



students **EMPOWERING** communities



ARCHITECTURE.BUSINESS.DENTAL.ENVIRONMENT.LAW.MEDICAL.MICROFINANCE.PUBLIC HEALTH.WATER



2009

ANNUAL REPORT

GLOBAL BRIGADES, INC (USA)

Recognition as a “Model Non-Profit” by the US Embassy in Panama

Excerpt from speech given in Panama City, October 2009:

“Global Brigades is an organization that has come to Panama, hired local individuals to help manage on-the-ground operations, and works directly with the communities most in need. Global Brigades works with partner organizations to strengthen community impact. My view is that you don’t step in and plant your agenda on organizations, but rather listen to a designated need and create a project to help resolve it. “

– Emily Boland, U.S. Embassy, Panama.

OUR VISION

To improve *equality of life*, by igniting the largest student-led social responsibility movement on the planet.

OUR MISSION

To empower volunteers to facilitate sustainable solutions in under resourced communities while fostering local cultures.



U.S. HEADQUARTERS

Global Brigades, Inc. (USA)

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GRANT PARTNERS

Asociacion Global Brigadas de Honduras

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Bloque 49, Casa 3715
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Fundacion Brigadas Globales de Panama

Urbanizacion Los Rios
Calle Anton Casa 6590-B
Corozal, Panama, Republica de Panama

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STEVE

A handwritten signature in black ink that reads "Steve".

Steven Atamian

President (aka Chief Empowerment Officer)
Global Brigades, Inc. (USA)

Message from the Chief Empowerment Officer

From the entire *Global Brigades family, welcome to the first annual report. Five years in the making, the report shares how groups of passionate student volunteers are literally changing the world. From our humble beginnings to exponential growth, the report documents the history of Global Brigades in addition to the maturity of our corporate governance, with audited financials, program metrics, and a preview of what lies ahead for “the movement.”

And a movement it has truly become. What was 30 students and a handful of doctors carrying suitcases of medicine to Honduran villages, has now become the largest student-led sustainable development organization on the planet, spanning four continents and engaging nearly 3,000 annual volunteers.

Our slogan is “students empowering communities,” but it is also to be read the other way: “communities empowering students.” Every brigade involves a transfer of knowledge and culture where we gain (often more) than the community members we are trying to impact. It is under this humble approach that we enter communities and work with our partners. One community, one family at a time, Brigades’ programming creates a mutually beneficial exchange that improves quality of life while empowering community members and the volunteers that implement them.

For all the critics that say you can’t get anything done in a week-long brigade, wait until you read this report. You will see how our volume of volunteers, holistic approach and systematic implementation process is allowing us to offer communities a myriad of health and development solutions that are transforming communities.

But before we go into the details, I would like to thank our partner organizations (Asociacion Global Brigades de Honduras and Brigadas Globales de Panama) who employ more than 40 full-time professionals and house a team of international interns. It is their hard work that ensures continuity between Brigades and the necessary follow-up to perpetuate projects. You and the international volunteers are “the change you wish to see in the world” (Ghandi), and that’s what we are here to support.

¡Muchas gracias!



OVERVIEW & SERVICE METHODOLOGY ⁵

Global Brigades Defined

*Global Brigades (Brigades) was started to foster equality of life by offering volunteers programs that make tangible differences in some of the world's most under resourced communities. The founders believe that the growing global economy is providing opportunity and affluence for those that can tap into it, but for many, opportunity is out of reach due to infrastructural gaps and access to resources. As a result, we are witnesses to a growing disparity of wealth, quality of health, and education between the affluent sects of our global community and nearly everyone else. The disparity is most extreme in developing countries with infrastructural disadvantages that make them most at risk of experiencing a perpetual cycle of poverty, hunger and lack of health care. It is the objective of Brigades to move past being witnesses to poverty inequities towards the active, mobilizing body that ends it.

To meet this objective, Brigades has ignited the largest student-led international development movement on the planet with the mission to empower university students and volunteers to facilitate sustainable programs in developing countries while respecting local cultures. The programs transform lives with a holistic model for sustainable development that supports both the health and economic conditions of the community. Programs include: public health infrastructure, community-wide potable water solutions, medical and dental relief, microenterprise consulting, micro-loans, legal empowerment training, architecture/construction projects, and environmental preservation. Each program incorporates both educational and community building activities that address the systemic causes of the poverty and empowers community leaders and/or partner organizations to perpetuate initiatives.

Brigades has the capacity to complete large-scale sustainable development projects in a systemic approach that draw from its extensive international volunteer base (Global Brigades USA, and Global Brigades UK) and "on-the-ground" grant partners (Asociacion Global Brigadas de Honduras and Fundacion Brigadas Globales de Panama) that implement projects, conduct assessments, and measure their impact. The entities are tied together by the "Global Brigades Association," the global secretariat that forges alliances, contracts, branding trademarks, and holds ownership of program methodologies.

The one to two week brigade is the corner-stone of the model, with huge infusions of capital and energy that take ideas to the next level. And the engine behind each brigade is the university chapter operated by student leaders. Each club acts as an autonomous group with their own constitution, organizational structure, and bank account. Student leaders either establish a new club on their campus to carry out Brigades' mission or combine the programming with an existing club that would like to offer its member base with international service opportunities. It is in their action that it is truly a student-led movement.

Opposite page: Students consulting a microenterprise entrepreneur (Business Brigades)

Brigades Def'n.
Groups of passionate
volunteers who
mobilize toward
positive social change.

**"Global Brigades" refers to one or more of Global Brigades Association, "Global Brigades USA," "Global Brigades ASG," "Global Brigades Ireland," or "Global Brigades UK." Each of "Global Brigades Association" "Global Brigades USA," "Global Brigades ASG," "Global Brigades Ireland," "Global Brigades UK," "Asociacion Global Brigadas de Honduras," Fundacion Brigadas Globales de Panama," are separate and independent legal entities.*



HISTORY OF GLOBAL BRIGADES

2004 The First Trip to Honduras

Brigades began its movement in 2004 with the launch of Global Medical Brigades (GMB) a secular, international network of university clubs that traveled to Honduras to provide health care in communities without regular access otherwise. GMB evolved out of a relationship between Co-Founder Dr. Duffy Casey, a pre med student at the time traveling to Honduras on a medical mission, and Sociedad Amigos de los Niños (SAN), one of Honduras’ most reputable nonprofit organizations. Since 1966, SAN has operated orphanages, health care facilities and schools for some of the most in-need and neglected Hondurans. In the last 40 years, founder Sister Maria Rosa Legol, is said to have raised more than 40,000 orphaned or abandoned children and was featured on the cover of Time Magazine.

Throughout SAN’s history, they’ve been called upon to provide health care relief in rural villages. This need escalated in 1998, when Hurricane Mitch ravaged Central America killing more than 12,000 and displacing tens of thousands. With the tremendous need for medicine, more and more North American groups traveled to the region to provide humanitarian aid in conjunction with SAN.

Of these medical groups, a number of college students joined to help in the effort, but no formal program existed for students to lead their own brigades (with licensed medical professionals) or carry out long-term programming in the villages they served. This changed in 2003, when an inspired group of students from Marquette University returned from a medical mission with an Indianapolis church and created a secular club on their campus to perpetuate a program of international health relief.

That year, the group led two medical “brigades” treating more than 3,000 patients and laid the foundation for Global Brigades’ programming. One of the original members of the Marquette club was Dr. Shital Chauhan, currently CEO of Global Brigades Honduras and VP of Health Programs for Global Brigades International.

Through 2004, members who would become the Co-Founders of Global Brigades, including Enrique “Quique” Rodriguez (currently Executive Director, Global Brigades Honduras) worked through SAN to develop a model to perpetuate health care in remote villages via student clubs. The group formalized processes for needs assessments, established relationships with permanent clinics to sponsor referrals for patients, and partnered with Honduran medical professionals to work along-side the North American volunteers during the brigade and conduct much needed follow-up.

2005-2006 Launching the Social Movement

Meanwhile, in North America, Steven Atamian (currently Chief Empowerment Officer, Global Brigades International) worked to expand the organization by developing a regional advisor model to help aspiring student leaders create a GMB on their campus and coordinate their own brigades. The strategy included developing online tools to systematize the process and a viral marketing campaign to spread the opportunity across campuses. By the end of 2005, the University of Michigan and University of Southern California established GMB clubs.

In 2006, Steven cultivated a relationship with a graduate school advising company, Inquarta, to continue expanding on other college campuses. Simultaneously, GMB launched its first website (www.medicalbrigades.com) to help scale their growth and provide students with the tools, information and resources needed to lead their own brigade. The new partnership and improved online tools spread the movement to more than 15 campuses and approximately 300 volunteers traveling to implement the programs.



“That year, the group led two medical ‘brigades’ treating more than 3,000 patients and laid the foundation for Global Brigades’ programming.”

Opposite page: Honduran women and grand daughter waiting in line for a Medical Brigade

Above photo: Group of students’ first medical brigade.

2007 Forming Global Brigades USA

In 2007, GMB officially spun-off from the medical brigade department of Sociedad Amigos de los Niños and formalized the U.S. entity, Global Brigades, Inc. with an autonomous Board of Directors. This shift also represented a movement towards a holistic service model, expanding its scope of opportunities beyond health care to include business, water, architecture, law and environmental programs.

The first of the new initiatives to be implemented was Global Business Brigades (GBB), which addresses economic disparity by empowering students to create micro-enterprise solutions for small, in-need businesses in remote villages. In spring 2007, GBB was conceptualized by Steven Atamian and Catherine Markman (currently, Chief Executive Officer of Global Brigades Panama and Vice President of Development Programs for Global Brigades International) who at the time were colleagues at the Los Angeles office of Deloitte & Touche. Steven and Catherine along with two Business Brigade Program Leaders (Erica Magallon and Thomas Sigler) launched a pilot project in the community of El Chile, Honduras, where extreme economic needs were identified during medical brigades. The first business brigade took place in Summer 2007 with the University of California, Los Angeles (UCLA).

