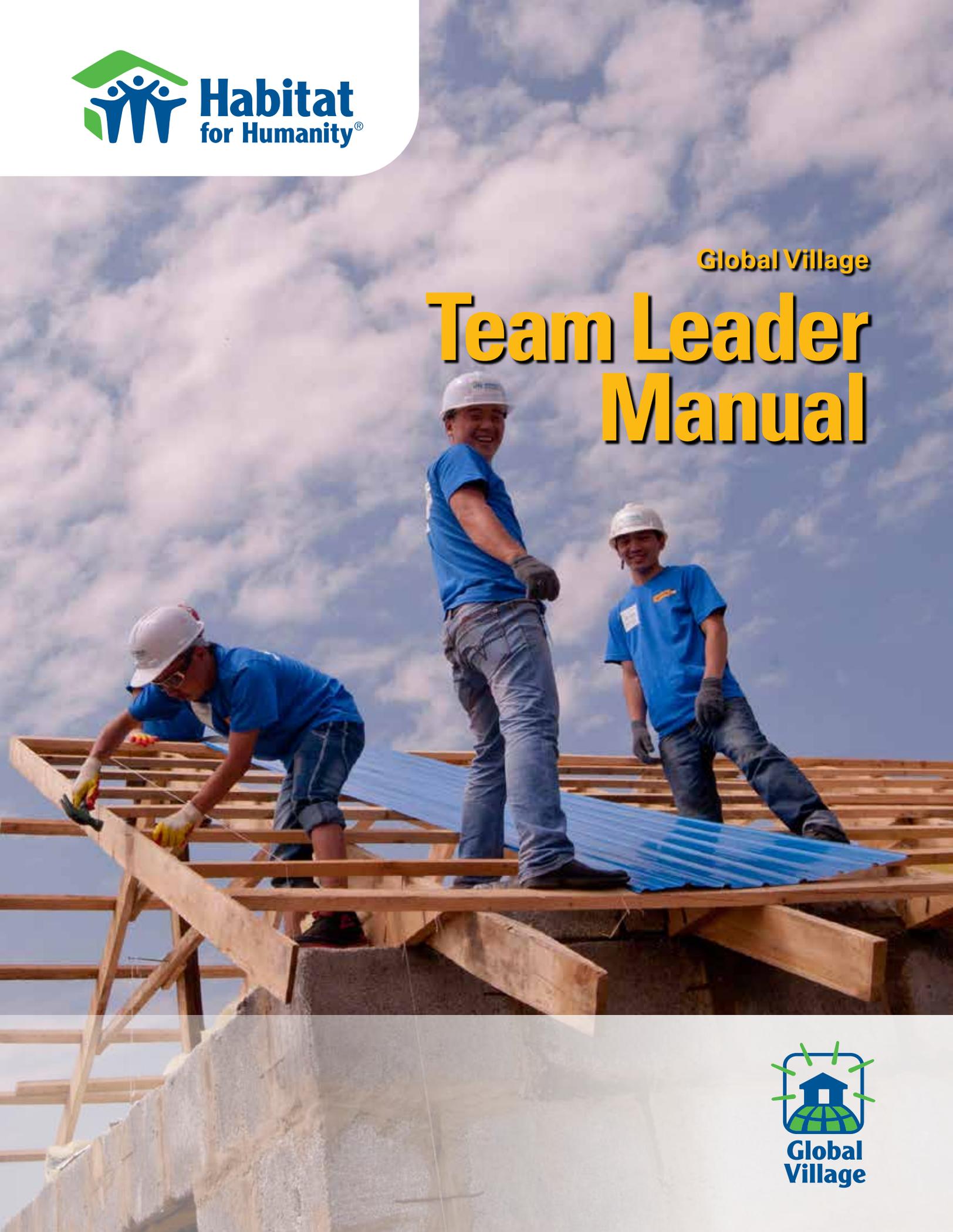




Global Village

# Team Leader Manual





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# Introduction

## Manual overview

Welcome to the Global Village leadership team. Thank you for your commitment to serving as a Global Village team leader and as an ambassador for Habitat for Humanity. This manual is your guide to the team leader process. It documents every step involved in leading a GV team, from expressing interest in planning a GV trip to closing out the team finances.

The manual is divided into six sections. The first section, “The foundation,” provides the new leader with a solid foundation regarding Habitat for Humanity International, the Global Village program, and the work that both do worldwide. The section ends with an overview of the team leader process.

Sections 2 through 6 describe the five phases involved in leading a GV team: planning, organizing and funding, predeparture, in country, and post-trip. The process applies to all GV trips coordinated by Habitat for Humanity International’s Global Village program.

Use this manual as a reference to supplement the information and knowledge you gained, or will soon gain, in GV team leader training. As you proceed through planning, organizing and leading your team, periodically review this manual and confirm that you have covered all the bases. If you still have questions, contact your Habitat for Humanity International volunteer engagement specialist.

We appreciate your partnership in furthering the mission of Habitat for Humanity!



# Section 1: The foundation

## About Habitat for Humanity

### Habitat's beginnings

Habitat for Humanity International was founded in 1976 in Americus, Georgia, USA, and has grown into a global housing ministry. Nearly 6.8 million people worldwide have been served by Habitat for Humanity.

The idea for Habitat for Humanity was born at Koinonia Farm, a Christian community near Americus, where residents sought to apply Christ's teachings in practical ways. Koinonia founder Clarence Jordan, Millard and Linda Fuller, and others began building houses in partnership with low-income, rural neighbors and then selling the houses to the families on a no-profit basis.

Through this program, simple, decent houses became affordable to those who were too poor to qualify for conventional financing. Each homeowner family helped in the construction of the homes. This "sweat equity" lowered the cost of the houses, instilled pride of ownership and fostered positive relationships with volunteer builders. Their house payments were placed into a revolving Fund for Humanity, which was used to build more houses.

Since those first partnership houses were built, the movement's philosophy has been based upon the "economics of Jesus": the belief that every human life is priceless and that we must never exploit another for our own profit.

### Testing the model internationally

In 1973, the Fullers — a couple who had abandoned a millionaire lifestyle, given their money to the poor and devoted themselves to a life of service to others — moved to Africa to test Koinonia's partnership housing model overseas. The program they began in the Democratic Republic of the Congo, formerly known as Zaire, soon became a working reality. Convinced that a concept that had worked in southwest Georgia and in Africa could be expanded and applied worldwide, the Fullers returned home and founded Habitat for Humanity International.

The ultimate goal of Habitat for Humanity is to eliminate poverty housing and homelessness from the face of the earth by building adequate, basic housing. The organization also seeks to put shelter on the hearts and minds of people in such a powerful way that inadequate housing becomes socially, politically and religiously unacceptable anywhere in the world.

### Habitat today

Today, Habitat for Humanity houses can be found around the globe, with Habitat working through autonomous affiliated organizations in every state of the United States, every province of Canada and more than 70 other countries.

The ways in which better housing makes for a better life are not necessarily apparent when the keys to the house and a Bible are presented to the new homeowner. It is important that a family have an affordable place of shelter, a secure place to live, and place where children are not ashamed to bring their friends. For a family freed from substandard housing, health often improves, children's grades go up, and parents may return to school or have the confidence to seek better employment. As neighborhoods improve, entire communities improve.

Because the need for decent housing is so immense, Habitat for Humanity believes the response must be equally great. For that reason, Habitat actively seeks to engage in its work everyone who wants to be involved. Religion is no barrier. Age is no barrier. Neither are race, nationality, gender, building experience and station in life.

Former U.S. President Jimmy Carter has been Habitat for Humanity's most famous and high-profile volunteer. Since 1984, President Carter and his wife, Rosalynn, along with thousands of other volunteers, have devoted their time, sweat and skills to building houses during the annual weeklong Jimmy & Rosalynn Carter Work Project. Thousands of houses have resulted from those efforts.

Hammering for Habitat also has attracted thousands of other notable names from the worlds of music, film, sports, business, television and politics. Corporate partners, too, are vital to Habitat for Humanity's work, contributing dollars, products, professional services and house-building labor.

"Everyday volunteers," though, are the backbone of Habitat's building efforts. Retirees travel in their RVs to help Habitat affiliates build homes; college students use their spring breaks to build; grade-schoolers make and sell birdhouses and give the proceeds to Habitat; church congregations sponsor and build homes; and people like you use their valuable vacation time to participate in Habitat for Humanity Global Village trips.

## Plans for growth

Habitat for Humanity's board of directors has a strategic plan to guide Habitat's work. The plan helps Habitat continue to effectively mobilize financial and social capital and to demonstrate the love and teachings of Jesus Christ by serving as a partner and a catalyst for worldwide access to safe and affordable housing.

The plans call for Habitat to increase the number of families served annually, mobilize new capital for the global housing market, help lead the transformation of systems that affect affordable housing, and encourage diversity, motivation and high performance in Habitat and its covenant partners.

This strategic plan guides Habitat's future as the organization builds on its successes, crossing even more thresholds to eliminate substandard housing worldwide.

# Philosophy and terminology of Habitat

## Habitat for Humanity mission focus

### Mission vision

"A world where everyone has a decent place to live."

### Mission statement

Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities and hope.

### Mission principles

- **Demonstrate the love of Jesus Christ.**

We undertake our work to demonstrate the love and teachings of Jesus, acting in all ways in accord with the belief that God's love and grace abound for all, and that we must be "hands and feet" of that

love and grace in our world. We believe that, through faith, the miniscule can be multiplied to accomplish the magnificent, and that, in faith, respectful relationships can grow among all people.

- **Focus on shelter.**

We have chosen, as our means of manifesting God's love, to create opportunities for all people to live in decent, durable shelter. We put faith into action by helping to build, renovate or preserve homes, and by partnering with others to accelerate and broaden access to affordable housing as a foundation for breaking the cycle of poverty.

- **Advocate for affordable housing.**

In response to the prophet Micah's call to do justice, to love mercy and to walk humbly with God, we promote decent, affordable housing for all, and we support the global community's commitment to housing as a basic human right. We will advocate for just and fair housing policy to eliminate the constraints that contribute to poverty housing. And, in all of our work, we will seek to put shelter on hearts and minds in such powerful ways that poverty housing becomes socially, politically and religiously unacceptable.

- **Promote dignity and hope.**

We believe that no one lives in dignity until everyone can live in dignity. We believe that every person has something to contribute and something to gain from creating communities in which all people have decent, affordable places to live. We believe that dignity and hope are best achieved through equitable, accountable partnerships.

- **Support sustainable and transformational development.**

We view our work as successful when it transforms lives and promotes positive and lasting social, economic and spiritual change within a community; when it is based on mutual trust and fully shared accomplishment; and when it demonstrates responsible stewardship of all resources entrusted to us.

## Economics of Jesus

Habitat for Humanity is founded and operated on Christian principles, the most basic being the economics of Jesus. The premise for the economics of Jesus is based on the belief that:

- 1) God will multiply the resources and the effort when human need — not profit — is the motive for action.
- 2) Poverty of the “have-nots” is directly related to the riches of the “haves.” According to Luke 3:11, those with two shirts should give one to someone who has none, and those with food should share.

The economics of Jesus, as applied by Habitat for Humanity, is a call to step out in faith to build houses in partnership with people in need.

## Ecumenicity

God's love extends to the whole world, regardless of race, nationality or religion. In the same way, Habitat seeks to make decent housing available to all people in a nondiscriminatory fashion.

In this spirit and in the spirit of partnership, Habitat is an inclusive humanitarian organization, encouraging people from a broad spectrum of social, ethnic and economic backgrounds and from a wide diversity of religious experiences to work together. As Habitat expands to more widespread locations, an ever-stronger ecumenical base emerges. Denominational agencies, interdenominational coalitions, interfaith programs and secular organizations bring a wealth of resources to Habitat for Humanity's work. These individuals and groups work in partnership, sharing mutual respect, ideals and dignity.

## Funding

Habitat for Humanity assists host programs with funding in various ways. The amount of funds and the methods of funding change according to a number of factors: Some programs are more mature and have developed local funding sources. Others have great need in the wake of a disaster and need more help. All programs benefit from the Fund for Humanity (or “revolving fund”) as houses are built and mortgages are paid.

The local Fund for Humanity may receive monetary gifts, no-interest or very low-interest loans, and repayments from mortgages on homes built or repaired. These funds come from all the partners mentioned previously, plus tithes from other Habitat affiliates and projects around the world — and from traveling work teams. Your participation as a volunteer and the donation made by your team are vital to the host country's building program. Not only does your presence raise awareness for housing issues on a global scale; your donation also facilitates local building projects in your host's region.

## Ministry

As volunteers work side by side with future homeowners and other Habitat workers, Habitat becomes a ministry not only to those building their houses, but also to the volunteers, who gain insight about justice, simplicity, service, Christian living and responsibility, and the Kingdom of God. The vision of partnership reaches far beyond the Habitat community.

Beyond constructing houses, Habitat seeks to create informed advocates, just as it empowers people to help themselves. Habitat is interested in the people involved in its ministry, both the owners of Habitat houses and those who contribute funds and volunteer their time and talent. Habitat seeks to eliminate barriers and form partnerships among people who would otherwise be strangers.

Current and prospective homeowners in developing countries do not need us as laborers as much as they need us to understand their housing situation, to understand how Habitat responds to the need, and to lift up the work of Habitat in prayer, in action and with financial support.

## Habitat homeowners

The people-to-people partnership begins with future homeowners. Habitat is not a giveaway program, but a joint venture in which those who benefit from the housing ministry are directly involved. Habitat affiliates in the U.S. and in a few other countries require future homeowners to put in significant “sweat equity” working on their houses and the houses of other future homeowners.

Habitat partners with low-income families who strive to become homeowners but are unable to attain that goal through conventional means. Prospective homeowners are chosen according to need, willingness to partner and ability to pay. To qualify, a person must:

- Not own a decent house and must be living in inadequate shelter.
- Be willing to donate significant sweat equity to build their and other Habitat houses.
- Be willing and able to pay for the house. The combined income of all family members must be low enough that the family is ineligible for affordable loans from traditional lending institutions, but high enough to pay the Habitat mortgage.

The future homeowner must also live in the area served by the affiliate to which they apply. Prospective homeowners undergo an extensive interview process, and selection committee members will visit and inspect their living conditions before they are considered for a Habitat home. Habitat strives to help those with the greatest need.

## Partnership

Integral to the ministry of Habitat for Humanity is the concept of partnership. This partnership is two-fold. First, Habitat is in partnership with God, carrying out His will to help others. Second, Habitat is a partnership that joins people together regardless of race, nationality, religion or socioeconomic status.

As Habitat continues to develop and expand, we find that maintaining a leadership role in housing and community development often means developing quality partnerships with others who share our commitment. We form partnerships with companies and corporations, with churches and faith-based organizations, and with other nonprofits. These partnerships allow us to pool resources to work toward the elimination of substandard housing. Just a few current examples are Thrivent Financial, World Vi-

sion, Lowe's, Citi and Whirlpool.

Volunteers are a key ingredient in any partnership. They not only provide much-needed labor and skill, but also seek to form lasting relationships with other volunteers and with the future homeowners they meet on the field. Volunteers work on equal footing, as true partners, and each contributes resources and experiences for the good of all.

## Volunteers

Volunteerism is a key ingredient of this partnership. Volunteers provide much of the skill and labor needed for Habitat's work at all levels, from Habitat for Humanity International's headquarters to regional and area locations to individual affiliates and project sites. Volunteers and future homeowners join together as co-workers on equal footing, each contributing from his or her resources and experience for the good of all. Global Village volunteers serve Habitat as they travel to help build homes, raise awareness and become advocates for a global ministry.

## About the Global Village program

Global Village supports the mission of Habitat for Humanity by working in partnership, providing cross-cultural experiences, mobilizing volunteers, building sustainable relationships and generating resources in the hope of creating long-term advocates for affordable housing.

## Volunteer and Institutional Engagement

Habitat for Humanity International's Volunteer and Institutional Engagement division supports a variety of programs and initiatives that engage Habitat volunteers in meaningful activities that further the organization's mission, including the Global Village program.

The Volunteer and Institutional Engagement staff members develop and facilitate programs, acting as a resource to both individual volunteers and the Habitat for Humanity staff members who serve volunteers. The division is committed to efforts that expand Habitat's impact through the use of volunteers, and seeks to be a catalyst for excellence in volunteer engagement. The programs include:

- Global Village
- Habitat's Youth Programs
  - Act! Speak! Build! Week
  - Campus chapters
  - Collegiate Challenge
  - Habitat Young Professionals
  - Learn and Build Experience
  - Youth United
- RV Care-A-Vanners
- AmeriCorps National
- AmeriCorps VISTA

We seek to **educate** individuals about Habitat's mission and how they can contribute, **activate** volunteers to serve with Habitat, and create long-term **advocates** for affordable housing. For more information on the various ways to get involved with Habitat for Humanity, visit [habitat.org/getinv](http://habitat.org/getinv).

## Global Village history

The Global Village program began in 1989 in response to increasing requests for international short-term volunteer opportunities. In the first year, 12 countries invited 30 teams to participate in house-building work and to learn about Habitat in their country. The program has truly been a global program

from the very beginning, with the first block of teams originating from both the United States and Japan.

The GV program continues to grow rapidly. Today the U.S. sending program staff coordinates more than 466 work teams traveling to at least 30 host countries each year, engaging more than 6,000 participants. In fiscal year 2015, Global Village volunteers from the U.S. sending program donated more than \$5.5 million to Habitat's global programs.

### Thrivent Builds Worldwide

Thrivent Financial and Habitat for Humanity International have joined together to help address substandard housing. Thrivent Builds with Habitat for Humanity is a multiyear, multimillion-dollar partnership that brings Thrivent Financial members together with Lutheran congregations, other volunteers, Habitat affiliates and host communities work alongside people in need of decent, affordable housing as they build or improve their homes. The program is designed to help families achieve greater economic independence.

Through Thrivent Builds Worldwide, volunteers participate in short-term domestic and international work trips that help end inadequate housing around the globe. During these trips, volunteers build homes with those in need and develop relationships with people from around the world.

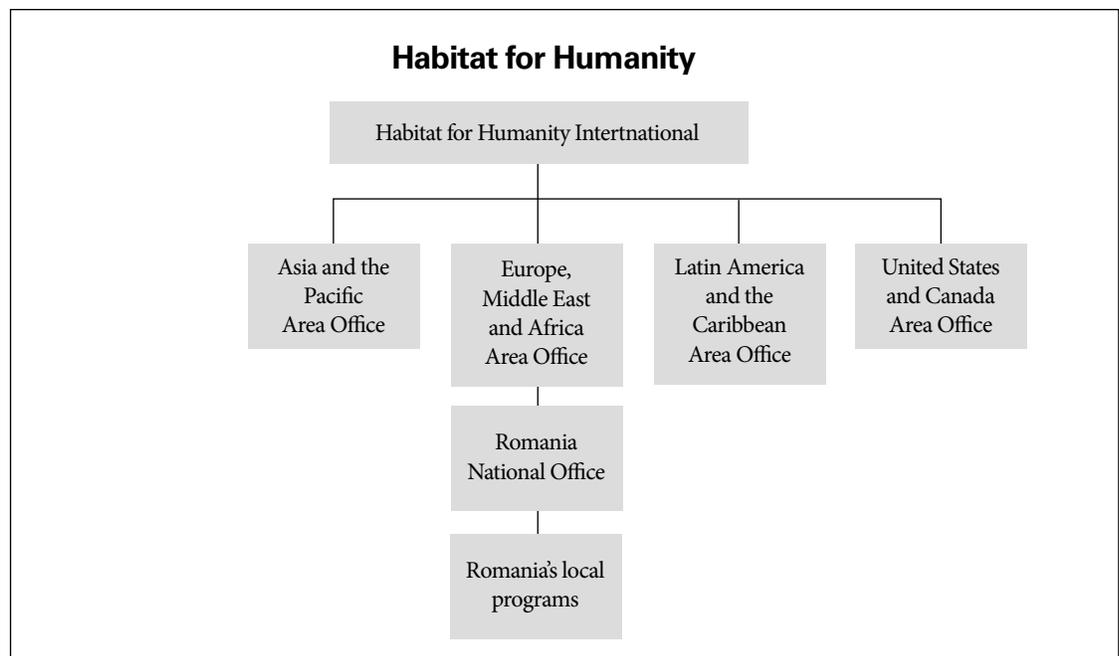
### Global partners

The Global Village experience is a collaborative effort of partners all over the world, each with a unique role in eliminating barriers to a better, healthier, more financially stable life.

#### Habitat for Humanity International Global Village department

Located at Habitat for Humanity International headquarters in Americus, Georgia, Habitat's Global Village staff organizes teams that travel from the United States to countries around the world. As a GV team leader, you will work closely with the Habitat volunteer engagement specialist and support coordinator responsible for sending teams to the area where your team is traveling.

#### Overview of area office breakdown



### Habitat area offices

In addition to the international headquarters (operational headquarters in Americus and administrative headquarters in Atlanta), Habitat for Humanity International is represented by four area offices:

- Asia and the Pacific area office in the Philippines.
- Europe, Middle East and Africa area office in Slovakia.
- Latin America and the Caribbean area office in Costa Rica.
- United States and Canada area office in the United States.

Each area office has a staff member, usually referred to as the area GV coordinator, who is responsible for the GV program in that area. The area GV coordinator provides GV training and resources to the associated Habitat national organizations and host programs.

### Habitat for Humanity national offices

The Habitat national office supports and monitors the host programs in the given country. Depending on the area structure, the countries that make up an area might have a national office GV coordinator. If they do, the national GV coordinator helps develop local GV programs and trains local hosting program staff.

### Host program

The host program, in some cases, is the autonomous local Habitat entity that conducts Habitat activities in a defined geographic area, typically a town, city, county, parish, borough or state. If an affiliate hosts GV teams, it is referred to as a “hosting affiliate.” Not all affiliates host GV teams. The host program is where the team actually builds or rehabilitates houses in partnership with the local homeowners and staff.

GV teams enhance local Habitat programs by providing funding, publicity and volunteer hours. Various host program staff members and local volunteers are involved in hosting GV teams. Some host programs are managed completely by volunteers; others have both paid staff and volunteers. The host program key players that GV team members are likely to encounter daily are:

- **Host GV coordinator:** Every hosting program has someone serving as the GV coordinator before and during a GV team’s visit. This person is the GV team leader’s primary contact for issues not related to construction. Typically, the host GV coordinator presents the host program orientation and may coordinate lunches at the work site and cultural activities for the team. The host GV coordinator may be a paid staff member or a local volunteer.
- **Construction supervisor:** Every build site has a qualified construction supervisor provided by the host program. She or he is responsible for overseeing the building of houses or rehab projects. Working in concert with the GV team leader, the construction supervisor ensures work quality and quantity, provides team members with task instruction and supervision, and oversees safety on the work site.
- **Future homeowners:** Future homeowners often put in their sweat equity alongside the GV team, and might also serve as hosts and cultural guides for the team. Interaction with the future homeowners is a very important aspect of the GV experience. Please be aware, however, that many future homeowners must work and are not always available during the day. If this is the case, invite them to share a meal with the team.

Depending on the size and location of the host program, team members also are likely to meet other host program staff and board members:

- **Executive director:** A staff position responsible for the hands-on, day-to-day operation of the affiliate.
- **Board members:** Elected volunteers who, as a group, oversee the activities of and set direction for the host program. The executive director is accountable to the board.

### **Global Village team members**

GV team members are volunteers from all walks of life and socioeconomic backgrounds who give generously of their time, talent and financial resources to help eliminate barriers to a better, healthier, more financially stable life. By contributing their own money and fundraising, team members help fund and build simple, decent, affordable housing in partnership with the host program and the partner family.

Each team member brings to the group unique experiences, personality, contributions and challenges. During GV work trips, team members might face situations they have never encountered. They are in strange surroundings, away from family and friends. They might be living in close quarters — sleeping on a folding cot in a village community center or sharing primitive bathroom facilities with other team members. The accommodations most likely won't be what they are accustomed to; the food might not always be their favorite. Flexibility goes a long way toward overcoming these obstacles.

### **The Global Village leadership team**

Four key individuals form the nucleus of a GV build trip leadership team: the team leader, the Habitat for Humanity International volunteer engagement specialist, the Habitat for Humanity International GV support coordinator, and the host GV coordinator (from hosting Habitat national or affiliate office). The Habitat for Humanity International GV administrative staff also provides meaningful support (see **Appendix 1: Roles and responsibilities**).

### **Team leaders**

The team leader plays a pivotal role in making the team a success and ensuring that the participants have a safe, meaningful experience. The volunteer team leader is a representative of the Habitat for Humanity mission and ministry. For many applicants, joining a GV team is their first exposure to Habitat. To them, the team leader *is* Habitat for Humanity. The leader's actions and how she or he represents Habitat leave a lasting impression. Leading a GV team is a significant responsibility and should not be taken lightly. This manual, combined with team leader training and support from Global Village staff, will prepare the leader for the task.

The GV team leader is responsible for working with Habitat for Humanity International GV staff and the host GV coordinator to plan and implement the short-term work trip. Team leaders are recruited, interviewed and trained by GV staff. Once accepted, they are invited to a mandatory two-day GV team leader training, or a webinar training for closed teams. Leaders who have previously led GV teams still require approval from the GV staff for each subsequent trip and should attend a team leader training every three years. The team leader reviews the standard budget and itinerary, interviews and selects team members and, along with the host GV coordinator, confirms the itinerary and makes lodging and in-country transportation arrangements. The team leader also encourages the team to participate in a fundraising challenge and shares fundraising resources with team members.

The team leader serves as coach, mentor, cheerleader, counselor, crisis manager and confidant from start to finish. The team leader also brings to the team personality, uniqueness, experience and commitment, and a dedication to the Habitat mission.

### **Habitat for Humanity International GV volunteer engagement specialist and support coordinator**

Each team leader is supported by a volunteer engagement specialist and support coordinator at Habitat for Humanity International headquarters. These individuals are responsible for coordinating all U.S.-originating GV teams to a particular area of the world. The GV staff provides expertise in the geographic area and knowledge of the procedures required to ensure a safe and rewarding experience. Volunteer engagement specialists also are trainers at the GV team leader training sessions.

Habitat for Humanity International Global Village staff members are responsible for:

- Recruiting, screening and training potential team leaders.
- Soliciting invitations from host countries or U.S. affiliates.
- Serving as liaisons between the team and the host program.
- Working with the host GV coordinator and team leader to coordinate planning for the trip.
- Reviewing the standard budget and itinerary with team leaders.
- Administering long-range planning, scheduling and evaluation of the total GV program.
- Providing program orientation materials for team members and leaders.
- Providing support and encouragement to team leaders and members for the team's fundraising challenge and sharing fundraising resources.
- Maintaining emergency information, waivers and records of team members and leaders.
- Processing all team fees and donations, providing financial accountability for all teams and host programs, and communicating available GV team donations to Habitat for Humanity International area offices.
- Promoting the Global Village program.

#### **Host Global Village coordinator**

Depending on the area and country, the host GV coordinator might be the Habitat national office GV coordinator, the host program volunteer coordinator or a volunteer. Once the team is scheduled and an invitation has been extended, the host GV coordinator is the team leader's primary in-country contact and partner in planning the team's work project. He or she helps finalize the work schedule and itinerary and make arrangements for lodging, local transportation, cultural activities, etc.

Once the dates and destination are finalized, Habitat for Humanity International GV staff will continue to provide support, but it is up to the host GV coordinator and the team leader to ensure that the team's visit is a positive experience for team members and the host program.

#### **Habitat for Humanity International Global Village administrative staff**

Habitat's GV administrative staff is instrumental in the success of organizing a GV team. These individuals process team member applications, deposits and payments; send out orientation packages; and handle telephone calls and email messages from team members and leaders.



## Section 2:

# Planning and budgeting

### Scheduling a trip

Leading a Global Village team is a serious venture that represents significant effort spanning six to 12 months. The team leader reviews the standard budget and itinerary, markets the trip, interviews and selects team members, coordinates team finances and encourages team fundraising, prepares the team for the adventure, leads the team in country, and returns home to tell about the trip.

The planning phase is the start of the Global Village team leader process; it extends from when you first decide that you would like to lead a GV team through the first stages of marketing the trip to prospective participants. In between, you will be busy fulfilling the requirements to be a leader and confirming the dates and destination of the trip. This first phase of the process should be initiated six to eight months before you plan to depart for your destination.

### Deciding on your team type: Open or closed?

There are two types of GV short-term volunteer work teams: open teams and closed teams. Aside from the process used to join the team and the way team finances are handled, the responsibilities of the team and the team leader are very similar. Prospective team leaders, in consultation with their Habitat volunteer engagement specialist, decide which type of team they wish to organize. Leaders should enter the process knowing whether they want to lead an open- or closed-registration team.

#### Open-registration teams

An open-registration team is designed for participants who apply to GV as individuals, meaning that they are not already part of an organized group. The majority of participants on teams coordinated by Habitat for Humanity International Global Village are from the United States and Canada, but U.S.-originating teams do attract applicants from other countries. The GV participant application asks for the applicant's preferences regarding where he or she would like to travel and the time frame when the volunteer is available. Open teams are advertised on the Global Village website ([habitat.org/gv](http://habitat.org/gv)) under "Schedule and trip descriptions." Applicants may apply for a specific team or submit preferred destinations and dates.

Open-team applications are matched with available teams and forwarded to the appropriate team leader. The team leader conducts a telephone interview with each applicant and selects team members from those interviewed.

Open-team leaders might not know any of the applicants. At the time they are selected to join an open team, the majority of open team members have not previously met. However, Habitat GV also encourages team leaders to recruit from their network of friends, family and work associates.

The finances of open teams are coordinated through the Habitat GV program. All participant payments and team donations are collected by Habitat for Humanity International, and the team leader is

issued an expense advance before the team's departure. After the trip, the team leader is responsible for reconciling team finances with GV.

### **Closed-registration teams**

Closed-registration teams are typically made up of participants associated with the same partnering organization: church, school, university, corporation, family, circle of friends, civic club, associations, Habitat affiliate or any other type of already-formed group. The team leader is typically a member of the partnering organization or group and already knows at least some of the prospective participants.

The team leader recruits prospective closed team members. The leader interviews and selects team members from candidates within the partnering organization who express interest in participating.

Once all closed team members have been invited, they must register online. The details of how closed teams register are addressed in detail in **Section 3: Organizing and funding**.

For closed teams, the partner organization or group generally collects all funds and sends only the team donation, any in-country expenses that can be prepaid, and participant insurance premiums to Habitat for Humanity International GV. The team leader might handle some of the team's in-country expenses directly. After the trip, the team leader is responsible for reconciling team finances with the partnering organization, not GV.

**Note: Some closed-registration teams request to submit all funds to GV. Refer to Section 3 for more details.**

### **Online Global Village trip catalog**

The Global Village trip catalog, available at [habitat.org/gv/catalog](http://habitat.org/gv/catalog), helps team leaders plan their GV volunteer trips. Global Village staff also use this catalog to coordinate trip details with team leaders and hosting programs.

Country descriptions, standard trip costs, standard itineraries and travel resources are all included. Each program description in the GV catalog includes an overview of the type of work Habitat is undertaking in that region's countries; information about the housing need; and logistical information, including food, accommodations, available building months, trip cost and standard itinerary information. Once you have decided your trip type, general dates and desired location, you can submit your GV team proposal form online.

It is important to know that this is an evolving, "live" document. This catalog will be constantly updated and expanded as new countries are added, country needs change and trip details are adjusted as needed. Please check this catalog before each trip you plan. You can also get updates regarding news in the GV Team Leader Notes e-newsletter. (If you are a trained GV team leader and are not receiving the Team Leader Notes e-newsletter, email [gv@habitat.org](mailto:gv@habitat.org) to be added to the list.)

### **Determining destination and dates**

Choosing the destination and dates for a GV trip is a three-step process that involves matching your desires with the needs and resources of the host program.

- **Step one:** Six to eight months before desired trip dates, the team leader reviews the GV catalog and submits a team proposal form (see the **online GV trip catalog**) indicating desired:
  - Destination.
  - Dates.
  - Team size.

Typically, trips last eight to 15 days, including travel, and involve eight to 18 participants. The country profiles on the trip catalog will give team leaders more details for each location.

- **Step two:** A Habitat for Humanity International engagement specialist reviews the team leader's proposal, suggests modifications as necessary and presents the proposal to the host GV coordinator.

- **Step three:** The Host GV coordinator compares the requested times and team size to the needs and resources of the host programs in that country. Teams are invited by the host country based on:
  - Host program capacity:
    - Needs (build schedule and available build sites and future homeowners).
    - Host resources (available materials and funds).
    - Host personnel (availability of construction supervision, support personnel, etc.).
  - Timing:
    - Weather/season (some countries cannot build during specific seasons).
    - Host country holidays.
    - Special events.
  - Team specifics:
    - Proposed team size.
    - Proposed duration.
    - Demographics of potential team members (at this stage, demographics are unknown for open teams).
    - Minors (refer to Section 3 for details on Habitat GV's minor policy).
    - Youth-to-adult ratio.
  - Team leader's background and experience:
    - International travel experience.
    - Habitat and GV experience.
    - Language skills.

Trip confirmation may take two weeks to one month, sometimes longer. We ask for your patience, as confirmation is affected by a number of factors:

- Host personnel travel often and have multiple responsibilities, including hosting teams in the field, and might be unable to respond right away.
- Several parties are involved in making the decision to host (e.g., host program's board of directors, construction supervisor, etc.).
- Habitat host GV coordinator might be considering more than one location or site.
- Communications delays, such as Internet connection problems.
- Unknown build schedule.
- Uncertain funding.

**Note: Closed-registration teams must submit a nonrefundable, nontransferable \$1,000 deposit within 30 days of submitting the team proposal in order for the trip to be officially confirmed.**

## Confirmation

The trip confirmation process refers to deciding where and when to go and confirming the size of the team. This is a sometimes-lengthy, interactive undertaking that involves negotiation among the team leader, the Habitat for Humanity International volunteer engagement specialist and the host GV coordinator.

Once the trip is confirmed, the host GV coordinator will extend an invitation to the team through the Habitat for Humanity International engagement specialist, listing the agreed-upon destination, dates and team size. The engagement specialist:

- Assigns a GV event code and enters the trip into the GV database.
- Sends the team leader a confirmation email containing:
  - Host GV coordinator contact information.
  - Trip dates and location.
  - GV event code.

- Standard budget and budget notes document.
- Standard itinerary.

### Team size

The trip confirmation will include the maximum and minimum number of team members the host will accept. The size of your team should fall within those limits.

Teams normally have between eight and 18 participants. Typically, a team with one leader has eight to 12 team members; a team with two leaders has 16 to 18 members. If you plan for 14 or more, strongly consider finding a co-leader. On rare occasions, affiliates have hosted teams of 20 to 60. Special arrangements need to be made for teams larger than 20.

The engagement specialist schedules a call to introduce the team leader to the Habitat for Humanity International support coordinator, who will also aid the team leader during the trip planning process.

Trip confirmation sets the stage for continuing communications between the team leader and the host GV coordinator, with support from the Habitat GV team. To keep everyone in the loop, all correspondence between the team leader and host GV coordinator should be copied to the volunteer engagement specialist and support coordinator.

### Itinerary

The purpose of the Global Village program is to “support the overall mission of Habitat for Humanity by working in partnership; providing cross-cultural experiences, mobilizing volunteers, building sustainable relationships and generating resources in the hope of creating long-term advocates for affordable housing.” Itineraries should reflect this mission.

The goal of the program is to provide a meaningful service experience for both the volunteers and the hosts. We have listened to feedback from past participants who wanted more time spent on construction and education activities, and our standard itineraries help ensure building and education remain at the heart of each GV trip and the planning process. We do not include significant recreation time in the itineraries. There is time for local cultural excursions during the evenings and weekends on many trips.

The service-driven itinerary includes construction, building relationships, awareness-raising and learning. The itinerary will vary based on the building location's distance from the team's arrival and departure airport and the availability of the partner family. The itinerary should focus on scheduling orientation and workdays at the beginning of the trip. If planning a two-week trip, the intervening weekend might allow for local cultural activities.

### Change of host program

On occasion, because of changes in building schedules, weather, political instability and other unpredictable circumstances, the team might need to be routed to a different host program. Such a change is communicated as far in advance of the team's departure as possible.

### Common elements of trip itineraries

The following are primary considerations when creating a GV team itinerary:

- Arrival and departure flight times.

- All team members will be responsible for getting to the gateway city on their own, but must arrive by a certain day and time.
- Choices might be limited, depending on the destination.
- Travel time to the host affiliate. This might include several modes of transport: plane, hired van, boat, train, bus, etc.
  - It might be necessary to stay overnight in the gateway city or travel directly to the host affiliate on the day of arrival or before departure.
- In-country orientation.
  - It might be necessary to allow time before orientation for altitude and jet lag acclimation.
- Welcome by the host Habitat staff.
- Work schedule.
  - Set by the host.
- Cultural activities.
- Team meetings, reflection and learning time.
- Team interests.
- Farewell and evaluation.

The completed itinerary should document where the team will be and what activities are planned for each day of the trip, from arrival in country to departure. Itineraries are tentative at best. Keep in mind that plans may change (see [Appendix 6: Sample itinerary](#)).

## Travel arrangements

The team leader should research itinerary options and airfares for an estimate of flight costs. The information compiled will benefit all team participants, since they are responsible for arranging and financing their own transportation to and from the host country. Members should make travel arrangements in consultation with the team leader. Global Village **does not make travel agent recommendations.**

### Open-team travel

Team leaders make their own travel arrangements from home to host country, using a travel agent or other source.

If the team leader's airfare was included in the budget, the leader may:

- Book with a travel agent who will invoice GV for the cost of his or her tickets.
- Purchase his or her own airfare and submit receipts (invoice and proof of payment) for reimbursement before the trip.

**Note: An invoice for reimbursement of airfare costs cannot be paid until the team account at Habitat for Humanity International has been credited with deposits sufficient to cover the cost of the ticket.**

An open team leader is responsible for ensuring that team members have accurate information necessary to book their own airline tickets according to the team's arrival and departure itinerary. The team leader may arrange to rendezvous with team members either at a common departure airport in the United States, at the gateway city, or in the destination country. In consultation with the host GV coordinator, the leader should establish a window of time and a place to meet. To facilitate travel planning, the team leader should provide team members with his or her flight information and travel agent contact information if applicable.

Team members are responsible for arranging, booking and paying for their own travel to the destination city or country. Once team members make reservations, they should provide the team leader with their flight itineraries.

Depending on the destination, the team leader might be able to arrange a discounted group rate. If so, team members still are responsible for paying for the tickets. **Team members cannot raise funds to cover airfare through Habitat for Humanity.**

### Closed-team travel

Closed teams are responsible for making their own travel arrangements, in consultation with Habitat for Humanity International and host GV coordinators. The coordinators can provide the team leader with:

- The gateway city.
- Common departure airports within the United States.
- Typical flight itineraries used by previous teams.

Group rates may be obtainable to some destinations. Aside from providing the information above, the GV staff is not involved with closed-team travel arrangements. Once the team's travel arrangements are finalized, the itinerary and flight information should be shared with both the Habitat for Humanity International and host GV coordinators.

