe
Eleven	Once	huxlchá
Twelve	Doce	lajchwe´
Thirteen	Trece	oxlajnhe´
Fourteen	Catorce	chanhlajnhe´
Fifteen	Quince	holajnhe´
Sixteen	Dieciseis	waklajnhé
Seventeen	Diecisiete	huklajnhé
Eighteen	Dieciocho	wajxlajnhe
Nineteen	Diecinueve	B'alnhlajnhe
Twenty	Veinte	Junkal
SALUTATIONS		
Good day	Buenos días	wachskinhlbi
Good evening	Buenos tardes	wachyemkuhal
Goodnight	Buenos noches	wachhawal
Good	Bueno	wach
How are you	Como esta	wach mha kojol
Well, thanks	Bien gracias	wachjunhun
Go on	Adelante	onchhntan
Pass	Pase Adelante	onchhntanayojol yuhwalbach-un;
Thank you	Gracias	yujwaldios
Hello	Hola	Tas
Bye	Adios	yakab´ahn
	Que le vaya	
Go well	bien	xelab´a
	Mi nombre es;	Hinpi´hantk
My name is	Yo me llamo	Fiorella
What is your name	Cual es tu nombre?	Tas hapi´

How old are you	Cuantos años tiene?	Jahnkhab'íl
I am 10 years old	Tengo 10 años	Hahi nochi ha lajnhe' ábil

EVERYDAY CONVERSATION

I	Yo	Antik Hactik hata hack
You are from	Usted es de	ha
Yes	Si	ihí'
No	No	ma'ay Hantik hatha
I am from	Yo soy de	ayhna
What is your nationality	Cual es tu nacionalidad?	Haj kajhnachun
Where do you live	Donde vives?	Hajtzach'koti'
What language do you speak	¿Que idioma habla?	Tastil
I speak Spanish	Yo hablo Español	Antik tzula' Castiya
The man Speaks english	El señor habla ingles	Wihn icham tzi' albin Ingles
I am a student	Yo soy estudiante	antik tzi'n kúib'í
teacher	maestro	k'uijimin
Doctor	Doctor	loktor
Nurse	Enfermera	loktorain
Do you only speak Chu'j?	¿Habla español o solo chuj?	tzal castiyá ch umto kojn chuj
I do not speak Spanish or Chu'j	Yo no hablo Español o chuj	antik matzwala castiya o chuj
I speak a little Chu'j, Spanish, English	Yo hablo un poco chuj, español, ingles	antik tzvaljap chuj, castiya, ingles
I understand a little _____	entiendo un poco de _____	Tzwab'í'jap _____
Good day, Ms. _____	Buenos dias Señora _____	wachskinhlbi ex ununb'í'l
I am going to take your blood pressure	Voy a tomar la presion arterial	Taj b'ilyiphach ikil; toj wilyip a chik'íl

I am going to weigh you	Voy a tomar el peso	Toj ach wechtej; toj ach wechtej alil
I am going to take your height	Voy a tomar la altura	toj wechtej a tehil

EVERYDAY VOCABULARY

Door	puerta	makná
Window	ventana	ventnu
Tablet	tabla	anté
Chair	silla	xila
Table	mesa	mexa
Dog	perro	tzi´
Pig	cerdo	chitam
Cat	gato	miss
Goat	cabra	chivo
Snake	serpiente	chahn
Butterfly	mariposa	hamhnich
Rat	raton	cho´ob´
Cow	vaca	vakax
Spider	araña	xim
Bird	pajaro	chik
Frog	sapo	wo´o
Sheep	oveja	calnelú
Soccer	futbol	tej pelote
Basketball	basquet	maj pelote
	juegobol	tajnel
Do you want to play	quiere jugar	tzanib jtzach; tajnach
Ball	pelota	balón
I love you	te amo	tzi´n tza jetok
I love you	te quiero	tzach-hini´bok chamkojla; wach kojol
Love	amor	wach kojol
Woman	señora	nunb´il
Man	señor	mamb´i´l
Boy or girl	niño o niña	nené unin
Sister	hermana	nulhj ix
Brother	hermano	nulhj winak
Woman	mujer	i´x
Man	hombre	wi´nak
Lady	señorita	k´ob´es
Young	joven	k´elem
Dad	papá	mami´n

Mom	mamá	nunin
Boy	niño	nené wi'nk unin
Girl	niña	nené ix unin
How much?	Cuanto cuesta? Yo puedo	janhtk stojol
I can buy	comprar	tzhtak in manen
expensive	caro	chan stojol
cheap	barato	k'ol stojol
a lot of noise	mucho ruido	Niw aw
blue	azul	ya'ax
yellow,	amarillo;	
orange	naranja	k'ahn
white	blanco	sak'
red	rojo	chak'
green	verde	ya'ax wichnak
gray	gris	saktinhak'
pink	rosado	chak muknak
sky blue	celeste	yax muknak
brown	café	k'ik muknak
black	negro	k'ik'
brother	hermano	chebultak
you, brother	tu, hermano	che
this	este	tik
ear	oreja	chikil
hands	manos	k'ap
mouth	boca	ti
eyes	ojos	olsat
hair	cabello	shiljolom
head	cabeza	sjolom
fingers	dedos	ech
heart	corazon	pixan
legs, feet	piernas, pies	ok
nose	nariz	nih
teeth	dientes	eh
tongue	lengua	ak
knees	rodillas	sjolom benek
stomach	estomago	k'ojol
earring	arete	yun chikin
apple	manzana	manzan
sweet	dulce	chi' nulce, lulce
marshmallow	marmelo	(caramelo)
peach	durazno	tulsna'
day	día	k'u

night	noche	awal
sugar	azúcar	azucal, azucra
house	casa	noi'
tree	árbol, palo	te'
fun	diversión	tzaljkojla
friend	amiga-o	yitlajnil
husband	esposo	ichmil, istil
wife	esposa	yissil, istil
happy	feliz	tzalji
sad	triste	tzkusi
boyfriend	novio	yitb'eyum, tzuk'mej
girlfriend	novia	yitb'eyum, tzuk'mej
I will miss you	Te extrañaré	Jach hin naha'
Take care	Cuidate	tzelab'a
Do not cry	No llores	Man ach ok'ok
Fruit	Fruta	Pek'al té
Corn	Maíz	ixim
Tortilla	Tortilla	wahil
Boiled corn, dough	maiz cocido, nixtamal, masa	phuch