From the early pilot projects, GBB understood the tremendous need to collaborate with other nonprofit partners in communities to identify appropriate projects and perpetuate them outside of the brigade. To gain more experience in the field and to leverage one of the strongest bases of NGOs doing sustainable development work, in 2007, Thomas led GBB's expansion into Panama where relationships were cultivated with the US Peace Corps, Patronato de Nutrición, Red Cross, Earth Train and others.

In this collaborative environment, GBB volunteers humbly empower the projects identified by nonprofit partners and infuse them with capital, labor, workshops and new ideas to grow their business. By the end of 2007, more than 30 multi-disciplinary Brigades clubs had been established and nearly 1,000 volunteers traveled to deliver services to Honduras.

2008 Focusing on Health

In 2008, Brigades piloted its holistic health approach to supplement Medical and Dental Brigades in Honduras with water and public health projects. Global Water Brigades (GWB), founded by Orion Haas (currently, Leader of Student Empowerment), was created in conjunction with a Honduran public health official (Joel Cruz) to develop full-scale water projects in the same villages where GMB identified large amounts of parasites and other waterborne illnesses amongst patients. By breaking the water projects up into one-week intervals, university groups were able to tackle complete potable water solutions by systematically continuing where others left off.

In the same year, Public Health Brigades was initiated by Joy Bittner to strengthen the health infrastructure in communities by working with community members to build eco-stoves, latrines and more sanitary water storage units. The program also highlights a comprehensive public health workshop given to community members that emphasizes the importance of hygiene, water storage, and other preventable medical techniques. In 2008, the Brigades movement doubled again, with more than 60 clubs and 2,000 volunteers traveling to Central America.

Right photo: Brigaders assisting licensed Dentists to treat young patient during a Dental Brigade.



2009 Continuing to Develop a Holistic Model

In 2009, Brigades focused on expanding the Panama operations to compliment Business Brigades in the communities with Law, Architecture and Environmental solutions to foster stronger microenterprises. In addition, Brigades developed a new program to stimulate economic growth in Honduran villages by developing a Microfinance program and forming community banks.

Global Law Brigades, founded by Diane Dunn, Vanessa Lopez (currently Secretary and Marketing Leader for Global Brigades USA) and Desiree Omlil, developed a program that provided legal resources to the microenterprises GBB was conducting consulting services to. University volunteers would travel to Panama to work with licensed Panamanian lawyers to incorporate the microenterprises, establish bank accounts and any necessary certifications, and establish their land-rights.

Global Architecture Brigades (GAB), founded by John Cunningham (currently GAB Program Leader) supported the microenterprises with structural needs to grow their businesses. Volunteers would travel in two trips, the first to design the structure and the second to construct along-side the community members and partner organizations. Example projects included a bakery and eco-tourist lodges for remote indigenous communities. Now, with a growing volunteer base and new found relationships with public sector organizations, the GAB program is moving towards developing larger infrastructure projects for the communities such as schools or clinics using a very similar model as Water Brigades.

Global Environmental Brigades (GEB), also initiated in early 2009, was founded by Anna Pasternak (currently, GEB Program Leader) to teach microenterprises in Panama the importance of environmental preservation and sustainable business practices. GEB volunteers travel to Panamanian communities to provide environmental workshops in the villages in addition to doing reforestation and nursery projects. Panama is home to some of the most ecologically important and bio-diverse rainforests in the world that are in serious threat of deforestation from local farmers and international development corporations.

In Honduras, in 2009, the previous year's water and public health initiatives were making great strides in dramatically improving the conditions of the communities, but it was clear to perpetuate the projects and take the communities to the next level, a microfinance initiative was absolutely critical.

Microfinance Brigades (MFB) was founded by Merrilee Chapin a graduate from the Graeme Bank Summer Institute in Bangladesh developed a model to formalize community banks in the same villages we conducted health programs by officially incorporating and empowering local community leaders with trainings to administer their own banks. Microfinance Brigades volunteers travel to Honduras to work with the community banks and identify borrowers. During the brigade, volunteers deliver financial literacy workshops to the borrowers in addition to brainstorm best ways to utilize their loans. The volunteers are responsible for donating the money to back the loans made by the bank to the borrowers they work with throughout the week.

2009 was another big year for the growth of Brigades' volunteer base, not only in the United States, but through the creation of two new entities in Canada and the United Kingdom as well. Nearly 3,000 international volunteers traveled to Central America to deliver 8 different Global Brigades programs throughout the year. The expansion into the UK and Canada along with the formation of independent Honduran and Panamanian entities, created a need for an "international entity" with board members that represent each of the interested countries.

"In addition, Brigades developed a new program to stimulate economic growth in Honduran villages by developing a Microfinance program and forming community banks."



2009 & FUTURE GROWTH

Honduran community members waiting in line for a medical brigade.

Overcoming Challenges in 2009

2009 was not without its challenges for Global Brigades. There was a several week period where considerations were made to shut down the entire Honduran operations which represent more than 85% of volunteer service. The event that triggered this uncertainty was the widely publicized political unrest in Tegucigalpa, Honduras, also the city of the Central American headquarters.

When the news of the political crisis reached the Brigades leadership team in North America, Brigades released a statement of evaluation and the President of Global Brigades USA and VP of Health Programs immediately flew to Honduras to live in the city and assess the situation. With the safety of the volunteers being held as the top priority, the leadership team opted to continue its work with close communication with the U.S. Embassy and the support of local police departments. The decision was not without its opposition.

Over a three month span, members of the Brigades leadership team were answering daily concerns from university officials, parents and student leaders while evaluating the safety to keep the doors open. Ultimately, the decision was made based on the localized nature of the conflict. The protests were centralized around the government buildings in Tegucigalpa. The villages that Global Brigades serves and the compounds in which the volunteers stay in are hours outside of the city in communities unaffected by the instability of the capital.

No threat was perceived or realized by any of the volunteers, Brigades staff or leadership team for the entire duration of the crisis. While many nonprofits left the country Brigades perpetuated its model and sent more than 400 students during the time period. The volunteers were seen as an inspiration and symbol of hope for many Honduran communities and local officials.

The lessons learned by the leadership team were arguably the most valuable part of the experience. Not making rash decisions, staying patient, showing diligence, and being responsive and communicative to the questions and concerns of constituents is the most important attributes to have in times of crisis. In addition, a strong emergency “Plan B” was established for health volunteers to travel to Panama when conditions in Honduras become too unstable or is threatened with natural disasters. Three medical brigades were conducted in Panama as alternatives to Honduras for groups that wanted to continue their plans, but did not feel comfortable going to Honduras.

Ultimately, volunteer numbers were down 30% for the summer of 2009 through December/January from expected projections. However, Brigades was able to retain its entire in-country staff while conducting some of its most impressive development work to date, including the completion of two community water projects, nearly 100 public health infrastructure projects and treating 20,000 patients.

Positioning for Sustainable Growth

Throughout 2009 the Board of Directors made many strategic decisions to position Brigades at the forefront of the sustainable development world and fulfill its vision of becoming the largest student-led movement in the world.

Brigades took large steps to bring together the holistic model for each of its communities by expanding Medical, Dental and Public Health Brigades into Panama. The initiative was led by long-time Honduran brigade coordinator William Vallejos. These health initiatives will be focused in the same Panamanian villages as the development programs (architecture, law, business and environment). Congruently, plans have been made for Architecture Brigades to be replicated in Honduras to build out public infrastructure such as schools and clinics, and to expand Brigades' facilities for volunteers. It is our goal by 2011 to be able to offer all 9 Brigade disciplines in each of the communities we serve in Honduras and Panama.

Continuing on country expansion, the Board of Directors approved an exploratory trip to be made by Orion Haas and Allan Gula to scout potential African countries for Brigades expansion in 2012. The goal is to have one African country to focus service and to provide the UK and European chapters a viable alternative to Central America to conduct 7-10 day brigades.

Brigades Institute of Sustainable Development

To build eminence in the field of sustainable development, Global Brigades partnered with Nathan Gray, co-founder of Oxfam North America and the Panamanian-based charitable organization Earth Train to conduct the first "Brigades Institute of Sustainable Development."

The "Institute" was founded on the principal of "ecological seeing" or "systems thinking," that is, a shift in perspective from seeing the parts to seeing the whole, from viewing people as helpless reactors to recognizing them as active participants in shaping their reality, from reacting to the present to creating the future.

In December 2009, the Institute held its first week-long session in Panama. Approximately 15 students attended to receive real-world training in sustainable development instructed by renowned professionals, such as John Perkins (author of New York Times Best Seller, Confessions of an Economic Hit Man) and actively participated in projects to mitigate ecological degradation in the bio-rich, but economically disadvantaged communities of the Mamoni Valley Preserve. Orion Haas was critical to leading the initiative. The ground-work has been laid with Nathan and Earth Train to expand the Institute into an accredited university in the future.

Brigades.org

Brigades vision is to become the largest student-led social responsibility movement. Through the alignment of technology investments in 2009 for a new social media and fundraising platform, Brigades.org and the incubating initiative called Empower Partners, Brigades is well on its way to achieving this goal.

Brigades.org is being developed by Oisin O'Connor and Chris Ueland to leverage the content of the thousands of brigaders in an interactive social media site designed to spot-light brigades projects and also provide a useful tool for chapters to recruit and fundraise for their trips. The site's wire-frames and initial designs were developed at the end of 2009 and anticipated beta launch for April 2010. The site defines a brigade as the "social movement platform for global service."

It is being built to scale and house hundreds of thousands of volunteers. It will also be offered to other international organizations and student groups outside of any Global Brigades entities to be the global hub for all global volunteer projects.