### Passports and visas

The team leader is responsible for providing team members with passport and visa requirements, and directions on how to obtain the necessary documents.

Each GV team participant is responsible for obtaining and paying the cost of his or her own passport and visa, if required. **The expiration date on the passport must be at least six months beyond the date of departure from the host country.** The Habitat for Humanity International engagement specialist can advise team leaders whether U.S. citizens require a visa and give advice on how to apply. Habitat GV can provide invitation letters for team members when required.

Applications for new and renewed passports are available at most U.S. post offices. Passports and visas can be applied for in person or by mail, which can take six to eight weeks. To locate the nearest passport office and get more information about obtaining a passport or visa, visit [travel.state.gov](http://travel.state.gov) and click on "Passport information."

In most cases, we advise team members to apply for a tourist visa. Please consult with your Habitat for Humanity International engagement specialist.

### Travel insurance

#### Medical

Each participant of both open and closed teams must purchase travel medical and evacuation insurance through Habitat for Humanity International GV for every advertised day of the trip (see **Appendix 25** for specific policies). Premiums are:

- \$5 per day per team member for teams traveling internationally.
- \$2 per day per team member for teams traveling within the United States.

#### ACE policy

Participants traveling outside the United States are covered by the ACE policy providing emergency evacuation insurance in the case of natural disaster or serious political unrest. Please see the online GV trip catalog resources for a link to this policy.

#### Trip cancellation or interruption insurance

Habitat for Humanity strongly encourages all participants to evaluate their needs and purchase trip cancellation insurance commensurate with those needs.

## Logistics

The host GV coordinator plays a critical role in coordinating food, lodging and transportation arrangements for the team.

Lodging type varies by country and location. Teams often stay in dormitories, churches, hostels, community centers, hotels or guesthouses. Local transportation may be by private bus or van, which is arranged in advance by the host GV coordinator or, when convenient and practical, by public transportation. Meals might be provided by churches, community groups or local volunteers; eaten in restaurants; or prepared in-house by the team.

When making logistical decisions, the team leader should ask the host GV coordinator about:

- Lodging:
  - Number of beds per room.
  - Bath facilities.
  - Access to hot water and electricity.
  - Location in relation to build site.
  - If towels and linens are provided.
- Transportation:
  - Availability of public transport.
  - Distance and travel time.
  - Availability of private transport.
- Meals:
  - Lunch options.
  - List of local restaurants, depending on location.
  - Whether breakfast is included in lodging cost.

**Optional pre- or post-trip plans are not included in the team itinerary or budget.**

## Budget

The standard budgets are based on the standard itineraries set by each host program. Some countries may offer two options for trip length (for example, 10- or 14-day trips). Volunteer engagement specialists are responsible for working with team leaders to alter standard budgets as necessary and appropriate. This might include altering trip length, adjusting the budget for smaller or larger teams, or incorporating team leader costs. Although we encourage team leaders to use the standard budgets and itineraries created in partnership between the U.S. sending program and the host country, volunteer engagement specialists will work with team leaders and the host program to adjust the itinerary for groups as necessary and reasonable.

The budget includes the costs of the team's travel to and from the host program from the arrival city and daily expenses while they are working with the host program. Any extended recreation plans will not be included in the standard budget. The team leader will need to work with the travel agency or tour operator to process the payments for any optional recreation plans.

The standard budgets are based on a midrange price for lodging, transport and meals. Your budget document should break down what is included in the budget. Some countries have released multiple budget options based on more- or less-expensive accommodations; volunteer engagement specialists have the freedom to work with the host country to explore options as appropriate.

This range does not include team leader costs, but team leaders may incorporate their costs into the budget. The team leader may pay or fundraise for all or a portion of his or her own expenses in full, or incorporate some or all of his or her trip cost and airfare in the team budget. The team leader needs to complete Part 3 of the budget form if he or she plans to incorporate his or her costs in the team budget.

The team leader will be informed at the beginning of the planning process about the need to recruit the minimum number of participants to meet the trip budget, and asked to fundraise to make up a difference if the minimum team size is not recruited or if airfare costs more than was estimated.

### **Trip cost**

The GV trip cost covers the majority of the expenses a team member will incur after arriving in the destination country. Trip cost includes:

- Donation to the Habitat host program and Habitat for Humanity International.
- Meals.
- Accommodations.
- Transport, excluding trip participant airfare.
- Travel medical insurance policy coverage.
- Some local cultural activities.
- Team coordination and orientation materials.
- Team leader's trip cost and estimated airfare also may be included.

The trip cost does not include:

- Participant airfare.
- Rest and recreation activities beyond local cultural activities.
- Visa and exit fees (not applicable for all destinations).
- Trip cancellation insurance.

### **Required donation**

Included in each GV team budget is a \$600 or more per person donation: at least \$400 to Habitat's host-country house-building program and a \$200 donation to Habitat for Humanity International GV in support of the worldwide GV program. Some host programs have a higher minimum donation.

This is the required minimum donation, but we are encouraging team members to generate donations in excess of the team's trip costs through fundraising. Some donations might be tax-deductible for U.S. taxpayers; please consult a tax adviser concerning your situation.

### **Team leader expenses**

A team leader may:

- Pay or fundraise for all of his or her trip.
- Pay or fundraise for a portion of his or her trip, building the remaining costs into the team budget.
- Incorporate all of his or her trip-related expenses, including airfare, into the team budget.

Expenses not personally covered by the team leader are incorporated into the team budget and ultimately spread across the trip cost of each individual team member. Co-leaders may have the option of partially subsidizing both leaders' costs depending on the team size, airfare, destination and cost. Talk with the Habitat volunteer engagement specialist before incorporating these costs into the budget for both leaders.

At the time the budget is being prepared, the team leader must decide on which and how much of his or her trip expenses he or she will pay personally. Team leader expenses that typically can be included in the team budget are:

- Trip expenses that make up the individual participant trip cost. This includes in-country:
  - Food
  - Lodging
  - Transportation
  - Cultural activities
  - Insurance
  - Donation
- Air travel
  - Airfare from the leader's home to the host country and back.
- Administrative costs (phone, postage, printing, etc., while preparing for the trip)
- First-aid kit
- Cell phone charges for emergency use while in-country

### Reviewing the standard budget

The standard budget form is the tool the GV staff uses to calculate the cost of the trip and to determine the trip cost for team members. It also is permanent documentation detailing how the trip cost was determined and the expense allocation for each budgeted item. The completed and approved budget form should be retained for later reference.

Things to remember when reviewing the budget:

- Some lines might not apply to your trip and may be left blank.
- All budgets are calculated in U.S. dollars.
- **Contribution/cost per person (in Column 1 of the team budget form):** All amounts are entered on a per-person basis **unless otherwise specified.**
- **While en route:** These days include the team's travel days before arriving at and after departing from the host program (if applicable). Some teams have no in-transit expenses; others must overnight before continuing to the host program or before their return flight home.
- **While at the host program:** These include all days spent with the host program. Typically, lodging, three meals and snacks, and transportation to and from the work site are budgeted for each day with the host program.
- Lodging is typically double-, triple- or quad-occupancy. Be sure to clarify whether the lodging quote is per person or per room, and enter it accordingly.
- Be sure to consider cost of transport versus time it takes to get to your final destination.
- May include, but are not limited to, exchange rate variations, host or escort expenses, departure taxes, team leader administrative costs, etc.
- **Translator is entered as a lump sum in "Team Total": Divide that amount by the number of people, and enter that amount in "Per Person Total."** Depending on the local language fluency of the team members, a translator may be required.

### Budget approval

The final budget and advertised trip cost must be approved by your Habitat for Humanity International volunteer engagement specialist in consultation with the host GV coordinator. Email the completed budget form to your volunteer engagement specialist, who will review it with the host GV coordinator and approve it or propose changes. Be sure to keep a copy of your budget form for your records.



## Section 3:

# Organizing and funding

The organization and funding phase of the GV team leader process begins when the trip is confirmed, the itinerary and budget are planned, and marketing has begun. Once team members are selected and their deposits are received, communicating with team members begins and continues throughout the remainder of the process.

## Recruitment and marketing

Habitat for Humanity International GV encourages all team leaders to be actively engaged in promoting their Global Village trip. Closed teams will target recruitment of members within their partner organization (church, school, club, etc.). Open team leaders are encouraged to network within their community, church, etc., in seeking out participants for their team.

### Recruitment

Open team recruitment ideas include:

- Alumni associations
- Churches
- Civic organizations
- Clubs
- Family
- Fliers
- Friends
- Habitat for Humanity affiliates
- Local newspapers
- Newspaper ads
- Past participants
- Personal websites or blogs
- Press releases
- Campus
- Usenet groups (web)
- Workplace

### Marketing

#### Marketing resources from Habitat for Humanity International

- Global Village website (see [Appendix 8: Sample web flier](#)):
  - Serves as one of GV's most effective marketing tools for open teams.

- GV receives thousands of inquiries each year. Every person who inquires receives information about the GV program and is encouraged to complete an online application form.
- All open teams will be advertised on the trip schedule at [habitat.org/gv](http://habitat.org/gv).
- Team leaders will be asked to provide specific text to include in the standard web flier template.
- All fliers will be reviewed by Habitat's editorial staff before being posted to the Habitat website.
- The GV website includes a featured trip section, which usually lists five to six teams that need to be filled.
- **Do not rely solely on the GV site to recruit your team.**
- Habitat for Humanity International GV monthly electronic update: This update is emailed monthly to an estimated 30,000 individuals who have expressed interest in receiving it. It includes a current GV schedule with web flier links and featured programs.
- GV program video: The seven-minute video, an excellent resource when promoting a GV trip, is included in the GV orientation packet and is also available on the GV website.

#### Other marketing suggestions

- Newsletters or bulletin: Include trip information in electronic or paper newsletters from local Habitat affiliates, churches, schools, etc.
- Paper fliers: Create for distribution when making presentations or post on bulletin boards at:
  - Libraries
  - University campus
  - Churches
  - Workplace
- Press releases to local newspapers (see [Appendix 9: Sample news release](#)):
  - Use the sample press release template and submit it to a local newspaper.
  - Contact the local Habitat affiliate. There might be an opportunity for mutually beneficial publicity.
- Personal websites or blogs:
  - The GV flier cannot include a link to a team leader's site, but leaders may create a link on their site to the Global Village site.
  - Team leaders may post information on their personal web pages and direct prospective GV applicants to that site for more information about their trip.
- Usenet groups: Some leaders have had success posting their trip on Craigslist, Facebook, Twitter or other community sites.

## Participant application and registration process

These are distinctly different processes for open- and closed-team members.

- Volunteers interested in joining an open team must apply online through [habitat.org/gv](http://habitat.org/gv) to be interviewed and selected by the team leader.
- Closed-team volunteers are part of the partner organization or group and register with the Global Village program.

### Open-team application process

Joining an open team is a seven-step process that begins with submitting an application and ends when the selected team member's deposit is received by Habitat for Humanity International Global Village:

**Step one**

- Go to [habitat.org/gv](http://habitat.org/gv) and click “How to apply.”
  - After reviewing the information on that page, click “Apply online now.” This link takes the volunteer to the online application.
  - Complete and submit the application online, providing information about preferred trip location or dates.

**Step two**

- Online applicants receive an email confirmation of receipt.

**Step three**

- The Habitat for Humanity International registration coordinator matches the applicant’s requested destinations and dates with available teams and emails to the applicant:
  - His or her eight-digit Habitat identification number.
  - A list of trips and team leader contact information that match his or her preferred dates and destinations.
  - Payment policies and procedures.
- The registration coordinator emails the applications of matched applicants to the leaders of the matched teams.
- If no match can be made, the applicant receives an email explaining this.

**Step four**

The team leader reviews the matched application and conducts a telephone interview with the applicant. The minor policy must be considered when potential participants are younger than 18.

**Step five**

- The team leader sends an invitation to selected applicants (see **Appendix 11: Sample invitation letter**). Team leaders are encouraged to keep a waiting list if the team is full. If a team leader rejects a participant, we ask that he or she notify interviewees who have not been accepted to the trip and encourage them to consider other trips posted on [habitat.org/gv](http://habitat.org/gv).
- For accepted applicants, the team leader:
  - Instructs him or her to pay a nonrefundable, nontransferable \$350 deposit to Habitat for Humanity International GV online (preferred), or using a credit card by phone, or by mailing a check. Please note: Funds may take five to 10 business days to post to the team account.
  - Informs the volunteer that his or her place on the team is not confirmed until the deposit is received.
  - Instructs the volunteer to submit a copy of the photo page of his or her passport to Habitat for Humanity International GV and to the team leader.

**Member selection tip**

The process of selecting a team member is one of the most important factors of a successful trip. Although the decision to accept an applicant rests with the team leader, your perspective should be to include, rather than exclude, participants requesting to join your team. In the same way the Habitat mission reaches out to embrace those in need, so, too, should you try to reach out and embrace those who seek to assist you in the Global Village mission.

**For more ideas, see Appendix 10: Interview tips and questions.**

**Step six**

- The team leader notifies the Habitat for Humanity International support coordinator of selected team members.

**Step seven**

- When the deposit is received, the member's place on the team is confirmed and GV mails an orientation packet to the participant. The team is not considered full until every selected member's deposit has been received.

**Minor policy**

The following criteria apply to volunteers younger than 18. These guidelines apply internationally and domestically, unless otherwise specified:

- Minors 16 and older interested in traveling with Global Village may do so if they are accompanied and supervised by a parent or legal guardian.
- Minors 16 and older may participate as part of an institutional group, such as a school or church. Habitat for Humanity International requires the partner organization to submit a memorandum of understanding in which the partner organization accepts responsibility for all minors.
- Some projects or hosts may have a higher minimum age requirement. Host programs have the authority to decide whether to invite minors to participate at their sites.
- All minors and their parents, whether the minor is traveling internationally or domestically, must complete and have notarized a special GV Waiver of Liability for Minors. Contact the GV registration coordinator to request a waiver.

When considering inviting minors to the team, please keep in mind and communicate to minors and parents that:

- U.S. child labor laws prohibit minors under 16 from participating on an active construction site.
- Volunteers younger than 18 will be restricted to age-appropriate activities (see [Appendix 12: Minors and age-appropriate work](#)).
- Host programs may not be able to guarantee age-appropriate work will be available because of local laws, construction schedules, local program guidelines or capacity.
- Minors must be supervised by the named individual(s) at all times. Minors not allowed on the active construction site must still be supervised at their alternative location.
- Minor volunteers will not be allowed to drink alcohol during any part of the trip.
- Trip costs are the same for minors, regardless of the availability of age-appropriate work.
- A youth-to-adult ratio of no greater than 5-to-1 must be met.

The team leader, in consultation with the host program and Volunteer Engagement specialist, can answer questions regarding participation in a specific trip.

Even in circumstances where all of the above requirements are met, the team leader will make the final decision regarding whether or not to invite a minor to join the team.

## Closed-team registration process

In order to confirm a team on the schedule, a nonrefundable, nontransferable deposit must be made to Habitat for Humanity International. Once the closed team trip date, destination and team size are confirmed and a GV event code is assigned, Habitat for Humanity International will send the team leader orientation materials for each member.

### Step one

- Within 30 days of submitting a GV team proposal confirmation, the team must make a nonrefundable, nontransferable deposit of \$1,000 to Habitat for Humanity International.

### Step two

- The team leader distributes trip information and solicits participation from members within the partnering organization or target group. The technique used varies from group to group and is at the discretion of the team leader and partner organization. The team leader is responsible for marketing the trip within the partnering organization or target group, soliciting and selecting team members, collecting the team's deposit and ensuring that all team members are registered with GV. Closed team trips are not advertised to the public.

### Step three

- The team leader interviews and selects team members.

### Step four

- Closed team members register online.
  - Each team member registers online using the GV closed-team online registration system at [habitat.org/gv/closed](https://habitat.org/gv/closed). Team members will need the team's event code to access the online registration.
  - The online registration automatically populates the GV database and emails a confirmation of receipt to the registrant. The registration coordinator emails a copy of each team member's online registration information to the team leader.

### Closed-team registration tips

- Registering online requires entering a specific event code that is unique to your team. Visit [habitat.org/gv/closed](https://habitat.org/gv/closed) to register participants under this code.
- To make sure everyone registers in a timely manner, you might host a meeting where a computer with Internet access is available and have team members register at that time.

## Paperwork

The emergency contact information form, participant acknowledgement form and release and waiver of liability are included in the online application. If a team member has an application on file, please inform the registration coordinator to send the link to the team member so he or she can update the required information.

As soon as possible, but no later than 45 days before the team's scheduled departure date, Habitat for Humanity International Global Village must have on file for every participant, regardless of team type:

- Emergency contact information form (electronic).
- Participant acknowledgement form (electronic).
- Release and waiver of liability (electronic for adults; hard copy available at [habitat.org/sites/default/files/gv\\_emergency\\_contact\\_info\\_waiver\\_minors.pdf](https://habitat.org/sites/default/files/gv_emergency_contact_info_waiver_minors.pdf) for minors).

- Copy of the photo page of passport (if traveling internationally), which must be valid for six months beyond travel dates.

Each open-registration team member is responsible for mailing, faxing or emailing a copy of the photo page of his or her passport to Habitat for Humanity International Global Village and the team leader. The team member should also keep a copy of his or her passport while traveling. For closed teams, the team leader is responsible for collecting the necessary documents from each team member, making copies, and mailing them in one packet.

## Trip payments

Upon submission of a GV application, an open-team applicant is provided a copy of the Global Village payment policies and procedures.

### Coding and submitting payments

For a participant to receive proper credit, his or her personal eight-digit Habitat identification number and GV event code must be included on all payments and donations submitted to the Global Village program on the participant's behalf.

- **Online credit card payments or donations:** The participant's eight-digit Habitat ID number and GV event code must be entered in the fields provided.
- **On personal checks or money orders:** The eight-digit Habitat ID number should be written above the name and address in the upper left corner of the check; the GV event code must be written on the memo line in the lower left corner.

### Open-registration team payments

#### Deposit

- Once selected to a team, each team member must make a nonrefundable, nontransferable \$350 deposit directly to Habitat for Humanity International Global Village by:
  - Paying online with a credit card (preferred method) (See [Appendix 14: Sample fundraising Web page](#)).
  - Paying via telephone with a credit card.
  - Mailing a check.
- The first \$350 received in a team member's name, eight-digit Habitat ID and GV event code, whether from the member or donors, fulfills that team member's deposit obligation.
- After the deposit is satisfied, all additional payments and donations received in a team member's name, eight-digit Habitat ID and GV event code, are credited toward that member's final balance.

#### Final payment

**No later than** 45 days before trip departure, each team member must pay the balance due (see [Appendix 13: Payment policies and procedures](#)). Timely payments are vital to ensure prepayments and transfers of money to the team leader account happen on schedule.

- The **balance due** is the published trip cost minus the previously paid deposit and any payments or donations that have been received before that date by Habitat for Humanity International Global Village in the team member's name, eight-digit Habitat ID number and GV event code.
- The team leader, with the assistance of the Habitat for Humanity International support coordinator, is responsible for monitoring each team member's deposit and payment status.
- The team leader is also responsible for:
  - Informing each participant of his or her balance due.

- Instructing team members to submit the balance due before the 45-day deadline.
- Contacting team members who are delinquent in paying the balance due, determining if they are still committed to the trip, and reminding them to submit payment as soon as possible.
- Team members should request the amount of their balance due through their team leader, who obtains that information from the support coordinator.
- **Payments or donations in excess of the trip fee are credited to the team and become a donation to the program.**
- Refunds will not be granted.

### Tax deductibility

All payments and donations must be made in U.S. dollars to Habitat for Humanity International in Americus, Georgia. Global Village trip participation costs are based on defraying the cost to feed, house and transport team participants from place to place during the trip. Only a portion of the required participation cost is a donation. Depending on the participant's country of origin, the cost may or may not be tax-deductible as an "Out-of-pocket expense in the pursuit of charitable work."

### Closed-registration team payment

Closed-registration teams may handle finances differently within the partner organization, depending on the group and team leader. Some teams require that each team member be responsible for contributing an equal share of the team's overall budget; other teams finance the trip primarily through team fundraising.

#### Deposit

Closed teams are required to submit a \$1,000 nonrefundable, nontransferable deposit in order to confirm a space in the schedule. The team will have 30 days to make this deposit after submitting a proposal form. The team proposal is submitted to the host country only after the deposit is received. The deposit secures a trip to that host program but does not guarantee a specific location within the country or specific dates until confirmed by the host coordinators.

#### Payment

**There are several ways closed-registration teams may collect and submit funds:**

- **Collecting funds — Scenario I (Preferred):**
  - The partner organization acts as the bank for all funds. It collects all funds for donations, insurance and expenses and submits the budgeted donation, any expenses that can be prepaid, and insurance funds to Habitat for Humanity International Global Village.
  - Expense funds remain with the partner organization and are handled by the team leader, to be used to cover all expenses while in country.
  - The team leader collects and tracks all funds from team members and team fundraising projects.
- **Collecting funds — Scenario II:**
  - Habitat for Humanity International Global Village acts as the bank for all funds. Individual team members raise or submit funds, and GV provides acknowledgement of receipt of funds.
  - Team members may set up individual fundraising pages (see [Appendix 14: Sample fundraising Web page](#)).

- The Habitat support coordinator sends an expense advance to the team leader approximately two weeks before departure. All funds advanced to the team leader before departure must be accounted for using the Global Village expense accounting system.
- The team leader and the support coordinator work together to track all funds submitted on the team's behalf.
- **Contact your support coordinator immediately if choosing this scenario.**
- **Collecting funds — Scenario III:**
  - The partner organization collects most of the team funds and the team sets up the GV fundraising web page.
  - The partner organization or team leader is responsible for submitting the team's deposit to Habitat for Humanity International Global Village, and for collecting and tracking all funds from team fundraising projects except web fundraising page donations. All donations generated from the page automatically go directly to Global Village and are credited to the team.
  - The amount of the proceeds raised through the page offset that amount of the team's financial obligation to Habitat.

The team leader should request an update on the funds collected by Habitat for Humanity International Global Village (deposit and total raised via the team's fundraising web page) **before** submitting the team's final payment. If you have any questions regarding payment options, please contact your support coordinator.

Regardless of how the partner organization handles fund collection, the partner organization or group is financially responsible to Habitat for payment of the donation and the insurance fee.

**Note: Some host programs and vendors are able to accept wire transfers for team expenses. Habitat for Humanity International Global Village will invoice the closed team for the amount of the expenses that can be paid before the team's arrival at the host program. The closed team's expense payment should be submitted to Habitat 45 days in advance so the wire transfer payment can be made to the host program or vendor.**

## Final paperwork and payments

Forty-five days before the trip departs is a critical time for the GV team leader. Habitat must receive all team member paperwork and final payments to meet the full trip cost obligation by this deadline.

For open teams, getting the paperwork and payments to Habitat is the responsibility of each team member. However, the team leader is responsible for ensuring that both requirements are met. For closed teams, the team leader is directly responsible for getting each team member's paperwork and balance due payment to Habitat.

## Fundraising

### The Global Village Challenge

Habitat for Humanity International is challenging all GV teams to raise additional funds to support Habitat's building projects worldwide.

The Global Village Challenge is a response to the growing global need for decent, safe and affordable shelter. The goal is to double Habitat for Humanity's collective impact.

We want everyone in our networks to know about the power of the Global Village program and how it improves the health and resiliency of not just individual families, but also entire communities. We are asking participants to share their inspiring Global Village stories with everyone they know. Every donor — no matter how big or small the gift — represents another person who shares our Global Village story.

We are proud to offer the **Share.Habitat** web platform to help participants raise funds and tell their Habitat stories through video, narrative and photos, and share them via social media sites such as Facebook. In addition, we have developed new resources and coaching opportunities for Global Village participants to learn more about fundraising for the issues they care most about.

## Share.Habitat

Volunteers can use Share.Habitat to meet their fundraising goals. Go to [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx) and follow the quick and easy steps to create a fundraising web page. Team members will need their eight-digit participant ID number and event code.

Share.Habitat will create a customized page containing information about Habitat for Humanity, Global Village, the team member's trip and the destination country. The site also includes a button for online donations, along with instructions on how to mail or phone in a donation. Team members can post a link to Facebook, Twitter, LinkedIn and other social media sites, and use emailing tools to reach out to potential donors.

Some Share.Habitat features:

- Team members can post photos and blogs on their individual page.
- Team members can easily link their page to their social networks through Facebook, Twitter, etc.
- Every page includes a donor wall and fundraising goal with a progress thermometer.
- Videos can be uploaded from YouTube.
- Robust email tools are available to send mass emails.
- Every page is connected to a team page, which notes the team's fundraising goal and project details. Leaders can post regular updates and upload some of the team members' comments.
- For more information, see the **Share.Habitat Guide** and **web Fundraising Instructions** available at [habitat.org](http://habitat.org).

In addition to Share.Habitat, a fundraising guide and other fundraising tools are available on the GV participant resources page at [habitat.org/gv/resources.aspx](http://habitat.org/gv/resources.aspx). As described in the guide, all participants have the option to create a personalized GV fundraising Web page.

## Open-team fundraising

Individual members of open teams often fundraise to cover the cost of the trip and to support the building effort. Detailed instructions for coding and submitting payments and donations are included in the GV payment policies and procedures.

Donors should send checks to the team member, who makes sure they are properly coded and forwards them to Habitat for Humanity International Global Village.

**Funds raised in excess of the published trip cost are considered a donation. The majority of those funds will be forwarded to the Habitat host program, and a portion will be retained to invest in engaging more volunteers in Habitat's global work. Refunds are not available for excess funds raised.**

## Closed-team fundraising

Closed teams often engage in fundraising projects as the primary means of financing their trip. Such projects typically are coordinated by the team leader or a team member, and the proceeds go toward satisfying the team obligation as a whole. Closed-team members may solicit donations as a team or as individuals.

The team leader should collect and compile all check and cash donations solicited by team members. Online donations go directly to Habitat for Humanity International Global Village.

## Tracking funds raised

For open teams and some closed teams, the support coordinator tracks donations and trip payments by GV event code and team member Habitat ID. Team leaders are responsible for providing updates on the amount of funds submitted on their behalf. Requests for the status of a participant's donated funds balance **should come to the support coordinator from the team leader**. Knowing the donated funds balance is more critical as the final payment due date approaches. The support coordinator can provide the names of donors and the amounts donated, but not their contact information.

## Communicating with your host coordinator

An open line of communication among the team leader, the host GV coordinator, the Habitat for Humanity International volunteer engagement specialist and the support coordinator is vital to organizing the team (see [Appendix 4: Tips for communicating with your host GV coordinator](#)).

Once the team is selected, the team leader should copy the engagement specialist and support coordinator on significant communications with the host GV coordinator. The team leader should provide the host GV coordinator with the following information for each team member:

- Name and general information.
- Travel itinerary.
- Special needs (dietary, health, etc.).
- Passport number.
- Emergency contact information.
- Other information requested by the coordinator.

The host GV coordinator will provide the team leader with additional information that can be passed on to team members:

- Country and cultural information.
- Site information.
- Lodging and meal plan arrangements.
- Local transportation plan.
- Work schedule and type of work to expect.
- In-country emergency contact information.
- Arrival rendezvous plan.
- Partner family information.
- Suggested tools to bring or affiliate wish list.
- Availability of electricity.
- Availability of medical facilities.
- Laundry availability.
- Drinking water availability.
- Currency exchange and availability of ATMs.
- Appropriate clothing.
- Packing recommendations. Some host GV coordinators provide detailed packing lists. Otherwise, it is the team leader's responsibility to develop one and distribute it to the team. Questions the leader should ask the host GV coordinator:
  - Will bedding be provided, including blankets and pillows?
  - Will towels and face cloths be provided?
  - Are mosquito nets needed? Provided?
  - What is culturally appropriate clothing for on and off the work site?

## Communicating with the team

Clear, concise and consistent communication between the team leader and the team members guides the success of the team. During the organizing and fundraising phase, the objective is to provide team members with information that allows them to effectively plan for the trip. The team leader should copy the engagement specialist and support coordinator on significant communications with the team.

### Newsletters and pretrip meetings

Communication with the team often is done in the form of newsletters (see **Appendix 17–19** for sample newsletters).

Closed teams have a unique opportunity to meet before the trip to make plans and prepare the team for the experience. We recommend that closed-team leaders hold three to four team meetings before the trip. Closed-team leaders should also provide newsletters for the team members for reference (see **Appendix 21–23** for sample pretrip meeting agendas).

#### First newsletter

For all teams, the initial welcome/introduction newsletter should include things that are of immediate importance to team members:

- Paperwork. Submit a copy of your passport photo page to Habitat for Humanity International Global Village and the team leader as soon as possible.
- Trip cost and payment schedule.
- Fundraising information.
- Itinerary details.
  - Arrival date and time.
  - Time at affiliate.
  - Cultural activities.
  - Departure date and time.
- Team leader's travel plans.
  - Flight details.
  - Suggested departure city.
  - Gateway city.
- Passport and visa information.
  - For international travel, you will need a current passport that is valid for six months beyond your travel dates.
  - Processing times from the U.S. Passport Service can be lengthy. We recommend that applicants allow as much as 20 weeks for passport applications (both new and renewal) and seriously consider expedited service when applying for passports. (Expedited service does have a higher cost.) For more information regarding passport processing times, please go to [travel.state.gov/passport/processing/processing\\_1740.html](https://travel.state.gov/passport/processing/processing_1740.html).
- Pretrip health information
  - **Do not** give recommendations about shots other than a tetanus shot.
  - **Do** tell team members to refer to the Centers for Disease Control and Prevention website at [cdc.gov/travel](https://www.cdc.gov/travel) and to visit a travel clinic.
  - Team members need to know if the area where they will be traveling is rural or urban and the altitude. This sometimes has an impact on the type of immunization that is recommended.
- A list of team members' names and contact information, and short autobiographies. (Ask each team member before sharing contact information.)
- Action items.

### Second newsletter

The timing of the **second newsletter** depends on the lead time built into the trip. Typically, it should be distributed about 60 days before departure. This newsletter should provide information regarding what to bring, additional country research resources, and anything else you choose to provide.

- Country-specific information and information you receive from the host GV coordinator, including:
  - Basic language sheet (developed by the host country).
  - Country map with the location marked.
  - Updated team schedule.
  - Information about your cultural activities.
- Packing list (see **Appendix 16: Sample packing list**)
  - Share information received from the host GV coordinator.

### Final newsletter

The **final newsletter** should be sent two to three weeks before departure and include, at minimum, the following information:

- Host country emergency contact information. The support coordinator will provide this information as the team nears the departure dates.
- Emergency contact information for host country and Habitat for Humanity International Global Village office.
- Instructions on what to do in case of a missed flight, lost luggage or other delay.
- Reminder about where to meet and how to recognize one another.
- Other last-minute information.
- Emergency plan.

### Team website

Some team leaders create a website where instructions and team information are posted by the leader, and may allow team members to post questions or information. Typical team website content includes:

- Host country information.
- Air travel options.
- Travel document requirements and how to obtain documents.
- Fundraising resources.
- Team member biographies and mug shots.
- Packing list.
- Cultural activities.
- Payment and paperwork due dates.
- In-country emergency contact information.
- Money exchange information.
- Rendezvous details.
- Web links to relevant sites.

## Section 4:

# Predeparture

The predeparture phase of the GV team leader process extends from 45 days out to the day of departure. This busy phase includes addressing the team finances, providing final instructions for team members, assembling a crisis packet, preparing for emergencies and — for open-team leaders and some closed-team leaders — obtaining the expense advance.

### Team leader final packet materials

Thirty days before the team is scheduled to depart, the Habitat for Humanity International support coordinator will send the team leader a final packet that includes:

- GV emergency contact information sheet.
- Travel medical insurance and instructions.
- ACE card.
- Accident claim forms.
- Emergency management flowchart and plan (see [Appendix 26–27](#)).
- Incident report.
- Thank you and evaluation reminder postcards. (The team leader should distribute the postcards to the team members at the end of the trip, as explained in [Section 6](#) of this manual.)
- GV expense accounting workbook and envelope.

## Pretrip finances

Once the final payments have been received and recorded by Habitat for Humanity International Global Village, it is time to decide how expenses will be handled while in country.

### Open-team pretrip finances

Open-team leaders may have pretrip expenses reimbursed before departure, are generally issued a cash advance to use during the trip, and are responsible for documenting and reconciling money spent and submitting a final accounting summary to Habitat for Humanity International Global Village after the trip. Some closed teams will follow this procedure if all funds are collected at Habitat GV.

### Pretrip expenses

Open-team leaders may incur certain expenses during the process of organizing and preparing the team for departure. These expenses should have been budgeted for, and some may be reimbursed before the trip. They may also be collected, combined with receipts received while in country, and included in the final accounting summary.

- If the team leader has receipts for airfare, phone, postage, first-aid kit, etc., and these items were included in the approved budget, the team leader may submit receipts to the support coordinator no less than 45 days prior to trip departure to be reimbursed before departing.
- Receipts for expenses reimbursed before departure should not be included in the final expense report.

#### **Paying for prearranged services**

The basic services included in the trip cost — meals, lodging and local transportation while in country — typically are arranged by the host GV coordinator. Depending on the destination, payment for these services might be made to the host program via a wire transfer, or paid to the individual service providers. The host GV coordinator can advise of the acceptable means of payment: credit and debit cards, traveler's checks or cash only.

- Some host programs are capable of receiving expense payments by wire transfer. In these cases, the support coordinator arranges to have some expense funds wired to the Habitat host program, which pays for the services in advance and provides a detailed accounting of funds.
- Some host programs provide the team with a package of basic services: meals, lodging and local transportation. In these cases, the host GV coordinator provides the team leader with the exact cost of the package in advance.

#### **Tip: Consider opening a separate checking account**

While in country, the team leader will be paying some of the team's expenses. To keep the team accounting separate from their personal account, some team leaders open a bank account to be used specifically for trip expenses. It is important that the account has both ATM/debit card and credit card transaction capabilities.

#### **ACH/expense advance**

Before departure, Habitat for Humanity International issues an expense advance to open-registration teams and some closed-registration teams that have made arrangements to do so. The expense advance is used to cover the team's expenses that could not be paid in advance to the host program. The advance is processed to the team leader's designated bank account via a domestic electronic transfer, or a wire transfer if it is to a foreign bank account. A domestic electronic transfer is similar to a wire transfer but does not carry the same fees.

The advance transfer requires that the team leader complete an automated clearinghouse form and submit it to the support coordinator. The ACH form (see [Appendix 20: ACH form](#)) must be submitted 45 days before departure. The form requires the following information:

- Bank account information.
- Copy of a canceled or voided check. A deposit slip is not sufficient.

A new ACH form must be submitted each time the leader leads a team.

We cannot overemphasize the financial responsibility the team leader accepts when she or he receives a Habitat for Humanity International expense advance. She or he assumes complete authority of and responsibility for how these funds are safeguarded and spent. It is the team leader's responsibility to stay within the team budget, to make all expenditures in accordance with the pretrip budgeted expenses, to use the GV expense accounting system, and to account for all funds with itemized, original receipts.

**Expense advance amount:** The amount of the advance, in most cases, will be the budgeted per-person trip cost multiplied by the number of paying participants, minus the budgeted donation, insurance and any pretrip expenses that have been reimbursed to the team leader or paid to a vendor or the Habitat host program.

**Processing time:** GV makes every effort to ensure that team leaders receive the expense advance at least two weeks before departure. Generally, 21 days before the team leader's scheduled departure, the support coordinator submits the request for transfer of advance funds to the bank account specified on the team leader's ACH form. The funds should be credited to the team leader's account six to eight business days later.

The following must occur for the advance to be processed and credited to the team leader's bank account on schedule:

- All funds must be received by Habitat no later than 45 days before departure.
- The team leader must complete an ACH form and submit it to the support coordinator no later than 45 days before trip departure.
- The support coordinator is advised well in advance if the team leader is planning to depart from home before the scheduled team departure.

#### **Donation transfer**

Depending on the host country, the team donation to the host Habitat organization might be released three to four weeks before the team's arrival. Otherwise, the team donation will be released to the host program after the trip.

Money left over after team expenses are paid will be released to the host program after the team expense report is reconciled. In some cases, no money is released to the host country until the team expense report is closed out.

#### **Closed-team pretrip finances**

If a closed team submitted all funds to Habitat, the procedure for pretrip expenses is the same as the open procedures above. If all funds were collected by the partner organization, Habitat for Humanity International Global Village will issue an invoice for the donation, insurance and any expenses that can be paid in advance to a vendor or the host program. Closed-team leaders should consult with the partner organization about an advance for expenses that could not be prepaid and about documentation of expenses.

#### **Donation transfer**

After the closed-team leader submits the final balance due, Habitat for Humanity International Global Village will release the team's donation to the host country. This typically is completed within a month after full payment of the team's financial obligation.

#### **In-country expenses**

If prepayment of expenses was not an option, the closed team leader is responsible for paying directly to the host GV coordinator or in-country service providers the cost of all services provided to the team while in country.

### **Preparing for fund accounting in the field**

All team leaders are responsible for handling their team's finances while in country. This means paying for the services advertised as being included in the trip cost. Typically, this includes lodging, meals, transportation and cultural activities. Exactly how, when and to whom these expenses are paid varies from country to country.

#### **Minimizing funds carried**

The amount of cash carried should be minimized. There are a number of ways this can be accomplished.

### Credit and debit cards

If some vendors will accept credit cards or if automated teller machines are available, the team leader may leave the majority of the expense funds in his or her account at home and access them via credit or debit card. The host GV coordinator can provide up-to-date information about using credit and debit cards and ATMs in the host country. For this to be a viable solution:

- Credit or debit cards must be readily accepted in the host destination. This sometimes is not the case in small or remote villages or because of restrictions on the team leader's bank.
- Access to ATMs must be convenient and reliable in the host destination.
- Before departing home, the team leader should contact his or her credit card company or bank to:
  - Notify them that he or she will be traveling within the destination country and might pass through other countries as well.
  - Notify them that he or she will be making large and frequent transactions during the trip.
  - Ask the bank to increase his or her daily ATM withdrawal limit.
  - Verify maximum transaction amounts allowed for both ATM withdrawals and credit card purchases within a 24-hour period.
  - Ask about debit fees or foreign conversion fees for credit card purchases.
- Consider fees for using credit or debit cards in the team budget.
- Credit card finance charges are not reimbursable, even when associated with team expenses.

### Wiring funds

In some cases, some or all of the expense money can be wired to the host program before leaving home. The host GV coordinator should provide a breakdown of the funds to be wired.

### Prepayment upon arrival

If the basic services are arranged by the host GV coordinator, the leader often can pay for them upon arrival.

### Traveler's checks or MoneyGrams

Traveler's checks might be an option, but at many host destinations they are difficult to tender. If using traveler's checks, investigate which denominations are easiest to cash. The host GV coordinator can provide information regarding the use of traveler's checks.

If none of the payment options above are available, the team leader will need to carry and safeguard a significant amount of cash.