Fiscal Sponsorship

For outstanding student projects posted on Brigades.org that may not be associated with a registered 501c3, Brigades has developed a new Fiscal Sponsorship program, which acts as the official incubation arm of Global Brigades, lending 501c3 status to student groups with outstanding ideas/projects related to international development that may fall outside the scope of Honduras/Panama or our current health and development programs. These projects include:

- UAID, a group of Yale students doing AIDS education and prevention in India
- Basketball Beyond Boundaries, a group of University of Texas at Austin volunteers who traveled to Tanzania to conduct basketball workshops centered around AIDS awareness and public health
- The Health and Safety Alliance, a group of UCLA students conducting community health fairs in under resourced areas of Los Angeles

The Fiscal Sponsorship program is investing more than \$30,000 to incubate outstanding commitments identified at the Clinton Global Initiative University annual conference in April 2010. Winning projects will be able to leverage Brigades' nonprofit 501c3 status, seed capital, and mentorship from Brigades executive leadership team. Ultimately, Empower Partners will allow Brigades to expand its service into new countries, programs, and causes without detracting from the resources already committed and fully engaged in Central America. The approach is hands off in regards to the delivery of the services, but provides the administrative back-bone to help great ideas and turn new initiatives into full-fledge programs.

Global Brigades Timeline

of
volunteers

4,500

4,000

3,500

3,000

2,500

2,000

1,500

1,000

500



1950
Sociedad Amigos de los Niños (Sociedad) is founded by Sister Maria Rosa Legol is registered as a nonprofit organization in Tegucigalpa, Honduras to serve at-risk youth and mothers.



Pre med student Duffy Casey travels to Honduras to join a medical mission with friend Jeff Bodle and his Indianapolis church through Sociedad's medical relief team.

Duffy Casey, inspired by the medical work in remote villages, moves to Honduras to initiate a formal "medical brigade department" within Sociedad Amigos de los Niños and partners with Quique Rodriguez, a former orphan of Sociedad, to operate brigades full-time.

The first secular Medical Brigade university club is formed by Jeff Bodle and Shital Chauhan

A U.S. nonprofit entity called Global Medical Relief is formed to support the Marquette clubs and expand into other schools.

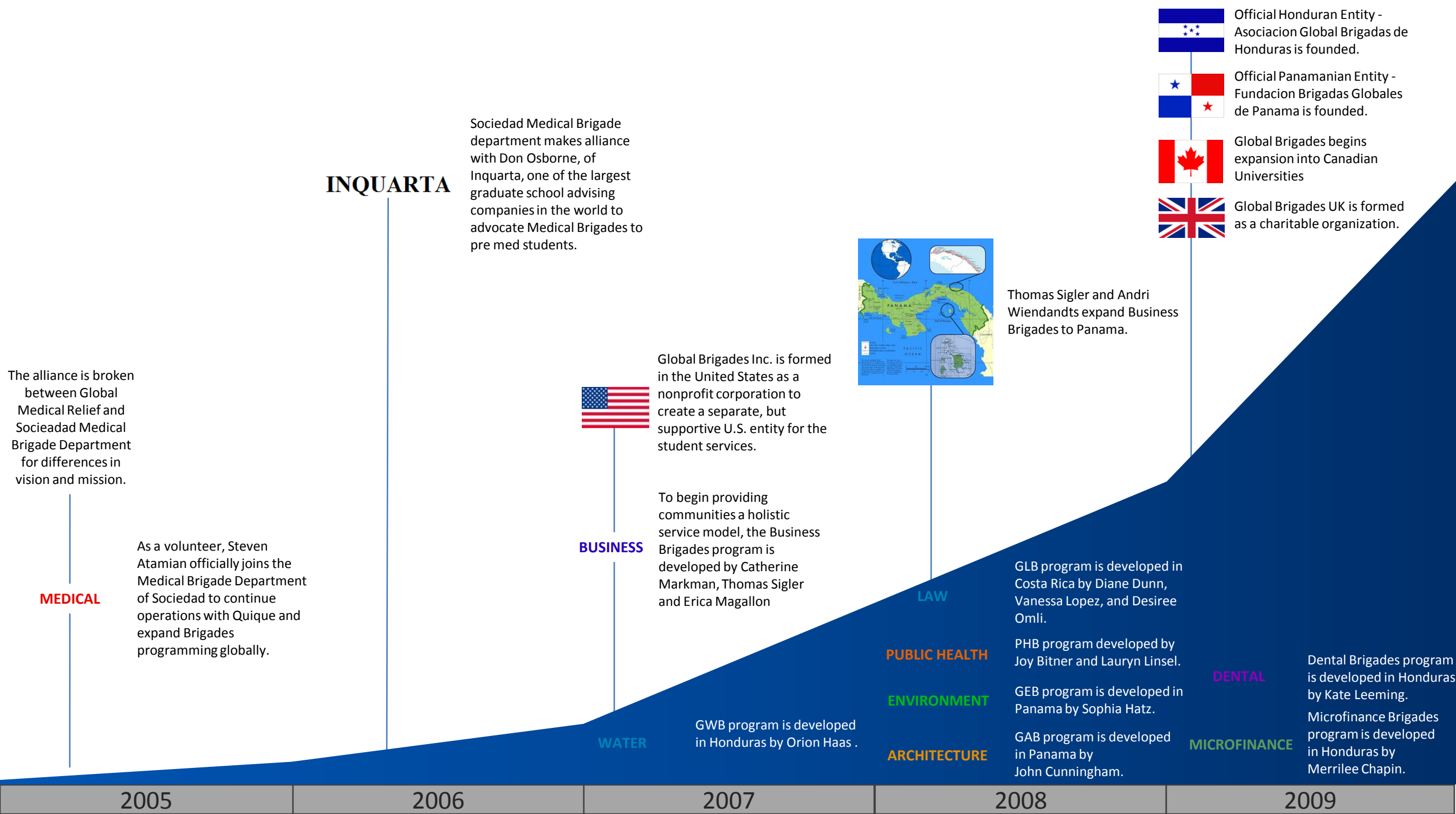
Steven Atamian, a graduate from the University of Southern California, is asked by Global Medical Relief to travel to Honduras on a medical brigade to team with Duffy and Quique to provide business strategy and administrative leadership.

1950-2001

2002

2003

2004



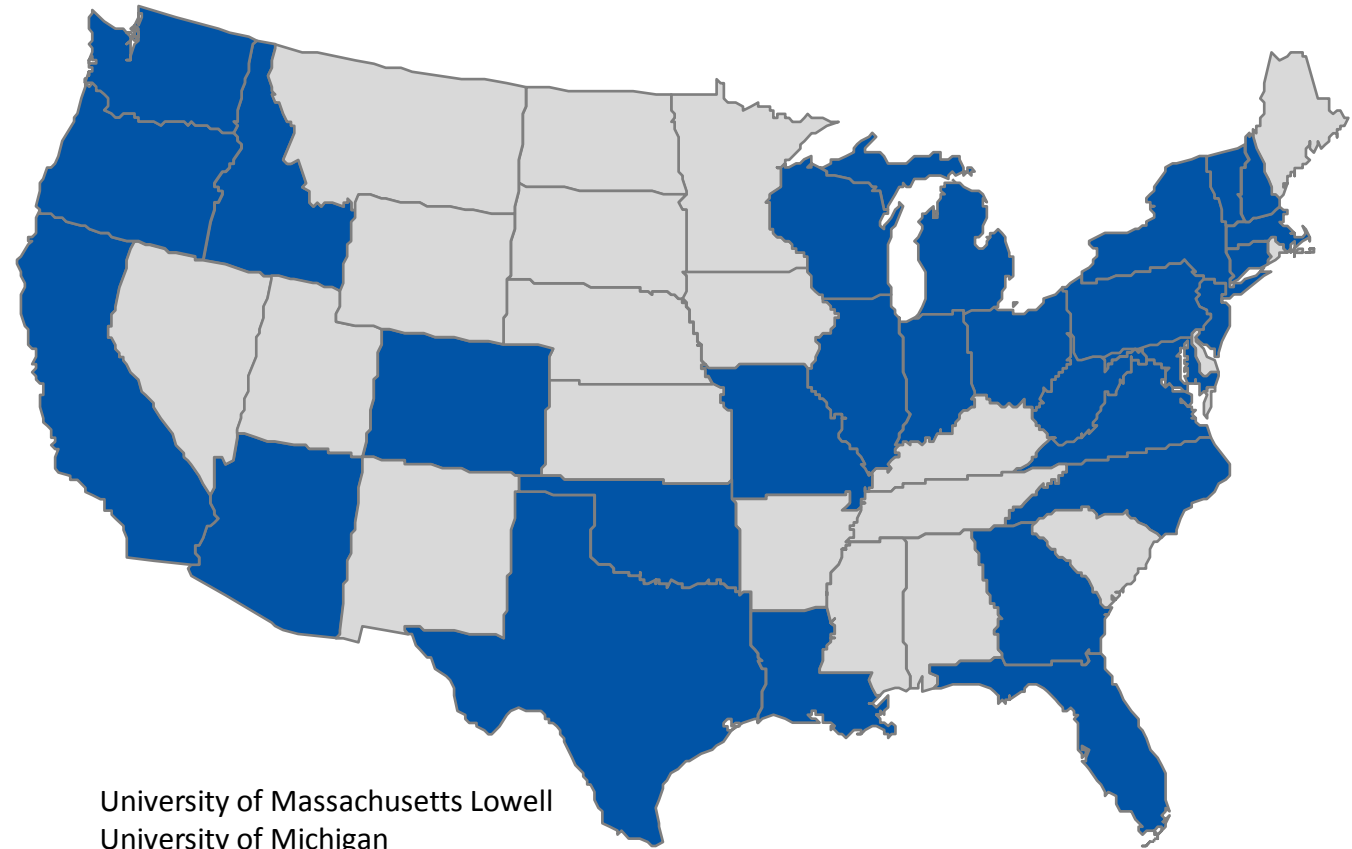


STUDENTS EMPOWERING COMMUNITIES

2009 U.S. University Campus Presence

Arizona State University
Berkeley University Post Bacc
Boston Architectural College
Boston University
Brandeis University
Calvin College
Carnegie Mellon University
Catholic University
Chapman University
Columbia University
Cornell University
Dartmouth University
Depaul University
Duke University
Eastern Virginia Medical School
Elon University
Emory University
George Washington University
Illinois Wesleyan University
Indiana University
Johns Hopkins University
Louisiana State University
Loyola University
Marquette University
Marshall University
Medical College of Wisconsin
New York University
Northwestern University
North Carolina State University

Oregon State University
Pacific Union College
Penn State University
Portland State University
Purdue University
Rutgers University
San Diego State University
Santa Clara University
Soka University
School of the Art Institute of Chicago
Texas A&M University
Thunderbird School of Management
UC Berkeley
UC Irvine
UC Los Angeles
UC Riverside
UC San Diego
UC Santa Barbera
UC Santa Cruz
University of Central Florida
University of Chicago
University of Cincinnati
University of Colorado
University of Florida
University of Hartford
University of Idaho
University of Illinois at Chicago
University of Illinois at Urbana-Champaign
University of La Verne



- University of Massachusetts Lowell
- University of Michigan
- University of Minnesota
- University of New Hampshire
- University of North Carolina at Chapel Hill
- University of North Carolina at Charlotte
- University of Notre Dame
- University of Oklahoma
- University of Pennsylvania
- University of Santa Clara
- University of Southern California
- University of Texas at Arlington

University of Texas at Austin
University of Vermont
University of Virginia
University of Washington
Washington University at St. Louis
Wayne State University

Previous page photo: Public Health brigaders working with the community to build a water storage unit.

Community Selection

Honduras and Panama are the current focus of Global Brigades. The communities and projects are selected by Asociacion Global Brigadas de Honduras and Fundacion Brigadas Globales de Panama, where they support teams of more than 50 full-time employees and interns across North America and Europe. The in-country teams work year-round to perpetuate the work of the volunteers and ensure the sustainability of the projects. The communities are selected based on need related to our programs, their desire to partner, and the ability for program leaders to follow-up and measure success. In 2011, Global Brigades will be selecting one African country to expand its focus.

Average family income less than \$2 per day

Typically no medical professionals within a 20 mile radius

Average level of education is approximately 5th grade

Limited to no access to legal resources

Typical families have less than 3 gallons of water per day to use

Areas of high biodiversity at risk of environmental degradation

Limited to no public health infrastructure



Number of Beneficiaries by Community

Honduras

Alauca (919)
Aldea el Coyolito (320)
Arauli (224)
Apintal (355)
Buena Vista (870)
Basurero Danli (450)
Caneras (220)
Ceivita (1,880)
Cedros (518)
Cerro de Hula (924)
Coyolito (376)
Chaguite Cedros (703)
Champas (944)
Cofradia, Talanga (1,031)
Cofradia, San Juan de Flores (929)
Corralitos (942)
Cuesta Grande (250)
El Escarbadero (700)

El Naranjal (686)
El Paraiso (2,111)
El Potrerillo (210)
El Tule (208)
El robledad (382)
El Rodeo (184)
Escobas Amarilla (252)
El Campo (283)
Flor Azul (150)
Galeras (661)
Guanacaste (380)
Hoya Grande (1,247)
Jicaral (168)
Joyas del Carballo (300)
Jicarito (Paraiso) (513)
Junquillo (280)
La Mesa el Coyolito (360)
Lajitas, Cedros (284)

Lavanderos, Guinope (318)
Las Animas (819)
Las Crucitas (368)
Crucita Yuscaran (250)
Laines (160)
El Obispo (196)
La Union San Isidro (325)
Las Delicias (972)
Linaca (416)
Los Limones (197)
Los Olingos (1,344)
Los Charcos (300)
Mercedez Chirina (670)
Mesa Grande (Oropoli) (412)
Mesa Coyolito (233)
Nance Dulce (360)
Ocotol, Yuscaran (190)
Oropoli (315)

Padre Martin (1,171)
Pajarillo (519)
Plan (212)
Pedregal (242)
Policia de Frontera (289)
Policia de Trancito (250)
Potrerillos (592)
Potrero Grande (184)
Purer (703)
Pueblo Nuevo (635)
Quiscamote (551)
Sabana Redonda (834)
Sabaneta (654)
San Juan Guaymaca (2,022)
San Juancito (382)
San Matias, Rincon de Dolores (267)
San Matias, Jutiapa (237)
Santa Cruz (819)

San Diego Danli (487)
Santa Lucia (331)
Santa Lusía El Eden (130)
Santa Lusía la Plancha (120)
Santa Maria (629)
Santa Rosa #1 (Teupa) (1,364)
Santa Rosa #2 (Teupa) (200)
San Marcos Linaca (Danli) (350)
San Antonio de Oriente (400)
San Ignacio Yucalateca (300)
San Ignacio El Guante (339)
Silisgualagua (206)
Sursular (645)
Sauce (104)
Jamastran (1,000)
Crucita Cedro (391)
Mata Sanos (425)
Canta Rana (1,381)

El jicaral (168)
Caneras (220)
Teupasenti (abajo) (383)
Teupasenti (arriba) (483)
Teupasenti Los Almendros (204)
Teupasenti San Jose (681)
EL tenidero (350)
Triunfo (709)
Escuela la villa (480)
El guante Talanga (350)
El Chichicaste (465)
Mira Valle (106)
Via Santa (1,340)
Sartenejas (452)
Barro Oropoli (285)
Suyate (740)
Yamaguare (306)
Zamorano (395)
Zarsal San Antonio d Oriente (136)

Panama

Arimae (20)
Barrigon (30)
El Bale (48)
Embera Drua (108)
Embera Puru (150)
Gatuncito (35)
Isla Tigre (900)
Koskuna (57)
Lago Alajuela (32)
Niadup (20)
Nusatupu (500)

Puerto Lara (80)
San Pedro (32)
Santa Fe (48)
San Jose Arriba (28)
Valle Mamoni (28)



Opposite page photo: Honduran man standing next to his crops.
Right photo: Honduran boys
Nest page photo: Medical brigader recording a patient’s information



HEALTH PROGRAMS

Message from Health Leadership

Since 2004, the growth of health programs has made Global Brigades become the largest student-led international development organization and arguably the largest international student-movement in the world. And its size directly correlates to its ability to develop more service projects and ultimately more sustainable communities.

In 2009, student-led Brigades' health programs impacted more than 70,000 beneficiaries in Central America. They treated more than 60,000 patients with primary healthcare, developed five large-scale infrastructure projects providing clean drinking water to hundreds of households, and supplied more than 60 families with concrete floors, eco-stoves, water storage units or latrines to prevent communicable diseases.

Global Medical Brigades and Global Dental Brigades are now so vast that it can systematically provide teams to perpetuate health care in more than 110 communities. Global Water Brigades and Public Health Brigades can do full-scale community projects transforming the lives of hundreds of families entirely on systematically bringing down groups of volunteers and coordination with professionals between brigades. Improving community and project coordination "between brigades" was the main priority in 2009 for the health programs. The brigades are the catalyst for the projects, but sustainability requires additional resources.

To improve follow-up and sustainability of Medical Brigades, in 2009, the Community Health Worker (CHW) program was initiated by graduates from UC Berkley (John Lee, Hiral Patel, and Daisey Leon-Ramirez). The trio trained more than a dozen health workers in villages where Medical Brigades operates to provide a permanent support system in the villages between service trips. The CHWs are trained to deliver basic medical care, public health education and are supplied medicine by Brigades. Each are equipped with cell phones to call local hospitals in case of community emergencies. Recently, a partnership has been developed with Reyes Irene (an all-girls college administered by SAN) to train the girls on how to perpetuate the CHW program in other villages. More than \$30,000 was donated to develop and implement the curriculum with licensed Honduran doctors.

Global Water Brigades and Public Health Brigades initiated a Community Counsel system for their respective programs that identify and train local leaders to perpetuate and maintain the infrastructure projects. Eight health councils were formed training more than 40 Honduran community leaders.

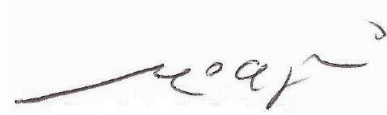
Key leadership additions in Honduras included the hiring of a Community Leader Johanna Chapin), responsible for measuring the impact of projects in targeted communities, and a Honduran Water Brigade Leader (Joel Cruz).

The Brigades health programs are positioned to continue growing in 2010 and opportunities are present to obtain grants and funds to increase the efficiency of the work.

Thank you!



ENRIQUE



Enrique Rodriguez
Executive Director,
Asociacion Global Brigadas de
Honduras



SHITAL



Dr. Shital Chauhan,
VP of Health Programs,
Global Brigades USA
CEO,
Asociacion Global Brigadas de
Honduras



MEDICAL BRIGADES

GMB Program Director: Dr. Jenny Najera

Community Health Workers Program Co-Leaders: John Lee, Daisy Leon, and Hiral Patel

Global Medical Brigades (GMB) develops sustainable health initiatives and provides relief where there is limited access to healthcare. Our current focus is in Central America where more than 3,000 annual student volunteers and health professionals travel to establish mobile medical clinics in under resourced communities. Each community that we partner with receives a brigade every 3 to 4 months where hundreds of patients are treated and volunteers deliver public health workshops. Between brigades our in-country team maintains relationships with the communities to provide follow-up and conducts community health worker trainings to empower local leaders to perpetuate a consistent level of health care.

2009 GMB Volunteers by the Numbers

Total volunteers traveling to Central America: 1,819

Number of university clubs: 48

Number of professional organizations: 1

2009 GMB Community Impact by the Numbers

Communities served: 124

Patients seen: 56,667

Developing Sustainable Health Solutions

In 2009, Global Medical Brigades moved beyond treating patients to placing emphasis in the program’s ability to empower benefactors to invest in their own future. We accomplished this by focusing our efforts on developing a Community Health Worker Program, conducting public health workshops, tracking patient trends, and working on improving the referral system for patients.

Recommend condensing this to: The Community Health Worker program was piloted in Yamaguare. This community was chosen due to its lack of health services, high degree of chronic illness, geographic isolation, and enthusiasm to partner. CHWs screening process incorporated the suggestions of the entire community, so as to include community members as equal partners in the program.