### Safeguarding funds

Leaders of both open and closed teams are responsible for safeguarding team funds while in country. How funds are carried depends on the amount and, as discussed in the section "Paying for prearranged services," how in-country expenses are being paid.

### Carrying cash and credit cards

Some countries will accept only new U.S. currency bills or certain denominations when converting money; find out in advance if new U.S. currency bills are required. In most cases, new currency bills must be ordered in advance from a U.S. bank.

Team leaders will always need to carry some cash in country. Basic recommendations for carrying cash safely include:

- While traveling, always carry cash and credit or debit cards in a secure location on your person. Use a money belt that can be worn under your clothes.
- To avoid total loss of funds in case of theft, some team leaders entrust a portion of the funds to carefully selected team members. If this is done, always keep accurate records.

- Record pertinent information in an orderly manner:
  - Date
  - Team member's name
  - Amount
- Count funds when distributing and retrieving.
- Have the team member sign the record, acknowledging the amount received or returned.
- Retain a duplicate record in a different location from the original.
- **Do not leave funds and credit cards unattended in a hotel room or at the work site.**

### Using a safe

In many cases while at the affiliate, the team leader will have access to a hotel, affiliate or bank safe where she or he can store the team's cash, credit cards, airline tickets, etc. If using a safe, the following will be helpful:

- Place cash and credit cards in an envelope, and record the amount. Keep a copy of the content list in a separate location.
- If placing team documents and funds in the safe, place each participant's documents and funds in a separate envelope labeled with his or her name, and place all smaller envelopes inside one large envelope before placing in the safe.
- Set up a schedule for accessing the safe two to three times per week.

### Lost or stolen funds

If funds are lost or stolen:

- Obtain a police report immediately.
- Notify the host GV coordinator.
- Notify the Habitat support coordinator.
- Complete an incident report and submit to your support coordinator.

### Financial tool kit

After the trip, open-team leaders are required to submit to Habitat for Humanity International Global Village a final accounting report of when, where, why and how team funds were spent. Every expenditure must be supported by an original itemized receipt, and every penny must be accounted for.

Closed-team leaders must meet the financial accountability requirements of the partnering organization through which the team was organized and funds were collected. They are not required to submit any expense accounting to Habitat if they have not received a travel advance from Habitat.

Habitat GV provides all team leaders with the GV expense accounting workbook and electronic worksheet used to track team expenditures and available funds. Open-registration team leaders should use the workbook while in country to track daily expenses, and they are required to use the electronic version to submit the final expense accounting report to their Habitat support coordinator. Although closed-registration team leaders are not required to follow this process, Habitat GV encourages them to consider using it.

### Global Village expense accounting workbook

The GV expense accounting workbook was created with input from experienced team leaders. It is designed to be in the leader's possession when financial transactions occur.

### Expense accounting electronic worksheet

This is the final accounting report that is required to be submitted to Habitat for Humanity International. The Microsoft Excel worksheet comes with detailed instructions and will be sent to you by your Habitat support coordinator before your departure.

**Receipt book**

Open-team leaders should bring a small, duplicate-copy receipt book. A receipt book can be found in the stationery or office supply department of most stores. Please do not submit scraps or ripped pieces of paper in lieu of a receipt.

Every team expenditure must be supported by a receipt. If an official receipt is not available from the service provider, team leaders are required to create a receipt and have the service provider acknowledge payment and the amount by signing it. If the service provider cannot sign the receipt, have a fellow team member initial it as a witness of the transaction. Expenditures that are not supported by an itemized receipt will not be reimbursed by Habitat.

Remember that team funds cannot be used to purchase alcoholic beverages, as defined in the GV alcohol policy.

**Global Village alcohol policy**

Consumption of alcoholic beverages is a cultural norm in some places but is frowned upon in others. Habitat has strict guidelines regarding the purchase and consumption of alcoholic beverages during a GV trip.

- Alcohol should be used in moderation.
- No team funds may be used for the purchase of alcoholic beverages of any type.
- To make the process easier, ask for separate receipts for food and alcoholic beverages. Designate a team member to collect money for alcoholic beverages or have each team member pay for his or her own alcoholic beverages.
- If alcohol is included on the receipt, subtract that amount and refigure the total. Note the revised total on the receipt and in the spreadsheet.

**Pencils**

The team leader's financial tool kit should include at least two pencils for recording daily transactions.

**Pocket calculator**

Every team leader should be equipped with a pocket calculator. This is especially handy when exchanging money, calculating gratuities and balancing the GV expense accounting workbook.

**Team leader accordion file**

It is important to safeguard and organize all receipts. GV will provide each leader with a large 13-inch-by-9-inch accordion file at team leader training. This has proved to be an efficient and convenient way to carry the financial tool kit items and crisis packet documents (see "Emergency preparedness" section). This file will fit inside your backpack, and team leaders should carry it at all times while in country. If you have not received one, please contact your Habitat support coordinator.

**Emergency preparedness**

Although steps are taken to ensure the safety of every GV team, team leaders and members still must be prepared for a variety of possible emergencies during the trip. Emergency procedures are contained in the Habitat GV emergency management flow chart and plan, and first aid recommendations are outlined below. Every team leader should compile a team crisis packet.

## Emergency management plan

The Habitat GV emergency management flow chart and plan contains procedures for reacting to a variety of emergency situations a team might encounter while in country: minor illness or injury, serious illness or injury, and catastrophic event. Soon after arriving in country, the team leader should orient team members on the procedures contained in the emergency management plan and keep this document with the crisis packet during the trip. The complete emergency management flow chart and plan can be viewed in the appendices of this manual.

You will also be given 24/7 emergency contact information for the Habitat for Humanity International Global Village office. The cellular emergency hotline is +1 (229) 938-6999; remember to dial the U.S. country code (1) first if calling from an international destination. An emergency email account also has been established at [volunteer911@habitat.org](mailto:volunteer911@habitat.org).

## Crisis packets

Before departure, each team leader should assemble a crisis packet and suggest that each team member do the same. Assembling a crisis packet primarily involves organizing existing information and documents into a format that is easy to carry and efficient to use. Following is a list of basic items that should be included in the team leader's and team member's crisis packets.

Every team member, of both open and closed teams, must complete the GV emergency contact information and obtain a copy of the photo identification page of their passport, if applicable. Both the team leader and Habitat GV should retain a copy of these documents, as explained previously in this manual. Throughout the trip, all team leaders must carry crisis packet documents.

## First aid

Habitat GV requires that a team leader or team member be certified in first aid and CPR before their trip. Team leaders can contact the local Red Cross office for a training schedule in your area at [redcross.org](http://redcross.org). (Certification does not have to come through the Red Cross.)

Every team must have at least one well-supplied first-aid kit appropriate to the team's size. The first-aid kit is included in the standard team budget and should be purchased by the team leader before the trip. If the team is dispersed among multiple build sites, each site requires a first-aid kit. Be prepared for this possibility, and bring an extra bag to divide first-aid supplies.

## Safety

Safety, both on and off the build site, is of primary importance to Habitat GV and your host program. A set of work site safety guidelines is included in each team member's GV orientation manual. Team leaders should encourage their team members to review these guidelines before arriving at the build site. The host GV coordinator will provide you with helpful hints for staying safe while at the host program; these also should be shared with team members.

### Team leader crisis packet

Each team leader should have a crisis packet that includes the following information. Don't forget to include copies of personal documents in addition to team member documents.

- Copy of the photo ID page of passport (international teams).
- Copy of visa (if applicable).
- Air travel itinerary.
- Memorandum of understanding.
- Authorization to treat minor child (if applicable).
- Travel medical insurance sheet with ACE contact and policy numbers and instructions.
- Accident claim forms.
- Emergency management flowchart and plan.
- Incident report forms.
- Thank you and evaluation postcards.
- GV emergency contact information sheet.
- Team member roster, with names, passport number, vital health information (e.g., allergies) and emergency contact information.
- Team members' flight itineraries.

### Team member crisis packet

Each team member should carry:

- Copy of his or her GV paperwork.
  - Emergency contact information sheet.
  - Passport photo ID page.
- Habitat GV emergency contact information sheet (sent to each team member prior to trip).
- Travel medical insurance sheet.
- Embassy contact information.
- Place of lodging telephone number.
- Copy of airline tickets.
- Local and international phone cards.
- Copies of prescriptions (medication, eyeglasses, etc.).

## Preparing devotional materials

Maintaining the spiritual focus of the Habitat mission is important. Optimally, the team leader should schedule at least 30 minutes every day for a devotion or reflection period where team members can share their trip experiences. Because of time constraints and scheduled activities, however, this is not always possible or practical.

The team leader should come prepared with a variety of reflection materials. (See **Appendix 32: Team meeting and reflection time.**) Team members should be advised before the trip that devotion or reflection times are planned and they are encouraged to bring something to contribute.

Reflection materials can range from scripture readings to inspirational stories or poems team members want to share. The purpose is to maintain the spiritual foundation of the mission and to provide an icebreaker for continued discussion.

## Predeparture communications

This is a critical time for ensuring that team members have all the information they need for the trip. Most of this information can be transmitted in the second or third newsletter to the team or by posting it on the team website, if one has been created.

Predeparture communications with the team should encourage them to carefully review the sections of the GV orientation manual that address safety and safeguarding funds, credit cards, passports and airline tickets. The team leader should outline what team members should carry in a crisis packet and provide them with the GV emergency contact information sheet the team leader received from the Habitat support coordinator. The team leader also advises participants to carry one copy with them and leave one with family and friends.

## Travel and rendezvous arrangements

One important part of predeparture communications is clearly communicating the team's travel and rendezvous arrangements. This information should be shared with both team members and the host GV coordinator. Flight itineraries should have been finalized long ago, but they should now be confirmed, and that information should be communicated. The leader should have the flight itineraries — domestic and international — of each team member, and members should have the travel itinerary of the leader.

The leader might be meeting the team before departing the United States, rendezvousing with the team at the destination airport, or meeting at the host location. Regardless of the plan, exactly where and when team members and the leader will unite must be clearly communicated to and understood by all team members. In some cases, part of the team might meet in the United States and travel together to the host country, while remaining members arrive in the host country separately. This creates multiple travel and rendezvous plans, all of which must be clearly communicated to all involved.

During this phase of the process, the team leader also should finalize rendezvous and contingency plans with the host GV coordinator and determine how to recognize one another. A contingency plan must be developed for every rendezvous plan.

The rendezvous and contingency plans should include specifics regarding:

- How to locate each other or find missing team members.
- How to handle delays. If a delay does occur, have the air carrier place in its itinerary record a note stating estimated time of arrival, if possible.
- Where and when to meet.
  - Always establish a well-defined, easily recognizable location.
  - Some teams might choose to meet at the hotel instead of the airport because of scattered flight schedules. Detailed directions need to be provided to the team members.

- Depending on the location, the host coordinator might wait at baggage claim with a Habitat sign welcoming the team.
- Leave a list of team members and contact information, including room number, with the front desk.
- What to do if:
  - The team leader does not show up as planned:
    - If in country, the host GV coordinator should temporarily assume team leadership.
    - If en route, the team leader can leave a message and instructions on his or her voice mail greeting for team members to call.
  - A team member does not arrive as planned:
    - The delayed team member should leave a message on the team leader's and host coordinator's voicemails if possible.
    - The leader and host GV coordinator will decide on a contingency plan and proceed accordingly.
  - The host GV coordinator does not show up as planned:
    - The team leader should have contact information for:
- The host GV coordinator.
- The host program office.

Team members or team leaders who arrive in country ahead of the team are responsible for rendezvousing with the team as scheduled.

## Section 5:

# In country

The GV team in-country experience is the culmination of months of hard work by the team leader, Habitat for Humanity International staff, host GV staff and volunteers.

## In-country roles

### Team leader

While in country, the team leader works closely with the host GV coordinator to:

- Serve as the liaison between the team and the host program.
- Orient the team on what to expect and what is expected of them.
- Promote healthy team dynamics.
- Create a safe environment, both at and away from the work site.
- Facilitate team meetings and reflection times, etc.
- Provide expertise and emergency management skills during crises.
- Ensure that all team members have meaningful work and an opportunity to make a meaningful contribution.
- Coordinate cultural activities.
- Safeguard and demonstrate faithful stewardship of team funds.
- Administer and track all funds disbursed for team expenditures.

### Host GV coordinator

Depending on the country, the host GV coordinator might be the Habitat for Humanity national office GV coordinator, the host program volunteer coordinator or an affiliate volunteer. Occasionally, these responsibilities are shared between the national GV coordinator and a host program GV coordinator. Generally, the host GV coordinator will:

- Serve as the team's primary host.
- Depending on the destination, meet the team at the destination airport and escort them to the program location.
- Orient the team on local customs, security issues, acceptable behavior, travel advice and other pertinent information.
- Provide a safe environment both on and away from the work site.
- Orient the team about the national and local Habitat organizations.
- Provide safe drinking water and a first-aid kit at the build site.

## Construction supervisor

The construction supervisor, who is employed or appointed by the host program (for example, a local mason or carpenter), is responsible for directing all construction activity at the work site, often in addition to personally performing the more highly skilled construction tasks. The work-site supervisor:

- Conducts work-site orientation.
- Maintains a safe working environment.
- Provides access to the necessary tools and building materials.
- Instructs volunteers on the preferred building techniques.
- Supervises volunteers throughout the building process.

## Translator

A translator is sometimes needed to bridge the language gap between the team and their hosts, especially when specific instructions are required. If an official translator is contracted, he or she should be available at the work site, for lodging check in and check out, at meal times, and during cultural activities and transport to ensure clear and concise communications.

Please confirm translator arrangements with your host coordinator, and be sure to budget all costs if necessary.

## Team arrival and orientation

### Arrival

Depending on the destination country, the team might rendezvous at a departure airport in the United States and travel abroad as a group; they might assemble for the first time in country upon arriving at a gateway airport; or they might end up traveling to the host program destination on their own and meeting there for the first time. Teams to U.S. host affiliates might even travel by personal vehicle or public ground transportation to reach the host destination. For more details, refer to “**Travel and rendezvous arrangements**” in Section 4.

If there are delays or other problems such as lost luggage, follow the arrival and contingency plans communicated to the team in the final team newsletter.

### Team orientation

Team orientation is a crucial step in the GV team process and should be performed as soon as practical after arrival at the host destination. The physical and mental state of the team members, however, should take precedence over expediency. If the team has been traveling for long hours, it might be prudent to conduct an abbreviated mini-orientation upon arrival and schedule the complete orientation for a time after team members have had the opportunity to rest.

The mini-orientation should include a review of the immediate schedule and other pressing issues — currency exchange, meals, lodging — and can be addressed at the airport or during transport to the destination.

### Host orientation topics

Before building begins, the host contact should provide the team with an orientation that includes but is not limited to the following:

- Introduction of host program staff and volunteers.
  - Program history, structure and building capacity.
  - Sweat equity required.

- Houses built to date.
- Types of projects: new construction, rehabs or special partnerships.
- Average cost of house.
- Introduction of partner families or community volunteers.
  - Current living situation.
  - Sweat equity completed.
- Unique local customs and language tips.
- Work-site schedule.
  - Planned cultural exchange activities.
- Safety.
  - Personal.
  - Work site.
- Host's gift-giving policy and procedure.
  - Leaving clothes.
  - Leaving tools.
  - Making donations.

## Risk management

Managing risk is the art of eliminating potential problems before they become problems. It begins early in the team leader process and extends to when the team arrives home. Risks encountered by GV teams encompass anything that would place the trip, team members or local host program in jeopardy, such as:

- Team leader:
  - Does not arrive as planned.
  - Becomes incapacitated.
- Loss of team funds.
- Physical:
  - Accident
  - Injury
  - Illness
- Natural disaster.
- Civil or political unrest.
- Financial loss.
- Damage to reputation of organization, group or individuals.

## Preparedness

To be prepared, the team leader must look ahead before the team leaves home. Astute planning, good communication with the host GV coordinator, and a keen awareness of the potential risks are required. The team leader should:

- Carry a crisis packet (see **Section 4: Predeparture**, for a list of items to include).
- Be familiar with the Habitat GV travel medical insurance policy and emergency management plan. Verify with the host the location of the closest medical facility.
- Appoint a backup team leader, and make sure he or she knows what to do if you are incapacitated.
- Review the emergency plan with the team.

## Health and well-being

Each team member is responsible for his or her own well-being; however, the team leader should keep an eye on team members, being aware of unsafe conditions and practices and cautioning the team accordingly. To help team members remain healthy throughout the trip, the leader should encourage each member to:

- Avoid eating with dirty hands. Wash hands or use hand sanitizer before eating.
- Drink only purified water.
- Drink sufficient water to maintain maximum hydration.
- Avoid using unpurified ice in drinks.
- Avoid petting stray dogs. Rabies requires a series of long, painful and expensive shots.
- Avoid venturing out alone. Use the buddy system.
- Be aware of the surroundings.
- Monitor one another and let the team leader know when feeling sick, before it gets serious.
- Get sufficient sleep.
- Perform basic stretching exercises.
- Check for “things” inside shoes before putting them on.
- Avoid snakes.
- Wear sunscreen, sunglasses and a hat or bandana.
- Wear insect repellent, if in an area where needed.
- Wear comfortable, proper-fitting shoes.
- Wear a hard hat when required.
- Wear work gloves.
- Avoid eating anything that hasn’t been peeled, boiled or washed in purified water.
- Avoid purchasing food from street vendors, or at least understand the risks.
- Work at your own pace, take frequent breaks and rotate out of strenuous tasks.
- Lift with the legs, not with the back.
- Have fun.

## Emergency management plan

Every team leader receives a copy of the GV emergency management flow chart and plan (see Appendices) with the team leader final packet. The plan outlines the procedures to be used in the event of three different types of emergencies:

- Minor illness or injury.
- Serious illness or injury.
- Catastrophic event.
  - Wind
  - Water
  - Fire
  - Civil unrest

The plan introduces the use of ACE, the medical and evacuation insurance carrier contracted through Habitat for all GV teams, and provides instructions for using the accident claim form and incident report form.

During the in-country team orientation, all team members and the host coordinator should be made aware of the emergency management plan and the existence of emergency management procedures.

## Typical workday routine

The specific routine followed by GV teams varies by country, host program and team. The daily schedule is often dictated by the host program. The following provides a high-level idea of what to expect:

### Wake-up

- Wake-up time depends on the time the team needs to arrive at the work site, which is determined by the host construction supervisor. Typically, arrival time is between 8 and 9 a.m.
- The team leader should enlist other team members' assistance to ensure that all team members are up and ready to depart on schedule. Sleeping in is not an option unless illness is a factor.

### Breakfast

- Many leaders set a time and place for the team to assemble each morning. This might be at breakfast, if breakfast is near the place of lodging, or just before boarding the transportation to breakfast. Some leaders schedule it a bit early and use the time for a brief group devotion.
- Thirty to 60 minutes is allocated for breakfast, depending on the circumstances. It is important to stress punctuality to the team members.

### Transportation to work site

- The trip to the work site is often a good opportunity to make announcements or share with the group.

### Devotions

- Daily devotions, which may include the team, host GV coordinator, partner family and construction supervisor, are often held each morning at the work site. This is at the discretion of the team leader and host GV coordinator.

### Work on site

- The construction supervisor will provide a safety orientation and task direction as appropriate.

### Morning and afternoon break

- Breaks from the work activity can be either planned, with everyone taking a break together at an appointed time, or taken individually, with each team member resting when she or he is tired. Make sure your team knows how breaks will be taken.

### Lunch

- Lunch often is provided by the host and eaten at the work site.

### Transport back to the accommodations

- **Work days** typically end between 4 and 5 p.m. Fifteen to 30 minutes before departure, the team leader reminds everyone that it is time to clean up and put away the tools.

### Team meeting

- At some time during the day, usually morning or evening, the team should have the opportunity to gather for a time of reflection, to express their feelings and share spiritual devotion and to discuss Habitat's global work.
- Because of time constraints, daily reflection times are not always possible but should be scheduled at least every other day during the trip.

**Dinner**

- Dinner is usually a group activity while on the trip.
- Once or twice during a trip, the team may choose not to have dinner as a group. In these cases, the team leader provides a dinner stipend.

**Cultural activities**

- The host program often schedules some sort of intercultural activity after work once or twice during the workweek.

## At the work site

Building and rehabbing in partnership with those in need of decent, affordable housing is a stated purpose of the GV program. The actual construction of the dwelling is also a bridge to a much broader mission: renewing hope, making new friends, and learning about other cultures and the challenges they face. All of this takes place via the handle of a shovel, the blade of a trowel, the swing of a hammer and the stroke of a saw.

### Roles at the work site

The team will most likely engage with many individuals at the work site: the team leader, the construction supervisor, members of the partner family and possibly a few local volunteers. Each plays a different role.

**Team leader**

At the work site, the team leader:

- Serves as team liaison with the supervisor and host.
- Coordinates the assignment of specific tasks, as directed by the supervisor.
- Monitors safety, being constantly aware of the need to recognize and eliminate unsafe conditions.
- Monitors well-being, ensuring that:
  - Safe drinking water and a well-stocked first-aid kit are on site.
  - Team members take breaks when necessary.
  - Team members maintain sufficient hydration.
  - First aid is administered as required.
  - Interpersonal issues are recognized and resolved expeditiously.
- Facilitates spiritual leadership through work site devotions, if desired by the host GV coordinator.
- Handles mishaps and emergencies.
- Ensures that all team members have an opportunity to make a meaningful contribution.
- Facilitates on-site communication of work instructions, either personally or through an interpreter.

Some of these responsibilities (e.g., safety and well-being, spiritual leadership and translation) may be delegated to willing and qualified team members.

**Local construction supervisor**

The local on-site construction supervisor ensures that the team uses the appropriate building techniques and meets the required codes of the area. She or he is responsible for all aspects of construction:

- Tools:
  - Ladders
  - Scaffolding
  - Hard hats
  - Instruction on usage (power tools, etc.)

- What, when and how the job is done:
  - Materials
  - Technique
  - Timing
- Training team members.
- Safety:
  - Providing a safety briefing.
  - Advising the team on keeping the work site clean.
  - Storing personal items at the work site.
- Assigning work tasks, in consultation with the team leader, if applicable.

### **Homeowners and local volunteers**

One of the most gratifying rewards of joining a GV team and engaging in a Habitat build is the opportunity to work side by side with the future homeowners. This is an opportunity to learn about their culture and share the team's culture. The team leader should promote such interaction but also remind team members to be respectful of and sensitive to the viewpoints and culture of local families and volunteers.

The team leader should set expectations in regard to how much interaction the team may have with the partner families. Please ask your host for information on the families and how much involvement is planned.

### **Work site safety**

Work site safety is a priority of GV team leaders. Although safety begins with each team member, each team should appoint at least one member to be responsible for recognizing and eliminating safety hazards.

Before the trip, the team leader should ask who on the team is medically trained: doctor, nurse, paramedic, EMT, etc. One of those responding affirmatively should be asked to administer basic first aid to anyone injured at the work site.

Every work site should have a well-stocked first aid kit, generally carried by the team leader. Every team member needs to know:

- The location of the first aid kit.
- Who on the team is medically trained.
- The emergency response telephone number (if applicable).
- The location of the team's emergency contact information and emergency management plan document.
- The recommended procedure for handling minor and serious illness, accident or injury.

### **Proper attire**

How the team dresses at the work site is a safety issue and a cultural concern. Before the team leader leaves home, the host GV coordinator will provide information about what is and is not culturally acceptable. The team leader is responsible for making sure the team follows these guidelines.

### **Meaningful work**

Team members need the opportunity to engage in meaningful work. In many countries, it is common for the construction supervisor to personally handle the most skilled tasks, but team members should be used for supportive tasks. If they do not know how to perform these tasks, the team leader should encourage the supervisor, or a local volunteer who does know, to teach the team members.

Occasionally, team leaders might encounter a situation where, because of a variety of circumstances such as language barriers, lack of team's construction experience, lack of materials, etc., there is not enough work to occupy all team members. This needs to be addressed immediately with the construction supervisor and host GV coordinator.

## Multiple work sites

At many destinations visited by GV teams, the houses are modest in size. Sometimes work sites can accommodate only a few volunteers. This means that larger teams must be divided into two or more groups that work at different sites. Often they are separated by several blocks or more.

The team leader is responsible for dividing the team. One approach is to split up roommates. This gives different team members an opportunity to interact.

Once divided, members of each group often elect to remain as a group and work at the same site for the duration of the build; other times they desire to rotate between sites. This decision should be made by the team as a whole. Having multiple groups gives the team leader the option to trade individual members between groups to fully use their strengths, as the need may dictate.

When dividing the team into groups, the team leader should consider each individual's:

- Physical strength — spread the stronger members among the groups.
- Experience:
  - In construction.
  - With Habitat for Humanity.
- Compatibility.
- Flexibility.
- Local language skills.

Working at multiple sites requires that the leader:

- Appoint a leader for the second site.
  - If the team already has co-leaders, which is usually the case with large teams, one leader should lead at each site.
  - If not, a leader must be appointed for the extra site, typically the backup leader.
- Divide the paperwork.
  - The emergency contact information for the team members at each site should be in the possession of the team leader at the site.
- Have a well-stocked first-aid kit at each site.
  - This could mean bringing two first-aid kits or an extra bag to divide supplies.
- Establish an emergency communications plan for each site.
- Establish a transportation plan that gets team members to and from the multiple sites.

Lunch breaks provide an opportunity for team togetherness. When practical, teams working at separate sites should regroup for lunch. Because of logistics and distance, however, divided work teams may have to eat lunch separately.

## Interacting with the local community

GV teams often are very noticeable as they go about building and rehabbing houses in unfamiliar neighborhoods. Local residents, both children and adults, are curious about and eager to interact with these strangers. This creates an opportunity to build hope, make new friends and increase awareness.

### Dos and don'ts in the community

Interacting with the community should be encouraged. The following are a few do and don't suggestions:

#### Do

- Take time to interact.
- Attempt to speak the local language, even if only basic phrases.

- Interact with the children.
- Smile and laugh a lot.
- Be friendly and display positive emotion.
- Be a good listener.
- Be interested in the local customs and culture.
- Be honest, respectful, sensitive and sincere.
- Follow the GV gift-giving policy (see following gift-giving section).
- Be courteous and considerate to others.

#### **Don't**

- Disregard the GV gift-giving policy.
- Encourage children to work at the site.
- Be overly accommodating.
- Press your views on others.
- Be condescending or arrogant.
- Make promises you will not keep.
- Laugh at or make fun of others.
- Take photos without permission.
- Be loud and obnoxious.

### **Photography etiquette**

Many team members carry cameras throughout the trip. Local children are often eager to have their pictures taken and thrilled when they see themselves in the camera monitor. However, team members should be cautioned to use tact and restraint when taking photographs while in country. As a guideline, avoid photographing:

- People in uniform, especially military and police.
- Government property.
- Buildings that might be considered sacred.
- Anyone who seems to be avoiding the camera.
- Anyone who says “no” to a request to be photographed.

Keep in mind that children often love to be photographed but their parents might not agree or might want to be compensated. Avoid paying people for the right to take their picture. Use common sense and be considerate of others. If in doubt, remember that it is respectful to ask permission before pointing the camera.

### **Gift giving, donating and sponsoring**

GV team members tend to be generous; they often want to give gifts, make donations and sometimes sponsor children while in country. Sometimes gifts, donations and sponsorships are even solicited by the community members they encounter away from the work site. Although the team leader has already addressed these issues in the pretrip communications with the team, it is the team leader's responsibility to reinforce the team members' understanding of the GV gift-giving policy and even enforce it if necessary. Team funds should not be used to purchase any gifts. The gift-giving policy (see [Appendix 33](#)) should also be addressed in the team orientation.

- **Personal gift giving is not permitted. Do not give gifts to:**
  - Local masons/volunteers.
  - On-site construction supervisor.
  - Habitat homeowners or future homeowners.

- Host GV coordinator.
  - Host affiliate staff.
  - Habitat for Humanity national GV coordinator.
  - Habitat for Humanity International engagement specialist and support coordinator.
  - GV team leader.
- **Giving of gifts to individual children is not permitted.**
    - Team members may bring small items to the work site to share — soccer balls, Frisbees, bubbles, crayons, pencils, paper, coloring books — as long as team members take the items home to their lodging every evening.
    - Any items brought to play with at the work site that a team member would like to donate should be given to the host GV coordinator, who, after the team departs, will see that they are appropriately distributed in the community.
  - **Any tools and clothing team members bring and plan to donate should be given to the host GV coordinator on the final day of building.**
    - The host GV coordinator can advise the team leader on tools needed by the host program.
    - Donated tools are retained by the host program and used on future builds.
    - Clothing should be clean, or team members should include a small donation to pay for the laundering of any donated clothing.
    - Donated clothing is distributed by the local host program or through local charities and churches, to those most in need.
  - **A program wish list may be provided.**
    - Many Habitat national offices and programs have developed wish lists that include in-kind donations that would be most useful to Habitat in the host country.
    - These items may include office supplies, printers, computers, construction tools, etc.
    - The team leader may request this list from the host GV coordinator and distribute it to team members.
  - **Team members should not agree to any type of sponsorship while a member of a GV team.**
    - Team members are sometimes approached about the possibility of “sponsoring” children in the host country or donating directly to another local organization. They might be the children or affiliated organization of a Habitat homeowner, a host program staff member, an extended family member, or simply another local resident or organization befriended by a team member.
    - Habitat strives to promote independence and personal capacity, not create dependence on others. Furthermore, Habitat cannot ensure appropriate usage of funds provided to external organizations.
    - It is against Habitat policy for any Habitat staff member to solicit personal donations or donations on behalf of other non-Habitat organizations from volunteers, donors, etc., either before, during, or after a GV trip. If such a request occurs, please promptly notify host affiliate management and the Habitat for Humanity International volunteer engagement specialist.

The team leader should direct questions about gift giving, donations and sponsorships to the Habitat for Humanity International volunteer engagement specialist before departure.

## **Farewell with community**

The final afternoon at the work site typically ends with some sort of celebration. The host program staff, homeowners, local volunteers, host GV coordinator and GV team members often take part in the final celebration. Usually there is prayer, singing, presentations and light refreshments, and lots of pictures are taken. It is a truly moving and memorable event. The end of the build is also a time when team members sometimes think about giving gifts. As addressed earlier, individual gift giving is discouraged.

The end of the building portion of the trip also means goodbyes, which for many people are difficult. Remind the team that when they say final goodbyes to the friends they have made at the work site and local program, they should not make promises that they cannot or will not keep.

## Team dynamics

From the time the team is formed, it is the team leader's responsibility to promote the development of healthy, cohesive and rewarding team dynamics. Before the trip, the team leader should encourage team members to share with the group, via email or the team website, if applicable.

### Leader and friend

The team leader wears many hats during a GV trip, ranging from friend to authoritative figure, if necessary. While forming and preparing the team for departure, the team leader will have developed opinions of each team member through telephone interviews and email exchanges with each of them. She or he will have a feel for which members might require special attention and which ones are willing to help in a pinch. The team leader must work to ensure that preconceived notions do not influence interactions with the team when in country.

It is important to treat all team members equally and to maintain group cohesiveness. This can be especially difficult if certain members of the team were friends or close associates before the team was formed. A sincere effort should be made to draw every member into the team as a whole, and keep them there. This is not always possible, but the attempt should be made and repeated if necessary.

### Addressing conflict

From time to time, the leader will need to assert his or her authority to ensure that the trip runs smoothly or that the team's cohesiveness is not threatened. For many, this is not easy to do, but is part of the team leader's job. Openness and honesty are the best approach.

It is important to head off situations before they become problems. The team leader should avoid letting people or problems stew and be constantly aware of what is happening within the team. If the team leader sees a problem developing, he or she must take action to identify and resolve it. All decisions should be made with the best interest of the team in mind, even if the leader would personally prefer a different outcome (see **Appendix 35: Maintaining healthy team dynamics**).

The following are some problems that could be faced by team leaders and suggestions for how they can be handled:

#### Inappropriate behavior

The GV orientation handbook describes appropriate behavior. Further, the team leader discusses appropriate behavior during the in-country orientation. There are three ways to handle inappropriate behavior.

- **Individually:** Address problems with the individuals involved. This should be done as privately, respectfully, tactfully and discreetly as possible.
- **Informally as a group:** If the problem has not yet attracted the attention of the entire team, consider handling it informally in a group setting. The leader often can reiterate the guideline associated with the inappropriate behavior without drawing attention to the violators. This might be sufficient to solve the problem.
- **Formally as a group:** When a problem gets out of hand and is affecting the entire team, the only solution might be to openly address it in a team meeting. Here again, unless absolutely necessary, specific individuals should not be singled out by name; they and everyone else knows who they are. All problem solving should be done in a positive light, if possible.

**Challenging authority**

A team member who challenges the leader's authority is creating a no-win situation. This is a delicate issue because it directly and personally affects the team leader and his or her authority. Challenges of authority, even if they occur publicly, should be resolved in private. The leader should strive to remain calm and cool-headed while attempting to determine the true source of the problem.

Regardless of the problems that may occur, the team leader should strive to resolve them amicably. Aside from blatant disregard for appropriate behavior, many problems stem from the team member's not understanding the local culture or the way GV teams and the hosts interact. The solution often is spending time explaining the Habitat way and reminding the team member of the importance of flexibility.

Although it's very rare, individual team members have, because of behavioral issues, either chosen to or been asked to leave the team before the end of the trip. If this should become necessary, the host GV coordinator and Habitat engagement specialist should be consulted before such action is initiated, if possible. If a team member is asked to or chooses to leave before the published end of the trip, she or he is responsible for any expenses incurred.

**Team meetings, reflection or devotion time**

Reflection time serves multiple purposes. It:

- Gives the leader an opportunity to share important information with the group.
- Allows the leader to set and maintain the spiritual focus of the team.
- Provides the team an opportunity to reflect, express feelings, ask questions and give thanks.
- Encourages team bonding. Through daily reflection, most team issues can be solved before they become problems.
- Creates an opportunity for the team to learn more about Habitat's global work.

Reflection times may be held in the morning before work or in the evening, before or after dinner. The leader moderates the group but should be careful not to dominate. This is group time and should be used accordingly.

Reflection time may begin with announcements and some sort of planned devotion such as a spiritual reading or inspiring story offered by the leader or a team member who has volunteered in advance (see [Appendix 38: Spiritual resources](#)). From there, the team sets the course via the discussion or questions.

To get things started, the leader might open with a question: "What did we accomplish today? What went right? What went wrong?" It usually does not take much to get the team engaged. The leader should be careful to allow for moments of silence between contributors. Terminating the thread or changing the subject prematurely could discourage a shy team member from speaking up.

**Topics reflected upon often include:**

- The day's successes and accomplishments.
- Humorous things that occurred.
- Roadblocks encountered.
- Interesting building techniques used.
- The partner family.
- Tools that would be a great help.
- What the team learned about each other.
- What members learned about themselves.
- Local culture and community.
- How first impressions were correct or incorrect.
- Meals.
- Daily schedule.

- Language barriers.
- The site supervisor.
- Journal entries.
- What differs from members' expectations.

Some team leaders draw members of the team into the group by introducing a team journal and asking one or more members to be responsible for making the daily entries or rotating the task among all team members. During the reflection time, team members discuss what significant happenings should be entered for the day.

At the end of the reflection session, the leader should address any changes in schedule and reiterate the activities scheduled for the coming day. It is not always possible to hold reflection gatherings every day, but the team should not go more than two days without one.

## Preparing to return home

Re-entry is the “hidden side” of a Global Village trip. It is commonly referred to as “reverse culture shock.” Team members might have been shocked when they arrived at the GV host destination and saw poverty firsthand. They might be just as shocked upon returning home — by how those around them live, the wastefulness, the materialism and the views toward those less fortunate.

Reverse culture shock is common among GV team members who are returning from having been immersed in a new and different culture — one that is usually much more economically depressed than they are used to. It might seem as if they have been away for months, but home has remained relatively unchanged. The GV experience can trigger changes in the team members' perspectives and priorities. The team leader needs to be aware of the potential impact of re-entry and help team members prepare to integrate back into their daily lives. There are typically four stages: fun, flight, fight and fit. Understanding re-entry is the first step toward addressing it (see [Appendix 39: Four stages of re-entry](#)).

### Common feelings of re-entry

Knowing what to expect goes a long way toward softening the blow of re-entry. The following are a few emotions that returning team members commonly experience.

#### Isolation and loneliness

Having experienced poverty up close, some team members might feel isolated upon returning home. They might feel lonely, as if marooned on an island — alienated, with no one around, at least no one who views the world the same way they do. They might find themselves withdrawing: writing letters, reading books, not socializing as they had before the trip.

One solution is to contact the team leader or a teammate who has experienced similar feelings.

#### Rebellion

Rebellion can create problems if left unaddressed. When team members return home and find that few of their friends and associates share their passion for the cause of poverty housing, some team members rebel, sometimes becoming angry at those who do not empathize. They might view negatively the lifestyles and values of those who previously were their friends. These feelings must be addressed.

One solution is to seek support from someone who has been through the stress of re-entry and can empathize. A clergy member, team leader or teammate can offer that support. Often, all the stressed team member needs is a sounding board. It is OK to be angry, but the feelings must pass without striking out toward others.

**Disillusionment**

It is not uncommon for returning team members to experience disillusionment. They left a perfectly satisfactory world only to return seeing it through different eyes. Being immersed in a culture and setting much different from one's own can be a life-altering experience. It is not unusual for team members to begin questioning the values of their previous lifestyles. Things that once were important now have little value.

One solution is to prepare a list of what is important in one's life. The writer must be realistic and consider those things that are basic necessities and how one would live without them. The team leader, a teammate or someone who has experienced re-entry can be of great help to someone struggling with the disillusionment associated with returning home.

**Guilt**

Upon returning home, GV team members are quick to recognize that they are living in a much better environment than the people in the country they have visited. Some feel guilty that they have so much and so many have so little.

One solution is to talk about the feelings of guilt with the team leader or a teammate, and find ways to promote positive change and be of service.

It is the team leader's responsibility to advise team members of the common feelings they might experience upon returning home, and then be available to discuss those feelings with individual team members when they need an empathetic ear. Consider sharing some of your feelings upon returning home after your first GV trip.

Team members eventually recognize the similarities and appreciate the differences between the host country and their own culture and place in life.

**Addressing re-entry in the field**

Talking about what team members are feeling is the first step toward dealing with re-entry. Toward the end of the trip, the feelings associated with re-entry will likely become a topic at reflection gatherings and other team meetings. The subject definitely should be on the agenda for the final team meeting. Follow the "four stages of re-entry" (see [Appendix 39](#)).

**Topics to address**

- Ask team members to think about their expectations for returning home.
- Share Lysgaard's graph and ideas about the stages of transition; some might recognize the stages in themselves over the course of the trip.
- Encourage team members to keep in touch with one another.
- Let them know they can call the team leader to talk.

**Re-entry suggestions**

- The GV trip itself can alter perspective, but the way a team member responds to the trip upon returning home can be life-changing. Suggest that team members try these helpful hints:
  - Identify a person or group who will listen to their story.
  - If they have told everyone else as much as they are ready to hear, contact the team leader.
- Build plenty of rest into their re-entry schedule.
- Expect to go through a "low" period or a "grief" period.