CHW candidates were nominated at a community meeting, interviewed, and chosen after considering the opinion of community leaders. These four elected leaders were then trained in a 3-week intensive course with a health promoters curriculum based on the well-known training books, “Where There Is No Doctor” and “Helping Health Workers Learn,” as well as supplemental information from the Honduran Ministry of Health. These follow-up visits included continued capacity building sessions on specific health topics as well as observation of home visits and monitoring of logged patient visits.

The Health Workers continue to serve the approximately 250 members of Yamaguare, and manage about 30 chronic patients with diabetes or hypertension on a weekly basis. They have carried out approximately 600 patient visits from August-December for medical reasons ranging from skin infections to pregnancy to hypertension.

They have also completed a community census of all adolescents, women of childbearing age, and children under 5, for tracking of maternal and child health status in the community, as this is the strategic focus of the Honduran Ministry of Health. This program has shown the capacity and importance of using trained community health workers in the locality to be able to direct and ensure prevention of new disease outbreaks and follow-up care for chronic patients seen through the Global Medical Brigades program.

In an effort to improve and empower community members during the medical brigade, GMB launched a fourth station called Health Promotion Disease Prevention (HPDP). The station brings an education component to GMB that enables individuals in the communities to share their knowledge on basic yet proper health and sanitation practices. It also provides the community members with basic supplies to begin better health practices.

In 2009, the Data Informatics Program significantly matured from prior year developments. The data system functions as a record storage system that enables more personalized medical attention and follow-up care, in addition to an assessment tool to view health trends in given communities. OpenMRS was selected as the database program, developed and offered through the internationally-reputable organization, Partners in Health. It was piloted with DePaul University and Northwestern University, and is continuing its pilot period with 8 other university groups in January. The pilot groups in December ran very smoothly, entering a total of approximately 1000 old and new patients into the system.

By the end of the December-January brigade season, we expect almost 5000 patients to have been entered into the OpenMRS system. The Data Informatics System plans to be implemented on each medical brigade in the upcoming year.

In 2010, GMB aspires to implement a more thorough referral system to patients seen on medical brigades with needs beyond its scope. Connections have been made with neighboring health centers and funding is being secured to pay for their services.

“In 2009, Global Medical Brigades moved beyond treating patients to placing emphasis in the program’s ability to empower benefactors to invest in their own future.”

Opposite page photo: Medical brigader listening to the lungs of a young patient



DENTAL BRIGADES

GDB Program Leader: Kate Leeming

Global Dental Brigades (GDB) provides urgent and preventive dental services in communities with limited access to healthcare. In conjunction with our sister program, Global Medical Brigades, we travel to Central America to establish mobile dental clinics. Each of our community partners receives a brigade every 3 to 4 months where hundreds of patients are treated primarily with prophylactic cleaning, fluoride treatment and extractions, with hopes of launching full-fledged restorative care. GDB also focuses on prevention with dental hygiene workshops. Between brigades, our in-country team maintains relationships with the communities to provide follow-up to ensure any dental procedures were successful and to conduct community health worker trainings to empower local leaders to perpetuate a consistent level of dental care.

2009 GDB Volunteers by the Numbers

Total volunteers traveling to Central America: 50

Number of university clubs: 10

Number of Trips: 6

2009 GDB Community Impact by the Numbers

Tooth Extractions: 750

Fluoride Treatments: 400

Fillings: 120

Expanding as a New Program

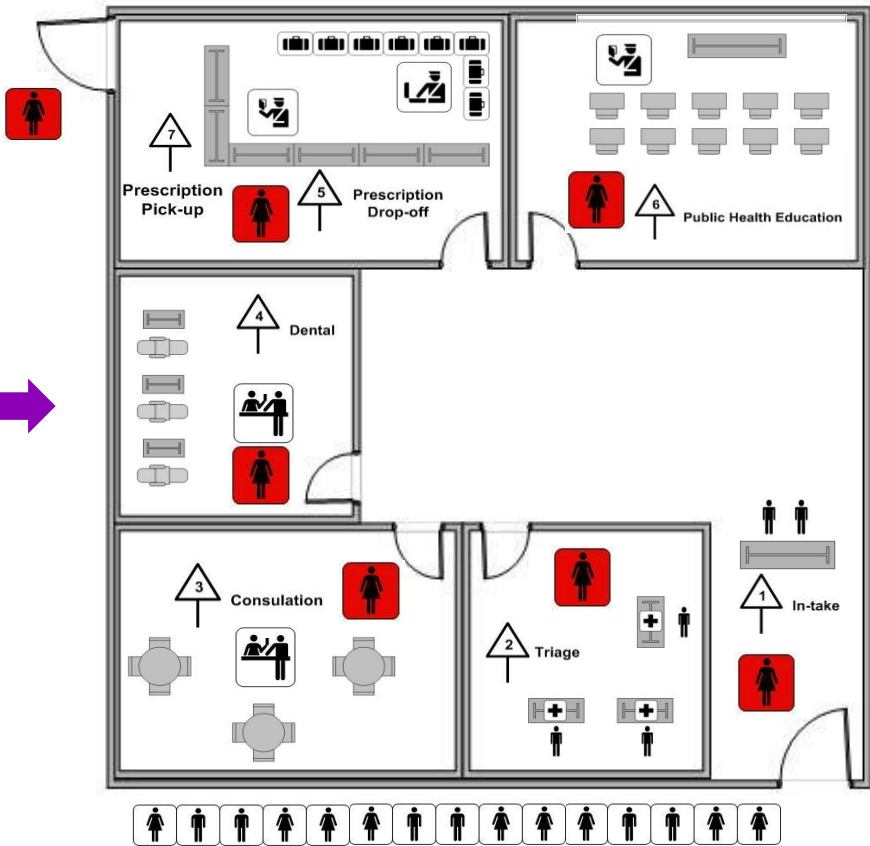
Global Dental Brigades began as a complimentary initiative out of Medical Brigades years back, when medical teams began bringing dentists to offer dental care to the patients in communities. In 2009, the program identified its first full-time leader to grow its capacity and meet the massive amount of need in communities. The leader managed an in-country team of Honduran dentists, coordinated brigade logistics, assisted club advising, collected supplies, performed risk management and developed a plan for follow-up care. Dental Brigades now has the infrastructure and ethical policies in place to be operated as a stand-alone program for dental volunteers to lead their own brigades. Dental Brigades’ methodology is that dental care is health care, and that the alleviation of pain and infection is relevant to medical and dental volunteers alike. The program is positioned to dramatically reduce tooth decay in remote communities where visiting a licensed dentist is unobtainable because of cost and limited transportation.

In addition to basic cleanings and tooth extractions initiated by the licensed doctors, Dental Brigades expanded its offerings to restorative care for patients in 2009. During the University of Washington Dental Brigade, Dr. James Zimmerman bought GDB a portable chair, unit, and compressor for offering fillings or prophylactic cleanings. Since then, the unit has been used on many brigades and has allowed GDB to offer more well-rounded care.

Another success of Dental Brigades in 2009, was the pilot programs offered to medical students to assist in the dental stations shadowing/assisting the licensed dentist and teaching the patients about dental education. The experience for the medical students was also an effective way to expand Dental Brigade clubs as many of the students who participated saw the benefits and were compelled to initiate it at their university.



Added Dental station to Medical Brigades



Opposite page photo: Dental brigader brushing the teeth of a young patient
Right photo: Young children learning how to use toothbrushes during a health education portion of a public health briagde



WATER BRIGADES

Program Leaders: Ben Erker and Joel Cruz

Global Water Brigades (GWB) designs and implements water systems to prevent communicable illnesses in communities with limited access to clean water. In-country team members work with water experts and community leaders to design large scale water systems for the entire community. Once the water system is blueprinted, volunteers work side-by-side with community members to implement and provide the education for maintenance through the creation of “community water councils.” Between brigades our in-country team ensures that the water councils are functioning and have the necessary funding to perpetuate the longevity of the systems created.

2009 GWB Volunteers by the Numbers

Total volunteers traveling to Central America: 435

Number of university clubs: 44

Trips: 29

2009 GWB Community Impact by the Numbers

Communities served: 5

Beneficiaries: 1,800

Impact through Systematic Improvements

2009 marked a year of immense growth in personnel, volunteer support, and community organization, significantly improving GWB’s ability to carry out highly successful water system projects in Honduras.

In 2009, Water Brigades grew from one employee to a solid team of three including a local Honduran water technician with abundant experience in rural water development projects. With defined and well complementing roles, the GWB team works efficiently and successfully and is now capable of doing higher quality development work.

GWB worked in five communities throughout 2009: Cuesta Grande, Corralitos, Joyas del Carballo, Pajarillos, and El Zurzular. While projects in each community varied, each of the five communities are now properly treating their water with simple drip chlorination systems. Technical follow up has been done in the communities to test whether point of use (at people’s faucets) and chlorine levels are correct and successes have been found in each community (even months after implementation). Much of the reason for this success is the creation of water councils in the communities who were trained to operate, maintain, and administer their water systems. These Water Councils consist of 7 community members who are dedicated to and responsible for the maintenance of the water system in their community. Additionally, Basic Sanitation Committees were established and completely or partially trained in three communities.

In all five of the communities combined, GWB had the potential to reach over 1800 beneficiaries in providing the quantity and quality of water needed to improve the quality of life of Honduran families.

In 2009, Water Brigades saw significant growth in personnel, volunteer participation, and well as community investment, which have all contributed to the success of the water development projects. GWB is now well equipped to continue realizing more projects in other rural Honduran communities and ensuring that sufficient quantity and best quality water are available for all of our beneficiaries.

El Zurzular

A complete water system was finished, including a filter, new conduction line, repaired storage tank, repaired chlorinator, distribution network, and home connections. All 87 homes in El Zurzular are connected to the water system have access to sufficient quantities of treated water. Flow rate into the storage tank was increased by 233%. In Zurzular, a stool sample comparison study as well as the retrospective and current monitoring of Centro de Salud data on gastrointestinal infections are planned to occur within the next 6 months to determine any linkages between the newly improved water system created by GB and the health status of the community.

Jovas del Carballo

Improvements were made on the dam, a filter was installed, a new larger diameter conduction line (pipeline from dam to tank) was installed and the flow rate entering the tank was increased by 76%, providing sufficient quantities of water for consumption and proper sanitation and hygiene practices to each home.

El Corralito

Pilas (household water storage units) were built in 27 homes which were identified as having need based on their prior water storage situation.

Pajarillos

A new water source was identified, a topographical study and design were completed and a dam and conduction line were installed, increasing the flow rate entering the tank (statistic not available currently) specifically to supplement flow during the dry season when previous flow rates reached down to 3 gal/min/person/day (at least 25 gal/min/person/day is recommended).

Cuesta Grande

A new chlorination system was installed and the system’s plumber was trained on its use.



Opposite page photo: Water brigaders digging trenches for new water piping to be laid

Above photo: Water brigaders and community members laying the pipe for a new clean water system



PUBLIC HEALTH BRIGADES

Program Leaders: Joy Bittner and Lauryn Linsell

Public Health Brigades (PHB) empowers under resourced communities in the developing world to decrease life threatening diseases by improving home infrastructure and providing public health education. Working side-by-side with community members, PHB volunteers improve the overall infrastructure within the home through the construction of four projects: eco-stoves, latrines, water storage units and concrete floors. Between brigades our in-country team provides follow-up to ensure the maintenance of the structures and work to find funding that will compliment the health goals of the community to perpetuate future construction.

2009 PHB Volunteers by the Numbers

Total volunteers traveling to Central America: 550

Number of university clubs: 37

2009 PHB Community Impact by the Numbers

Families impacted: 60

Eco-Stoves: 59

Concrete Floors: 50

Water Storage Units: 40

Latrines: 24

Preventative Health Measures

Public Health Brigades began with the idea that volunteers can improve the health of rural families by building out in-home sanitation infrastructure and infusing preventative health education in the communities.

In 2009, a total of 24 latrines, 40 pilas, 59 eco-stoves, and 50 concrete floors were built by students,. Community leaders and nurses have anecdotally reported a reduction of diarrheal disease, pulmonary and upper respiratory conditions, parasites, Chagas disease, skin and fungal infections, as well as a general improvement of overall personal hygiene and home sanitation. Global Brigades will be conducting a thorough report in 2010.

Throughout the year, the program matured from the basic in-home health infrastructures improvements to include significant aspects of community health education, in-depth family surveys, and a strategic partnership with Microfinance Brigades. PHB conducted both children’s and family community health education. The children’s health education consisted of students teaching simple, yet highly effective disease prevention methods, such as hand washing and tooth brushing, by incorporating songs, games, and activities.

To perpetuate the projects, PHB in-country members began training and providing ongoing financial support to initiate Basic Sanitation Committees in each of the communities. The Committees are responsible for the on-going sustainability of our health education promotion goals. In addition the PHB leadership team found synergy through a new plan implemented in conjunction with the Microfinance Brigades program.

Families can now pay a small percentage of the cost of the materials into a community fund, which will later be used to sustain the construction of additional projects. The goal is to make this a completely community-based sustainable initiative by mid 2010.

In order to meet the huge demand for increased public health infrastructure and education, PHB initiated a pilot program to introduce Medical Brigade students to public health, giving them a hands-on experience of working directly alongside a Honduran family in their home. A total of 37 schools participated, resulting in the creation of 41 new Public Health clubs across North America and the United Kingdom. Within 3 months of the launch of the pilot, PHB had its first fully independent PHB club, and a total of 7 by the end of the year. There are currently another 28 schools that have already participated in a public health brigade in 2010 or have set firm dates on the calendar.

The successes and development of PHB was contingent on the high levels of collaboration between the student volunteers and the communities, with the continued support of the in-country leaders. Working together, they are changing lives, one family at a time.

“The goal is to make this a completely community-based sustainable initiative by mid 2010.”

Opposite page photo: Public Health brigaders building a water storage unit
Right photo: Public Health brigaders building a latrine
Next page photo: Architecture Brigades and community members developing building plan.





DEVELOPMENT PROGRAMS



CATHERINE

Catherine Markman

VP of Development Programs,
Global Brigades USA
Founder,
Brigadas Globales de Panama



ADRIANA

Adriana Pinero

President,
Brigadas Globales de Panama

Message from Development Leadership

2009 represented an exciting new chapter for Global Brigades Panama's operations and the development programs (Business, Law, Architecture, and Environmental Brigades). Launched in 2008, Global Brigades Panama began with only one employee and one pilot program, Global Business Brigades. By the end of 2009, Panama operations hosted four different development programs and over four hundred volunteers and strong partnerships with recognized local and international organizations such as Patronato de Nutrición, Peace Corps Panama, Congreso General de la Cultura Kuna, among others.

Key leadership additions included the hiring of a new Global Law Brigades Leader (Panamanian Lawyer, Carlos Saldana), a Panamanian Operations Manager (Jessica Cano) and Community Leader (Robert Dawson), responsible for measuring the impact of projects in targeted communities. GB Panama also launched a movement toward holistic development, focusing all four programs (Architecture, Environment, Business and Law) on 15 specific communities throughout Panama.

Final changes in 2009 focused on targeted cost-cutting measures, including reducing monthly SG&A expenses and bringing logistics in-house to cut operational expenses by 6-8%.

Internationally, Global Business Brigades' volunteer base experienced a growth spurt in 2009. Twenty new GBB clubs were launched in the US, two new clubs in the UK and one in Canada. Global Architecture Brigades had eight new clubs started, Global Environmental Brigades had two, and Global Law Brigades had six.

Despite efforts to reach out to students via List Serves and Faculty to engage new GEB and GLB clubs, growth of these campus clubs was minimal. To address this, a Recruitment Task Force was formed at the end of 2009 to begin campus visits by Don Osbourne (Inquarta), Orion Haas and the Global Brigades U.S.A leadership team in January 2010. In addition, it was agreed that both PR and the Google Ad Words campaign were necessary to bolster growth of these clubs in 2010.

The most exciting development in 2009 was the solidification of a quality brigade experience for volunteers in Panama. With strong partnerships in place, logistics experience under our belt, and a better understanding of the criteria needed for a quality student project, Global Brigades Panama won several accolades throughout Panama in recognition of its projects and impact. Numerous university deans and advisors participated in Global Brigades Panama in 2009 and returned to the U.S. both enthusiastic and supportive of GB programs.

Now that we have a solid understanding of how to connect Panama's needs and student abilities, the challenge for 2010 is to a) strengthen recruitment efforts to allow for double the number of students b) scale internal operations to meet this demand and c) enhance GEB programming to provide greater infrastructure and educational opportunities to Panamanians, and more opportunities for student involvement. Global Brigades Panama is excited for these opportunities and look forward to a year of training, learning, growth and success!

Thank you!



BUSINESS BRIGADES

Program Leader: Adriana Piñeiro

Global Business Brigades (GBB) provides business consulting and strategic investment to support under resourced microenterprises in developing countries. Our current focus is in remote and rural communities in Panama where we partner with other local development organizations to assess, implement and monitor sustainable development projects in 15 partner communities. The business brigade volunteers serve as a catalyst to the development projects, providing consulting methodologies, financial workshops and “capital investment,” a monetary donation to the project to improve profitability or social impact. Between brigades our in-country team maintains relationships with the partner organizations and communities to provide follow-up and measure outcomes.

2009 GBB Volunteers by the Numbers

Total volunteers traveling to Panama: 210

Number of university clubs: 34

2009 GBB Community Impact by the Numbers

Microenterprises served: 15

Family members impacted: 122

2009: Business Brigades Summary

If 2007 was the birth of Global Business Brigades (GBB), 2009 was the year GBB had its first steps and learned how to both walk and run. In a brief two years, Business Brigades has grown from four pilot brigades to 17 Business Brigades and 210 volunteers. This tremendous growth has provided opportunities to truly impact the quality of life for hundreds of Panamanians and provide meaningful international volunteer opportunities to students from across the globe.

In 2009 , Business Brigades spread its wings to expand strongly through out the country, given a well-defined structure created by former GBB Director, Andri Wienandts, and the pilot launch by Thomas Sigler. Alongside a strong foundation and successful pilot, 2009 launched GBB's strategic partner strategy, including key alliances with domestic and international Non-governmental Organizations (NGOs).

Business Brigades hosts three main components to ensure a high-quality, sustainable community impact:

- a) Capacity Building :the knowledge our students share with communities shown through workshops, including: Accounting, Management, Operations, Marketing, etc.
- b) Cultural Exchange : the sharing of traditions and customs, as demonstrated through daily activities, including farming, traditional dancing, indigenous language class, making handicrafts, etc.
- c) Community Investment Fund (CIF): the monetary component allowing community members to equip their business properly and address the business needs in order of priority.

By working with our partners, GBB is able to support current NGOs with leading edge development work, while addressing the sustainability issue that often exists for short-term development projects. By providing student know-how , time and funds, partner organizations gain the benefit of extra hands and heads, while Panama's low income communities benefit from much-needed seed capital. In turn, GBB partners provide the critical follow-up needed to ensure GBB is making a contribution of empowerment, not charity, capacity-building, not hand-outs. Through GBB's partner strategy, Global Brigades is able to become the "missing piece of the puzzle" for NGOs that are both resource and human capital constrained.

Brian Crumm, a Peace Corps Volunteer and GBB partner in Panama's Bocas del Toro region, exemplifies the hand-in-hand strategy GBB employs. Brian stated that he wanted to work with Business Brigades because "it is what the community needed most to get excited again about their Cocoa Business and to value how special and unique not only their business was, but also their community and lifestyle." When asked about the experience and impact of the Business Brigade, Brian commented, "The 17 brigaders definitely accomplished the goal I had in mind."

Lastly, Business Brigades streamlined many of its processes and protocol in 2009. Project Snapshots, similar to a project report, were rolled out for each community, requiring students to give a thoughtful account of the community, the objective of their brigade and the results.