**Re-entry fantasies**

Typically, there are a number of fantasies associated with re-entry. If team members understand these fantasies, they can identify them.

- **I will write everyone I meet!**
  - Be realistic and honest. If you tell someone you will write, write.
  - If you give your address to someone, expect them to write.
  - Realize that you might receive family updates, but also solicitations.
  - Be prepared for the possibility that someone might write to ask for something.
- **People are dying to see and hear about my trip.**
  - They are — for the first five minutes.
  - Typically, friends' or family members' eyes begin to glaze over when you start to ramble on about the great people you met, the work you did, the touching closing ceremony and those funny inside jokes that left you aching from laughter.
  - Prepare a specific story about a lesson learned or someone you met, and stick to it.
  - Put together the best of your favorite pictures that accurately represent your experience.
- **I will be glad to be home.**
  - Yes, you will. But be prepared for feelings of reverse culture shock.
  - Call or email team members for empathy.
  - Think about how you would like this trip to affect your daily life.
- **I am going to give away everything I own!**
  - We have heard this before; some have done it, but most only fantasize.
  - Others have made smaller positive modifications in their lives.
  - Thoughtfully consider how you would like your trip experiences to affect your life.

Many people may find it difficult to understand a team member's re-entry emotions. They have not experienced the emotion of seeing, feeling and living, however briefly, the poverty that engulfs so many and saying goodbye to new friends. However, the emotions are real and something returning team members must be prepared to manage. The astute team leader can help prepare his or her members for a gentle transition back into their daily routines.

## Final team meeting

The trip is almost over, and the final team meeting is an important event, an opportunity to leave a lasting impression on the team. It should be scheduled, if possible, during the final full day of the trip. Often, the final team meeting is held in conjunction with the last team dinner, but that is optional. It should be scheduled at a convenient time and place where everyone can relax and savor the moment.

In addition to being a time of sharing emotion, expressing appreciation and reflecting, the final team meeting should be a chance for the team leader to go over a number of specific agenda items, most related to re-entry and how team members can continue their involvement with Habitat for Humanity.

## Departure logistics

The final team meeting might be the final time the team is assembled before departure day. The meeting should confirm the team's understanding of the plans for:

- Transportation to airport and departure time.
  - Means of transport.
  - Where to load.
- Breakfast the final morning.
- Lodging checkout procedure.
- Airport check-in procedure.
  - Whether the team will be checking in as a group or individuals.
  - Luggage handling.

- Security procedure.
- Departure tax (if applicable).
- How and when tax is paid.
- Money exchange.
  - Where to convert local funds to U.S. currency.

### Sharing the story

The Global Village experience in many cases provides participants with a new perspective on life. This energy needs to be funneled toward making returning team members key advocates of the Habitat mission. They typically are eager to share the story of their trip. Aside from simply telling anyone and everyone who will listen, the team leader and the team members can put together multimedia presentations to share with:

- Friends and family.
- Co-workers.
- Church, school and civic groups.
- Anyone who will watch and listen.

Team members should be encouraged to post updates to their Share.Habitat web page and to write articles about the adventure and submit to:

- Local newspapers.
- Church newsletters.
- Corporate newsletters and electronic bulletin boards.
- Local Habitat affiliate publications.
- [GV@habitat.org](mailto:GV@habitat.org).

The Habitat for Humanity International Global Village program has resource materials available to assist returning teams in telling their stories. Contact the Habitat engagement specialist for materials.

Team members should be encouraged to follow up with those who have assisted in making their trip a reality. This includes but is not limited to sharing details and images of the trip with donors, family and friends.

It is important that returning team members act as advocates of the Habitat mission. Their stories and images will go a long way toward introducing others to the work of Habitat for Humanity and encouraging them to get involved.

### Evaluation

Team leaders should ask all team members to fill out a trip evaluation. The team's evaluation can be found at [habitat.org/gv/evaluation.aspx](http://habitat.org/gv/evaluation.aspx).

Team leaders will be sent a link to a unique team leader evaluation. Thank-you postcards with the evaluation will be included in the team leader's final packet, and should be handed out to participants at the final meeting.

### Staying involved

Upon return, each participant will receive a "welcome home" email from the GV program that will guide them in how to stay involved. During the final team meeting, leaders should also share with members ways they can stay involved with Habitat.

Team leaders and members are encouraged to visit [habitat.org/getinv](http://habitat.org/getinv) to learn about the many opportunities to serve Habitat for Humanity. Possibilities include, but are not limited to:

- Volunteering with their local affiliate:
  - At build sites.

- In the office as:
  - Volunteer coordinator
  - Campus chapter coordinator
- In the ReStore.
- Joining an affiliate as:
  - Committee member for:
    - Family selection
    - Family nurturing
    - Finance
    - Land acquisition
    - Construction
  - Fundraiser.
  - Member of the board of directors.
- Doing another Global Village trip:
  - Joining another GV team.
  - Leading a GV team.
- Donating to:
  - Host Habitat program from where they have recently returned.
  - Habitat for Humanity International.
  - Local affiliate.
- Becoming a Habitat ambassador for the Habitat host country they partnered with on the GV trip.
- Becoming an advocate for Habitat's mission and national and international poverty and housing issues. Check out [habitat.org/gov](http://habitat.org/gov).

Because the GV experience often is life-altering, returning GV team members often become more interested in cross-cultural exchange and service. In addition to Habitat, they could get involved in other causes. Some possibilities:

- Joining a church mission committee.
- Beginning or continuing language studies.
- Joining a local service organization.
- Becoming a host family for an international student at the local high school or university.

## Departure

The team leader's responsibility for the team in country ends once the team arrives at the departure airport. From there forward, team members are responsible for getting themselves checked in, through security and on the airplane. It is, however, important that team members know the cost of the departure tax (if applicable) and have the necessary paperwork for exiting the country.

## Extended stays

Team members and leaders often extend their stay in the host country. It is important to stress that when the team is officially disbanded, Habitat and the team leader are no longer responsible for the team members. Team funds should not be used for expenses incurred by the team leader or team members after the team is disbanded. All expenses during an extended stay are the responsibility of the individual. In an emergency, however, the host country GV coordinator and Habitat engagement specialist will assist in any way possible.

## Accounting for funds in the field

One of the more significant responsibilities of a GV team leader while in country is handling team funds and accounting for expenses. Please refer to [Section 4](#) for details regarding paying for prearranged services, safeguarding funds and carrying cash.

### Safeguarding funds

While en route, cash, checks, ATM and credit cards and traveler's checks should be carried on your person.

- To minimize the damage in case of loss or theft, some team leaders distribute a portion of the team funds among one or more select members. This is a personal choice, but the team leader is ultimately responsible for the funds.
- Upon arriving at the host program destination, funds that will not be needed until later in the trip should be placed in a locked, secure location (such as a hotel or affiliate safe). If a secure location is not available, funds should be carried on your person at all times. Do not hide team funds in the place of lodging or elsewhere.

### Lost or stolen funds

Keeping the daily transaction form updated daily, placing excess funds in a safe, carrying daily cash on your person, and following the instructions in the GV expense accounting workbook go a long way toward fulfilling a team leader's responsibility to safeguard team funds. However, mishaps sometimes occur. If team funds are lost or stolen, the team leader should:

- Notify:
  - The host GV coordinator.
  - Team members.
  - Transportation driver.
  - Anyone who might be in the location where funds were lost.
  - Habitat volunteer engagement specialist and support coordinator. If replacement funds are needed, submit an incident report, via fax if possible.
- File a police report.
  - Obtain a copy of the police report for Habitat for Humanity International records.
  - Submit the copy with your expense accounting report.

### Paying expenses at the host program

Typically, the host GV coordinator arranges for the team's lodging, meals and transportation to and from the work site for the time the team is working with the host program. Depending on the host destination, these expenses are paid one of two ways:

#### Host program expense package

If the host program cannot accept prepayment of expenses via wire transfer, the team leader may pay expenses to the host coordinator in country. The package payment should be turned over to the host coordinator as soon as possible after arrival, and a signed receipt must be obtained from the host GV coordinator, numbered and recorded on the GV daily transaction form.

#### Pay as you go

Depending on the host country, team leaders are required to pay meal, lodging and transportation expenses directly to the provider as the expenses are incurred. These payments are made via credit card, if accepted, or cash.

## Paying other expenses

If not paid to the host program, payment of expenses generally is made directly to the service provider: hotels, bus and tour companies, restaurants, markets, luggage handlers, waiters, etc. Depending on the destination, major expenses such as lodging, transportation, tours, team meals, etc., often can be paid by credit card. Otherwise, sufficient cash must be available. Cash most often is used to pay smaller expenditures.

The cost of budgeted group meals typically is paid by the team leader. Occasionally, especially during cultural activities or free time, the team will not dine as a group. If these meals are advertised as being included in the trip cost, the team leader typically provides each team member with cash equal to the amount budgeted for that meal.

## Exchanging currency

The host GV coordinator can advise the team leader about the best time and place to exchange U.S. dollars for local funds. Sometimes the best rate is offered by local banks, which may not be open until a day or two after the team arrives in country. In that case, it might be necessary to exchange a small amount of money at a lower rate in the airport upon arrival to cover expenses until you can get to a bank or other facility offering the highest rate. Depending on the amount of local currency needed, it is important to obtain the best exchange rate available.

- When exchanging currency, always obtain a transaction receipt listing the:
  - Date.
  - Rate of exchange.
  - Amount tendered.
  - Amount received.
- Exchange transactions should be entered on the GV daily transaction form in the GV expense accounting workbook, and the appropriate balance columns should be adjusted.
- Some currencies cannot be exchanged back.
- When exchanging funds, team leaders should avoid accepting torn or written-on bills, as vendors and exchange houses might not accept them.

As addressed later in this section, remaining local currency must be exchanged back to U.S. currency when you are departing the country. This transaction must also be supported by a receipt and entered on the daily transaction form.

## Receipts

For teams receiving a travel advance from Habitat for Humanity International, every expenditure must be supported by an itemized, numbered receipt. The number must correspond with the transaction entry in the GV expense accounting workbook. New receipts should be numbered at the time the expenditures are recorded in the workbook, which should be updated daily.

- Closed-team leaders are encouraged to use the GV expense accounting workbook and receipt procedure, but ultimately are bound by the expense reporting procedure required by their sponsoring organization.
- Each team leader should carry a small receipt file and receipt book at all times.
  - Every time team funds are disbursed, the receipt — credit card receipt, restaurant check, cash register tape, etc. — should be obtained, numbered and placed in the file.
  - When a standard receipt is not issued (e.g., taxi and bus fare, gratuities), prepare one from the receipt book and have it signed by the person receiving the funds. If it is impractical to have the recipient of the funds sign the receipt, have a team member who witnesses the transaction sign the receipt. Retain the duplicate in the book, and place the original in the receipt file.
- Receipts should be safeguarded.

- The team leader may provide team members with cash for a budgeted meal that is not being taken as a group once or twice during the trip. Each team member must acknowledge by signing a receipt.
  - Having each member sign next to his or her name on a blank roster list and indicate the amount received is an acceptable receipt.
- Open-team expenditures are not reimbursable unless supported by receipts.
- Do not pack receipts and GV expense accounting workbook in checked luggage. These items should remain with the team leader when flying.

### **Preparing finances before departing from host location**

The day before departure, the team leader should take a few minutes to review the team finances and:

- Account for all remaining funds.
    - If the leader entrusted team members to carry funds, those funds must be collected.
    - Count the remaining funds and compare with the balances in the GV expense accounting workbook.
  - Organize receipts and paperwork.
    - Match receipts with entries in the GV expense accounting workbook.
1. Determine how much local currency is needed and how much will be converted back to U.S. funds.

## Section 6: Post-trip

### Re-entry

The end of a GV trip signifies the end of a rewarding experience and a new perspective on life's priorities. Leading the team has brought the blessings of new friends, new experiences and possibly a new lease on life. Most leaders and team members do not want the trip to end. Returning home after being immersed in a different world for a week or two frequently leads to the emotional rollercoaster of re-entry.

Even though many are trained and experienced at traveling in unfamiliar cultures, team leaders often experience the shock of re-entry upon returning home, just as team members do. Team leaders must be aware of and deal with personal re-entry issues as discussed in [Section 5](#).

### Post-trip communications

Although the team has disbanded and everyone has returned home, the team leader's job is not yet over. Aside from the important task of reconciling expenses and submitting the final accounting summary, the team leader has a responsibility to send out a final communication to team members and serve as a resource for returned team members. As time passes and team members get back to their routines, the excitement of the GV trip will begin to fade and life will go on.

Many closed teams, if in the same area, plan a post-trip team meeting to share photos, stories, etc.

### “Welcome home” message

Soon after returning home, the team leader should send at least one follow-up communication to team members and the host GV coordinator, thanking them for participating and sharing personal feelings about the experience (see [Appendix 40: Sample follow-up letter from team leader](#)). If leading a closed team, he or she should schedule a post-trip meeting (see [Appendix 41: Sample post-trip meeting agenda](#)). The team leader can encourage team members to keep in touch and share photos and initial re-entry emotions after returning from the trip. This is also a great opportunity to encourage team members to engage in additional post-trip fundraising and share their story about their GV experience. Long-lasting friendships often form during a GV trip.

The team members will also receive a “Welcome home” email from the GV program that will guide them in how to stay involved with Habitat.

### Evaluations

In order to continually improve the Global Village program, it is important that we receive feedback from GV team members, team leaders and the host program's GV coordinator. The process for evaluating the experience will be conducted online.

Included in the team leader final packet are postcards to give to each team member, asking them to fill out the evaluation at [habitat.org/gv/evaluation.aspx](http://habitat.org/gv/evaluation.aspx). Upon return from their trip, team members will receive an email that includes the evaluation link. A reminder email will be sent two weeks later.

As the team leader, your evaluation will be slightly different and will be sent to you directly by your Habitat engagement specialist. Once evaluations from your team members are reviewed by your engagement specialist, he or she will arrange a time to discuss them and the overall experience.

## Evaluating team leaders

Team leaders will be evaluated by the team, the host affiliate, the Habitat engagement specialist and the support coordinator after each trip. The evaluations will be reviewed with the team leader. Based on feedback, decisions will be made about leading future trips, whether additional training is needed, etc.

Submitting expense reports later than 30 days after the end of the trip or submitting an incomplete expense report is unacceptable and will negatively affect the team leader's evaluation. Outstanding team leaders might be asked to serve as mentors for future GV team leaders.

## Sharing the story

Even after the trip is over, GV team leaders are viewed as partners in the Habitat for Humanity mission and the Global Village program. A primary purpose of a GV trip is to become an advocate for Habitat's mission and for those living in substandard housing conditions. We encourage you to share the GV experience with friends and family, people in your community, your church and schools, etc.

## Closing out the financials

The team leader's final job is closing out the team financials. Open-registration and some closed-registration team leaders are required to use the Habitat for Humanity International Global Village accounting tools and to follow the detailed accounting instructions in the GV expense accounting Excel worksheet. The team leader need not reconcile expenses — hotel deposits, airfare, etc. — that were paid directly by Habitat or for which she or he was reimbursed before receiving the expense advance.

The team leader is required to account for every cent that Habitat advanced to him or her before departure. Team financials should be completed and submitted to the Habitat support coordinator as soon as possible but no later than 30 days after the end of the trip. **Failure to submit your expense report within 30 days of your return jeopardizes your opportunity to lead future trips.** This gives the team leader time to compile credit card and bank statements, etc. Completing the financial summary as soon as possible after the trip, when details are fresh in the team leader's mind, makes the process easier.

**If your Habitat support coordinator advanced any expense funds to the host program, you do not need to account for those funds. Please do not accept any of the advanced funds back from the host GV coordinator. The host program should keep the original receipts.**

## Reconciling expenses

Reconciling expenses and completing the final accounting summary is easy if the team leader has:

- Followed the accounting instructions contained in the GV electronic expense accounting worksheet.
- Updated the GV expense accounting workbook daily while in country.
- Kept numbered receipts in an orderly fashion.

If the team leader has not followed the instructions, reconciling the trip finances will require research and significantly more time.

Either way, the basic process and result must be the same: a complete and accurate account of the expense advance sent to the team leader, supported by an original, itemized receipt for every transaction,

and completed daily transaction and final accounting summary worksheet forms. Receipts should be numbered and in chronological order. If the team leader owes money to Habitat for Humanity International Global Village, a check must be enclosed for the proper amount, or the team leader may pay by credit card by submitting another authorization form.

### **Matching receipts with expense worksheet entries**

The first step in reconciling expenses is compiling trip receipts. The team leader should have an original, itemized receipt to support every transaction that involved money advanced to the team leader by Habitat GV before the trip. The trip financials cannot be reconciled and summarized without the necessary receipts and transaction information:

- Receipt number.
- Date.
- Category.
- Description.
- Currency changing hands.
  - This is either local or home currency and always affects at least two columns (withdrawal or deposit, and the corresponding “balance” column).
  - Receipts should be numbered and the transactions recorded chronologically as they are incurred. It is acceptable if some receipts are not in chronological order on the daily transaction form as long as all receipts are numbered.

### **Electronic expense accounting worksheet**

This electronic worksheet is designed to be used in conjunction with the GV expense accounting workbook that was used to record daily transactions as they occurred in the field.

If you did not receive the electronic worksheet in your final packet, please contact your Habitat support coordinator for a copy, along with detailed instructions on how to complete the worksheet. Microsoft Excel software is required to use the electronic format.

Using the electronic workbook will highly simplify and reduce the time required to summarize the trip financials. Once all transaction entries are transferred from the GV expense accounting worksheet to the electronic workbook, the program makes the necessary calculations and quickly arrives at the bottom line: how much money the team leader owes Habitat for Humanity International or how much Habitat owes the team leader.

This electronic worksheet calculates and generates a summary sheet that, along with the receipts, makes up the team’s final expense report. Using the team leader’s input, it produces the:

- **Average exchange rate: Schedules A and B**
  - Enter all exchanges in the daily transaction form. Schedule A and B will automatically populate the form with the average exchange rate.
  - The average exchange rate is automatically used for additional calculations later on.
- **Daily transaction form worksheet**
  - Transferring the transaction details from the GV expense accounting workbook, which the team leader carried and updated in the field, to the electronic workbook allows the program to quickly and accurately calculate and populate the associated balance fields.
  - The resulting spreadsheet is a neat and accurate version of the workbook entries maintained by the team leader while in the field.
- **Final accounting summary worksheet**
  - In its final step, the electronic spreadsheet generates the final accounting summary.
    - The total expenditures attributable to each expense category.
    - The sum of those totals (“Summary total”).

- The amount of the expense advance(s) provided to the team leader by Habitat GV.
- Using the “Summary” and “Advance” entries, the program calculates either:
- Total due Habitat for Humanity International: The amount of the expense advance that the team leader did not use and, therefore, owes back to Habitat GV.
- Total due to team leader: The amount of team expenses the team leader incurred over and above the advance and, therefore, is owed by Habitat.

If the team leader budgeted accurately and stayed within the budget, she or he will typically have money left over and owe it back to Habitat. If the team leader overspent, Habitat GV will owe him or her money. It might take three to four weeks from the date Habitat GV receives the report for the team leader to receive reimbursement.

### Submitting the final expense envelope

The final expense envelope should contain:

- **Printout of electronic worksheet.** This document should be printed and included with the receipts and emailed to the Habitat support coordinator. The electronic worksheet should include:
  - Electronic daily transaction detail.
  - Average exchange rate.
  - Final accounting summary.
- **Receipts:** Every transaction should be supported by an original, itemized receipt. Put receipts in chronological order. The information recorded on the receipt should be the same as that listed in the corresponding columns of the daily transaction form. Every receipt should contain:
  - Transaction date.
  - Transaction description.
  - Transaction number.
  - Transaction category.
  - Transaction amount.
  - Signature of person receiving funds (if team leader created a receipt).
- **Unused advance funds:** If the expenses recorded are less than the amount of the expense advance, a check or money order must be submitted in the final expense envelope. It is possible to pay by credit card by using an authorization form. Please do not donate extra funds online. Do not send cash. A personal check is acceptable and must be:
  - Payable to Habitat for Humanity International.
  - Labeled with the GV event code on the memo line.

**Do not under any circumstances send cash.** Local currency should have been converted back to home currency before the team departed from the country. If the team leader failed to do so, she or he should convert it after arriving home.

Please do the following to prepare to send the envelope:

- **Copy all documents.**
  - **Retain a copy of all documents submitted in the final expense envelope, including the envelope itself,** before placing the originals in the envelope. The copies provide:
    - Backup in case the envelope is lost in transit.
    - Reference in case the Habitat support coordinator contacts the team leader with questions.
- **Complete the envelope thoroughly.**
  - In addition to requiring the team leader’s signature, the front of the envelope has two sections that must be completed before being submitted:
    - Team leader information: Fill in every box in this section.

- Expense summary: This section is the same format as the final accounting worksheet generated by the electronic spreadsheet. To complete this section, transcribe the information from the final accounting worksheet onto the envelope.
- Habitat for Humanity International’s accounting department requires this information on the outside of the envelope.
- After both sections are completed, the team leader should sign the envelope in the space below the lower right-hand corner of the expense summary section.
- **Send the envelope appropriately.**
  - Following the “Team leader, have you...?” reminders noted at the bottom of the envelope, place the original documents in the envelope, seal and send to Habitat at:  
**[Habitat support coordinator’s name]**  
Habitat for Humanity International  
Global Village Program  
121 Habitat St.  
Americus, GA 31709
  - Mail only by means that track the delivery or certified mail/delivery confirmation (e.g., USPS Express, UPS, FedEx).
  - Do not send via regular or priority USPS.
  - Retain the tracking information in case the envelope is misdirected.

## **Fund reconciliation with Habitat for Humanity International**

Upon receipt of the envelope, the Habitat support coordinator reviews each document carefully, matching receipts and expenditures and verifying figures.

If the support coordinator questions any of the information, she or he will first discuss with the Habitat engagement specialist and then contact the team leader for an explanation or additional information. Please note that this process can sometimes take more than two months.

The team leader’s trip responsibilities do not cease until the trip finances have been reconciled and closed out by Habitat for Humanity International Global Village. When preparing the final accounting summary and expense envelope, carefully following the guidelines will save the team leader and the support coordinators time and effort.

If Habitat GV owes the team leader money after the trip finances are reconciled and approved, the funds will be transferred via ACH to the same bank account used for the expense advance unless otherwise specified by the team leader (the form submitted by the team leader prior to the trip). If that account is no longer active and the team leader is expecting reimbursement, she or he must include a current ACH form with the final expense envelope.

## **Transfer of donation to host country**

The budgeted donation plus the majority of excess funds left over after the finances are reconciled become a donation to the Habitat host organization whenever possible. This donation amount is not released to the host country until the trip is closed out by the Habitat for Humanity International accounts payable department. Once this occurs, Habitat GV releases the funds to the hosting Habitat for Humanity International area office, which handles the transfer of the funds.

Although some areas release the budgeted donation to the host before the trip, the remaining funds cannot be transferred until the trip finances have been reconciled by Habitat GV. Prompt return of your expense report will allow us to release the donation sooner.

## Thank you

We appreciate your reading and following the instructions in this team leader manual to help ensure a smooth, rewarding Global Village experience for everyone involved. We thank you again for your commitment to the Global Village program. As said before, you will represent Habitat for Humanity to many people — team members and people in your host community — who have never experienced Habitat before. We thank you for your service and for being a positive example of the Habitat ministry.

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# Appendix 1:

# Roles and responsibilities

## Roles within Global Village

### Role of the team leader

#### (with assistance of Habitat for Humanity International GV support team):

- Communicate with the in-country host and Habitat Global Village support team to ensure a well-organized, meaningful trip.
- Negotiate the itinerary details, transportation, lodging, food, etc. with the host.
- Review the standard budget that covers all work team expenses and donations.
- Help advertise and recruit team members. The team leader is solely responsible for interviewing and inviting all team members.
- Provide appropriate orientation materials for team members (e.g., cultural sensitivity, travel advice, passports and visas, goals, expectations, geography, politics, religion, logistics, health, safety, first aid).
- Facilitate team meetings, including reflection time, logistics updates, and discussions about Habitat's global work.
- Provide expertise and skills needed in times of crisis.
- Encourage team members to participate in the team fundraising challenge, and share fundraising resources with team members.

### Role of the Habitat volunteer engagement specialist and support coordinator

- Recruit, screen and train potential team leaders.
- Serve as liaison between the team and the host program.
- Administer long-range planning, scheduling and evaluation of the GV program.
- Provide program orientation materials for team members and leaders.
- Maintain emergency information, waivers and records of team members and leaders.
- Process all team fees and donations. Provide financial accountability for all teams and host programs. Communicate available GV team donations to Habitat for Humanity International area offices.
- Promote the concept and program of international and domestic Global Village teams.
- Provide support and encouragement to the team leaders and members for the team fundraising challenge and share fundraising resources.

### Role of the Habitat registration coordinator

- Receive, review, process and respond to participant application submittals. Send an email in response to every application.
- Distribute electronic copies of new applications to team leaders based on participant's preference of dates and locations. Forward applications that are currently in the GV database to team leaders for reactivating participants as requested.
- Coordinate marketing of programs via the Global Village website through customized trip fliers.
- Act as primary Habitat GV contact for open team applicants until they have been accepted to a team.

- Assist in identifying candidates to help fill all Global Village teams, in conjunction with the Habitat for Humanity International Volunteer Engagement specialist and support coordinator.

### **Role of the host GV coordinator**

- Extend formal invitation to team leaders.
- Serve as liaison between the work team leader and the host program staff.
- Introduce work teams to the local committee and host community in which they will work.
- Help arrange work-related logistics, appropriate lodging and food arrangements with team leader. Remain available to the team throughout their visit.
- Provide input to Habitat Volunteer Engagement specialist on country guidelines, travel advice, in-country costs and other pertinent information that will help leaders plan successful teams.
- Participate in trainings hosted by regional GV staff.

# Appendix 2:

# Memorandum of Understanding — Open teams

## Between the Habitat Global Village program and team leader

This document establishes a willingness to partner between the named team leader and Habitat for Humanity International's Global Village program.

### I. Mission

The mission of Habitat for Humanity is to eliminate poverty housing worldwide. This is being accomplished through partnerships with corporations, nonprofit organizations, churches, institutions, future homeowners and individual volunteers.

### II. Purpose and scope

This Memorandum of Understanding provides the named team leader the opportunity to form and lead a team of Global Village volunteers to a hosting program to engage in the mission of Habitat.

### III. Team leader responsibilities

Before being accepted as a team leader, the applicant must:

- Read, understand and sign this memorandum.
- Submit the signed memorandum and a team leader application, with references, to the Habitat GV program at least six months before the desired departure date.
- Be interviewed by a Habitat Volunteer Engagement specialist and agree on a preliminary team budget that includes mandatory travel medical insurance and a \$800 or more donation per participant.

#### General

The team leader will:

- Serve as a representative and advocate of Habitat for Humanity International and the GV program, and as a liaison between team members and the GV program and host program.
- Fulfill GV team leader training requirements: first aid/CPR certification, Habitat for Humanity e-courses and GV team leader training.

#### Planning

Upon being accepted, the team leader will:

- Review the GV team leader manual and GV orientation handbook and proceed accordingly.
- Work jointly with the Habitat Volunteer Engagement specialist and support coordinator and host GV coordinator to:
  - Finalize the dates and destination of the trip.

- Review standard budget and itinerary.
- Follow GV accounting system and practice good stewardship of team funds.
- Market the trip using GV and other marketing resources and tools.
- Join the team fundraising challenge, and work with the Habitat Volunteer Engagement specialist to set a team fundraising goal.
- Create a fundraising web page on Share.Habitat.

### **Organizing and funding**

In organizing the team, the leader will:

- Recruit, interview and select participants, following the procedures outlined in the GV team leader manual and adhering to the applicable Habitat GV minor policy.
- Become knowledgeable about and follow the Habitat GV payment policies and procedures and cancellation policy.
- Instruct each selected team member to:
  - Submit to Habitat GV — preferably online — a nonrefundable \$350 deposit to confirm his or her place on the team.
  - No later than 45 days before departure, forward a copy of the photo identification page of their passport to Habitat GV and the team leader.
  - No later than 45 days before departure, forward to Habitat GV the balance due of the trip fee.
- Counsel team members on flight arrangements from gateway airport.
- Encourage team members to raise funds to meet the team fundraising goal.

### **Predeparture**

In the weeks leading up to the team's departure, the leader will:

- Become familiar with the GV emergency preparedness and insurance materials, and share them with team members.
- Encourage team members to thoroughly review the orientation materials and host program materials.
- Maintain open lines of communication with all team members.

### **In country**

While in country, the team leader will:

- Encourage team members to be considerate of local customs and protocol.
- Demonstrate good stewardship of team funds. This includes saving receipts and tracking expenses using the GV expense accounting workbook, as outlined in the GV team leader manual.
- Be mindful of team dynamics and risk management.
- Serve as a liaison between the team and the host personnel.
- Respond to emergencies as outlined in the GV emergency management plan.
- Facilitate team meetings, including reflection time, logistics updates and discussions about Habitat's global work.

### **Post-trip**

After the trip, the leader will:

- Reconcile team expenses and forward the final accounting package, including receipts and electronic expense report, to Habitat GV no later than 30 days after the end of the trip.
- Maintain communications with team members.
- Be an ongoing advocate of Habitat for Humanity and the GV program.
- Thank team members for their support of the fundraising challenge.

**IV. Habitat for Humanity International Global Village responsibilities**

The Global Village program agrees to provide:

- A GV support team and a host-country coordinator who are the team leader’s primary points of contact and consultation.
- Team leader training and host-country orientation materials.
- Budgeting and itinerary review.
- Trip marketing, fundraising and donation tracking tools and support.
- Participant applications via email.
- Centralized application, registration, deposit and payment support and tracking.
- Team leader and participant orientation materials.
- A host affiliate and build site providing meaningful work, materials and construction supervision.
- 24/7 emergency contact while the team is in country.
- A travel advance 10 to 14 days before departure.
- Transfer of the team’s donation to the host country’s Habitat for Humanity organization.
- Communication to Habitat for Humanity International area offices regarding available team donations.

**I understand and agree to accept the responsibilities contained in this Memorandum of Understanding:**

Fill out this memorandum electronically and send to [tl@habitat.org](mailto:tl@habitat.org); a hard copy may be requested later.

Alternatively, print the form and fill out by hand; fax to 229-410-7080 or mail to Global Village / Habitat for Humanity International / P.O. Box 369 / Americus, GA 31709.

**Team leader**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

City, state, ZIP: \_\_\_\_\_

Date: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

**For and on behalf of the Habitat Global Village program**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_



# Appendix 3:

# Memorandum of Understanding — Closed teams

## Agreement between the Habitat for Humanity Global Village program and partner organization

This document establishes willingness to partner between the named partner organization and Habitat for Humanity International's Global Village program.

### I. Mission

The mission of Habitat for Humanity is to eliminate poverty housing worldwide. This is being accomplished through partnerships with corporations, nonprofit organizations, churches, institutions, future homeowners and individual volunteers.

### II. Purpose and scope

This Memorandum of Understanding provides members of the partner organization an opportunity to engage in the mission of Habitat, through the formation of Global Village work teams that are hosted by Habitat for Humanity host programs in the destination country.

### III. Partner organization responsibilities

The partner organization agrees to appoint a team leader based on GV criteria. Before being accepted as a team leader, the applicant must:

- Read, understand and sign this memorandum.
- Submit the signed memorandum and a team leader application, with references, to the Habitat GV program at least six months before the desired departure date.
- Be interviewed by a Habitat Volunteer Engagement specialist and agree on a preliminary team budget that includes mandatory travel medical and a \$600 or more donation per participant.

#### General

The team leader will:

- Serve as a representative and advocate of Habitat and the GV program, and as a liaison between team members and the GV program and the host affiliate.
- Attend GV team leader training as soon as possible after being accepted.
- Complete GV training requirements: Habitat e-courses, first-aid and CPR certification, and team leader training.

**Planning**

Upon being accepted, the team leader will:

- Review the GV team leader manual and GV orientation handbook, and proceed accordingly.
- Work jointly with the Habitat Volunteer Engagement specialist and support coordinator and host GV coordinator to:
  - Finalize the dates and destination of the trip.
  - Review the standard budget and itinerary.
  - Follow GV financial accounting system and practice good stewardship of team funds.
- Consider joining the team fundraising challenge, and work with the Habitat Volunteer Engagement specialist to set a team fundraising goal.

**Organizing and funding**

In organizing the team, the leader will:

- Recruit participants from the partner organization.
- Ensure that minors have adult supervision and a minor waiver, as outlined in the applicable GV minor policy contained in the team leader manual.
- Become knowledgeable about and follow the GV payment policies and procedures and cancellation policy.
- Interview, accept and register team members with Habitat GV in accordance with GV guidelines.
- Collect and, within 30 days of the team being confirmed, forward to Habitat GV a nonrefundable team deposit of \$1,000.
- Counsel team members on flight arrangements from gateway airport.
- Retain and forward to Habitat GV a copy of each participant's passport photo page.
- Forward to Habitat GV the balance due, minus the deposit already paid, no later than 45 days before departure.
- Encourage team members to raise funds to meet the team fundraising goal.

**Minors**

Habitat for Humanity's policy is that minors must be at least 16 years old to participate. If the team includes minors:

- The work team-to-chaperone ratio must be at least one adult to every five minors, or more as required by the hosting program.
- The partner organization and team leader agree to assume all risks associated with the inclusion of minors in GV volunteer work trips and the associated travel.
- The partner organization and team leader will ensure that no minors on the team drink alcohol during any part of the trip.
- The partner organization and team leader agree to make sure that the parents or guardians of all unaccompanied minors (those traveling without a parent or legal guardian) agree that the team leader or another named adult participant is the adult responsible for their unaccompanied child. Unaccompanied minors, and those accompanied by only one parent or guardian, should carry a notarized document signed by the parents or guardians, authorizing the child to travel with a specifically named responsible adult.
- The partner organization and team leader agree to make sure that the team leader, or specifically named responsible adult participant, shall assume medical decision-making authority with regard to unaccompanied minors on the trip.
- The partner organization and team leader agree to make sure that parents or guardians of unaccompanied minors assign medical decision-making authority to the team leader or other specifically named responsible adult participant, as indicated in the "parental authorization for treatment of a minor child" section of the GV forms for minors.

- The partner organization and team leader agree to make sure that all required GV forms for minors (four pages), signed by each minor's parents or guardians and notarized by a commissioned notary public, are submitted to Habitat Global Village no later than 45 days before the start of the trip.

### **Predeparture**

In the weeks leading up to the team's departure, the leader will:

- Review the Habitat Global Village safety guidelines.
- Become familiar with the GV emergency preparedness and insurance materials, and share them with team members.
- Encourage team members to thoroughly review the orientation materials and host program materials.
- Maintain open lines of communication with all team members.

### **In-country**

While in country, the team leader will:

- Encourage team members to be considerate of local customs and protocol.
- Demonstrate good stewardship of team funds and track expenses as required by GV and Habitat.
- Be mindful of team dynamics and risk management.
- Serve as a liaison between the team and host personnel.
- Respond to emergencies as outlined in the GV emergency management plan.
- Facilitate team meetings, including reflection time, logistics updates and discussions about Habitat's global work.

### **Post-trip**

After the trip, the leader will:

- Perform a final accounting of team expenses and excess funds, and reconcile as required by GV and Habitat for Humanity International.
- Be an ongoing advocate of Habitat and the GV program.
- Thank team members for their support of the fundraising challenge.

## **IV. Habitat for Humanity Global Village responsibilities**

The Global Village program agrees to provide:

- A support team and a host-country coordinator who are the team leader's primary points of contact and consultation.
- A host affiliate and build site providing meaningful work, materials and construction supervision.
- Team leader training and host country orientation materials.
- Budgeting and itinerary review.
- Team leader and participant registration and Global Village orientation materials.
- Participant registration support.
- Habitat GV fundraising resources and online tools, and donation tracking.
- A 24/7 emergency contact while the team is in country.
- Transfer of the team's donation to the host program.
- Communication to Habitat area offices regarding available team donations.

## V. Signature page

The signature page that follows must be filled out and faxed back to Global Village.

---

**I understand and agree to accept the responsibilities contained in this Memorandum of Understanding between the Habitat for Humanity International Global Village program and partner organization.**

Fill out this memorandum electronically and send to [tl@habitat.org](mailto:tl@habitat.org); a hard copy may be requested later.

Alternatively, print the form and fill out by hand; fax to (229) 410-7080 or mail to Global Village / Habitat for Humanity International / P.O.Box 369 / Americus, GA 31709.

### For and on behalf of partner organization

Team leader signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Address: \_\_\_\_\_

City, state, ZIP: \_\_\_\_\_

Date: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

### For and on behalf of the Habitat Global Village program

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email: \_\_\_\_\_

## Appendix 4:

# Tips for communicating with your host GV coordinator

*When people talk, listen completely.*

—Ernest Hemingway

Good communication is critical to the success of all Global Village teams. Cross-cultural communication can be tricky and challenging, especially when email is often the primary means of communication, as it generally is during pretrip planning with a host GV coordinator.

### **Please keep in mind**

- The host GV coordinator's time is typically split between the office and the field.
- The GV coordinator is often communicating in his or her second language.
- International Habitat for Humanity offices often experience technological problems such as intermittent Internet connections, shared computers, etc.
- Your host GV coordinator might have additional responsibilities within the Habitat program or national office (e.g., publicity, resource development, domestic volunteers).

### **Communication Dos**

- Contact your host GV coordinator as soon as your trip has been confirmed with the Habitat volunteer engagement specialist to introduce yourself.
- Copy your volunteer engagement specialist and support coordinator on pertinent communications with your host GV coordinator.
- Be respectful, professional and friendly in all communications.
- Learn about your host GV coordinator's communication preferences and styles.
- Suggest a reasonable deadline when requesting information.
- Contact your Volunteer Engagement specialist if you have not heard back from your host GV coordinator within 10 days.
- Read all of the information sent to you by your host coordinator and volunteer engagement specialist before starting to ask questions.
- Use shorter paragraphs, headings (lodging, itinerary, etc.) or bullet points in emails to your host GV coordinator to make them easier to read and respond to.
- Send one email with several clearly written questions rather than several emails with one question or comment in each.
- Respond promptly to your host GV coordinator with all requested information on the forms provided.
- If you share team member biographies with your team, also send a copy to your host GV coordinator.

## Communication DON'Ts

- Do not wait until the last minute before contacting your host GV coordinator to discuss in-country logistics.
- Do not bombard your host GV coordinator with daily emails and requests.
- Do not reprimand your host GV coordinator for any reason, including a delayed response. If you are having trouble communicating with your host GV coordinator, contact your Habitat volunteer engagement specialist.
- Do not have individual team members email the host GV coordinator. All communication should be done through the team leader.
- Do not create your own forms for team information.
- Do not make frequent and plentiful changes to your itinerary.

## When should I pick up the phone?

Although email is the primary form of contact with your host GV coordinator for pretrip communication, there are times when it might be more effective to pick up the phone. It's a great way to take care of several questions in one conversation, and your host GV coordinator will be happy to hear your voice. Many host coordinators have Skype accounts, and this might be an affordable means of connecting with your coordinator. Please consult with your Habitat volunteer engagement specialist if you have any questions about making international phone calls.

## Words from host GV coordinators: What helps and what hinders

*"We are always on the go and in and out, and, of course, we have the challenge of Internet here, so if it needs a response right away, just give us a call."*

*"It is very helpful for me to receive something in writing that explains exactly what the expectations of the group are, so that I can better understand their needs well in advance of their arrival."*

*"I've seen that some leaders do newsletters and even add in pictures that allow you to know better the team members prior to their arrival. This is very helpful to share with the host GV coordinators as well as with the team."*

*"One thing that really helps me in communicating with so many teams at once is when leaders can condense a number of questions into one email."*

*"I always create a database document and I send it to team leaders, and it's pretty handy to me to receive this info on time in order to know the team members better."*

*"I like it when the team leader makes a real effort to read all of the information completely so that they have a much clearer idea of what are the most adequate and appropriate questions."*

## Appendix 5:

# Team leader checklist

As a team leader, you play an integral role in helping to ensure the Global Village trip experience is positive, packed with great memories, and enlightening for your team members and for yourself. The team leader role requires time, dedication and excellent organizational skills, but you can be confident that you'll have the resources you need to help you every step of the way. Use this task checklist to help you stay on track before, during and after your Global Village trip.

### Pretrip

#### Six to eight months before the trip

- Work with Habitat for Humanity International's Global Village staff to set the date for your trip and begin the confirmation process.
- Complete the Memorandum of Understanding and send it to your GV engagement specialist.
- Closed teams:** Submission of the nonrefundable deposit of \$1,000 is required no later than 30 days from receipt of confirmation, or your team will be cancelled.
- Read all confirmation and orientation materials sent by Global Village staff. Contact the staff if you have questions.
- Review the standard trip itinerary with your GV engagement specialist.
- Finalize your budget and Web flier with your GV engagement specialist.
- Familiarize yourself with the host program by reading the material sent to you by the GV engagement specialist.
- Send an email to the host coordinator to introduce yourself, start a conversation, share goals and expectations, and ask any initial questions.
- Discuss team logistics — lodging options, transportation, etc. — with the host GV coordinator.
- Set up trip parameters for flights (i.e., date and location). Before booking a flight, review the trip itinerary and consult with your GV engagement specialist.
- Review passport and visa requirements for the host country.
- Publicize your trip in various mediums.
- Work with the volunteer engagement specialist to set a team fundraising goal.
- Set up a Share.Habitat fundraising web page.

#### Three to six months before the trip

- Recruit and interview participants for your GV trip, using interview tips and questions.
- Keep the following in mind:
  - Optimal group size is 12 to 15 people, including the team leader. If you are recruiting young people, you must comply with Habitat for Humanity's Minor Policy.
- Send participants an invitation letter with payment information, including payment deadlines and how to code payments.

- Closed teams:** Provide your team members with this link — [habitat.org/gv/closed](https://habitat.org/gv/closed) — and your team's Global Village event code (from the confirmation letter). Team members must have the GV event code in order to access the registration page.
- Closed teams:** Distribute orientation materials to the team members.
- Advise team members to review orientation materials received from Habitat GV.
- Send team members the resources you received from the host GV coordinator (country-specific).
- Send team newsletter No. 1. Include:
  - Basic trip information.
  - Checklist of action items.
  - Payment schedule and reminder to submit a copy of the passport photo page to you and Habitat GV.
  - Travel logistics, including evening and weekend cultural activity plans.
  - Passport and visa requirements.
  - Fundraising resources.
- Closed teams:** Host team meetings to review expectations, team introductions and items included in team newsletters.
- Ask team members to send you a brief biography.
- Provide guidance to team members on fundraising and share GV online fundraising resources. Encourage team members to create a Share.Habitat fundraising Web page, which will help raise awareness and funds through other avenues. Share creative fundraising ideas.

### 60 days to three months before the trip

- Inform the GV engagement specialist of any minors and complete the Minor Waiver Form.
- Communicate with the host GV coordinator to obtain more detailed information regarding:
  - Work schedule and type.
  - Partner family information.
  - Tools.
  - Logistic details.
  - Appropriate team gathering point (location, date, time).
  - Appropriate clothing.
  - Special medical or dietary requirements.
- Gather copies of travel itineraries for each team member and bio information.
- Send team newsletter No. 2. Include:
  - Country-specific information and helpful websites.
  - Affiliate information.
  - Dress code and gift-giving policy.
  - Work schedule, type and tools.
  - Reminder that final payment is due to Habitat GV 45 days before departure.
  - Biographical sketches of team members. (Share team bios with the GV host coordinator.)
- Resolve any medical or dietary concerns or special needs of team members.
- Finalize and provide travel itinerary to host GV coordinator, Habitat Volunteer Engagement and support coordinator and team members.
- Complete team roster tool, which includes rooming assignments, travel itineraries, dietary requirements, etc. You will receive this form from the GV engagement specialist.
- Check with the support coordinator to confirm the team roster and that all payments and paperwork have been received.
- Send the ACH form and a copy of a cancelled or voided check to the support coordinator if a travel advance is needed.

- Closed teams:** Review the budget and travel advance required with your organization (church, school, etc.) and provide any necessary documentation to obtain an expense advance.
- Identify team members who are certified in CPR/first aid and are willing to act in an emergency situation.

### Within 45 days of departure

- Send final newsletter, including:
  - Final reminder to team members to submit a copy of their passport photo page to the team leader and Habitat GV.
  - A request to team members to bring pictures of their families.
  - Emergency contact info of the host, Habitat GV, etc.
  - Instructions to team members to leave a complete itinerary and emergency contact information (names and phone numbers) with a friend or family member in case of emergency.
  - Packing list. (Include reminder to bring reflection material to share.)
  - Rendezvous information. (Include instructions for delayed flights.)
- Review the final packet from the Habitat support coordinator.
- Communicate with the host GV coordinator and Habitat support coordinator about carrying funds and covering expenses in country.
- Review your GV expense accounting workbook and contact the Habitat support coordinator with questions.
- Obtain a travel advance from Habitat GV.
- Obtain a first-aid kit and extra medicines for the team, or delegate this task to a team member.
- Assemble a crisis packet. This includes all the materials in your final packet, passport photos, your travel medical kit and anything else that you might need in an emergency.
- Register with the U.S. State Department: <https://travelregistration.state.gov/ibrs/ui/>.
- Gather reflection material to use during reflection times.

### During the trip

- Ensure all team members arrive and are accounted for.
- Exchange some home currency into local currency upon arrival.
- Maintain the daily transaction detail worksheet and organize receipts daily.
- Hold an orientation session with the hosts upon arrival.
- Store team valuables in a safe, if available, at your lodging or host program.
- Hold a team meeting or reflections daily.
- Start the team journal.
- Carry your crisis management packet throughout the trip.
- Appoint a backup team leader and make sure he or she knows what to do if you are incapacitated.
- Be mindful of the health and safety of team members both on and off the work site.
- Provide overall leadership to the team:
  - Manage emergency situations (including working with host program staff).
  - Pay attention to team dynamics, and mediate issues.
  - Manage team expectations. Be culturally sensitive, and remind team members to do the same.
  - Ensure that team members are engaged in meaningful work before you, as team leader, get involved in building or work site tasks.
- Serve as liaison to the host program staff and future homeowners.
- Communicate with the host program staff if the group has any questions.
- Assist team members with needs as they arise.
- Communicate appreciation to the people, hosts and local community.

- Hold a final team meeting to bring closure to the team experience and advise the team on re-entry and ways to stay involved with Habitat.
- Distribute evaluation postcards to team members and encourage them to complete the online evaluation as soon as possible.
- Exchange foreign currency back to U.S. currency.
- Prepare the team for re-entry into their home culture.

## After the trip

- Take time to relax, rest and refocus.
- Send a welcome-home newsletter to team members.
- Closed teams:** Plan a post-trip team meeting to debrief, share photos and plan presentations to your organization (church, school, etc.).
- Send a thank-you message to the host GV coordinator and host Habitat for Humanity program.
- Complete your online evaluation when you receive the link via email. Encourage team members to fill out evaluations at [habitat.org/gv/evaluation.aspx](http://habitat.org/gv/evaluation.aspx).
- Complete an Incident Report Form for any injuries that occurred during the GV trip and send it to the GV engagement specialist. Complete an Accident Claim Form if needed.
- Send the final GV electronic expense accounting workbook, receipts and remaining funds within 30 days of the trip's conclusion.
- Schedule a time to debrief with your GV engagement specialist.
- Share pictures and thoughts with friends, family and the host Habitat program.
- Send recommendations for potential team leaders to [TL@habitat.org](mailto:TL@habitat.org).

## Appendix 6: Sample itinerary

In general, a two-week trip will consist of two to three travel days, seven to eight workdays, and two to three free days. The itinerary will vary based on the affiliate's distance from the team's arrival and departure airport and the availability of the partner family. The itinerary focuses on scheduling workdays at the beginning of the trip. If planning a two-week trip, typically the intervening weekend allows for local activities and sightseeing.

Day	10-day itinerary	Day	14-day itinerary
Saturday	Depart home country	Saturday	Depart home country
Sunday	Arrival, orientation	Sunday	Arrive in host country
Monday	Work, welcome	Monday	Acclimate, orientation, travel to build location
Tuesday	Work	Tuesday	Work
Wednesday	Work	Wednesday	Work
Thursday	Local cultural activity	Thursday	Work
Friday	Work	Friday	Work
Saturday	Work, farewell	Saturday	Work, future homeowner available
Sunday	Free day/cultural activity	Sunday	Free day, local cultural activity
Monday	Depart for home country	Monday	Work
		Tuesday	Work
		Wednesday	Work, farewell
		Thursday	Free day, local cultural activity
		Friday	Depart for home country

The service-driven itinerary includes construction, building relationships, awareness raising, learning.

Potential cultural activities:

- Work with churches, young people or other community groups.
- Attend or speak at church.
- Spend time with future homeowners.
- Enjoy a cultural evening (music, dance, etc.).
- Visit other community organizations (e.g., orphanage, school, etc.)

Communicate with your host GV coordinator regarding evening activities in the community.



# Appendix 7:

# Travel tips and guidelines

Global Village team leaders are responsible for either booking team members' airline tickets (for closed teams) or ensuring that team members have accurate information in order to book their own airline tickets following a set itinerary. Habitat volunteer engagement specialists and support coordinators do not book travel for GV teams. Funds for airfare must be paid directly to airlines or travel agents and cannot come through Habitat for Humanity International.

Group travel can be challenging, or it can be a wonderful part of the Global Village experience. With team leaders in mind, we have developed some suggestions about how to make the group travel to your host community a positive experience.

## Group booking

You may book your team members' airline tickets directly with an airline or through a travel agent. It is generally easier to hand this burden over to a trained travel agent. In times of emergency, an agent will usually have more clout with an airline than you as an individual will. Some airlines offer discounts to groups of 10 or more. Most agencies can obtain similar group discounts. If you, as the team leader, make the arrangements for your team, you will be responsible for handling all reservations and changes for your team members.

## Individual booking

Many of your team members will be experienced travelers and will want to handle booking their own tickets. If this is the case, make sure your participants have correct dates, meeting locations, etc., before they book a ticket. Also, let them know that the cheapest tickets typically have the most restrictions. It might be worth the extra money to have more flexibility in terms of missed flights and other unexpected events.

## Trip cancellation and interruption insurance

Habitat for Humanity International's Global Village program recommends individuals purchase trip cancellation insurance. Participants and team leaders are encouraged to evaluate their individual needs and carefully consider purchasing an individual trip cancellation insurance policy. Trip cancellation insurance can be valuable to travelers who must cancel their trip because of unforeseen circumstances, including job loss, death in the family or illness. **Trip cancellation insurance will not be covered, for team leaders or members, by trip costs.**

Trip cancellation insurance costs vary based on trip and airline ticket costs, destination and insurance provider. Please check with a trip cancellation insurance provider for rates. Habitat for Humanity International does not have a recommended provider.

## Planning your team arrival

You may have the team leave from a designated point of departure, meet in a gateway city, or arrive in the host country on their own. Although each of these options has benefits, each also has its drawbacks. It can be very difficult on both you and your hosts if each team member arrives at a different time. This means coordinating in-country travel and having greeters at the airport. It offers the most potential for

confusion. You might want to meet your team in a gateway city. A gateway city is a natural stopover where travelers can meet before continuing on to their destination. Contact your Habitat volunteer engagement specialist for travel suggestions, or talk with your travel agent about options.

### **Planning for delays**

Encourage your team members to arrive in the gateway city early. Delays are common, and a participant can jeopardize his or her entire trip if one leg of the flight is delayed or postponed. Check with your travel agent about requirements or suggestions for layovers. For international flights, allow no less than two hours, with a good standard of four to five hours. Provide an emergency number (preferably the team leader's voicemail) for team members to call if they have flight delays.

### **Frequent flier miles**

Encourage your team members to register for frequent flier miles. This is a valuable trip and can amount to a great number of miles.

### **Ticket distribution**

If purchasing group airfare, ask your travel agent about how he or she plans to distribute tickets. The best option for you as a team leader is for the agent to add the mailing costs to the total cost of the ticket and express mail the tickets directly to the team members. Provide your agent with a roster of names and street addresses. (P.O. box numbers cannot receive express mail.)

### **Names on tickets**

Instruct your team members to make sure the name on their airline ticket matches the name on their passport. Unless the names are identical, most airlines will not allow you to check in and most countries will not allow entry.

### **Passports and visas**

Each GV participant is responsible for obtaining and paying the cost of his or her passport and visa, if required. The expiration on the passport must be at least six months beyond the date of departure from the host country. You must also have at least two open pages in the passport.

Visas are often required for entry into a country. Some visas are issued upon arrival, but others must be applied for well in advance of departure. Some visas can be handled electronically and can be issued along with the airline ticket. Check with your travel agent and the U.S. Department of State about visa requirements. In most cases, we advise team members to apply for a tourist visa. Consult with your Habitat volunteer engagement specialist and support coordinator.

### **Deviations and extended travel**

Deviations are permitted by most airlines. Tickets should be purchased and issued 30 days before departure. Advise your team members to make decisions about side trips and deviations as quickly as possible. For team members who are traveling in the region before meeting up with the team, provide instructions for meeting the team either at the airport or the hotel.

### **Baggage weight allowances**

Verify baggage weight allowances with the airlines. If you have an in-country flight, the baggage weight allowances may differ from the international flight weight allowances.

# Appendix 8: Sample Web flier

## Zambia

### July 13-26, 2013

Are you adventurous, flexible, culturally sensitive, service-oriented and ready to get your hands dirty while working hard? Then join us on this excursion to beautiful Zambia! Building with Habitat for Humanity in Zambia will provide you with a unique opportunity to get to know the country and a community in a personal and meaningful way. We will learn and share with the local people as we work and laugh in partnership with one another.

### About Zambia

Zambia is a southeastern African nation with five distinct topographical regions: the central highlands; the western plains, swamps and semi-arid deserts; the Rift Valley of the Zambezi Lowlands; the Muchinga Uplands; and the swamps and lakes of the northeast. The country shares boundaries with eight countries: Malawi, Mozambique, Zimbabwe, Botswana, Namibia, Angola, Democratic Republic of Congo and Tanzania.

The climate of Zambia is tropical, with some variations in the higher altitudes. The rainy season stretches from October to April.

Lusaka is the capital and the largest city. It is in the southern part of the country's central plateau. Lusaka is considered one of the fastest-growing cities in Africa in terms of population. It is a commercial center and the center of government, and it includes the four main highways of Zambia.

### About Habitat for Humanity Zambia

Habitat Zambia opened its doors in 1984, when it started building houses for fishing families on Kabuyu Island. From these small beginnings, Habitat Zambia built more than 1,700 houses and has expanded into six of the country's nine provinces. Habitat Zambia also has facilitated multiple development initiatives, especially in the Chanyanya community. The newest of the program's affiliates is in the urban area of Tiyende Pamodzi, Lusaka.

### Types of construction for volunteers

Habitat Zambia builds in both rural and semi-urban areas. The average house size is 35 square meters (approximately 300 square feet). In keeping with the ethos of using regionally appropriate technology, most of the program's rural houses are built using burnt bricks and corrugated iron roofing sheets. The houses are simple but high-quality, with separate sleeping, cooking and living areas. The houses are designed to give homeowners the option of extending the house in the future.

## Standard itinerary

- *Day 1 (Typically Saturday):* Depart.
- *Day 2 (Sunday):*
  - Arrive in Lusaka, where you will be greeted at the airport by Habitat Zambia staff.
  - Transport to hotel; dinner and overnight in Lusaka.
- *Day 3 (Monday):*
  - Breakfast at hotel; travel to host project site with Habitat Zambia staff.
  - Welcome and orientation with local staff member; welcome dinner.
- *Days 4-7 (Work days, Tuesday–Friday):*
  - Eat breakfast before traveling to the work site.
  - Work from 8 a.m. to 4 p.m., with lunch on site.
  - Free time after work to clean up; dinner; time for team activities.
- *Day 8 (Saturday):*
  - Visit market, orphanage, etc., possible half-day work on build site if desired; cultural experience in the community.
- *Day 9 (Sunday):*
  - Visit local church; other cultural activities (based on host project location).
- *Days 10-12 (Work days, Monday–Wednesday):*
  - Eat breakfast before traveling to work site.
  - Work from 8 a.m. to 4 p.m. with lunch on site.
  - Possible visit to local school for half-day if appropriate; free time after work to clean up; dinner; time for team activities.
  - Farewell celebration on Wednesday.
- *Day 13 (Thursday):*
  - Travel to Lusaka; free time; dinner and overnight in Lusaka.
- *Day 14 (Friday):* Depart for home.

## Accommodations

Teams stay in a guest house or backpacker hostel or school, which are dormitory style and separated by gender — typically two to four people per room with shared bathrooms and toilet.

Lodging in rural areas is often at a local school, church building or Habitat home. In rural locations, teams should expect to be sleeping on the floor and using a pit latrine (typically a hole in the ground). There is typically no electricity, and kerosene lamps are used for light in the evenings.

## Trip cost

\$1,830 (14 days)

## Team leader

Hello! My name is Jo Lundberg, and I am very excited to be a part of this adventure to Zambia! I love to travel and have previously led Global Village trips to Fiji, Uganda, India and Guatemala, along with multiple Habitat for Humanity Collegiate Challenge trips throughout the United States. I am originally from Central New York, but I currently live in Americus, Georgia, where I am a full-time staff member at Habitat for Humanity International in the Volunteer and Institutional Engagement department.

I hope this trip will be a positive and memorable experience for everyone involved. If you fit the description and are interested in learning more about this trip to Zambia, please contact me at [jlundberg@habitat.org](mailto:jlundberg@habitat.org).

# Appendix 9: Sample news release

**FOR IMMEDIATE RELEASE**  
DATE

**Contact:** Your Name  
Your email  
Your phone number

## **(CITY) RESIDENT TRAVELS TO (PLACE) WITH HABITAT FOR HUMANITY’S GLOBAL VILLAGE PROGRAM**

**(CITY, State)** — (Volunteer’s last Name) of (Hometown Name) is traveling to (CITY, STATE, COUNTRY) to participate in a Habitat for Humanity Global Village volunteer work team from (DATE) through (DATE). (PERSON’S LAST NAME), along with other volunteers, is joining in an effort to help eliminate inadequate housing worldwide.

Habitat for Humanity’s Global Village program gives volunteers the hands-on opportunity to help build decent, affordable housing in communities around the world. Global Village volunteers experience another culture as they build houses and hope.

(Individual Mission Statement or quote including personal biographical information: employment, education, past involvement with Habitat, etc. Also include information about specific destination: statistics, need, etc.)

Habitat for Humanity International is an ecumenical Christian ministry that welcomes to its work all people dedicated to the cause of eliminating barriers to a better, healthier, more financially stable life. Since its founding in Americus, Georgia, in 1976, Habitat has built more than 1 million houses in countries around the world, helping more than 6.8 million people obtain decent, affordable shelter. For more information, visit [habitat.org](http://habitat.org).

For more information about the Global Village program, visit [habitat.org/gv](http://habitat.org/gv) or contact Habitat for Humanity International at (800) 422-4828, ext. 7530.

—end—



# Appendix 10:

# Interview tips and questions

## Interview tips

The process of selecting a team member is one of the most important factors of a successful Global Village team. Although the decision to accept a candidate rests with the team leader, your perspective should be to include rather than exclude participants requesting to join your team. In the same way the Habitat mission reaches out to embrace those in need, so, too, should you try to reach out and embrace those who seek to assist you in the Global Village mission.

- Interview each applicant individually. If a couple, family or friends apply together, make sure you talk with each applicant.
- Ask questions in a confident manner. Tell the applicant what your thoughts are concerning particular issues. Always explain any expectations you might have for a participant.
- Let the applicant interview you. Give him or her the opportunity to own the choice of becoming a member of the team you're leading.
- Throughout your interview, emphasize the importance of team participation. Remind the applicant that he or she will be required to participate in each group activity, barring any illness or emergency.
- Be up front about morning and evening devotions and reflection time. You might have an applicant who isn't familiar with Habitat's Christian principles. Don't wait until you arrive in country to reveal this information to them.
- Interview as many applicants as possible. Give yourself the benefit of a wide pool by taking each application into consideration.
- You are not required to make a decision on the phone after the first phone call. However, some team leaders do extend an invitation during this conversation. If you are not comfortable making a decision after the first phone call, politely tell the applicant that you are committed to interviewing all applicants and you will make your decision by a certain date. Then make your decisions by your specified date, while keeping in mind that those applicants whom you don't select might want to re-enter the process of being selected for a team.

Please look over the included interview as a resource for questions you might find appropriate to ask your prospective team member.

## Sample interview questions

- How familiar are you with Habitat's mission and background? Are you aware of its Christian foundation?
- Have you been involved with Habitat previously?
- Tell me about your previous travel experience. Have you ever been to (host country) before?
- What would you most like to get out of this experience?
- What is your biggest fear about this trip?
- Do you have any foreign language skills?
- How do you relate to people of different age (generation) groups than your own?
- How do you keep spiritually, mentally and physically centered?

- How do you feel about having little privacy or personal space?
- Why do you think you will be an asset to this team?
- How do you feel about having daily group meetings/reflections/devotions?
- Do you have any diet restrictions or health conditions that I need to know about?
- Do you have any questions for or about me?

# Appendix 11:

# Sample invitation letter

From: Amazing Team Leader  
Date: Fri, 14 Jun 2013 14:51:53 -0400  
To: Incredible Team Member  
Subject: Your invitation to Ethiopia with Global Village

Your Habitat ID: 1234-5678  
Our team's event code: GV01100

Maria,

I'm a Global Village leader because I've seen GV teams change the lives of families, and they have changed my life, too. My first GV experience was in Romania, and as I stood next to the partner family at their house dedication, I knew that I needed to come home and commit myself to serving others. Now I build with my local Habitat affiliate, I tutor once a week, and I build with a GV team each year.

You are invited to join our Global Village team to Ethiopia on Oct. 18-27, 2013. I hope that the experience is as meaningful for you as it will be for the community we're serving!

**Trip cost:** The cost for this trip is US\$1,760; airfare and entry/exit fees not included. That cost is tax-deductible in most cases. About half covers your expenses, and half is a donation to Habitat for Humanity's work to build safe, decent housing.

**Deposit:** If you decide to join us, please confirm your place by submitting a nonrefundable and nontransferable \$350 deposit in the next two weeks. You're welcome to fundraise this deposit, so if you need a little longer, let me know!

**Due date:** The trip cost is due Sept. 3, 2014. You can fundraise it or pay out of pocket. After the due date, you might continue fundraising over the trip cost so that Habitat keeps building after our team leaves.

**How to make a payment:** All payments to Habitat must include your Habitat ID and our team's event code. You have a few payment options:

- Create your personalized Share.Habitat page and make a payment. Signing up takes only a few minutes and can be done at [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx). You'll be able to use this page to fundraise, too.
- Make a quick payment at [habitat.org/cd/giving/donate.aspx?link=2](http://habitat.org/cd/giving/donate.aspx?link=2).
- Mail a check to Habitat for Humanity International, P.O. Box 369, Americus, GA 31709. Be sure to include your Habitat ID and event code!
- Or pay by phone and ask any questions at (800) HABILITAT, ext. 7530.

Review Habitat's policy on payments, cancellations, and refunds at [habitat.org/sites/default/files/gv\\_payment\\_policy.pdf](http://habitat.org/sites/default/files/gv_payment_policy.pdf).

**Fundraising:** Our project is exciting, so I want you to tell people about it! More often than not, when friends, family, and coworkers hear what you're doing with Habitat for Humanity, they will want to support it.

You can create a page on Share.Habitat to tell people about this project and your reasons for joining it, collect donations, and easily get out the word. (Also, Habitat will send a receipt to your supporters for their tax deductions.)

For my last trip, I posted my Share.Habitat page to Facebook and raised \$400 in one day. I recommend setting a goal that's a few hundred over trip cost—everything goes as donations to Habitat. Give people the opportunity to surprise you with their generosity!

**Create your Share.Habitat page:** The easiest way to get started telling people about your GV trip and fundraising is to create a personalized page now: [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx)

**Join the Fundraising Workshop:** Let me know if you'd like some coaching, and you can also join the Fundraising Workshop webinar that Habitat offers: [habitat.org/gv/fundraisingworkshop](http://habitat.org/gv/fundraisingworkshop)

**Have questions?** Let me know, or check out GV's volunteer resources: [habitat.org/gv/resources.aspx](http://habitat.org/gv/resources.aspx)

Once again, thanks for your interest in this trip. I hope to get to know you in Ethiopia!

— Amazing Team Leader  
(789) 123-4567

## Appendix 12: Minors and age-appropriate work

The following chart pertains to all short-term missions in which teams, families and individuals perform work at Habitat host programs.

Age	Guardianship	Working conditions	Host setting	Documentation required
Below 16	Not able to travel on a Global Village trip.	Not permitted on active build site.	N/A.	N/A.
16 and 17	Must be accompanied by a parent or under care of an institution.  Ratio must be no more than five minors to one adult.	May work on active construction site, but cannot: <ul style="list-style-type: none"> <li>• Work on roof.</li> <li>• Operate power tools.</li> <li>• Participate in blitz builds.</li> <li>• Work above six feet.</li> <li>• Be a part of demolition or excavation work.</li> <li>• Do heavy lifting.</li> </ul>	Affiliates and host programs in any country must be equipped, trained and willing to handle children younger than 18 in order to host.	Memorandum of understanding with partner organization, and minor release (with waiver and authority to treat) signed by both parents.
18 and older	Treat as an adult.	Treat as an adult.	Treat as an adult.	Standard Global Village documents.



# Appendix 13: Payment policies and procedures

Thank you again for committing to Habitat for Humanity. Global Village's payment policies and procedures apply to everybody who commits to a GV trip, so please read this carefully. We hope this guide also proves helpful for those of you who are raising the financial support necessary to make your trip a reality. Be sure to review the information here before beginning your fundraising efforts. These policies and procedures are in place to ensure you have the opportunity to join others in Habitat's mission of helping families in need.

## Deposit and balance

Once you are invited to join a Global Village team, you must confirm your place on the team by submitting a nonrefundable and nontransferable deposit to Habitat for Humanity International in the amount of US\$350. The balance of the trip payment (program cost minus the \$350 deposit) is due no later than 45 days before departure and is also nonrefundable.

**Note:** If you are part of a "closed group" (church, school, civic club or other group that is not recruiting team members outside your organization), please confirm the deposit amount with your team leader and understand that it is nonrefundable.

## Submitting payments

All payments toward your trip must be made in U.S. dollars to Habitat for Humanity International, and designated to the GV program (see the details under "Coding donations"). Payments may be submitted by personal check, money order, MasterCard, Visa, American Express or Discover. Your program cost typically covers your lodging, food, ground transportation, traveler's medical insurance, orientation materials, some activities and a donation to Habitat.

You or your donors may submit funds by credit card via the link "Donate in Support of a Global Village Trip" ([habitat.org/gv](http://habitat.org/gv)), or by telephone by calling (800) 422-4828, ext. 7530. Please have your credit card, eight-digit participant ID number and GV event code available. Participants and donors who submit funds by credit card will receive an automatic email acknowledgment that the payment was received.

Checks and money orders must be made payable to Habitat for Humanity International and mailed to:

**Habitat for Humanity International**

Global Village Program

121 Habitat Street

Americus, GA 31709

**Note:** It might take more than a week for donations to post to the team's account.

Your deposit and any payments you submit toward the program cost will automatically be credited toward satisfying your financial obligation only when coded as per the "Coding donations" instructions below.

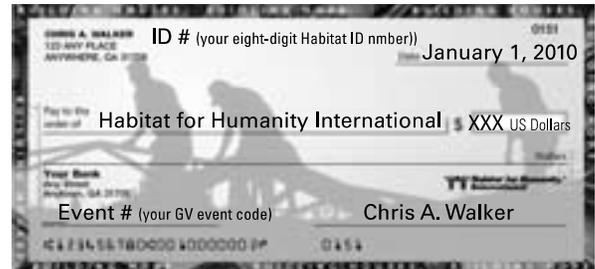
## Coding donations

For a donation to be credited toward your trip, your personal **eight-digit participant ID number and GV event code** must be included on all funds submitted to the Global Village program on your behalf.

- **For online credit card payments:** Include your eight-digit participant ID number and GV event code in the fields provided.

- **For personal checks or money orders:**

Please write the eight-digit participant ID number above the name and address in the upper left corner of the check, and the GV event code on the memo line in the lower left corner.



**If you are uncertain of your eight-digit participant ID number or the GV event code, please contact your team leader.**

## Funding your trip

### Join the GV Challenge

The GV Challenge is our response to the growing need for decent, safe and affordable shelter. Habitat is challenging GV volunteers to make an even greater impact on the global issue of poverty housing by raising funds beyond the cost of the program to support Habitat's worldwide building projects. Take up the challenge! Join us in building hope and affecting the world.

### Fundraising website

Go to [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx), and in just a few minutes you can create a personalized fundraising Web page for your trip. You can then direct potential donors to your site, where they can learn more about the Global Village program, Habitat for Humanity International, and your trip. Contact the GV office for more details.

### Employer matching gifts

More than 1,400 companies match employee gifts to Habitat, and these funds could be designated to your trip. Visit [habitat.org/match](http://habitat.org/match) to find your company's matching gift guidelines and program contact. Inquire with your program contact or human resources department before completing a matching gift form, because not all companies' matching gift policies allow for matching of GV program costs. If eligible, please request that your employer clearly indicate the designated GV event code and trip destination with the matching gift payment. If applying for matching gifts, notify your team leader and the GV office.

**Note:** Matching gift funds may be used to offset the final balance owed only if they are received by GV at least 45 days before the trip departs. Be advised of your company's matching gift payout dates.

### Tax deductibility

Funding raised toward the cost of a Global Village trip also includes the cost of food, lodging and transportation during the trip. A portion of the required program costs supports the charitable efforts of the Habitat program. Depending on the participant's country of origin, this trip's cost might be tax-deductible. Please consult a tax adviser concerning your specific situation.

### Acknowledging donations

All donors who contribute via check or money order payable to Habitat for Humanity International or make a credit card donation designated to a Global Village team are sent acknowledgment letters.

Those who donate online (via a personalized web page or via the link “Donate in Support of a Global Village Trip”) receive a prompt email confirmation that the donation was received and will be mailed an acknowledgement letter. Discourage your supporters from donating cash, as Habitat for Humanity International cannot acknowledge cash donations. We also discourage supporters from giving checks made payable directly to you.

#### **Funds raised in addition to the published program cost**

One of the stated purposes of the Global Village program is to raise funds for Habitat’s mission. We encourage everyone to raise funds above the program cost in order to address critical shelter needs around the world. To remain consistent with our mission, GV is not able to roll additional funds over to a future GV trip or reimburse trip costs paid by participants when maximum obligations are exceeded. Habitat will direct any funding you raise beyond the published program cost to support our programs throughout the world.

#### **Fundraising for airfare**

Funds raised in excess of the program cost will not be used to cover all or part of a GV participant’s airfare. However, we recognize that some people might want to raise money for their airfare. Please do this on your own. Participants might still be able to claim their airfare as a tax-deductible expense even if the funds are paid directly from the participant to a vendor, as long as the trip is in pursuit of a charitable purpose. Team members will need to contact a tax adviser concerning their specific situation.

#### **Cancellation policy**

We encourage all participants to purchase trip cancellation and interruption insurance. No refunds are offered if you must cancel.

- **Cancellation more than 45 days before departure:** All payments **excluding** the \$350 deposit may be transferred for use on a future GV trip within one year of your original trip date. All cancellation notices must first be given to your team leader before notifying GV. All transfer requests must be sent in writing to the GV office. Ask your team leader for more information.
- **Cancellation within 45 days of departure:** One hundred percent of your payments and donations will be retained by Habitat to meet current obligations.
- **If Habitat for Humanity must cancel:** We will make every effort to conduct the trip as scheduled; however, if Habitat must cancel, we will attempt to place you on another team. If that is not possible, you will receive a full refund of your program costs. Global Village cannot compensate participants for the cost of unusable airfare or any other expenses resulting from the cancellation.
- **Delays en route:** If delays occur en route, or missed or canceled flights cause you to miss your rendezvous with the team, the Global Village staff will do everything possible to assist you in connecting with the team. However, Global Village cannot be responsible for any expenses incurred because of flight problems.

#### **Thank you**

Once again, we appreciate your dedication to Habitat’s mission and your willingness to participate in a Global Village trip. Thank you for complying with GV’s payment policies and procedures guidelines, and please let us know if we can be of any additional help.

Please note that Habitat for Humanity International will make every effort to honor designations made by donors; however, Habitat reserves the right to apply the funds to another purpose if, in the sole judgment of the board of directors of Habitat for Humanity International, the original designation becomes, in effect, unnecessary, incapable of fulfillment, or inconsistent with the charitable needs of the community or the area served.



# Appendix 14: Sample fundraising web page

**Habitat for Humanity** | Share.Habitat Search  Sign In

Help Global Village Build Communities / Nicaragua - Krochock Team

**NICARAGUA - KROCHOCK TEAM**  
Helping families build a decent place to live and make a living.

**\$27,270** \$ 100 Please Donate

109% of our goal \$25,000 6 days left to raise \$0 266 total donations

223 Supporters Show Your Support:  0  0  0  0  223

**GALLERY**

500,000

Share

0:00 YouTube

**PULSE**

- Share.habitat . uploaded a new **background** a day ago
- Matthew Lopes** became a team member with a goal of **\$2,000** 3 months ago  
[view fundraiser page](#)
- Beatrice Haapanen** became a team member with a goal of **\$500** 3 months ago  
[view fundraiser page](#)
- Deanna Gray** became a team member with a goal of **\$2,000** 3 months ago  
[view fundraiser page](#)
- Elisabeth Youngerman** became a team member with a goal of **\$500** 3 months ago  
[view fundraiser page](#)
- Kim Petschek** became a team member with a goal of **\$1,000** 3 months ago  
[view fundraiser page](#)

All Updates  Fundraiser Only

**12 Team Members** [View All](#)

**Rick Rapp**  
\$2,750  
157% Complete \$3,700 Goal

**Mary Pearson**  
\$2,800  
190% Complete \$2,000 Goal

**Paul And dylan za...**

**Alex Johnson**

**CHOOSE A GIVING LEVEL**  
Click to Select

**\$200** Crew Chief

## How to create a Share.Habitat fundraising web page

You can create a fundraising web page for your Global Village trip in just minutes!

Our website, Share.Habitat, will create a customized page for you containing information about Habitat, Global Village, your trip and your destination country. It also includes a donation button for online donations, and instructions on how to mail or phone in a donation. Through this site, you will be able to post a link to Facebook, Twitter, LinkedIn and many more social media sites and use dynamic emailing tools to reach out to potential donors.

### Creating your fundraising web page

- Step 1: Click on the link below, or copy and paste it into your browser: [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx).
- Step 2: Enter your Global Village event code and your Participant ID (given to you in your acceptance letter). Double-check the information given on the confirmation page.
- Step 3: Enter your name, email address and password, or connect via your Facebook account. For the richest experience, we suggest you use your Facebook login, but it is not required.
- Step 4: Enter a personal message about your trip, or use the default we've provided. Then set your fundraising goal (be sure to set your goal at your trip cost plus whatever you think you can raise for the Global Village Challenge). Click "done."
- Step 5: You have created your Share.Habitat fundraising page! From here, you can edit any information previously entered, and you can add photos, videos and updates to your page.
- Step 6: Share your page with potential donors: At the upper right of your page, you will see buttons that allow you and visitors to the site to post a message and a link to your page on hundreds of different social media sites.

### Using the Dashboard

Click on the Dashboard tab to do even more! From here you can:

- Send mass emails to contacts from your email provider.
- Send requests to any current donors to help spread the word.
- Find code and instructions to create a donation button on an outside website.

On the Dashboard, you will also find a link to our instructional document that can walk you step by step through the creation, editing and sharing functions of the site. This document contains a useful FAQ section that can answer most of your questions. Here you will also find tips and suggestions for effective fundraising.