Business Brigades' 2009 supporting partner organizations such as **Peace Corps , Congreso General de la Cultura Kuna, Patronato de Nutrición , Earthtrain and partners Planting Empowerment, Procaja and Apirario Priscilla.**

In addition, enhance project proposals and criteria helped GBB team members better identify and coordinate potential projects to meet both community and student expectations. These improved processes, alongside greater coordination with the Panama Community Director, allowed Business Brigades to gain a better understanding of GBB's potential for short-term and long-term community impact.

Thanks to a dedicated team of staff and volunteers, Business Brigades was able to affect over 300 lives in 2009 . Global Business Brigades foundation of capacity building, intercultural exchange and investment help improve the quality of life for both low-income micro-entrepreneurs and their surrounding communities. This level of support and commitment inspires community members and students alike to believe they can, and will, be the instruments of change.

“122 entrepreneurs (community leaders directly involved with the projects) where not only told that ‘they could do it ´ but also given the tools to make it happen”

Opposite page photo: Brigader interviewing microenterprise entrepreneur



ARCHITECTURE BRIGADES

Program Leader: John Cunningham

Global Architecture Brigades (GAB) designs and constructs socially responsible and sustainable architecture solutions in developing nations. A think tank design approach that utilizes extensive community dialogue and independent research to create efficient, appropriate, and elegant structures to be embraced and utilized by the communities we serve.

2009 GAB Volunteers by the numbers

Total volunteers traveling to Central America: 83
Number of university clubs: 6

2009 GAB Community Impact by the numbers

Communities served: 6
Family members impacted: 34

Appropriate Design for Everyone

Architecture is popularly perceived as a field that dictates the evolution of our cities, designs the physical representations of the cultural and technological progress of our societies, and provides the financial elite with the homes and getaways of their dreams. Architecture is believed to be a boutiques profession, and its practitioners are portrayed as individual artists and thinkers, toiling at their masterpieces.

Over 90% of all man-made structures are designed and built without the assistance of architects, meaning that the aforementioned image of architecture is largely true: it is a luxury to be enjoyed by those who can afford it. When we perceive this reality, and we must bear witness to preventable disasters, brought on by poor planning, design, and construction, such as the current tragedy in Haiti, we are forced to question the priorities of architects, the alleged guarantors of appropriate design and construction throughout the world.

Architects can no longer be isolated artists and thinkers, focusing their skills on the desires of first-world society. Architects must be multi-disciplinary problem solvers, collaborators, innovators, multiple-systems analysts, humanitarians, respondents to the needs of mankind, and citizens of the world. The mark of the greatest civilization will not be the advancements of its cities or the height of its skyscrapers, but rather its ability to feed, clothe, and shelter its citizens. Architects must play an essential role in this task.

Global Architecture Brigades was piloted just over one year ago with a two-part mission: to collaborate on design and construction projects with communities that lack the means to realize such projects on their own, and to provide University students with the opportunity to put their technical training into action in situations of legitimate need.

Since January 2009, when the program was piloted by six students from the University of Illinois at Chicago, GAB has collaborated in the design of four projects and the construction of two, and has spread from one university to approximately twenty, most of which intend to begin design or carry out construction on their projects in 2010.

Each GAB project is approached with three goals: to design a project that embraces and utilizes local culture and vernacular techniques, to design a project that introduces innovative methods, materials, and systems, and to provide education in these techniques to the communities with whom we are building. In January of this year, the University of Southern California GAB made their second trip to Panama, during which they built a project they helped design in August of 2009.

This project not only utilizes local building materials and techniques , but also introduces new materials and design techniques, and provides the clients with the essential information of how to actually recreate these techniques on their own projects. This dissemination of knowledge is perhaps the most important part of every project, as a structure can only assist so many people, but knowledge transfer can affect entire communities, towns, and cities.

The more GAB continues to grow, the more communities we can work with, the more students we can empower to push their design abilities past their expectations, the greater our projects can increase in complexity, and the closer we can come to understanding what it means to design and build with developing communities, and to provide appropriate design for everyone.

Opposite page photo: Architecture brigades structure
Below photo: Architecture brigaders working on a building concept





LAW BRIGADES

Program Leader: Carlos Saldana

Global Law Brigades (GLB) provides pro-bono legal services to remote communities in developing countries to foster human rights and support sustainable development. GLB works primarily with remote indigenous communities that are under resourced and largely unaware of their legal rights. Projects include legal empowerment workshops, human rights education, environmental protection, and microenterprise/business support. Projects are identified by the Law Brigades field officers and matched to GLB clubs around the world. GLB volunteers then travel to implement the legal solutions by working alongside other human rights organizations and shadowing licensed Panamanian lawyers.

2009 GLB Volunteers by the Numbers

Total volunteers traveling to Central America: 22
Number of university clubs: 2

2009 GLB Community Impact by the Numbers

Communities served: 2
Family members impacted: 258

International Legal Cooperation

In 2009, Law Brigades, one of the four development programs of Global Brigades , Panama, was created. The program’s goal was to empower communities by helping individuals understand their legal rights and address their legal challenges.

Carlos Saldana, GLB’s current GLB Program Director, first joined as a volunteer, assisting the University of Illinois Urbana-Champaign GLB Chapter as they helped the Embera indigenous community secure their “Personeria Jurídica” or legal framework. Carlos’ job, as a local volunteer lawyer, was to help explain and train the GLB students on the processes and requirements needed to further assist the community.

After Carlos’ first GLB experience, he realized how important the effort was and was inspired by the incredible difference the students were making in this indigenous community. Carlos was truly moved. Law school and pre-law students from miles away, a different culture and working with a different language were indeed capable of providing a community all the legal support needed to form a legal community entity. It was then that Carlos realized that when a group of students is determined to make a difference, a difference will be made.

Law Brigades is where these students come to see their efforts turn to impact. Volunteers and professionals who want to make a difference and assist low-income communities are guided by the GLB Staff . In this experience, students learn, empower and enrich both the communities and themselves.

Law Brigades works with several Panama-based non-profit partners to address the needs of low-income, and poverty stricken communities throughout the country.

In 2009 alone, Law Brigades received more than 60 project proposals to provide much-needed legal advice and empowerment to struggling communities. This strong response reminded the Law Brigades team how vast the need was for these services in Panama and the extent of impact we could have in the long-term.

Unfortunately, legal issues are seldom addressed in Panama’s poorest communities. Ideas around formalizing a legal entity for greater economic development are often conceptualized but never realized due to lack of funds, resources and information in rural communities. Legal processes that are started generally take years to complete as contracted pro-bono lawyers often treat the community as the least important client.

Global Law Brigades’ mission is to support the developing communities by moving them forward toward legal empowerment and opportunity. This includes hosting legal capacity building workshops implemented by the students, and forming a trusted collaboration between the community, the students and local lawyers to provide sustainable and reliable legal aid.



Opposite page photo: Law brigaders interacting with community members
Top Right photo: Law brigader consulting a community member
Bottom Right photo: Law Brigades watching a community’s native dancing.



ENVIRONMENTAL BRIGADES

Program Leader: Anna Pasternak

Global Environmental Brigades (GEB) develops sustainable environmental solutions to mitigate ecological degradation in bio-rich, but economically disadvantaged communities in developing countries. Environmental Brigades develops strategies to address the socio-economic challenges that link to resource depletion and by providing education to community members on the importance of preservation while expanding their farms or businesses. Projects include native species reforestation, energy-efficient design, environmental curriculum implementation, eco-tourism and organic agriculture extension.

2009 GEB Volunteers by the numbers

Total volunteers traveling to Central America: 28

Number of university clubs: 2

2009 GEB Community Impact by the numbers

Communities served: 2

Family members impacted: 500

Healthy Environment, Healthy Community

Global Environmental Brigades (GEB) was born in 2009 to complement Global Brigades’ existing development portfolio in Panama. In order to create holistic programming for the communities receiving brigades, it became evident that the environment could not be ignored in our development work. GEB seeks to improve the health of Panama’s environment which leads to healthier and more productive communities.

In 2009, GEB ran two pilot brigades. The first focused on the measuring of carbon uptake for a carbon credit initiative run by Global Brigades’ partner organization, Planting Empowerment. During this brigade in the Embera/Wounaan community of Arimae, brigaders also helped develop an application for a U.N Development Programme Grant which Arimae subsequently won. The community is now in the process of creating a native species nursery to further its reforestation efforts in the precious barrier of forests between Colombia and Panama.

The second pilot brigade took place in the Kuna indigenous community of Nusatupu. Brigaders installed two solar panels equipped with batteries, inverters, and fixtures. For the first time in Nusatupu’s history the school and meeting house had light. No longer did the community have to rely on polluting and expensive generators. The brigaders also taught solar panel maintenance and problem solving so that the community was able to service its own panels. In addition to solar panel installation the brigade worked on waste management and alternatives to the current disposal system of throwing all trash in the ocean.

Both brigades heavily emphasized environmental education (by way of skits, games, activities, and working with local school teachers) in the communities. All GEBs are based on the belief that education is key to bringing about change in positive environmental action. Environmental education and curriculum building in rural schools must play a large and important role in all environmental brigades to come.

GEB began its work on the ground in Panama seeking out strategic partnerships with those possessing a knowledge of Panama’s environmental needs and greatest challenges. From this search GEB began to work with many of Smithsonian’s scientists and the Gehry designed Biodiversity Museum. Both resources provided much needed information and educational opportunities for brigades in Panama. In addition, GEB began to work with volunteers from local Panamanian universities. One such intern has become a permanent fixture within GEB and the others were electrical engineering students instrumental in providing expertise on solar panel installation to our brigaders. Local volunteers proved to be valuable in GEB’s development over its first year, and is something that will be expanded on in the coming year.

GEB has a wealth of available projects ready to be carried out and in 2010 we will focus on recruiting more students to fill this need. In order to better concentrate GEB’s efforts, we are also considering consolidating our programming to two hands-on projects such as reforestation and native species nurseries (in addition to the mainstay of environmental education in every brigade).