## Appendix 15: Helpful websites list

*These links and more are available on the Global Village trip catalog resources page ([habitat.org/gv/catalog/resources\\_catalogue.aspx](http://habitat.org/gv/catalog/resources_catalogue.aspx)).*

<b>Habitat for Humanity</b>	
Share.Habitat	<a href="http://habitat.org/cd/gv/participant/tripshare.aspx">habitat.org/cd/gv/participant/tripshare.aspx</a>
GV website	<a href="http://habitat.org/gv/">habitat.org/gv/</a>
Global Village trip catalog for team leaders	<a href="http://habitat.org/gv/catalog">habitat.org/gv/catalog</a>
Habitat for Humanity website	<a href="http://habitat.org">habitat.org</a>
<b>Travel information</b>	
Airline quality and ratings	<a href="http://www.airlinequality.com">www.airlinequality.com</a>
Airport guides	<a href="http://worldairportguides.com">worldairportguides.com</a> <a href="http://internationalairportguide.com">internationalairportguide.com</a>
Budget accommodation	<a href="http://hostels.com">hostels.com</a>
Online travel booking	<a href="http://expedia.com">expedia.com</a> <a href="http://orbitz.com">orbitz.com</a> <a href="http://travelocity.com">travelocity.com</a>
Flight tracking (for any flight originating in the United States or Canada)	<a href="http://flytecomm.com">flytecomm.com</a> <a href="http://flightview.com">flightview.com</a>
Foreign embassies in Washington, D.C.	<a href="http://embassy.org/embassies">embassy.org/embassies</a>
Hostel booking information	<a href="http://hostelworld.com">hostelworld.com</a>
Tourism Offices Worldwide	<a href="http://towd.com">towd.com</a>
U.S. Department of State Bureau of Consular Affairs	<a href="http://travel.state.gov/">travel.state.gov/</a>
U.S. State Department consular information sheets	<a href="http://travel.state.gov/travel/cis_pa_tw/cis/cis_4965.html">travel.state.gov/travel/cis_pa_tw/cis/cis_4965.html</a>
U.S. State Department passport information (passport requirements for U.S. citizens)	<a href="http://travel.state.gov/passport/passport_1738.html">travel.state.gov/passport/passport_1738.html</a>
U.S. State Department public announcements	<a href="http://travel.state.gov/travel/cis_pa_tw/pa/pa_1766.html">travel.state.gov/travel/cis_pa_tw/pa/pa_1766.html</a>
U.S. State Department travel warnings	<a href="http://travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html">travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html</a>
U.S. State Department visa requirements (for U.S. citizens traveling abroad)	<a href="http://travel.state.gov/visa/visa_1750.html">travel.state.gov/visa/visa_1750.html</a>
Visa requirements (for Canadian citizens)	<a href="http://voyage.gc.ca/preparation_information/visas-eng">voyage.gc.ca/preparation_information/visas-eng</a>

<b>Health information</b>	
Centers for Disease Control and Prevention	<a href="http://cdc.gov/travel">cdc.gov/travel</a>
Medical information for Americans abroad	<a href="http://travel.state.gov/travel/tips/brochures/brochures_1215.html">travel.state.gov/travel/tips/brochures/brochures_1215.html</a>
Travel Health Online	<a href="http://www.tripprep.com">www.tripprep.com</a>
Travel Medicine (information and products)	<a href="http://travmed.com">travmed.com</a>
World Health Organization	<a href="http://who.int/en/">who.int/en/</a>
<b>Money information</b>	
ATM locator—MasterCard (Cirrus network)	<a href="http://mastercard.com/cardholderservices/atm/">mastercard.com/cardholderservices/atm/</a>
ATM locator—Visa (Plus network)	<a href="http://visa.via.infonow.net/locator/global/">visa.via.infonow.net/locator/global/</a>
Currencies and Exchange Rates	<a href="http://xe.com/currency">xe.com/currency</a>
Travelers Checks/Foreign Currency	<a href="http://americanexpress.com">americanexpress.com</a>
Yahoo Finance—currency converter	<a href="http://finance.yahoo.com/m3">finance.yahoo.com/m3</a>
<b>Travel guides</b>	
Fodor's Travel Guide	<a href="http://fodors.com">fodors.com</a>
Let's Go Travel Guide	<a href="http://letsgo.com">letsgo.com</a>
Lonely Planet Travel Guide	<a href="http://lonelyplanet.com">lonelyplanet.com</a>
Travel.org (travel directory)	<a href="http://travel.org">travel.org</a>
World Travel Guide	<a href="http://wtgonline.com">wtgonline.com</a>
<b>General information</b>	
BBC News	<a href="http://bbc.co.uk">bbc.co.uk</a>
CIA World Factbook	<a href="https://www.cia.gov/library/publications/the-world-factbook/index.html">https://www.cia.gov/library/publications/the-world-factbook/index.html</a>
CNN (travel information)	<a href="http://cnn.com/TRAVEL">cnn.com/TRAVEL</a>
Country Reports and Statistics	<a href="http://countryreports.org/">countryreports.org/</a>
Culture information	<a href="http://culturegrams.com/">culturegrams.com/</a>
Cyber Café Search Engine	<a href="http://cybercafes.com">cybercafes.com</a>
Economist Magazine (online)	<a href="http://economist.com/index.cfm">economist.com/index.cfm</a>
Greenwich Time GMT	<a href="http://greenwichmeantime.com">greenwichmeantime.com</a>
International dialing codes	<a href="http://countrycode.org">countrycode.org</a>
International Herald Tribune	<a href="http://iht.com">iht.com</a>
Language aids	<a href="http://transparent.com">transparent.com</a>
National Geographic	<a href="http://nationalgeographic.com/index.html">nationalgeographic.com/index.html</a>
Packing lists and tips	<a href="http://travelite.org">travelite.org</a>
Travel tips	<a href="http://webfoot.com/travel/tips">webfoot.com/travel/tips</a>
Weather—CNN	<a href="http://cnn.com/WEATHER/">cnn.com/WEATHER/</a>
Weather information	<a href="http://weather.com">weather.com</a>
Wikipedia (online encyclopedia)	<a href="http://wikipedia.org">wikipedia.org</a>
Online photo posting	<a href="http://snapfish.com">snapfish.com</a> <a href="http://shutterfly.com">shutterfly.com</a>

# Appendix 16:

# Sample packing list

## Pack light!

Lay out everything you plan to wear for your trip on your bed, then pack half and put the rest away. Limit your baggage to what you can carry two full city blocks without any help. We will be managing our own bags at airports, in and out of vans, etc.

## Luggage

Put some type of identifying mark on your luggage: sewed-on patches, outrageously colored tape, yarn, etc.

Luggage limits have changed for international flights. Note: if you have an in-country flight, there will likely be additional luggage weight restrictions. Confirm with the airline or travel agent.

Daypacks are handy for the airplane, taking to the work site and shopping in town. Keep important paperwork, medication, irreplaceable items and a change of clothes in your daypack, and use that as your carry-on. Seldom does a Habitat group arrive at its destination with all luggage in tow.

Tools should be packed in checked luggage.

## Clothing

You really don't need much. Plan to wash some of your clothes or have some of your clothes washed during the trip. Depending on your location, there might be a laundry service nearby, or your host GV coordinator might be able to arrange for the team's clothes to be laundered for a fee by community members.

There are two types of clothing to consider when packing for a Habitat trip: work clothes and nice clothes. Most of your stuff will be in-between, but perhaps a simple shirt will transform those casual togs into something suitable for church or a nice restaurant. Think about layering and remember that most of our time will be spent at the work site. Bring clothing that you don't mind ruining with dirt, cement, mud, etc.

### The basics

- Hat/cap/bandana for sun and rain protection.
- Lightweight raincoat/windbreaker/umbrella.
- Fleece vest, pullover or sweater.
- Daily work and play clothes. (Generally try to avoid wearing anything with a large logo on it.)
- Swimsuit.
- One special outfit for house dedication, church, dinner in a nice restaurant.
- Undergarments, socks, PJs (you will be sharing a room).
- Shoes: hiking boots or work shoes, casual or nice shoes, sandals or running shoes.

## Toiletries

- Soap, shampoo, small sealable plastic bag of laundry detergent.
- Dental care.
- Personal cosmetics and toiletry items (deodorant, nail clippers, etc.).
- Tissues, toilet paper, travel size antibacterial wet wipes.
- Towel, facecloth.

## Personal items

- Prescription medication. Keep it in the bottle you get from the pharmacy to keep it clear at customs and so you don't get confused yourself.
- Over-the-counter drugs. If you are susceptible to headaches or cold symptoms or upset stomach, it might be a good idea to pack some pain reliever, cold remedy and Pepto Bismol.
- A written copy of your prescription in case you lose the medication and need a refill.
- First-aid supplies. We'll have a team medical kit, but you might want to bring sterile pads, antiseptic solutions, adhesive bandages, etc.
- Insect repellent. A DEET solution seems to work best.
- Antibacterial wet wipes (useful for many things).
- Lip balm, lotion.
- Prescription eyeglasses, contact lenses and solutions for contact lenses.
- Watch. Bring a cheap one that can double as an alarm clock, or bring an alarm clock.
- Sunglasses, sunscreen.
- Flashlight/headlamp (and extra batteries).
- Water bottle.

## Paperwork and money

- A money belt or pouch to carry your money, ID, passport, credit card (to wear under your clothes).
- Your passport.
- A photocopy of your passport. Keep this in your suitcase.
- An ATM/credit card and personal spending money for souvenirs, etc.
- Emergency contact phone numbers of family and friends at home.

## Miscellaneous items to consider (just consider)

- Camping knife/scissors/gadget (pack in checked luggage).
- Earplugs for the plane or for snoring roommates.
- Family photos to show new friends.
- Journal and writing supplies.
- Reflection materials for team meetings.
- Small notebook, address labels or business cards (for giving out your address).
- Travel guides to read and share, paperbacks to read, share and leave behind.
- Games, cards, puzzles (for airport and waiting time).
- Favorite snacks, tea bags, cocoa mix, portable mug.
- Plastic bags/old pillow case for dirty laundry, packing shoes, etc.
- Extra duffel bag for bringing home gifts, etc.
- Camera, film, extra batteries.
- Duct tape.
- Sealable plastic bags.

- Small calculator for money conversions.
- Voltage adapter (generally not needed unless you simply can't live without that hair dryer, etc.).
- Solar camping shower, mosquito nets, etc. (if advised by team leader).

**Basic tools (specific list provided by host program)**

- Dust mask.
- Work gloves (lightweight leather recommended).
- Hammer.
- Nail apron.
- Screwdrivers.
- Tape measure (metric, depending on location).
- Utility knife.



# Appendix 17:

# Sample newsletter 1

## Newsletter No. 1: General guidance

**Downpatrick, Northern Ireland (GV13245)**

**Feb. 9–23, 2013**

### Introduction

Welcome to our Northern Ireland GV team! This is the first of several (three or four) electronic newsletters that we will be sending you over the next several weeks to share information, guidance, advice and tips to help prepare for our adventure. Thank you for choosing to go on a service trip with us.

Please especially note the information in the airline reservation section as you book your tickets.

### Orientation materials

Thank you for submitting your \$350 deposit. As soon as your deposit is processed, the Global Village office at Habitat headquarters will send you an orientation package. Perhaps the most important item in the package is the Global Village Orientation Handbook. It contains a wealth of general information about the GV program, international travel and the work of building houses in other countries. Please take the time to read the entire handbook.

### Passport and visa guidance

Is your passport ready for our trip? Please check your passport to make sure that it meets the following requirements:

- Expiration date more than six months from the date you return home.
- At least two blank pages remaining.

If your passport doesn't meet these requirements, you will need to renew it or have more pages added to prevent any problems with Passport Control agencies while traveling. You don't want to find this out at the last minute! Passport application forms are available at all U.S. post offices.

Visa requirements: All volunteers are required to obtain a charity worker visa. Detailed instructions about the process are included in the attached document. Please contact us if you have any questions about the visa process.

### Airline reservations

An important tip for your flight reservation: Make sure that the name on the ticket matches the name in your passport, i.e., no nicknames.

We will not be booking group airfare. However, if you are looking for a travel agent, you may contact Terrie Smith about individual discounted mission rate tickets. You can reach Terrie toll-free

at (229) 555-5555 or by email at [travelagent@world.com](mailto:travelagent@world.com). Make sure you identify yourself as a Global Village team member. Feel free to use your own travel agent or look into booking flights online. However, if tickets are booked online, you do not have an advocate should you miss a flight.

Plan to book your flight to arrive at the Belfast Airport (BFS) by midday on Saturday, Feb. 9.

Note: It is a 30-mile drive from Portaferry to the airport. We are planning to spend the last Friday night at our lodging in Portaferry and depart Saturday morning for the airport. Please keep this in mind as you book your flight for the 23rd. Those flying will need to be at the airport two hours before the flight departs. If you can book a later flight, please try to do so. However, if you are not able to, let us know. It's likely that Saturday morning's departure from Downpatrick will simply need to be very early.

We will include a more precise meeting location a bit later. We will provide detailed flight information to our hosts, and someone will meet each of us at the airport.

If you have any questions or doubts, please check with us before making an unchangeable or nonrefundable reservation. Once you have confirmed your reservations, please email your entire flight itinerary to [wetherellgv@yahoo.com](mailto:wetherellgv@yahoo.com).

### **Trip cancellation insurance**

Habitat for Humanity International's Global Village program recommends individuals purchase trip cancellation insurance. Participants and team leaders are encouraged to evaluate their individual needs and carefully consider purchasing an individual trip cancellation insurance policy. Trip cancellation insurance can be valuable to travelers who must cancel their trip because of unforeseen circumstances, including job loss, death in the family or illness. Trip cancellation insurance will not be covered, for team leaders or members, by trip costs.

Trip cancellation insurance costs vary based on trip and airline ticket costs, destination and insurance provider. Please check with a trip cancellation insurance provider for rates. Habitat for Humanity International does not have a recommended provider.

### **Trip itinerary (tentative)**

**Saturday, Feb. 9:** Arrive in Belfast; travel to Downpatrick; orientation.

**Sunday, Feb. 10:** City tour.

**Monday, Feb. 11:** Briefing in morning; build on site in Downpatrick.

**Tuesday, Feb. 12:** Build on site in Downpatrick.

**Wednesday, Feb. 13:** Political and economic briefing at Stormont in the morning; sightseeing in Belfast in the afternoon.

**Thursday–Friday, Feb. 14–15:** Build on site in Downpatrick.

**Saturday–Monday, Feb. 16–18:** Exploring Downpatrick.

**Tuesday–Friday, Feb. 19–22:** Build on site in Downpatrick; farewell dinner.

**Saturday, Feb. 23:** Final goodbyes; transport to the Belfast airport.

### **Health and travel advisories**

Following is a synopsis of information compiled from the Centers for Disease Control and Prevention website ([cdc.gov/travel](http://cdc.gov/travel); for Western Europe specifically, go to [wwwnc.cdc.gov/travel/regions/western-europe.htm](http://wwwnc.cdc.gov/travel/regions/western-europe.htm)) and the Department of State travel website ([travel.state.gov](http://travel.state.gov)). Both sites list much more information than we can include here, so we encourage you to check them out online.

### **Required vaccinations**

Recommendations and comments can be found on the CDC website listed above. Discuss your travel plans and personal health with a health care provider to determine which vaccines you will need.

## Fundraising and trip payment

As you should already know, the cost of our trip is US\$2,000, excluding airfare. This will cover all meals, lodging, ground transportation, and local cultural excursions.

Of the trip cost, \$450 will eventually be the donation to the Habitat affiliate in Downpatrick. The remaining balance (\$1,550) is due by Jan. 2, 2013. We encourage everyone to make this payment online, but it can be mailed to the GV office at Habitat headquarters. NOTE: Please remember to use your eight-digit Habitat ID number and our event code (GV13245) when making your payment!

Are you interested in raising funds to cover your trip costs? Many GV participants choose this option. You can set up your own website and invite family, friends or other organizations (such as churches) to make a donation toward your trip. Go to the following address to set up your own Web page: [habitat.org/cd/gv/participant/tripshare.aspx](http://habitat.org/cd/gv/participant/tripshare.aspx). No technical skill is required. You may then advertise your Web address and challenge others to support your GV trip. If you plan to do this, please tell us, so that we can assist you and monitor your progress.

Also, remember our team fundraising goal is \$12,000! In hopes of making an even bigger impact in the national program we will be visiting, our team has taken on the goal of \$12,000 or an additional house in Northern Ireland. Remember, the fundraising goal is above and beyond the program cost. We encourage you to continue your fundraising effort to see the impact we can make.

## Who you are

Please write up a brief biography and send it to us with a photo of yourself by Jan. 6. We will share it with the rest of the team in our next newsletter.

## Your team leaders

Contact information:

Treva Jones  
Americus, GA  
Phone: (789) 456-0123  
Email: [wetherellgv@yahoo.com](mailto:wetherellgv@yahoo.com)

April Jones  
Plymouth, WI  
Phone: (987) 654-3210  
Email: [wetherellgv@yahoo.com](mailto:wetherellgv@yahoo.com)

## Conclusion

We recommend that you save this and other newsletters for future reference. You might want to keep them with your Global Village Orientation Handbook. Our next newsletter will focus on information about our team members and our Northern Ireland hosts. Stay tuned!

## Action items

Here are some things that you should do before our next newsletter:

- Ensure your passport is current and has enough blank pages for our trip.
- Read the Global Village Orientation Handbook.
- Finalize your air travel arrangements, then email the itinerary to the team leaders.
- Write a brief biographical sketch (two to three paragraphs) about yourself and email it to the team leaders.



# Appendix 18:

## Sample newsletter 2

### Newsletter No. 2

#### GV13245 to Northern Ireland

Feb. 9–23, 2013

Greetings! Here you will find reminders of the next steps, a list of your fellow team members and more details about accommodations, meals, weather, packing recommendations and more.

First, some business items:

#### The team

Below is a list of who we are so far, where everyone is coming from, and email addresses. Biographies will follow in the next newsletter.

Joyce Chez	South Carolina	name@bellsouth.net
Ron Ellison	California	name@cox.net
Amy Sampson	New Jersey	name@aol.com
Ray Green	Delaware	name@cs.com
Trina Roy	California	name@cox.net
Rob Fitzgerald	New Jersey	name@yahoo.com
Mary Kale	Alberta, B.C.	name@customdatacentre.com
Carolyn Connolly	Colorado	name@yahoo.com
April Jones	Wisconsin	jonesgv@yahoo.com
Treva Jones	Georgia	jonesgv@yahoo.com

Our 12th teammate is still to be confirmed.

#### Travel

**VERY IMPORTANT:** On the recommendation of our hosts: To decrease the hassle of going through customs, especially in London, it is advisable to say you are going to Belfast for holiday (vacation) instead of saying “volunteer work.”

#### Accommodations

- **Feb. 9:** Because of a scheduling conflict at our main accommodation, we will be spending our first night at Barr Hall Barns:

Address: 31 Barr Hall Road, Portaferry, BT22 1RQ

Tel: +44 (0)28 4272 9895

- **Feb. 10–15, Feb. 18–22:** For the majority of the trip, we will be staying at Barholm in Portaferry. Rooms will be shared with shared baths. The web address is [barholmportaferry.co.uk](http://barholmportaferry.co.uk).  
Address: 11 The Strand, Portaferry, Co Down, N. Ireland  
Tel: +44 (0)28 427 29598

## Meals

Breakfast: We'll handle breakfast at our lodging.

Lunch will be our responsibility each day. We will be preparing lunches and bringing them to the work site.

Dinner will be a mix of restaurants, take-away or cooking as a team.

## Transportation

We will be traveling in a 12-seat passenger minivan (diesel).

We will need two drivers. Sharing the driving responsibilities will give each driver a chance to relax and not worry about driving all the time. Treva will be one of the drivers.

If you would be interested in being the other driver, please let us know. Drivers must be at least 25 years old and carry a valid U.S. driver's license. The license must be in the driver's possession while driving.

## Habitat for Humanity Northern Ireland team manual

Attached is a manual provided by our host GV coordinator in Northern Ireland. Please review this document; it provides detailed information about their program, along with general information about the country and culture. Contact us with any questions, and we will share them with our host GV coordinator.

## Health and safety

There is a first-aid kit on site, and your leaders will bring a first-aid kit for the retreat center and other activities. Our hosts also have a referral list available for doctors and dentists if we need it.

We will get out and enjoy a bit of fun and music. Smoking is acceptable in Northern Ireland, and there will be smoking in bars and restaurants. We do not want anyone to be caught off guard.

## Schedule notes

There are a few activities planned throughout our stay, but there will also be free time. Our hosts will do a short orientation with us within the first two nights we are in town.

## Tea breaks at the work site!

It's very much part of the culture in Northern Ireland to stop work for 10 or 15 minutes in the morning and afternoon to have a cup of tea. While it serves as a nice break in the manual labor, it also gives us time to visit with other volunteers and the site supervisors.

## Communication with home

### Telephones

- You'll need at least a 20p coin for pay phones.
- Your calling time is limited on a pay phone, so have some coins handy to continue the call if needed.
- The code to the United States is 001, followed by the area code and then the number of the person you are calling.
- If the phone you are using has a telephone number posted, it might be to your financial benefit to ask your calling party to phone you back. To call the UK from the United States: 011 + 44 then the city code (drop the leading zero) and number. For example, the Belfast number 028-9024-8994 would be dialed 011-44-28-9024-8994 from the United States.

**Phone cards**

- International phone cards can be purchased in the United States or at local post offices in Northern Ireland. If you do plan on using your calling card from the United States, be sure to contact the phone card company to receive specific dialing instructions on calling the United States from overseas.

**Email**

- There is Internet access in the local library and an Internet cafe in Downpatrick.
- Because we are not staying in Downpatrick, email will not be available every night but rather occasionally during the trip. Please let family and friends know not to expect to hear much from you by email during the trip.

**Mail**

- Postcards: 48p (to the USA)
- Letter: Depends on weight. A small letter will cost 45p, while a larger letter could cost you 80p. Have the post office weigh your mail to be sure.

**Exchanging money**

- The Northern Ireland currency is the British pound sterling. Euros are used in the Republic of Ireland (Dublin).
- Money can be exchanged at banks, post offices, bureaux de change and travel centers. However, our hosts recommend using an ATM card to withdraw the local currency.
- ATMs are located throughout the city and are very plentiful in the city center.
- If you do plan to use an ATM to obtain funds, please remember to notify your bank or credit card company that you will be traveling.

**Helpful websites**

- Currency and exchange rates: [xe.net/currency](http://xe.net/currency)
- Lonely Planet: [lonelyplanet.com](http://lonelyplanet.com)
- International dialing information: [countrycode.org](http://countrycode.org)
- Country reports and statistics: [countryreports.org](http://countryreports.org)
- U.S. Department of State—Consular Affairs: [travel.state.gov](http://travel.state.gov)
- Weather information: [weather.com](http://weather.com)

**Packing list and tips****Weather and clothing**

Contrary to popular stereotypes, we are told that it does not rain ALL the time in Northern Ireland. With that said, we should still plan on it raining every day. There are days of blue skies and sunshine, but there are also the cold and rainy days. Our hosts recommend dressing in layers (especially on the work site). It's also a good idea to toss in a pair of gloves or mittens along with a winter hat. The trip to the north coast could be very windy, and it helps to have that extra bit of warmth. Rain gear will be provided on the building site, so there's no need to worry about getting your personal rain gear dirty.

Temperatures will likely be between 35 and 45 degrees Fahrenheit.

Dress away from the work site can be casual. No suits, ties or dresses required. Even church clothing is fairly casual.

One important note from our hosts: Because of the sectarian nature of Belfast and Northern Ireland, it's best not to wear certain clothing or color combinations. Protestants usually associate with England's colors (red, white and blue), while the Catholics usually associate with the Republic of Ireland's colors (green, white, and orange). So to be on the safe side, we advise against wearing any of these colors in

combination. On the same note, each side also identifies with a football (soccer) team in the Scottish Premier League. The Protestants identify with the Rangers, while the Catholics identify with the Celtic. Again, to be on the safe side, we advise against wearing anything that says Rangers or Celtic (including Boston Celtics, New York Rangers and Texas Rangers clothing).

It is also a good idea to avoid T-shirts that have anything to do with peace. While we might think that it conveys a good message, some locals might be insulted. So please avoid T-shirts that say things such as “Give Peace a Chance,” etc.

### **Luggage**

- Weight limits on international luggage is 50 pounds per bag.
- Put some sort of identifier on your bag (small and medium black suitcases are VERY popular). It will help you when searching for your bag on a luggage carousel.
- Daypacks come in handy for taking to the work site.
- Carry anything crucial in your carry-on (medications, prescriptions, passport, change of clothes, toothbrush, etc.).
- Pack only as much as you'd want to carry at least three city blocks. We will be traveling mostly by van, but you never know when you might need to walk a few blocks with your luggage in tow.

### **Clothing**

- We'll cover laundry availability in the next newsletter once we have this information from our hosts.
- You'll need two types:
  - Work clothes.
    - Work pants.
    - Long-sleeved shirt.
    - Boots (no running shoes on work site).
    - Bring things you don't mind getting dirty, sometimes irreparably (paint, etc).
  - Casual clothes (for off the work site).

### **Additional packing recommendations**

- Pajamas/something to sleep in (plan to have a roommate).
- Hiking boots/shoes (plan to do some walking and hiking during the recreation weekend).
- Personal items. Many will be available, but to avoid needing to go to a pharmacy or store, carry:
  - Shampoo
  - Deodorant
  - Toothpaste/toothbrush
  - Cosmetics
  - Prescription medication/prescriptions
  - Eyeglasses/contacts/prescription
  - Watch
- Photo ID (other than passport).
- Safe wallet or purse in which to carry money, credit cards or other items to safeguard.
- Your passport.
- Photocopy of your passport (store separately from your passport).
- Money in the form of an ATM card, a little cash or credit card (for incidentals, souvenirs, etc.).
- Emergency contact numbers of family or friends at home.

**Miscellaneous items to consider (just to consider)**

- Earplugs for the plane or your roommates.
- A water bottle.
- A few family photos (to show new friends).
- Journal/writing supplies.
- A book for downtime.
- Travel games, cards, puzzles for downtime.
- A bag or pillowcase for dirty laundry.
- An extra duffle bag for bringing home gifts, etc.
- A camera (batteries, film if using nondigital, etc.).

**Team fundraising challenge/team conference call**

As of this week, our team has raised \$4,000 toward our team fundraising goal beyond the program cost. Way to go, team! You are all doing a great job at raising funds. Please send any fundraising ideas — special events, fundraising letter campaigns, etc. — to me so I can share your success with the team. I encourage you to continue your efforts to fundraise for Northern Ireland. Imagine the impact if we raised the full \$12,000!

In addition, the Habitat Global Village staff is hosting a one-hour conference call with our team. This will be a time for us to gather more information about the Northern Ireland hosting program and the housing need, and to get additional inspiration to meet our fundraising goal. I will be sharing the date and time in a follow-up email.

**Upcoming newsletter topics**

- Laundry availability.
- Contact sheet to leave with family/friends.
- Team member biographies.
- Where we'll meet you on Saturday, Feb. 9.
- Answers to questions asked in the meantime.

**See you in six weeks!**



# Appendix 19:

# Sample newsletter 3

## Newsletter No. 3

### GV13245 to Northern Ireland

**Feb. 9–23, 2013**

Greetings, everyone! We leave in two weeks. Are you excited? We are! We just want to cover a few quick things before we go.

#### **Saturday, Feb. 9: Arrivals and itinerary for the day**

Below is a list of who will be arriving when. The first group to arrive will be coming from Newark to Belfast at 7:30 a.m. We will all arrive in Newark at various times and take Continental Flight 94 to Belfast. We (April and Treva) will be wearing our Global Village T-shirts. Each of you should have received a packet from Global Village with a GV T-shirt. If you have not, please let me know. We will be in the waiting area for that flight and will be keeping an eye out for each of you. Please come and introduce yourselves. If any of this information is incorrect, please let us know ASAP!

- Continental Flight 94 arriving in Belfast at 7:30 a.m.
  - Treva Jones
  - April Jones
  - Joyce Chez
  - Amy Sampson
  - Trina Roy
  
- BMI 862 into Belfast Harbour airport at 2:40 p.m.
  - Carolyn Connolly
  - Mary Kale
  - Ron Chez arriving earlier in the week; will meet us at the airport.
  
- From Dublin by train/bus midday:
  - Ray Green
  - Rob Fitzgerald

#### **Missed flights**

If you need to contact us en route, Treva will be available by cell phone until 8:30 p.m. Friday. If you miss your flight or it was delayed and you need to contact someone after that time, you may either:

- Call Kari Ross's cell phone number included in the emergency contact sheet.

OR

- Leave Treva a voicemail that she can access from Northern Ireland.

## Travel reminder

On the recommendation of our hosts: To decrease the hassle of going through customs, especially in London, it is advisable to say you are going to Belfast for holiday (vacation) instead of saying “volunteer work.”

## Saturday schedule

Kari Ross, our host GV coordinator in Northern Ireland, will collect the first group at the airport at 7:30 a.m., and we will travel to Portaferry to get settled into our lodging. The van will return to Belfast to collect the later arrivals and return with them to Portaferry. For the rest of the day, we will get settled, meet for a brief orientation and dine in.

## On the construction site

The weeks that we will be there, the construction schedule lists plaster boarding and finishing (drywall and baseboards) as our tasks. Habitat Northern Ireland will provide all tools and materials, so we do not need to bring any tools.

## Lodging

- **Feb. 9:** Barr Hall Barns:  
Address: 31 Barr Hall Road, Portaferry, BT22 1RQ  
Tel: +44 (0)28 4272 9895  
Web: barrhallbarns.com/accommodation.htm
- **Feb. 10-16, Feb. 18-22:** Barholm  
We will be no more than two to a room at Barholm.  
Address: 11 The Strand, Portaferry, Co Down, N. Ireland  
Tel: 011-44-28-427-29598  
Web: barholmportaferry.co.uk/
- **Feb. 17 (R&R):** Mill Rest Hostel  
These accommodations will be much like Habitat houses. It's a simple, decent hostel in Bushmills near Giant's Causeway and several other attractions. There will likely be three to four people from our team in each room, but each room will also have its own bathroom.  
Tel: 011-44-28-9032-4733 (from the United States)  
Web: hini.org.uk/hostels/bushmills.cfm

## Reflection materials

If you would like to lead a reflection one day, please bring any resources you would need: readings, poems, devotions, etc. We are planning on having daily team reflection time, and we look forward to having some of you lead this time.

## Additional packing items

Bring your:

- Reflection materials.
- Passport.
- Boots to work in (not tennis/running shoes/sneakers).

Dress in layers. We are hoping to spend much of our time off the build site hiking, exploring Giant's Causeway and more. Please bring clothing appropriate for the outdoors.

## Team roster and bios

Our final group totals 10 people:

- Joyce Chez
- Ron Ellison
- Amy Sampson
- Ray Green
- Trina Roy
- Rob Fitzgerald
- Mary Kale
- Carolyn Connolly
- April Jones
- Treva Jones

See the attached team biographies for more information on your fellow team members.

## Laundry

There will be laundry available at Barholm for 5 pounds a load. We can look at washing our work clothes together midweek if we'd like, or we can each give them laundry separately.

## Emergency contact information

Contact sheet to leave with family and friends: The attached document includes contact information for Habitat for Humanity International Global Village and Habitat Northern Ireland.

Please contact us if you have any questions before departure. We look forward to meeting you.

**See you in two weeks!**



# Appendix 20: ACH form

Please submit this form to your Habitat for Humanity International support coordinator 60 days before your departure date.

## ACH Global Village information

Global Village team leader name:
Global Village team leader vendor#: (For office use only)

## Banking information

Bank name		
Bank address		
City	State	ZIP
ABA routing number		
Bank account number		
Name on account		

**Note:**

Please attach a copy of a voided or canceled check.  
Please do not include a deposit slip.



# Appendix 21: Sample pretrip meeting agenda 1

Tip: Have team members bring passport, contact information for their emergency contact while traveling, and medical insurance card or information.

## General guidance

### 1. Introductions and icebreaker

Begin the team meeting with a simple exercise to introduce the team members. A few possible activities:

#### The interview

Ask team members to pair off and interview each other. Make sure they get some information besides name, rank and serial number. (Provide sample questions.) Each team member reports back to the group and introduces his or her partner.

#### Creative nametags

Ask each team member to write his or her name nice and large on a nametag, and then write five or six adjectives about himself or herself ending in -ing — fun-loving, reading, skiing, laughing — that tell something about himself or herself. Next, have team members mill around, introduce themselves and ask questions about one another's nametags.

### 2. Expectations exercise

The team leader shares his or her expectations for the trip. Consider using the expectations exercise in the GV orientation handbook and have team members share their expectations for the trip.

### 3. Team committees

Encourage team members to join a committee that will focus on specific tasks. Committees may plan separate meetings but should always keep the team leader informed of their activities. Committees will be encouraged to share reports at future team meetings. Possible committees:

#### I. Planning

- Plan agenda and activities for pretrip team meetings.
- Create a newsletter with key trip information to be distributed at meetings.
- Research the country and culture, and share a report with the team at the next meeting.
- Prepare the team first-aid kit.
- Plan a predeparture gathering and invite supporters.
- Plan a post-trip team meeting to share photos and stories.

## II. Fundraising

- Create a fundraising plan and set team goals.
- Organize fundraising activities.
- Solicit in-kind donations for tools, host program wish list items, etc.
- Write personal thank-you notes to supporters and donors.

## III. Communications

- Designate a team photographer.
- Write articles about the experience for the church newsletter.
- Maintain a website for the team that includes important team information.
- Load team photos and journal to the website.
- Create a slideshow or DVD to share after the trip.
- Make presentations to other churches, organizations, etc., after the trip.

## IV. Worship or reflection

- Gather supplies for the team journal and recruit volunteers to make daily entries.
- Organize reflection materials and plan reflection meetings during the trip.
- Create team songbook.

## 4. Passport copies

Ask each participant to bring two copies of the photo page of his or her passport to the next team meeting.

## 5. Online registration

Make available a computer with an internet connection for the team members to complete the GV online registration form. If this is not an option, provide the link to the GV online registration form and instruct the team members to complete the registration before the next team meeting.

## 6. Orientation materials

Distribute the Global Village Orientation Handbook to the team members. Encourage members to read the materials.

## 7. Passport and visa guidance

Advise each team member to check his or her passport to make sure it meets the following requirements:

- Expiration date is more than six months from the date you return home.
- At least two blank pages remain.

If the passport doesn't meet these requirements, the team member will need to renew it or have more pages added to prevent any problems with Passport Control agencies while traveling. Passport application forms are available at all U.S. post offices.

Provide team members with visa information if necessary.

## 8. Travel

### Airline reservations

Discuss the team's plan for the flight arrangements. Some members might be interested in extending their travels. This must be discussed in advance if the team plans to purchase group airfare, as deviations may affect the group discounted rate.

**Trip itinerary (tentative)**

Review the daily trip itinerary with the team. Explain that more details will be provided once additional information is received from the affiliate or host program.

**Trip cancellation insurance**

Habitat for Humanity International's Global Village program recommends individuals purchase trip cancellation insurance. Participants and team leaders are encouraged to evaluate their individual needs and carefully consider purchasing an individual trip cancellation insurance policy. Trip cancellation insurance can be valuable to travelers who must cancel their trip because of unforeseen circumstances, including job loss, death in the family or illness. Trip cancellation insurance will not be covered, for team leaders or members, by trip costs.

Trip cancellation insurance costs vary based on trip and airline ticket costs, destination and insurance provider. Please check with a trip cancellation insurance provider for rates. Habitat for Humanity International does not have a recommended provider.

**9. Health and travel advisories**

Share information from the Centers for Disease Control and Prevention website, [cdc.gov/travel](https://www.cdc.gov/travel), which includes recommendations and comments concerning vaccinations. Encourage team members to discuss their travel plans and personal health with a health care provider to determine which vaccines they will need.

**10. Fundraising and trip payment**

Review the trip cost and outline what is included. Discuss ideas for both individual and group fundraising, and set goals.

**Action items**

Here are some things team members should do before the next team meeting:

- Ensure passport is current and has enough blank pages for the trip.
- Bring two copies of passport photo page.
- Read the Global Village orientation handbook.

**Mark your calendars: Next team meeting is...**



## Appendix 22:

# Sample pretrip meeting agenda 2

Tip: Two to three weeks before the meeting, invite a guest speaker from the country where the team is traveling to share information about his or her country and culture.

### 1. Team-building activity

Begin the team meeting with a simple exercise to encourage team members to learn more about each other. A few possible activities:

**M&M grab bag:** Items needed are M&M's or other such treats, but even toilet paper can be used. Have the members in the group form a circle. Ask each person to take some M&M's. (Everyone must take at least one.) After everyone has taken some, ask each team member to share an item of information for each M&M (toilet paper square, etc.) he or she has taken.

**Human scavenger hunts:** Give each team member a sheet of paper and a pencil. Ask team members to locate someone in the room who, for example, likes to canoe, and have that team member sign their paper. Then ask them to find someone in the group who, for example, owns a pair of roller blades, has been skydiving, etc. Use 10 or more traits or adjectives to help team members get to know one another.

### 2. Global Village program or Habitat for Humanity video

Show a video that explains the key principles of Habitat's mission and features images from around the globe of Habitat's partners and home-building work. Allow for a brief question-and-answer time after the video.

### 3. Guest speaker

Ideally, the guest speaker is from the country where the team is traveling. If this is not possible, invite a community member or past GV team member who has traveled to the country. Ask the speaker to share about the country's history, culture and traditions and perhaps to provide a basic language lesson. Allow 20 to 30 minutes for the speaker.

### 4. Committee reports

Ask each committee to share a progress report.

### 5. Country-specific orientation materials

Distribute the GV team manual provided by the host GV coordinator. Encourage team members to review this document, which provides detailed information about the Habitat for Humanity program, along with general information about the country and culture.

## 6. Trip logistics

Review the plans for accommodations, meals and transportation. Provide contact information for the accommodations and explain the rooming arrangements. Address any dietary concerns.

## 7. Construction schedule

Share information about the construction schedule and advise team members on what tools they need to pack for use at the work site.

## 8. Packing list

Distribute a packing list and review packing tips with the team. Advise on luggage weight restrictions and packing tools in checked luggage.

## 9. Helpful websites

Encourage team members to visit helpful websites to prepare for the trip:

- Currency and exchange rates: [xe.net/currency](http://xe.net/currency)
- Lonely Planet: [lonelyplanet.com](http://lonelyplanet.com)
- International dialing information: [countrycode.org](http://countrycode.org)
- Country reports and statistics: [countryreports.org](http://countryreports.org)
- U.S. Department of State—Consular Affairs: [travel.state.gov](http://travel.state.gov)
- Weather information: [weather.com](http://weather.com)

## 10. Health and safety

The team will bring a first-aid kit for use throughout the trip. Advise participants on what additional first-aid supplies they might need to pack. The host GV coordinator also has a referral list available for doctors and dentists if needed.

## Action items

- Final payments are due by...
- Read the country-specific orientation materials and packing list.

**Mark your calendars: Next team meeting is...**

# Appendix 23: Sample pretrip meeting agenda 3

## 1. Team-building activity

Begin the team meeting with a simple exercise to encourage team members to learn more about each other. A few possible activities are:

Thoughts in a hat: Write up a variety of statements or questions that range from serious to fun. Put them in a hat and pass the hat around the circle. Have each team member pull out one of the unfinished statements and finish it. Be sure to mix up serious with fun! You might have: “The three words that best describe my feelings about the upcoming trip are ...” or “I am excited about ...” and “I am nervous about ...”

Question of the day: End each meeting by asking each team member to respond to an open-ended statement that describes their feelings about the upcoming trip, such as:

- “The thing I am anticipating most ...”
- “My biggest concern is ...”

## 2. Partner family profile

Share information provided by the host GV coordinator about the future homeowners with whom your team will be working. If this is not available, find stories from Habitat homeowners on [habitat.org](http://habitat.org).

## 3. Committee reports

Ask each committee to share a progress report.

## 4. Travel plans

Review the team flight itinerary and advise team members on when and where to meet to depart for the airport.

## 5. Trip logistics/itinerary

Review the trip itinerary and plans for accommodations, meals and transportation. Provide team members with a sample daily schedule. Remind team members to be flexible and that the itinerary is tentative.

## 6. Communication with home

Share information about how participants can contact home: international calling cards, international dialing instructions, access to internet, etc.

## 7. Emergency contact information and emergency management plan

Distribute the emergency contact information and advise team members to carry a copy with them and to leave a copy with family or friends.

Briefly review the emergency management plan with the team.

## **8. Exchanging money**

Advise participants on how to carry cash or ATM and credit cards, and provide information about exchanging funds.

## **9. Cultural awareness activity**

Plan an activity using the cultural resources in the team leader manual. Consider using the “cultural iceberg” metaphor. Review any specific cultural resources that have been provided by the host GV coordinator concerning appropriate dress, gender roles, etc.

## **10. Habitat gift-giving policy**

Review the gift-giving policy outlined in the team leader manual.

## **FINAL REMINDERS**

# Appendix 24: Travel medical insurance

A portion of your work trip fee established by Habitat for Humanity covers the cost of insurance coverage. By paying your fee, you will automatically be insured against medical accident; illness; and accidental loss of life, limb, sight, speech or hearing while participating in volunteer activities sponsored and supervised by Habitat for Humanity. This mandatory insurance coverage is designed to protect Habitat’s Global Village trip volunteers and is part of a comprehensive risk management program.

The following is a general summary of the insurance. Actual coverage is subject to the language of the policy terms and conditions. Exclusions and limitations apply.

## Specifications, provisions and exclusions

Coverage is sold on a per-day basis, commences at the actual start of the published itinerary, and terminates at the end of the published itinerary.

The policy does not cover loss caused by or resulting from any of the following:

- Intentionally self-inflicted injuries.
- Suicide or attempted suicide while sane.
- Pregnancy, childbirth or miscarriage.
- Accidents occurring while a passenger on, operating or learning to operate any aircraft.

### Covered services per volunteer

Accidental death and dismemberment	Up to \$250,000
Accident medical expense benefits	\$250,000
Emergency medical guarantee benefits	Up to \$10,000
Emergency medical evacuation benefit	100 percent of covered expenses, such as transportation under medical supervision to a treatment facility.
Repatriation of remains benefit	100 percent of covered expenses, such as transportation of remains to permanent residence.
Family reunion benefit	\$100 a day for up to five days

Volunteer trips in the U.S.

### Covered services per volunteer

Accidental death and dismemberment	Up to \$250,000
Disability benefit (permanent total disability)	\$250,000
Out-of-country medical expense benefits:	
Maximum for medical expense benefits	\$250,000
Maximum for pre-existing conditions	\$50,000
Maximum for dental treatment (injury only)	\$250,000
Home country extension benefit	Up to the out-of-country medical expense benefit maximum.
Emergency medical guarantee benefit	Up to \$10,000.
Emergency medical evacuation benefit	100 percent of covered expenses, such as governmental authorization and transportation under medical supervision to a treatment facility.
Repatriation of remains benefit	100 percent of covered expenses, such as transportation of remains to home country.
Family reunion benefit	\$100 per day, up to five days
Security evacuation expense benefit	Up to \$100,000 (aggregate limit: \$500,000 per occurrence)

International volunteer trips

- Injuries or sickness suffered while under the influence of drugs (other than prescribed) or alcohol.
- Injuries or illness suffered while racing or committing or attempting to commit a felony.
- Injuries caused by or resulting from recreational travel in or on any off-road motorized vehicle not requiring licensing as a motor vehicle, or a motor vehicle not designed primarily for use on public streets or highways.
- Injuries resulting from off-road motorcycling; scuba diving; jet, snow or water skiing; mountain climbing (where ropes or guides are used); sky diving; amateur automobile racing; automobile racing or automobile speed contests; bungee jumping; spelunking; white water rafting; surfing; or parasailing.

For international volunteer trips, covered medical expenses incurred for treatment of a pre-existing condition are limited to a maximum of \$50,000. “Pre-existing condition” means any injury or illness that was contracted or that manifested itself, or for which treatment or medication was prescribed, before the effective date of this insurance.

### Travel assistance services

ACE USA Accident and Health offers access to a multilingual call center 24 hours a day, 365 days a year to help our travelers get the assistance they need while traveling or working anywhere in the world.

These services include:

- Medical assistance, including referral to a doctor, medical monitoring when you are hospitalized, emergency medical evacuation and return of mortal remains.
- Personal assistance, including pretrip medical referral information and, while you are on a trip, emergency medication, embassy and consular information, lost document assistance, emergency message transmission, emergency cash advance, emergency referral to a lawyer, translator or interpreter access, medical benefits verification, and medical claims assistance.
- Travel assistance, including emergency travel arrangements, arrangements for the return of your traveling companion or dependents, and vehicle return.
- Security assistance, including a crisis hotline and on-the-ground security assistance to help address safety

**For medical referrals, evacuation, repatriation or other services, please call:**

**ACE Travel Assistance Program**

(800) 243-6124 (inside the USA)

+1 (202) 659-7803 (outside the USA, call collect)

OPS@europassistance-usa.com

Visit [ACETravelAssistance.com](http://ACETravelAssistance.com) for access to global threat assessments and location-based intelligence.

Register to access the site using the group ID and activation code below:

**Group ID:** aceah

**Activation code:** security

**ACE Travel Assistance Program**

**Plan number:** 01AH585

**Organization:** Habitat for Humanity International, Inc.

**Policy number:** ADD N10784177

**Assistance Provider:** Europ Assistance USA

Europ Assistance provides emergency medical and travel services and pretrip information services.

Please call when:

- You require a referral to a hospital or doctor.
- You are hospitalized.
- You need to be evacuated or repatriated.
- You need to guarantee payment for medical expenses.
- You experience local communication problems.
- Your safety is threatened by the sudden occurrence of a political or military event.

concerns or to secure immediate assistance while traveling, along with access to a secure, Web-based system for tracking global threats and health or location-based risk intelligence.

This information provides you with a brief outline of the services available to you. These services are not insured benefits. Reimbursement for any service expenses is limited to the terms and conditions of the policy under which you are insured. You may be required to pay for services not covered. A third-party vendor may provide services to you. Europ Assistance makes every effort to refer you to appropriate medical and other service providers. It is not responsible for the quality or results of service provided by independent providers. In all cases, the medical provider, facility, legal counsel or other professional service provider suggested by Europ Assistance is not an employee or agent of Europ Assistance, and the choice of provider is yours alone. Europ Assistance assumes no liability for the services provided to you under this arrangement, nor is it liable for any negligence or other wrongful acts or omissions of any of the legal or health care professionals providing services to you. Travel assistance services are not available if your coverage under the policy is not in effect.



# Appendix 25: Accident Claim Form



**ACE American Insurance Company**

**Mail to:** ACE American Insurance Company  
A & H Claims  
P.O. Box 5124  
Scranton, PA. 18505-0556

**PROOF OF LOSS**

**Name of Group:** Habitat for Humanity International  
**Policy Number:** ADDN10784177

**ACCIDENT CLAIM FORM**

**For questions Toll Free Number: ACE North American Claims: 1-855-HFHI-ACE**

Instructions:

- 1). You must have **SECTION A** fully completed or reviewed by a designated representative of the Policyholder.
- 2). **SECTION B** is to be completed, signed and dated by the claimant or parent/guardian of claimant, if claimant is a minor.
- 3). Attach itemized bills for all medical expenses being claimed including the claimant's name, condition being treated (diagnosis), description of services, date of service(s) and the charge made for each service. **PLEASE MAIL COMPLETED FORM AND BILLS TO ABOVE ADDRESS.**

**The furnishing of this form, or its acceptance by the Company, must not be construed as an admission of any liability on the Company, nor a waiver of any of the conditions of the insurance contract.**

**SECTION A – MUST BE REVIEWED AND SIGNED BY A DESIGNATED REPRESENTATIVE OF THE POLICYHOLDER**

NAME and/or LOCATION OF GROUP/SCHOOL.

CLAIMANT'S FULL NAME (Please Print Clearly or Type)	SOCIAL SECURITY NO. (If Available)	DATE OF BIRTH	NAME OF SUPERVISOR/TEAM LEADER
NATURE OF INJURY OR ILLNESS. (Describe Fully, Including Which Part Of Body Was Injured.)		DESCRIBE HOW, WHEN AND WHERE ACCIDENT OCCURRED (Date And Time.)	
NAME OF ACTIVITY	DATE LAST WORKED	DATE RETURNED TO WORK	
POLICYHOLDER REPRESENTATIVE (Please Print Or Type)	TITLE	DAYTIME TELEPHONE NUMBER ( )	
SIGNATURE OF POLICYHOLDER REPRESENTATIVE		DATE	

**SECTION B – MUST BE COMPLETED**

LIST NAME, ADDRESS, AND PHONE # OF OTHER INSURANCE COMPANIES UNDER WHICH CLAIMANT IS INSURED	POLICY #/ACCOUNT #
IF CLAIMANT IS A MINOR, NAME OF CLAIMANT'S GUARDIAN/RELATIONSHIP TO CLAIMANT	
ADDRESS OF CLAIMANT (If Claimant Is A Minor, Name And Address Of Claimant's Guardian)	GUARDIAN'S SOCIAL SECURITY NUMBER
NAME/ADDRESS/TELEPHONE # OF EMPLOYER (If Claimant Is A Minor, Guardian's Employer)	EMPLOYER'S DAYTIME TELEPHONE # ( )

**BY SIGNING BELOW I HEREBY CERTIFY THAT THE ABOVE INFORMATION IS TRUE AND CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF**

**AUTHORIZATION and ASSIGNMENT OF BENEFITS**

I, the undersigned authorize any hospital or other medical-care institution, physician or other medical professional, pharmacy, Insurance support organization, governmental agency, group policyholder, Insurance company, association, employer or benefit plan administrator to furnish to the Insurance Company named above or its representatives, any and all information with respect to any injury or sickness suffered by, the medical history of, or any consultation, prescription or treatment provided to, the person whose death, injury, sickness or loss is the basis of claim and copies of all of that person's hospital or medical records, including information relating to mental illness and use of drugs and alcohol, to determine eligibility for benefit payments under the Policy Number identified above. I authorize the policyholder, employer or benefit plan administrator to provide the Insurance Company named above with financial and employment-related information. I understand that this authorization is valid for the term of coverage of the Policy identified above and that a copy of this authorization shall be considered as valid as the original.

I agree that a photographic copy of this Authorization shall be a valid as the original.

I understand that I or my authorized representative may request a copy of this authorization.

I understand that I or my authorized representative may revoke this authorization at any time by providing the insurance company with written notification as to my intent to revoke.

Signature of Insured or Authorized Representative	Dated
Address:	

**Fraud Warning:** Certain states require specific state mandated fraud language to be included on all claims forms while other states use a generalized fraud stated. ACE USA Accident & Health has adopted the fraud warning language prescribed by the District of Columbia as its standard fraud statement. Unless otherwise noted below this statement shall be included on all claims forms, applications and enrollment forms.

**District of Columbia Generic Warning:**

It is a crime to provide false or misleading information to an insurer for the purpose of defrauding the insurer or any other person. Penalties include imprisonment and / or fines. In addition, an insurer may deny insurance benefits if false information materially related to a claim was provided by the applicant.

**The following states have required us to use state specific language as follows:**

**California**

For your protection California law requires the following to appear on this form:

Any person who knowingly presents false or fraudulent claim for the payment of a loss is guilty of a crime and may be subject to fines and confinement in state prison.

**Colorado**

It is unlawful to knowingly provide false, incomplete, or misleading facts or information to an insurance company for the purpose of defrauding or attempting to defraud the company. Penalties may include imprisonment, fines, denial of insurance and civil damages.

**Florida**

Any person who knowingly and with intent to injure, defraud, or deceive any insurer files a statement of claim or an application containing any false, incomplete, or misleading information is guilty of a felony of the third degree.

**New York**

Any person who knowingly and with intent to defraud any insurance company or other person files an application for insurance or statement of claim containing any materially false information, or conceals for the purpose of misleading, information concerning any fact thereto, commits a fraudulent insurance act, which is a crime and shall also be subject to a civil penalty not to exceed \$5,000 and the stated value of the claim for each such violation.

**Oklahoma**

**WARNING:** any person who knowingly, and with intent to injure, defraud or deceive any insurer, makes an claim for the process of an insurance policy containing any false, incomplete or misleading information is guilty of a felony.

**Pennsylvania:**

Any person who knowingly and with intent to defraud any insurance company or other person files a statement of claim containing any materially false information or conceals for the purpose of misleading, information concerning any fact material thereto commits a fraudulent insurance act, which is a crime and subjects such person to criminal and civil penalties.

**Maryland/Oregon**

Any person who, with intent to defraud or knowing that he is facilitating a fraud against an insurer submits an application or files a claim containing a false or deceptive statement may be guilty of insurance fraud.

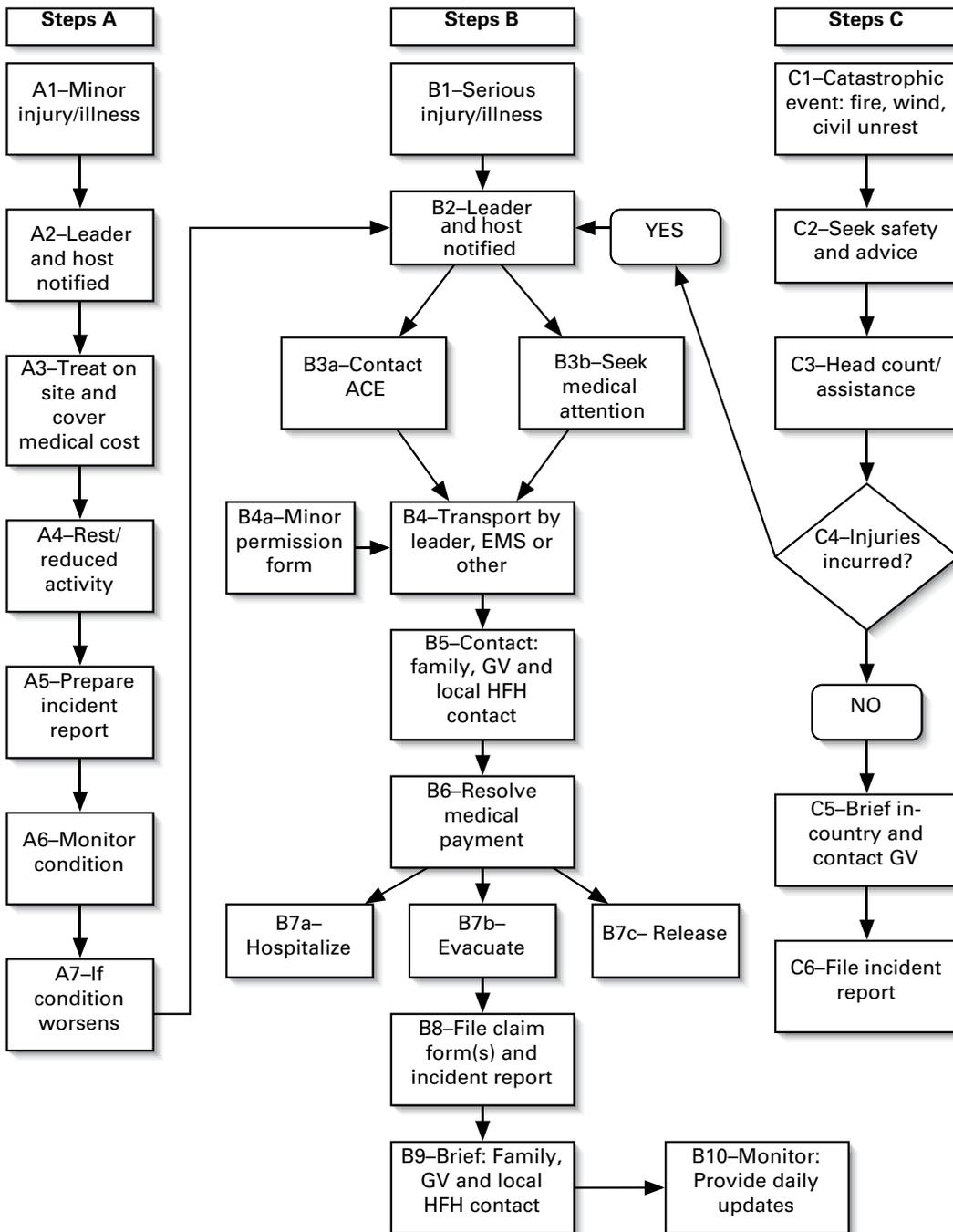
**Virginia**

Any person who, with intent to defraud or knowing that he is facilitating a fraud against an insurer submits an application or files a claim containing a false or deceptive statement may have violated state law.

# Appendix 26: Emergency management flow chart

## Process flow

In case of:





# Appendix 27:

# Emergency management plan

## General

The health and safety of Global Village team participants and leaders is a priority of Habitat for Humanity International and the Habitat GV staff. This emergency management plan is the GV team leader's guide to handling accidents, illnesses and catastrophic events that involve team members during a GV event. It consists of a process flow, which defines specific steps for responding to three categories of occurrences — minor injury or illness, major injury or illness, and catastrophic events; the GV incident report form, which provides a standardized method of documenting every qualifying emergency; and text sections that further explain each step in the process flow. The plan outlines the minimum response expected of a leader who encounters such emergencies, but it does not limit additional response activities, as circumstances dictate.

Although the team leader often is the frontline decision-maker in a team emergency, the Habitat GV emergency response team and the host GV coordinator stand ready to assist and need to be kept informed of all emergencies as they develop. Habitat GV has a dedicated emergency hotline and email address for team leaders to notify GV about emergencies. You will receive this information in your final packet.

The GV incident report form is the official vehicle for documenting emergency situations and what actions were taken. An incident report should be completed and faxed to Habitat GV as soon as possible (no later than two days) after any accident, injury or illness that requires professional medical attention, hospitalization or evacuation, or that results in the death of any team member; any significant disruption in the trip caused by catastrophic events — natural or manmade — that pose a threat to team members; or the departure of a team member earlier than planned.

## Being prepared

The leader of each GV team is responsible for:

- Having a well-provisioned first-aid kit readily available throughout the trip at the work site, while traveling and during leisure-time activities.
- At all times having readily available each team participant's GV emergency contact information, which lists medicines to which the participant is allergic, and the GV emergency contact information sheet, which contains around-the-clock contact numbers and insurance information.
- Obtaining from local Habitat for Humanity staff the location of the nearest medical facility and contact information for local medical personnel and medical transport services.
- Designating, training and keeping informed a backup team leader (from the team participants) in case the leader becomes incapacitated or is required to separate from the team.
- In conjunction with the local Habitat staff, developing and presenting to team members an in-country orientation that includes:
  - The location of the first-aid kit and nearest medical facility.

- Contact information for local medical personnel and transport services.
- The procedure to be implemented when a team member is injured or becomes ill.
- Job-site safety considerations.
- Emergency contact numbers (GV emergency contact information sheet).
- A separation contingency plan, which defines what to do if team members become separated during a catastrophic event. Include a regrouping plan with time and location, along with a procedure for when and how separated individuals should contact Habitat GV, the local Habitat host program or the U.S. embassy for assistance or advice.

## Process flow

The process flow is formatted to address three specific scenarios: Steps A1-A7 for minor injury or illness; Steps B1-B10 for serious injury or illness; and Steps C1-C6 for a catastrophic event. The following sections explain each step in detail. Determining if an injury or illness is minor or serious is left to the team leader. The following text offers basic criteria to assist in that decision.

### Minor injury or illness

#### Step A1: Minor injury or illness

Minor injuries and illnesses are described as occurrences that are not life-threatening and do not require hospital attention. This is an injury or illness that can be treated on site or at a local clinic.

#### Step A2: Leader and host notified

During the in-country orientation, instruct team members to notify the leader when a member is injured or suffers an illness that requires medical treatment, even if the treatment is self-administered.

#### Step A3: Treat on-site and cover medical cost

Some minor injuries or illnesses can be treated on site by qualified team members or a local medical professional, but others might require visiting a clinic. The cost for medical treatment can be paid by the patient or team leader and reimbursed from the team budget, rather than being reimbursed by the patient's medical insurance provider. Complete an accident claim form but hold it as documentation. Retain all paperwork and receipts regardless of how payment was made.

#### Step A4: Rest or reduced activity

After a minor injury or illness, suggest that the injured or ill team member stay off the job and rest or at least reduce his or her level of activity until he or she is healthy again.

#### Step A5: Prepare incident report

Complete an incident report form for every minor injury or illness that requires medical attention beyond what can be treated from the team's first-aid kit.

#### Step A6: Monitor condition

Continually monitor the condition of an injured or ill team member until he or she is back at work.

#### Step A7: If condition worsens

During the in-country orientation, instruct team members to immediately notify the leader when the condition of a treated injury or illness worsens. Advance to Step B2.

## Serious injury or illness

### Step B1: Serious injury or illness

Serious injuries and illnesses are described as occurrences that may or may not be life-threatening but do require hospital attention or evacuation, including ER treatment and release or hospital admittance.

### Step B2: Leader and host notified

During the in-country orientation, instruct team members to immediately notify the leader when a member is injured or suffers an illness that requires medical treatment.

### Step B3a: Contact ACE

ACE provides a variety of travel emergency services to GV team members. Before the trip, review your ACE identification card pamphlet for how and when to involve ACE. If needed, ACE will help you locate the nearest, most appropriate medical facility for the type of injury or illness involved. Once contacted, ACE will assign a case number and continue to assist and monitor the situation while maintaining up-to-date patient information.

### Step B3b: Seek medical attention

Priority in a serious injury or illness is to stabilize the victim and prevent further injury. At the same time, summon medical assistance.

### Step B4: Transport the victim

Based on the type and seriousness of the injury or illness, decide how to transport the victim to a medical facility. Consider the availability of emergency medical services versus transporting by private vehicle. ACE can assist in obtaining transport.

### Step B4a: Minor permission form

If the victim is a minor, remember to take or send the properly signed “permission to treat” form.

### Step B5: Contact and brief

At the medical facility, after the examining the physician’s initial evaluation, consultation and prognosis, notify the person listed on the victim’s emergency contact information form, your Habitat GV emergency response team and host GV coordinator. Provide all three with the ACE case number.

### Step B6: Resolve medical payment

Each team member has \$250,000 in medical coverage through Habitat’s travel medical insurance policy. If the medical provider does not accept the policy, coverage can be verified by contacting ACE.

### Step B7a: Hospitalize

Follow the physician’s advice and admit the victim to the hospital, as recommended. Involve ACE as required. Prepare an accident claim form.

### Step B7b: Evacuate

Follow the physician’s advice to evacuate the victim, if recommended. ACE will help arrange and coordinate the evacuation. Prepare an accident claim form. Having a team member accompany the evacuee is not required but might be appropriate under certain circumstances.

**Step B7c: Release**

If the victim is treated and released, transport him or her as directed by the physician. Fill medical prescriptions as needed and cover the cost out of team funds, to be reimbursed later. Retain all paperwork and receipts. Prepare an accident claim form.

**Step B8: File claim and incident report**

Complete a Habitat accident claim form, including the physician's report, and hold it for mailing upon arriving home. Complete the GV incident report form and fax it to Habitat for Humanity International GV.

**Step B9: Brief Habitat and family**

After hospitalization, evacuation or release, provide the victim's condition and prognosis to Habitat GV and the local Habitat contact. You may update the person listed on the victim's emergency contact form, or he or she can obtain the information by contacting ACE or the Habitat GV emergency response team.

**Step B10: Monitor and provide daily updates**

Continue to monitor the situation and provide daily updates to the Habitat GV emergency response team and the host GV coordinator. You may update the victim's family, or, if the victim is hospitalized or evacuated, the family can obtain up-to-date information by calling ACE.

**Catastrophic events****Step C1: Fire, wind and civil unrest**

This category represents any disruption in the GV event caused by weather, natural disaster or any type of terrorism, war, insurrection or criminal activities that pose a threat to team members. As stated in the Global Village release and waiver of liability, Habitat will "not pay ransom or make any other payments in order to secure the release of hostages."

**Step C2: Seek safety and advice**

The priority is to stay together and seek safety as a group. At the first indication of a pending catastrophic event, review the separation contingency plan introduced in the team's in-country orientation. Designate the regrouping time and location, and a procedure for when and how separated individuals should seek assistance and advice. Contact ACE to assist in arranging for evacuation and notification of governmental agencies in cases of political unrest or natural disaster. Advise Habitat GV and the local Habitat office of the situation at the earliest opportunity.

**Step C3: Head count and assistance**

After a catastrophic event or upon regrouping, take a head count and assess conditions. If the situation warrants, contact the Habitat GV emergency response team and your Habitat in-country contact. If you are in danger and unable to communicate with the local or in-country Habitat contact, Habitat GV or ACE, it might be necessary to contact the U.S. embassy for assistance.

**Step C4: Assess injuries**

If team members are injured and require medical attention, re-enter the process flow at Step B2.

**Step C5: Brief Habitat for Humanity**

Once conditions permit, brief the Habitat GV emergency response team and the host GV coordinator regarding the team's status, specific needs and immediate plans.

**Step C6: File incident report**

As soon as possible after calm is restored, complete a GV incident report form that documents what transpired and what actions were taken, and fax it to Habitat GV. A report should also be filed when a team member departs from an event earlier than planned, with or without the leader's concurrence.



# Appendix 28: Incident report

**In case of accident, injury, illness or catastrophic event**

Global Village requires that an Incident Report be completed and faxed to Habitat for Humanity International Global Village at +1 (229) 410-7080 as soon as possible (no later than two days) after any accident, injury or illness that requires professional medical attention, hospitalization or evacuation, or that results in death of any team member; any significant disruption in the event, caused by catastrophic event—natural or manmade—which pose threat to team members; or when a team member departs from the event earlier than planned.

Team Member's Name: \_\_\_\_\_  
Last First Middle Initial

GV Event Code and Location:

Team Leader:

Habitat for Humanity International Engagement Specialist:

Traveling Companion/Escort (if any):

Date of Incident:

Type of Incident: (circle type)	Minor Injury/Illness	Serious Injury/Illness	Hospitalization	Evacuation
	Natural Disaster	Early Departure	Political Turmoil	Robbery

Other \_\_\_\_\_

Description of Incident:

Possible Cause of Incident:

List Witnesses:

Did member miss event days?    Yes    No    How many?  
 (circle one)

Submitted by: \_\_\_\_\_ Date: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_

**Use reverse side for comments and explanations.**



# Appendix 29:

# Sample orientation meeting agenda

## Team orientation

### Who

- Team leader
- Team members
- Host GV coordinator

### When

- As soon as practical after arrival at the host destination.
- Team should be rested.

### Where

- Depends on available locations.
- Hotel, guesthouse, affiliate office, etc.
- Should be a quiet location.

### Why

- To manage expectations and risk.
- To answer questions.
- To build team dynamics.

### What

#### Introductions

- Use icebreakers.
- Each team member is given an opportunity to talk about himself or herself.
  - An alternative to self-introduction is to assign buddy pairs and give them an opportunity to interview each other and then introduce their buddy to the team.

#### High-level overview of Habitat's mission and ministry

- How Habitat for Humanity International works with and relates to affiliates and host programs.

#### Safeguarding valuables

- At the work site.
- In general.

- The lodging establishment or the affiliate or host program might have a place where valuables — passports, funds, airline tickets, etc. — can be safely kept.
- Personal belongings — cameras, passport, etc. — should be safeguarded.

**Personal safety****Exchanging money**

- Where, when and how.
- Current rate.

**Cautions****Team etiquette**

- Stress that team members are ambassadors representing Habitat for Humanity.
- Stress the need for flexibility and solving problems before they escalate.
- Define acceptable and unacceptable behavior:
  - Proper attire:
    - Work site.
    - Protective work gloves.
    - Sturdy shoes.
    - Appropriate for weather.
  - Culturally acceptable.
    - Women must wear skirts in some countries.
    - Shorts are not permitted in some countries.
    - Confirm with host coordinator proper attire for attending church services and for nonwork hours.
- Sex.
- Romance.
- Alcohol and drug policy.
- Smoking policy.
- Describe the consequences of violation.
- Gender roles, etc.
- Culture and respect for cultural differences.

**Local transportation**

- How team will travel to and from work site.
- How individual team members can travel locally.
- Where to board buses, taxis, etc.

**Lodging**

- Name, address and phone number of lodging while at affiliate or host program.
- Consider giving each team member an index card with contact information.
- Rooming arrangements.
- Assign roommates, if necessary.
- Quiet hours.
- Access hours.
- Check-in procedures.
- Team leader's room number.

**Water**

- Is tap water drinkable?
- Is bottled water provided?

**Tentative schedule**

- High-level overview of daily and weekly itineraries.
- Daily meeting times, devotions and reflection times.

**Meals**

- When and where meals will be consumed.
- How payment and gratuities will be handled.

**Alcoholic beverage policy and payment procedure****Gift-giving policy****Emergency procedures**

- Overview of GV emergency management flow chart and plan.
- Review GV emergency contact information sheet and procedures.
- What to do in case of:
  - Theft.
  - Physical violence.
  - Acute illness.
  - Natural disaster.
- How to contact:
  - Team leader.
  - Host GV coordinator.
  - Local police and hospital.
- Appoint a backup leader.
  - Review all paperwork and contact resources with backup.
- Share with the team the location of documents being carried.
  - Team member emergency contact information, passport copies, expense accounting materials, emergency management plan, GV emergency contact information sheet.

**Problem resolution**

- The team leader is the “go-to” person for problem resolution.
- Team members should not seek problem resolution directly with the host GV coordinator or host program staff.
- Problems should be addressed expeditiously; they should not be allowed to intensify.



# Appendix 30:

# Work site safety orientation topics

## 1. Introduction

- Welcome to the affiliate or host program, and thanks for your commitment.
- Introductions of Habitat participants: executive director, board and committee members, volunteer coordinator, partner families, construction supervisor, construction staff and volunteers.
- Introduction of people who are bilingual.
- Introduction of people with knowledge of first aid and CPR.

## 2. Orientation to the work site

- Location of toilet and place to clean hands.
- Time and location for breaks.
- Where to find drinkable water.
- Safe location to leave bags, food, etc.
- Location of first-aid kit and emergency phone numbers.
- Hazards on site.
- Any other key information regarding the site, neighborhood, etc.

## 3. Job safety standards and responsibilities of volunteers

- Each volunteer is responsible for working in a safe manner, and bringing any safety concerns to the construction supervisor.
- Each volunteer is responsible for using protective equipment and not abusing or misusing materials or equipment.
- Each volunteer is responsible for asking the construction supervisor for help if he or she does not know how to complete a task or use a piece of equipment.

### General safety

- Drink lots of water and be aware of heat exhaustion.
- Alcohol and smoking are not permitted on the work site.
- Keep hair back, and wear sunscreen. Jewelry is not allowed on the work site.
- Share affiliate or host program policy about children on the work site.
- Go over what to do and whom to go to in case of an accident or injury.

### **Proper clothing and gear**

- Wear hard-sole, closed-toe shoes.
- Make sure clothing is culturally appropriate.
- Go over when to wear safety goggles, gloves, dust mask, ear plugs, etc.

### **Importance of a clean work site**

- Collect trash on a regular basis.
- Keep materials and equipment properly stored.
- Return tools and equipment to proper place when not in use.

### **The following safety standards should be discussed if appropriate:**

#### **Safe use of ladders and scaffolding:**

- You must be older than 18 to use a ladder and scaffolding.
- Inspect a ladder and scaffolding before you use it. Look for wear and tear, loose rungs and defects. If the ladder or scaffolding is unsafe, don't use it.
- Use a ladder that will reach the work area. An extension ladder should extend three feet above the work level.
- Move your ladder with your work. If both of your shoulders are extended outside the ladder while you are working, you are overreaching.
- When using an extension ladder, use the 4-to-1 rule: For every 4 feet of height, move the bottom of the ladder 1 foot away from the wall. A ladder is pitched at the proper, safe angle if you can comfortably grasp the rung at shoulder height.
- Place the ladder on solid footing in a safe location. If there is danger of the ladder moving while you work, tie it down. If there is danger of the ladder being hit, barricade it. If the feet of the ladder are not level, dig the ground out under one foot instead of raising the other with a block.
- When climbing, always face the ladder and scaffold and keep your hands free for climbing. Carry tools and materials in proper carrying devices.

#### **Safe use of power and hand-operated tools:**

- You must be older than 18 to operate power tools.
- A power tool should not be used without proper instruction in its use and explanation of the potential consequences of misuse.
- Defective tools should not be used; they should be labeled "defective" and reported to the team leader immediately. Do not wait until the end of the day to report a defective tool.
- Always select the correct type and size of tool for the task, and make sure it is sharp or properly adjusted.
- Do not use a tool if the handle is loose or in poor condition.
- When using tools, hold them correctly. Most cutting tools should be held in both hands with the cutting action away from your body. Avoid using your hand or fingers as a guide to start a cut.
- Handle and carry tools with care. Keep sharp-edged and pointed tools turned downward.
- When working with a hammer, wear a hammer loop or tool belt where the hammer can be kept when not in use.
- Never place a tool on a sloping overhead surface or in a precarious position where it could fall.

#### **Importance of fall protection (covering holes, installing barricades):**

- Take the time to mark any significant holes or areas that might not have been noticed by others.

**Safety precautions when working on the roof or above ground level:**

- You must be older than 18 to be on a roof.
- Roof materials should not be cut aloft. It is much safer to send down measurements and have the sheets cut on the ground.
- Always keep track of where you are in relation to the edge of the roof.
- Avoid laying tools and other items on the roof when not in use.
- Secure building materials to prevent them from sliding or being blown off the roof.
- Some tasks along the edge of the roof are easier and more safely done off a ladder from below.
- Do not allow scrap materials and sawdust to accumulate on the roof.
- Do not work on the roof when the surface is wet.
- Secure the access ladder to the edge of the roof to prevent the ladder from moving.
- Do not throw items from the roof unless someone on the ground declares the landing area “all clear” and prevents others from entering the area until the thrown item has landed.
- Avoid wearing leather-soled, slippery-soled shoes when working aloft.

**How to lift properly:**

- Lift with your legs, not with your back.
- Always use the proper lifting technique: bent legs and straight, vertical back. Do not exceed your lifting capacity.
- Recognize your limits. Avoid struggling to keep up with other team members. When you get tired, take a break. Sit down and rest often.

## 4. Explanation of day’s tasks

- Review daily schedule and work objectives.
- Brief description of all tasks to be performed.
  - Introduce tools required to accomplish the task and demonstrate safe use (physical demonstration of how to do a task safely).
- Skills assessment of volunteers.
- Break into work groups, with task leader if possible.
- Distribute tools and equipment.

## 5. Any questions?



# Appendix 31:

## Ice breakers

### **I'm Glad I'm Here**

Start the team meeting with a positive and humorous opening. Immediately after the introduction, tell the group that you're glad to be there. To prove that, go around the room asking, "If you weren't here today, what would you be doing that you're glad you don't have to do?" Keep the answers light and fast-moving.

### **M&M Grab Bag**

Items needed are M&M's or other such treats, but even toilet paper can be used. Have the members in the group form a circle. Ask each person to take some M&M's. (Everyone must take at least one). After everyone has taken some, ask each team member to share an item of information for each M&M (or other candy, toilet paper square, etc.) he or she has taken.

### **Life Event**

This exercise uses each team member's drawings to help everyone become better acquainted with one another. Each team member should take a sheet of paper, fold it into four boxes and write the following headings at the top of each box: "Childhood" (top left), "Teenage Years" (top right), "Adult Life" (bottom left), and "Future" (bottom right). In each box, he or she should draw a picture of a hopeful event. Then break up team members into small groups to discuss their life events.

### **Name Toss**

Have all team members stand in a circle. Toss a ball, beanbag or clean pair of socks from one team member to another. The team member throwing the ball must call out the name of the team member he or she is throwing it to while the ball is in the air. The team member catching it must thank the thrower by name ("Thank you, Joe!") and then call out the team member's name he or she is throwing it to. Add more balls for complexity and fun!

### **Knots**

Have team members form a small circle and place both hands in the middle of the circle. Each team member should grab two other team members' hands (other than the person on either side of them). Without letting go, try to untangle the knot.

### **The Interview**

Team members pair off and interview each other. Provide sample questions, and make sure they get some information besides just name, rank and serial number. Each team member reports back to the group and introduces his or her partner.

## Adjectives

Each team member introduces himself or herself using an adjective that begins with the first letter of his or her first name, such as “Majestic Michael” or “Exciting Eunice.” The next team member repeats the adjective and name of each previous team member and then introduces himself or herself.

## Human Scavenger Hunts

Give each team member a sheet of paper and a pencil. Ask team members to locate someone in the room who, for example, likes to canoe and have that team member sign the paper. Then ask them to find someone in the group who, for example, owns a pair of roller blades, has been skydiving, etc. Use 10 or more traits or adjectives to help team members get to know one another.

## Two Truths and a Lie

Sit in a circle. Ask each team member to introduce himself or herself with name, pertinent information (hometown, age, size of family) and two true things and one lie about himself or herself. The more bizarre the truths, the better. The group then has to guess which of the three statements is the lie.

## Lineups

Ask team members to arrange themselves on the basis of certain criteria. For example, line up by height, with the shortest people on one end of the room and the tallest on the other. Then have a few people on each end of the line introduce themselves. Next, have the line quickly rearrange on the basis of some other characteristic. Things that work well are birth month, birth year, height, hair length, etc. Keep coming up with new ones until all have had the chance to introduce themselves. Be careful not to choose categories that will cause anyone to feel embarrassed or offended. This works well with a large group.

## Secrets or Can You Guess?

Give each team member a piece of paper and ask him or her to write something about himself or herself that the group wouldn't know anything about. He or she should then fold the paper and put it into a paper bag. Go around the room and pick pieces of paper out of the bag at random. Give everyone a chance to guess whose secret it is. This is good for smaller groups that might know one another a little already.

## Creative Name Tags

Ask each team member to write his or her name nice and large on a name tag, and then write five or six words ending in -ing —fun-loving, reading, skiing, laughing — that tell something about himself or herself. Next, have team members mill around, introduce themselves and ask questions about each other's name tags.

## Design a T-Shirt

Split team members into groups. Give each group a piece of flip chart paper with a drawing of a blank T-shirt. Ask each group to design a T-shirt, with artwork and printing, to convey a particular theme. This is an especially good wrap-up activity. Groups can be asked to do a “what I liked about the mission trip” shirt or a “what I learned” shirt, etc.

## Alphabetical Introductions

Each team member is asked to choose one letter of the alphabet. Duplication of letters is permitted. The team member is given one minute in which to describe himself or herself using single words beginning only with that letter. The team leader should make it clear that the team member with the most words wins a prize.

## **Farewell Message**

Divide team members into groups of four or five people. Provide each team member with three sticky notes and a marker. Ask each team member to write down three words — a verb, a noun and an adjective — one on each note. When each team member has written down his or her words, ask the group to compile a farewell for other team members using only the words the team members in that group wrote down. Ask each group to read their farewell message.



## Appendix 32:

# Team meeting and reflection time

While you are in country, it is important to hold a team meeting or reflection time every day or, at minimum, every other day. Many team participants are overwhelmed by their experiences. Giving team members an opportunity to share their feelings and to discuss them with others helps them process each day's experiences.

### Objectives for team meeting and reflection time

- Review the itinerary.
- Promote positive team dynamics.
- Deal with team concerns.
- Communicate information.
- Provide spiritual nourishment.
- Resolve conflict.
- Discuss feelings about the day and the experience.
- Outline activities for the day and address health and safety issues that should be considered.