Opposite page photo: Environmental brigaders installing a newly built solar panel with community members
Top Right photo: Environmental brigaders and community member admiring the newly built and installed solar panel.
Bottom Right photo: Environmental brigaders cleaning up the community with young community members





MICROFINANCE BRIGADES

Program Leader: Merrilee Chapin

Microfinance Brigades (MFB) provides poverty-stricken communities in the developing world with the educational, financial, and organizational resources necessary to sustainably drive their own economic development. MFB volunteers help the under resourced in remote villages build their own businesses, ensure against emergencies, and fund community projects. By partnering with other international organizations in microfinance and agriculture, MFB provides the financial backing and technical support to create and strengthen independent community banks. As mechanisms for social and economic change, these banks are then empowered to perpetuate other community projects facilitated by Global Brigades volunteers.

2009 MFB Volunteers by the Numbers
PILOTING 2010

2009 MFB Community Impact by the Numbers
PILOTING 2010

Exciting Beginnings for Microfinance

In 2009, Program Leader, Merrilee Chapin, laid the foundation for a new microfinance program to compliment the health programs in Honduras.

In July 2009, Merrilee was invited to attend Grameen Trust’s 56th International Dialogue in Bangladesh to be officially certified by the Grameen Bank. After the conference, Merilee returned to Honduras to start developing Global Brigades’ own microfinance program.

Through the building of trust and opening the dialogue among community members, Merrilee was able to help a select group of Global Brigades’ communities form community banks. These banks, run by community leaders allow community members to take out small loans. Through the oversight and training of Global Brigades team members, community leaders will learn about the payment and interest structuring of loans, approval of loan applications, and counseling community members on how to improve their loan applications.

The formation of these community banks was a large first hurdle to overcome, however, the biggest problem still remained: capital investments for loans. In 2010, Global Brigades will pilot its first round of Microfinance Brigades. During these brigades, volunteers will shadow loan officers, consult community banks, and consult borrowers on how to improve their loan applications. Brigaders will also each provide a capital investment and individually determine how they would like their investments to be allocated – whether the investment should be for bank improvements, for a particular borrower, or even for community development.

With these initial investments from Brigaders, the hope is that over time, the community banks will be able to become self sustaining through their interest payments and loan paybacks to continue operate without the need for capital infusions. As community banks become more developed, brigaders can continue to help through consulting and then invest in other community banks that have just started.

Opposite page photo: Microfinance Brigaders learning more about microfinance in developing countries.
Bottom photo: Microfinance Brigaders meeting with a potential borrower.





ACKNOWLEDGEMENT FROM PARTNERS

Global Brigades Recognition

In 2009, Brigades built strong eminence without a formal PR campaign. Brigades received much recognition from its partners and organizations who we had the opportunity to work with throughout the year. In addition, Global Brigades was highlighted in dozens of articles throughout campus and national papers highlighting the work of the student clubs.

- Interviews on three Panama radio stations, including Radio National and Radio Veraguas
- Four write-ups about successful Global Brigades partnerships in Patronato de Nutricion, Earth Train and Planting Empowerment Publications
- A feature article describing Global Brigades successful work with Peace Corps in the Peace Corps Panama national publication
- Agreement by National Peace Corps Director to sign official Letter of Agreement with Global Brigades
- Dr. Shital Chauhan, VP of Health Programs was acknowledged as young alumni of the year at her alma mater, Marquette University
- Recognition by U.S. Navy League
- Dean of Northwestern Business School agrees to serve as Advisor for Global Business Brigades
- Dean of Students, USC, agrees to serve as Advisor for Global Business Brigades
- USC Global Business Brigades wins \$40,000 grant to sponsor 3 business brigades for Marshall students in 2009

2009 Press Releases

News Outlet	Name of Article
NCB News San Diego	Global Brigades at SDSU
City on a Hill Press	Students Bring Sustainable Development to Rural Honduras
City on a Hill Press	UCSC medical brigade to Honduras a success
The Daily Northwestern	Global Water Brigades strives for clean water in developing countries
Chicago Tribune	Calvin students help revive Panama island’s bakery
Michigan This Morning on Northern Michigan's News Leader	Calvin students help revive Panama island's bakery
Chimes	Baking and business in Panama
Illinois Wesleyan University	Students Join Global Medical Brigade to Honduras
College of Design "Memo"	Global Architecture Brigades seeking design students for community projects in Panama
The Daily Collegian	Geography doctoral student leads others in Honduras
Global Water Brigades Uvic	UVic Global Water Brigades
Career Search Newsletter	Global Architecture Brigade
IBJI Rehabilitation	Global Brigades
The Santa Clara	Club's quest for clean water
OraHealth	OraHealth Donates CankerMelts to University of Washington Global Medical Brigades
UCLA Econ Blog	Global Medical Brigades
Tecumseh Herald	Tecumseh grad helps Hondurans get clean water
SMU Media Relations	SMU NURSING STUDENTS JOIN GLOBAL MEDICAL BRIGADES TO HONDURAS
Groupspaces	Microfinance Brigades UK
the Change.org	How does a social movement start?
News Center	SDSU Students Give Back During Alternative Spring Break Trips

News Outlet	Name of Article
Death by Architecture	Support the Global Architecture Brigade
The Independent	Beneficent Brigades
Student News: LSE Students' Union	Experience real world microlending-real loans that change the world
Myspace	Portland State Global Brigades Video by Ashkan
Play Green: Cal Rec Sports	5 UC Berkeley Students Win Clinton Global Initiative Award
Bidding for Good	GLOBAL ARCHITECTURE BRIGADES ART AUCTION NOW OPEN!
College of Liberal Arts & Sciences	Pre-Dental Students Serve 2,200 Hondurans
Vimeo	NYU Global Medical Brigades
AG Life Sciences	Wake Up and Smell the Chocolate
Project C.U.R.E.	PROJECT C.U.R.E. announces new partnership with Global Medical Brigades
Student Life	Medical brigades troop to Honduras
Health Plans	Global Brigades Health Programs with Youtube video
The Daily University of Washington	Nurturing development: UW business students help Panamanian families plan for the future

Opposite page photo: Architecture brigaders working with community members on building plans



FINANCIAL STABILITY

Financially Sustainable

In 2009, Global Brigades instituted its first annual independent audit performed by Lewis Bartlett Klees. The financials included, represent Global Brigades’ financial performance on an accrual basis with the fiscal year ending December 31.

Since its early roots in 2004, Global Brigades has not solicited support from donors for general administrative costs. All contributions to perpetuate programs outside of a brigade was calculated within program donations through very small margins for each trip. This social enterprise strategy has positioned Brigades in a very unique position as a nonprofit whose operations cover all of its administrative expenses without any need for direct support from donations or grants. Even during the recession, Brigades has continued to exponentially grow its revenue and make more investments to perpetuate its mission in the communities.

Now that Brigades has stabilized financially with proper resource allocation for staff, it can begin taking on responsible donations to perpetuate impact in communities. As such, to maximize community benefit, Brigades launched its first “traditional” fundraising campaign in 2009, using electronic newsletter to past participants and their supporters to solicit small amounts of monthly donations to go straight into community projects without taking \$1 for administrative functions. Brigades began asking for \$3 a month to perpetuate water, public health, education and microfinance initiatives in supporting villages.

To take this concept a step further, Brigades has begun to identify grant making organizations to match donations made by the students in the communities to go towards any of the nine disciplines. Brigades can offer potential grant-makers and donors the opportunity to directly invest in these community projects without taking a dime for administrative costs because the infrastructure is already laid and the delivery vehicle (the student volunteer) is already conducting the work. Any additional dollar that is raised can go straight to completing the community projects faster, more efficiently and more prolifically.

It is Brigades objective by 2011 to receive enough grants and outside to support to begin to lower program costs for the student volunteers. Every effort by the Board of Directors and Officers of Global Brigades is spent to reduce costs and make the programs as affordable as possible to all participants. More than \$100,000 was also given in the form of scholarships to student leaders.

To continue to lower costs, in late 2009, Brigades took their travel department in-house through the creation of a for-profit travel entity with IATA licensing. The internal travel team is saving volunteers an average of \$50 per ticketed traveler.



Opposite page photo: Economic disparity in Panama
Right photo: Business Brigaders teaching accounting and finance skills to community members.

Financial Statements

The following summary was extracted from Global Brigades' audited financial statements.

Statement of Activities

Revenue

Public Support	Individual Contributions	\$ 2,284,021
	Non-Government Grants	16,954
Other Revenue	Other & Misc Revenue	12,245
Total Revenues		\$ 2,313,220

Expenses

Program Services	Program Grants	\$ 1,478,644
	Volunteer Travel Grants	430,634
	Leadership Coordination	81,760
Supporting Services	Salaries & Related	149,438
	General Administration	94,502
	Fundraising Credit Card Fees	60,171
Total Expenses		\$ 2,295,149

Net Income **\$18,071**

Statement of Financial Position

Assets

Cash	\$ 332,308
Pledges Receivable	782,831
Prepaid Expenses	599,620
Total Assets	\$ 1,714,759

Liabilities and Net Assets

Liabilities	Short Term Loans	\$ 48,288
	Deferred Contributions	1,801,872
Total Liabilities		\$ 1,850,160
Equity	Unrestricted Net Assets	14,618
	Opening Balance Equity	(168,089)
	Net Income	18,071
Total Equity		\$ (135,400)

Total Liabilities and Net Assets **\$ 1,714,759**

GLOBAL BRIGADES, INC (USA) BOARD OF DIRECTORS

- 
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 - Dr. Duffy Casey, Vice Chairman**
 - Judith Fell, Treasurer**
 - Vanessa Lopez, Secretary**
 - Andrew Bird, Board Member**
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 - Shital Chauhan, Board Member**
 - Catherine Markman, Board Member**

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About Global Brigades

“Global Brigades” refers to one or more of Global Brigades Association, “Global Brigades USA,” “Global Brigades ASG,” “Global Brigades Ireland,” or “Global Brigades UK.” Each of "Global Brigades Association" “Global Brigades USA,” “Global Brigades ASG,” “Global Brigades Ireland,” “Global Brigades UK,” “Asociacion Global Brigadas de Honduras,” Fundacion Brigadas Globales de Panama,” are separate and independent legal entities.

www.globalbrigades.org

**Member of
Global Brigades International**