### Preparing for team meeting and reflection time

- Communicate the importance of the meeting to the team before your trip.
- Involve team members in leading certain aspects of the reflection time.
- Create a sign-up sheet for team reflection times that can be shared during orientation.
- Encourage members to keep a team journal.
- Consider what team members might be experiencing as you plan reflection activities.

### Common reasons team meeting and reflection time are unsuccessful

- Failure to hold a meeting at all.
- People don't talk.
- There's no objective or purpose.
- Team members see no value.
- The meeting is held too late at night.
- Conflicts within the team are left unresolved.
- One person dominates the meeting.
- Nationals are present (which can make it difficult to be honest).
- Lack of privacy.
- No creativity (lack of preparation).
- Team leader does not engage other team members in leading reflection time.

## Reflection ideas

### Question of the day

End each meeting by asking each team member to respond to an open-ended statement that describes the day, such as:

- “My first impressions here are ...”
- “My favorite moment of the day was ...”
- “My most challenging moment was ...”

### Thoughts in a hat

Write up a variety of statements or questions that range from serious to fun. Put them in a hat, and pass the hat around the circle. Have each team member pull out one of the unfinished statements and finish it. Be sure to mix up serious with fun! You might have: “The three words that best describe this community are ...” or “My heart hurt when ...” or “What I liked best about the cold water this week was ...” By using humor, you also might be able to soften any negative experiences.

### Photograph I take home

This is best used for later in the week. Ask team members to choose one “photograph” that they would want to take home from this trip. They should describe the picture they are mentally seeing and share why they chose that particular image.

### Affirmation circle

Ask team members to sit in a circle. Go around the circle, and ask each team member to say what he or she appreciates about each of the other team members.

### My verse

Ask team members to choose a verse of scripture that will be “theirs” for the week. Give team members one day’s notice and then ask that team member to tell the group why he or she chose that particular verse. This idea can be part of each day’s team meeting. Ask one or two team members to share each day.

### Team journal

Have a notebook available throughout the week in which team members are able to record thoughts, feelings, experiences, etc., that they would like to share with the group. They may be short phrases, words, verses, etc. In the evening, the group may reflect on some of those notes.

### Create a paper symbol

This activity helps team members think through their experiences and their responses. Gather the team into a circle. Lay different colored sheets of construction paper on the floor. Instruct the team to choose any color they want and then, by tearing the paper, make it into something that is symbolic of their experience during the past week. Have them throw the shreds of paper on the floor. When all team members are finished, ask each team member to explain the significance of the object they made. Then have them look at the pieces on the floor and ask, “What are the things that had to be torn away from your life for God to make you into a new creation?” This is best for the last night in the country.

### Pipe cleaner gauge

Midway through the trip, give team members a pipe cleaner and ask them to bend it into a shape that reflects how they are feeling. Midway through the trip, emotions might range from frustration to joy.

# Appendix 33: Gift-giving policy

## Global Village policy on gift giving, donations and sponsorship

### Basic policy

The Habitat for Humanity International Global Village program discourages GV teams, team leaders and individual team members from giving personal gifts while engaged in or as a result of being engaged in GV work.

The team members' presence working in the community is a gift in itself. Because they travel all over the world, GV teams encounter many cultures, each viewing the giving of gifts in different ways. In many cultures, to receive a gift means that a gift must be given in return. Often, the person or family to whom a gift is given is not in a position to reciprocate. This can result in disappointment and unhappiness among the very people the team members hope to honor by giving a gift.

Because it might set an unwelcome precedent and be construed as a handout rather than simply a gesture from the heart, gift giving can have a negative impact on the host affiliate or host program, Habitat for Humanity in general, future volunteers who build with the affiliate or host program, and future GV teams. To avoid potential misunderstandings, embarrassment, injured feelings or jealousy, GV asks that the team or individual team members not exchange gifts with:

- Select individual children.
- On-site masons or volunteers.
- On-site construction supervisor.
- Future homeowners.
- Host GV coordinator.
- Host program staff.
- Habitat volunteer engagement specialist.
- GV team leader or host community members.

In short, any gifts should benefit the community, rather than any one individual.

### Children at the work site

Giving of gifts to individual children is discouraged.

When a team of GV volunteers arrives at a work site, a crowd of inquisitive children is often not far behind. Team members may bring small items to the work site to share — soccer ball, Frisbee, bubbles, crayons, pencils, paper, coloring books — as long as every child present can participate and team members take the items home to their lodging every evening.

Team members should keep in mind that once word spreads, the work site might be inundated with children. Team members should use restraint and common sense to avoid hurting anyone's feelings. If something is shared with one, it will be expected that it will be shared with all.

Because such gifts could benefit the entire community (church, school, affiliate or host program), any items brought to play with at the work site that a team member would like to donate should be given to the host GV coordinator, who will see that they are appropriately distributed in the community after the team departs. This is recommended over any individual giving.

### **Donating tools and clothing**

Any tools and clothing that team members plan to donate should be given to the host GV coordinator on the final day of building.

GV teams often ask if they should bring tools to use and then donate to the affiliate or host program upon departure. The host GV coordinator can advise the team leader on the appropriate tools needed by the affiliate or host program. Donated tools are retained by the affiliate or host program and used on future builds.

Some team members ask if they may donate their work clothes. Clothing should be clean, or team members should include a small donation to pay for the laundering of any donated clothing. Donated clothing should be given to the local affiliate or host program, who will see that it is distributed appropriately in the community, through local charities and churches, to those most in need.

### **Host program wish list**

Some team members are interested in providing additional in-kind donations. Many Habitat for Humanity national offices and affiliates and host programs have developed wish lists that include in-kind donations that would be most useful to Habitat in the host country. These items may include office supplies, printers, computers, construction tools, etc. The team leader may request this list from the host GV coordinator and distribute it to team members.

### **Sponsoring**

Team members should not agree to any type of sponsorship.

Team members are sometimes approached about the possibility of “sponsoring” children in the host country. They might be the partner family children, children of a host affiliate or host program staff member, of an extended family, or simply a local resident befriended by a team member. It is against Habitat for Humanity policy for any Habitat staff member to solicit personal donations from volunteers, donors, etc.

### **Suggested mementos for homeowners**

GV suggests that a team develop a few photographs of the team and mount them on cardstock. Have each team member sign around the photo and leave these as mementos for the homeowners. Contact the Habitat engagement specialist for other memento ideas.

Questions about gift giving, donations and sponsorships should be directed to the Habitat engagement specialist.

## Appendix 34:

# Team development: Tuckman's model

### **Bruce Tuckman's 'Forming Storming Norming Performing' team-development model (1965)**

Dr. Bruce Tuckman published his "Forming Storming Norming Performing" model in 1965. He added a fifth stage, "Adjourning," in the 1970s. The "Forming Storming Norming Performing" theory is an elegant and helpful explanation of team development and behavior. Tuckman's model explains that as the team develops maturity and ability, relationships are established and the leader changes leadership style.

#### **Tuckman's original model**

The progression:

1. Forming
2. Storming
3. Norming
4. Performing
5. Adjourning

#### **Features of each phase:**

##### **Forming—Stage 1**

High dependence on leader for guidance and direction. Little agreement on team aims other than received from leader. Individual roles and responsibilities are unclear. Leader must be prepared to answer lots of questions about the team's purpose, objectives and external relationships. Processes are often ignored. Members test tolerance of system and leader. Leader directs.

##### **Storming—Stage 2**

Decisions don't come easily within group. Team members vie for position as they attempt to establish themselves in relation to other team members and the leader, who might receive challenges from team members. Clarity of purpose increases, but plenty of uncertainties persist. Cliques and factions form, and there may be power struggles. The team needs to be focused on its goals to avoid becoming distracted by relationships and emotional issues. Compromises may be required to enable progress. Leader coaches.

##### **Norming—Stage 3**

Agreement and consensus largely forms among team members, who respond well to facilitation by leader. Roles and responsibilities are clear and accepted. Big decisions are made by group agreement. Smaller decisions may be delegated to individuals or small teams within group. Commitment and unity are

strong. The team may engage in fun and social activities. The team discusses and develops its processes and working style. There is general respect for the leader, and some of the leadership is more shared by the team. Leader facilitates and enables.

**Performing—Stage 4**

The team is more strategically aware and knows clearly why it is doing what it is doing. The team has a shared vision and is able to stand on its own feet with no interference or participation from the leader. There is a focus on overachieving goals, and the team makes most of the decisions against criteria agreed with the leader. The team has a high degree of autonomy. Disagreements occur, but now they are resolved within the team positively, and necessary changes to processes and structure are made by the team. The team is able to work toward achieving the goal, and also to attend to relationship, style and process issues along the way. Team members look after each other. The team requires delegated tasks and projects from the leader. The team does not need to be instructed or assisted. Team members might ask for assistance from the leader with personal and interpersonal development. Leader delegates and oversees.

**Adjourning—Stage 5**

This is about completion and disengagement, both from the tasks and the group members. Individuals will be proud of having achieved much and glad to have been part of such an enjoyable group. They need to recognize what they've done and consciously move on. Some authors describe Stage 5 as "Deforming and Mourning," recognizing the sense of loss felt by group members.

## Appendix 35:

# Maintaining healthy team dynamics

The key to maintaining healthy team dynamics is to understand the phases of development of the group process. Similar to Tuckman's model, they are as follows:

### **1. Polite**

Members avoid controversy, share acceptable ideas and avoid serious discussion.

### **2. Purpose**

When one or more members ask, "What are we really doing here?" Future difficulties can be avoided by using some time to elicit the feelings of group members about the purpose.

### **3. Power**

Members might make a bid to have some influence over the procedures and life of the group. Legitimate competition is taking place and needs to be handled if the group is not to become stalled and sow seeds of serious difficulty. The "bids" for power need to be taken seriously, responded to and resolved; otherwise the group will stall here.

### **4. Constructive**

Members work well together, listen to one another, clarify issues and exhibit mutual trust, support and respect.

### **5. Team spirit**

Morale is high, with strong loyalty to and pride in one another. More can be accomplished by the group than by individuals.

It is essential to fit the leadership style to the maturity of the group. Leadership must respond to the needs of the group, doing what the group is not doing for itself. The leader who misreads a group, who duplicates what the group is already doing well, or who does not have the skills to provide what is lacking will be responsible for perpetuating many difficulties in the life of that group. Effective prevention of difficulties is often a result of good judgment and skills of the leader.

The following are situations that can arise in a group and some strategies for dealing with each.

Situation	Strategy
<p><b>The nonstop talker:</b> Talks so much he or she prevents others from talking.</p>	<p>Be attentive to the talker; he or she probably has good ideas. Always look to people away from the talker for contributions. You, as the leader, must control contributions that inhibit other contributions.</p>
<p><b>The overly helpful member:</b> Always responds quickly to requests, using this as a subtle way to direct the group.</p>	<p>Voice appreciation for his or her suggestions. Look immediately to others to lead off in the discussion. Look to others to be the first to contribute. Suggest that he or she is “working too hard” and ask for responses from others in the group.</p>
<p><b>The bored or indifferent member:</b> Feels he or she is not being heard.</p>	<p>Call on him or her, pointing out his or her competence, experience or expertise on one or more topics of discussion. Try to focus on a strength and ask for a contribution from that base.</p>
<p><b>A team member is quiet and noncontributing for quite a while:</b> He or she seems successful and competent but is silent in group situations.</p>	<p>Some people find it hard to contribute in a group. Don’t push too hard. Offer encouragement occasionally so that he or she knows you value his or her contributions. It is less important that the team member talks readily than that he or she stays close to the group. Be patient.</p>
<p><b>The shy, hesitant team member:</b> This team member is afraid to contribute.</p>	<p>Ask direct questions that you think she or he can answer. Support the responses if you honestly can.</p>
<p><b>Team member is not disposed to help others:</b> He or she wants other team members to pull their own weight and not depend upon them.</p>	<p>This kind of person needs to be recognized. Privately let the team member know how much you appreciate having him or her in the group and how much you think he or she can contribute to the group. Continue to try to draw him or her out.</p>
<p><b>Team members who hold conversations on the side during team meetings:</b> This can be the source of considerable distraction.</p>	<p>Don’t let the team member hold a side conversation with you! As leader, you can pause and look at them until they quit talking, or ask them if they have something valuable to add to the discussion. The goal is to let the whisperer know that this kind of behavior is not acceptable in this group without making a big issue of it.</p>
<p><b>Team members who have a poor voice or a poor choice of words:</b> This person might mumble when speaking or feel too uneducated for the group.</p>	<p>Protect him or her from group ridicule. Give his or her comments recognition and support.</p>
<p><b>Team member who is definitely wrong but not willing to be corrected:</b></p>	<p>If wrong information is irrelevant to the group, simply say, “Okay, thank you,” and go on with the agenda. If the error could damage group work, take time to clarify the error.</p>
<p><b>Personality clashes:</b></p>	<p>The leader or another team member needs to cut into the dispute by pointing out that there are certainly different ways of looking at a topic and both perceptions can be valuable to the team. If properly understood and appreciated, a personality conflict can become an asset rather than a problem for a team.</p>
<p><b>The mumbler who rambles on and on, getting off the topic:</b> This person needs an audience and uses the team meetings to procure one.</p>	<p>Intervene when the team member stops to take a breath, thank him or her for the contribution, and quickly move on by asking another team member a question.</p>

<p><b>The arguer:</b> This team member likes to disagree, and joins groups to start arguments.</p>	<p>Recognize that the objections might be legitimate. Ask for clarification. If this behavior persists, sit beside the team member and pretend not to hear him or her. If the behavior continues, talk to him or her privately, asking for his or her help and giving a specific task for the session so you can thank him or her when the task is finished. If all of these efforts fail, call on the group by asking if the group wants to spend time now on the complaints.</p>
<p><b>A team member who constantly speaks off the subject:</b></p>	<p>This is usually easy to handle, as the team member is not hostile or argumentative. Continually redirect the group discussion after thanking the team member for his or her thoughts. You might have to tell the team member you will take his or her topic up at another time.</p>
<p><b>A team member who gripes about leadership or authority (usually in country):</b></p>	<p>Help the team to recognize what can be accomplished within limitations. Discuss worthwhile goals that can be accomplished within the present parameters.</p>
<p><b>A team member who has overwhelming personal problems:</b></p>	<p>Personal problems should be handled personally. Do not allow the team member to say things in the group setting that he or she will be embarrassed about later.</p>

### Survival strategies for team leaders

The best way to deal with difficulties in a group is to prevent them from arising.

- Help team members become aware of the group process. Use this awareness to reflect on the workings of the group for a short time at each meeting.
- Be sensitive to the level of maturity of the group.
- Share leadership with team members so that they feel a sense of responsibility for accomplishing the tasks of the team and help to maintain positive relationships.
- Handle each difficult situation with objectivity and empathy. Don't take problems personally. Don't try to solve difficulties all by yourself.

### Tips for addressing inappropriate behavior

- During the team orientation, direct team members to bring problems, concerns or issues to the team leader first.
- Address situations first with the team member on a one-on-one basis.
  - Identify the inappropriate behavior with the team member.
  - Help the team member understand the potential negative effects of the inappropriate behavior.
- If a team member continues inappropriate behavior, it might be necessary to involve other team members or the host GV coordinator (depending on the situation).
- If inappropriate behavior persists, remind the team member that he or she agreed to the GV participant acknowledgement as part of the GV application.



# Appendix 36:

# Cultural resources

*No culture can live if it attempts to be exclusive.*  
—Gandhi

## Definitions

*“Culture ... is that complex whole which includes knowledge, belief, art, law, morals, custom, and any other capabilities and habits acquired by man as a member of society.”*

—E.B. Tylor, 1872

*“The customary beliefs, social forms, and material traits of a racial, religious, or social group; also: the characteristic features of everyday existence (as diversions or a way of life) shared by people in a place or time.”*

—Merriam-Webster Dictionary

## Websites

- **Culture Grams**, [online.culturegrams.com](http://online.culturegrams.com) (login: Habitat; password: cgrams): A subscriber site to 192 country profiles that detail daily life, culture, customs and lifestyles of the world’s people.
- **National Geographic**, [www.nationalgeographic.com](http://www.nationalgeographic.com): Cultural and historical information about the world with maps, photos, world music, articles, etc.
- **Peace Corps**, [www.peacecorps.gov](http://www.peacecorps.gov): Culture Matters, the Peace Corps cross-cultural workbook, is downloadable from this site. Click on the Library tab.
- **Cross Cultural Solutions**, [www.crossculturalsolutions.org](http://www.crossculturalsolutions.org): CCS is an international volunteer program. The site includes volunteer stories and volunteering abroad videos. CCS volunteer projects include teaching English, empowering women, caring for infants, children and the elderly, and working with those affected by HIV/AIDS.
- **Library of Congress**, [lcweb2.loc.gov/frd/cs](http://lcweb2.loc.gov/frd/cs): Country studies Web page.
- **Executive Planet**, [www.executiveplanet.com](http://www.executiveplanet.com): Focus is mainly on business etiquette in developed countries, but there are some useful tips on gift giving, public behavior, conversation style, etc.

## Books

- ***Cross-Cultural Dialogues: 74 Brief Encounters with Cultural Difference***  
by Craig Sorti  
An easy-to-read overview of the types of communication challenges that can arise in daily cross-cultural conversations.
- ***Cultural Intelligence: A Guide to Working with People from Other Cultures***  
by Brooks Peterson  
The book identifies common cross-cultural dilemmas and offers practical solutions by outlining primary principles as a foundation for decision-making and describing how individual differences must be considered.

- ***Do's and Taboos Around the World***

by Roger Axtell

A guide to international behavior. Includes information on protocol, customs and etiquette; hand gestures and body language; tipping; American jargon; and the international communications crisis.

- ***Do's and Taboos of Humor Around the World: Stories and Tips from Business and Life***

by Roger Axtell

Building on two invaluable ideas — “laughter has no accent” and “no matter where you travel in our world, there is one form of communication that is understood: the smile” — Axtell combines business and leisure lore, more than 300 anecdotes, and loads of entertaining, invaluable advice on proper etiquette in dozens of countries.

## Appendix 37: Cultural activities

### The iceberg

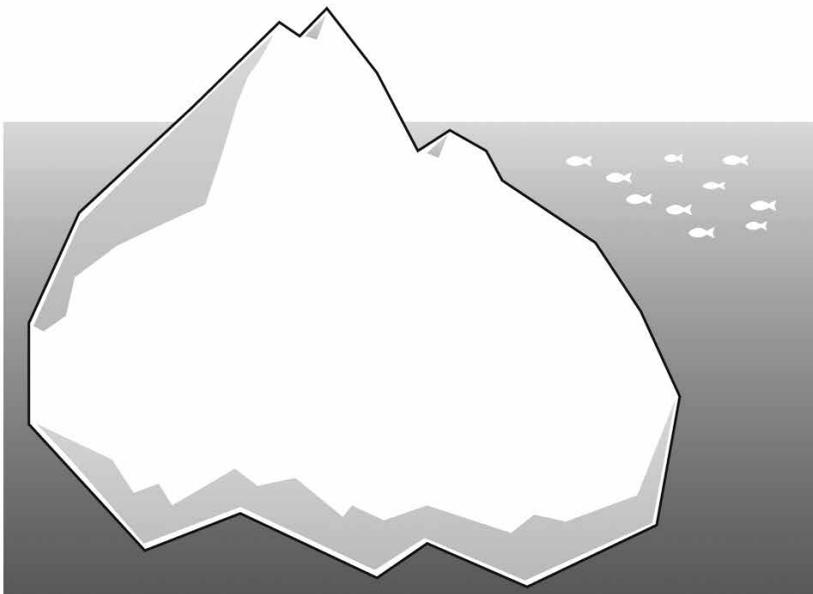
Culture has been aptly compared to an iceberg. Just as an iceberg has a visible section above the waterline and a larger, invisible section below the water line, so culture has some aspects that are observable and others that can only be suspected, imagined or intuited. Also like an iceberg, that part of culture that is visible (observable behavior) is only a small part of a much bigger whole.

The numbered items that appear below are all features of culture. In the drawing of the iceberg, write above the waterline the numbers for those features you consider observable behavior. Write the remaining numbers beneath the line.

- |                          |  |
|--------------------------|--|
| 1. Facial expressions    | 14. Notions of modesty                 |
| 2. Religious beliefs     | 15. Foods                              |
| 3. Religious rituals     | 16. Eating habits                      |
| 4. Importance of time    | 17. Understanding of the natural world |
| 5. Paintings             | 18. Concept of self                    |
| 6. Values                | 19. Work ethic                         |
| 7. Literature            | 20. Concept of beauty                  |
| 8. Child-raising beliefs | 21. Music                              |
| 9. Concept of leadership | 22. Styles of dress                    |
| 10. Gestures             | 23. General world view                 |
| 11. Holiday customs      | 24. Concept of personal space          |
| 12. Concept of fairness  | 25. Rules of social etiquette          |
| 13. Nature of friendship |  |

#### Insight

Surface behaviors are influenced by beneath-the-surface values and assumptions.



*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## Linking values to behavior

In the iceberg exercise, you saw how certain aspects or features of culture are visible — they show up in people’s behavior — while many other aspects of culture are invisible, existing only in the realms of thought, feeling and belief. The examples in this exercise show how these two realms, the visible and the hidden, are related to each other, and how the values and beliefs you cannot see affect behavior.

To understand where behavior comes from — why people behave the way they do — means learning about values and beliefs. The behavior of people from another culture might seem strange to you, but it probably makes sense to them. The reason any behavior makes sense is simply because it is consistent with what a given person believes in or holds dear. Conversely, when we say that what someone has done “makes no sense,” what we mean is that that action contradicts what we believe that person feels or wants.

In the exercise below, match the value or belief in the column on the left to a behavior in the column on the right.

- |                           |       |  |
|---------------------------|-------|--|
| 1. Directness             | _____ | Use of understatement.   |
| 2. Centrality of family   | _____ | Asking people to call you by your first name.                      |
| 3. External control       | _____ | Taking off from work to attend the funeral of an aunt.             |
| 4. Saving face            | _____ | Not helping the person next to you on an exam.                     |
| 5. Respect for age        | _____ | Disagreeing openly with someone at a meeting.                      |
| 6. Informality            | _____ | Not laying off an older worker whose performance is weak.          |
| 7. Deference to authority | _____ | At a meeting, agreeing with a suggestion you think is wrong.       |
| 8. Indirectness           | _____ | Inviting the teaboy to eat lunch with you in your office.          |
| 9. Self-reliance          | _____ | Asking the headmaster’s opinion of something you’re the expert on. |
| 10. Egalitarianism        | _____ | Accepting, without question, that something cannot be changed.     |

### Insight

Behavior makes more sense when you understand the value or belief behind it.

*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps’ World Wise Schools Program.*

## Universal, cultural or personal

Culture is only one category or dimension of human behavior, and it is therefore important to see it in relation to the other two dimensions: the universal and the personal. The three can be distinguished as follows:

- Universal refers to ways in which all people in all groups are the same.
- Cultural refers to what a particular group of people have in common with each other and how they are different from every other group.
- Personal describes the ways in which each one of us is different from everyone else, including those in our group.

### Insight

Some behaviors are shared by us all, while some others are unique to individuals.

### Two important points to remember

1. Because of universal behavior, not everything about people in a new culture is going to be different; some of what you already know about human behavior is going to apply in your host country.
2. Because of personal behavior, not everything you learn about your host culture is going to apply in equal measure, or at all, to every individual in that culture.

This next exercise contains a list of behaviors. In the underlined space preceding each of them, put a “U” if you think the behavior is universal, “C” if it is cultural, or “P” if it is personal.

1.      Sleeping with a bedroom window open.
2.      Running from a dangerous animal.
3.      Considering snakes to be “evil.”
4.      Men opening doors for women.
5.      Respecting older people.
6.      Liking spicy food.
7.      Preferring playing soccer to reading a book.
8.      Eating regularly.
9.      Eating with knife, fork and spoon.
10.      Being wary of strangers.
11.      Calling a waiter with a hissing sound.
12.      Regretting being the cause of an accident.
13.      Feeling sad at the death of your mother.
14.      Wearing white mourning robes for 30 days after the death of your mother.
15.      Not liking wearing mourning robes for 30 days after the death of your mother.

## The concept of self: Individualism and collectivism

Here you are given a general description of the two poles of the concept of self, individualism and collectivism\*, and are asked to assign a list of behaviors to one side or the other. The two concepts are described briefly below. While no culture is exclusively individualist or collective — not to mention individuals within each type — most tend to be more one than the other.

### Insight

The concept of personal identity differs greatly from culture to culture.

### Individualist

The individual identifies primarily with self, with the needs of the individual being satisfied before those of the group. Looking after and taking care of oneself, being self-sufficient, guarantees the well-being of the group. Independence and self-reliance are greatly stressed and valued. In general, people tend to distance themselves psychologically and emotionally from each other. One might choose to join groups, but group membership is not essential to one's identity or success. Individualist characteristics are often associated with men and people in urban settings.

### Collectivist

One's identity is in large part a function of one's membership and role in a group, e.g., the family or work team. The survival and success of the group ensures the well-being of the individual, so that by considering the needs and feelings of others, one protects oneself. Harmony and the interdependence of group members are stressed and valued. Group members are relatively close psychologically and emotionally, but distant toward nongroup members. Collectivist characteristics are often associated with women and people in rural settings.

Now look at the list of behaviors or characteristics given below. If you decide the statement is more likely to apply to people living in an individualist culture, write "I" in the underlined blank space; if you think it is characteristic of a collectivist culture, write "C."

### Characteristics and behaviors

1. \_\_\_ People answer the phone by giving the name of the organization.
2. \_\_\_ People give cocktail parties.
3. \_\_\_ Intergroup rivalry is strong.
4. \_\_\_ Employee-of-the-year awards are offered.
5. \_\_\_ People adhere to tradition.
6. \_\_\_ People are promoted based on production and results.
7. \_\_\_ Contracts in business are used frequently.
8. \_\_\_ There is a need for autonomy.
9. \_\_\_ People change jobs frequently.
10. \_\_\_ People believe that conflict clears the air.
11. \_\_\_ There is a need for affiliation.
12. \_\_\_ Short-term relationships are common.
13. \_\_\_ It's okay to stand out.
14. \_\_\_ Face saving is important.
15. \_\_\_ It's common for mothers to ask their preschoolers what they want to wear today.
16. \_\_\_ Self-help books are popular.
17. \_\_\_ Decisions are made by consensus.
18. \_\_\_ The language has one word for mother's brother, another for father's brother.
19. \_\_\_ Marriages are arranged.
20. \_\_\_ People have potluck dinners.

\*Based on concepts developed by Triandis, *The Analysis of Subjective Culture*, New York, Wiley-Interscience, 1972; Edward T. Hall, *The Silent Language*, Anchor-Doubleday, 1959; and Geert Hofstede, *Culture's Consequences*, Sage Publications, California, 1980.

## In the mind of the beholder

We all believe that we observe reality — things as they are — but what actually happens is that the mind interprets what the eyes see and gives it meaning. It is only at this point, when meaning is assigned, that we can truly say we have seen something. In other words, what we see is as much in the mind as it is in reality. If you consider that the mind of a person from one culture is going to be different in many ways from the mind of a person from another culture, then you have the explanation for that most fundamental of all cross-cultural problems: the fact that two people look upon the same reality, the same example of behavior, and see two entirely different things.

Any behavior observed across the cultural divide, therefore, has to be interpreted in two ways:

- The meaning given to it by the person who does the action.
- The meaning given to it by the person who observes the action.

Only when these two meanings are the same do we have successful communication — successful in the sense that the meaning that was intended by the doer is the one that was understood by the observer.

### Insight

A given behavior has no built-in meaning; it means whatever the observer decides it means.

### Part 1

In the first part of this exercise, read the description of the eight instances of behavior given below and write down your immediate response to or interpretation of that behavior in terms of your own cultural values, beliefs or perception. The first one has been done for you.

1. **A person comes to a meeting half an hour after the stated starting time.**

Your interpretation: This person is late and should at least apologize or give an explanation.

2. **Someone kicks a dog.**

Your interpretation: \_\_\_\_\_

3. **At the end of a meal, people belch audibly.**

Your interpretation: \_\_\_\_\_

4. **Someone makes the OK gesture at you.**

Your interpretation: \_\_\_\_\_

5. **A woman carries a heavy pile of wood on her back while her husband walks in front of her carrying nothing.**

Your interpretation: \_\_\_\_\_

6. **A male guest helps a hostess carry dirty dishes into the kitchen.**

Your interpretation: \_\_\_\_\_

7. A young man and a young woman are kissing each other while seated on a park bench.

Your interpretation: \_\_\_\_\_

8. While taking an exam, a student copies from the paper of another student.

Your interpretation: \_\_\_\_\_

## Part 2

In the second part of this activity, you are asked to imagine how these same eight behaviors would be perceived or interpreted by someone from a culture different from your own. The particular cultural difference is described in each case. Read each behavior and the description of the culture, and then write in the space provided how you think a person from such a culture would interpret that behavior.

1. A person comes to a meeting half an hour after the stated starting time. How would this act be interpreted:

- By someone from a culture where people always arrive half an hour after the stated starting time?

Interpretation: \_\_\_\_\_

- By someone from a culture where meetings never start until at least an hour after the stated time?

Interpretation: \_\_\_\_\_

2. Someone kicks a dog. How would this act be interpreted:

- By someone from a country where dogs always carry disease?

Interpretation: \_\_\_\_\_

- By someone from a country where most dogs are wild and vicious?

Interpretation: \_\_\_\_\_

3. At the end of a meal, people belch audibly. How would this be interpreted:

- By someone from a culture where belching is the normal way to compliment the food?

Interpretation: \_\_\_\_\_

4. Someone makes the “OK” gesture at you. How would this be interpreted:

- By someone in whose culture this gesture is obscene?

Interpretation: \_\_\_\_\_

- By someone in whose culture this gesture has romantic connotations?

Interpretation: \_\_\_\_\_

**5. A woman carries a heavy pile of wood on her back while her husband walks in front of her carrying nothing. How would this be interpreted:**

- By someone from a culture where women are proud of their strength and ability to work hard?

Interpretation: \_\_\_\_\_

**6. A male guest helps a hostess carry dirty dishes into the kitchen. How would this act be interpreted:**

- By men from a culture where men never clean up after a meal?

Interpretation: \_\_\_\_\_

- By the hostess from that same culture?

Interpretation: \_\_\_\_\_

**7. A young man and a young woman are kissing each other while seated on a park bench. How would this act be interpreted:**

- By someone from a culture where men and women never touch in public?

Interpretation: \_\_\_\_\_

**8. While taking an exam, a student copies from the paper of another student. How would this act be interpreted:**

- By someone from a culture where exams are not fair and are designed to eliminate students at various stages of the education system?

Interpretation: \_\_\_\_\_

- By someone from a culture where it is shameful not to help your friend if you are able to?

Interpretation: \_\_\_\_\_

*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## The things we say: Culture in casual expression

A useful way to understand a culture is by examining the expressions people use in everyday conversation. These common expressions, after all, reflect what most people in a given society believe in or value. What cultural value or belief do the following expressions reveal? Write your response in the space provided. The first group of expressions is done for you.

1. He thinks he's better than so and so.
2. She's always putting on airs.
3. That person should be cut down to size.
4. It's gone to his head.

Value/belief: *Egalitarianism* \_\_\_\_\_

1. Talk is cheap.
2. Put your money where your mouth is.
3. He's all talk and no action.

Value/belief: \_\_\_\_\_

4. She's always beating around the bush.
5. Tell it like it is.
6. Straight talk, straight answer, straight shooter.

Value/belief: \_\_\_\_\_

7. She did something with her life.
8. Nice guys finish last.

Value/belief: \_\_\_\_\_

9. Every cloud has a silver lining.
10. Look on the bright side.
11. Tomorrow is another day.

Value/belief: \_\_\_\_\_

12. Where there's a will there's a way.

Value/belief: \_\_\_\_\_

13. Stand on your own two feet.

Value/belief: \_\_\_\_\_

14. Don't judge a book by its cover.
15. All that glitters isn't gold.

Value/belief: \_\_\_\_\_

16. Nothing ventured, nothing gained.

Value/belief: \_\_\_\_\_

Can you think of other common expressions, ones you use yourself or that are common in your family? Write them below and then list the value or belief they represent.

1. \_\_\_\_\_

Value: \_\_\_\_\_

2. \_\_\_\_\_

Value: \_\_\_\_\_

3. \_\_\_\_\_

Value: \_\_\_\_\_

*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## How non-Americans see America

### Part 1

In this two-part activity, you will look at how Americans are perceived by people from other cultures. Knowing how we come across can be helpful in understanding why foreigners react to us the way they sometimes do.

Newsweek magazine showed the list of qualities given below to people in six countries — Brazil, France, Great Britain, Japan, Mexico and Germany — and asked them to pick those they associated most and least with Americans.

What do you think were the four qualities most associated with Americans?

1. \_\_\_\_\_ 2. \_\_\_\_\_  
3. \_\_\_\_\_ 4. \_\_\_\_\_

What do you think were the four qualities least associated with Americans?

1. \_\_\_\_\_ 2. \_\_\_\_\_  
3. \_\_\_\_\_ 4. \_\_\_\_\_

#### Qualities

Decisive	Honest	Lazy	Sexy
Energetic	Industrious	Nationalistic	Sophisticated
Friendly	Intelligent	Rude	
Greedy	Inventive	Self-indulgent	

### Part 2

In the second part of this activity, you need to get a host country national or ask a volunteer to stand in as a national. Ask this person which of the qualities from Part 1 he or she associates most and least with Americans. Write the answers in the spaces provided below. Then ask your informant why he or she selected those particular qualities.

What qualities do you associate most with Americans?

1. \_\_\_\_\_ 2. \_\_\_\_\_  
3. \_\_\_\_\_

What qualities do you associate least with Americans?

1. \_\_\_\_\_ 2. \_\_\_\_\_  
3. \_\_\_\_\_

*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## Thirteen cultural values: American and host country views compared

This activity looks at 13 categories or aspects of culture and compares the typical American position on these matters with that of your host country. In each case, the American view has been summarized and illustrated for you as adapted from the work of several intercultural experts, including Edward Stewart, Milton Bennett, Gary Althen\* and several authors in the Interact series from Intercultural Press. It is your task to get together with an informant, either a host country national or someone else who knows the host culture well, and try to construct the host country position. You may, if you wish, do this activity with another trainee. After you have made notes on or constructed the host country position, try to get together with other trainees in your group and compare observations.

### Insight

Behaviors reflect deeply seated values and world views.

\*Based on concepts by Edward Stewart and Milton Bennett, *American Cultural Patterns*, Intercultural Press, Yarmouth, Maine, 1991; Gary Althen, *American Ways*, Intercultural Press, Yarmouth, Maine, 1981.

### 1. Attitude toward age

- Emphasize physical beauty and youth.
- Fire older people to hire younger people for less money.
- Judge a worker's worth based on production, not seniority.

**American view:** The American emphasis on concrete achievements and “doing” means that age is not highly valued, for the older you are the less you can accomplish. Age is also suspect because new is usually better in American culture, and the elderly are generally out of touch with what's new.

**Host country view:** \_\_\_\_\_

### 2. Concept of fate and destiny

- You can be whatever you want to be.
- Where there's a will, there's a way.
- The American dream is rags-to-riches.

**American view:** The concept of self-determination negates much of the influence of fate and destiny. Parents tell their children they can be whatever they want to be when they grow up. There are few givens in life, and people have little sense of external limits. Lack of success is their own fault.

**Host country view:** \_\_\_\_\_

### 3. View of human nature

- Courts consider a person innocent until he or she is proved guilty.
- People should be given the benefit of the doubt.
- If left alone, people will do the right thing.
- We need to discover how a vicious killer “went wrong.”

**American view:** People are considered basically and inherently good. If someone does an evil deed, we look for the explanation, for the reason why the person turned bad. People can and should be trusted, and we are fairly open to strangers and willing to accept them.

**Host country view:** \_\_\_\_\_

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### 4. Attitude toward change

- New is better.
- A better way can always be found; things can always be improved upon.
- Just because we’ve always done it that way doesn’t make it right.

**American view:** Change is considered positive, probably because Americans believe in the march of progress and the pursuit of perfection. Improvements will always move us closer and closer to perfection. Traditions can be a guide, but they are not inherently superior.

**Host country view:** \_\_\_\_\_

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### 5. Attitude toward taking risks

- A low level of personal savings is typical.
- You can always start over.
- Nothing ventured, nothing gained.
- A high level of personal bankruptcies is common.

**American view:** There will always be enough opportunity to go around, so taking risks involves no real danger. For the truly ambitious, failure is only temporary. Experimentation, trial and error are important ways to learn or to improve your product or service.

**Host country view:** \_\_\_\_\_

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## 6. Concept of suffering and misfortune

- People rush to cheer up a friend who's depressed.
- If you're unhappy, take a pill or see a psychiatrist.
- Be happy.

**American view:** Because we are ultimately in control of our lives and destiny, we have no excuse for unhappiness or misfortune. If you are suffering or unhappy, then just do whatever it takes to be happy again. If you're depressed, it's because you have chosen to be.

**Host country view:** \_\_\_\_\_

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## 7. Concept of face

- It's important to tell it like it is; be straight with people.
- Confrontation is sometimes necessary to clear the air.
- Honesty is the best policy.

**American view:** In individualist cultures, no premium is put on saving face because people can take care of themselves. What other people think is not so crucial to survival or success. We can say what we think without worrying about hurting people's feelings, and we likewise appreciate directness.

**Host country view:** \_\_\_\_\_

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## 8. Source of self-esteem/self-worth

- People judge you by how much money you make.
- First question at a party is, "What do you do?"
- Material possessions are a measure of success.

**American view:** In an individualist culture, you are what you've achieved; that is, you create your own worth rather than receiving it by virtue of birth, position, seniority or longevity. Your self-esteem comes from what you have done to earn self-esteem.

**Host country view:** \_\_\_\_\_

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## 9. Concept of equality

- People try to treat everyone the same.
- While jogging, the president stops at McDonald's for morning coffee.
- Putting on airs is frowned upon.

**American view:** In a strong reaction to the repressive class structure in Europe, Americans created a culture virtually built around egalitarianism: the notion that no one is superior to anyone else because of birth, power, fame or wealth. We are not all the same, but we are all of equal value.

**Host country view:** \_\_\_\_\_

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## 10. Attitude toward formality

- Telling someone to help themselves to what is in the refrigerator is common.
- Using first names with people you've just met is fine.
- Using titles like "Dr." for someone with a Ph.D. is presumptuous.

**American view:** Because of the strong egalitarian ethos, Americans tend to be casual and informal in social and professional interactions. Informality is also more necessary in a mobile society where people are always meeting new people. We don't stand on ceremony, nor use titles or rank in addressing each other.

**Host country view:** \_\_\_\_\_

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## 11. Degree of realism

- Things will get better.
- Bad things happen for a reason.
- It can't get any worse.
- Tag line of fairy tales: "They lived happily ever after."

**American view:** Largely because of the notion that the individual is in control, Americans are generally optimistic. We don't see things the way they are, but as better than they are, particularly if they're not so good. We feel it's important to be positive and that there is no reason not to be.

**Host country view:** \_\_\_\_\_

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## 12. Attitude toward doing

- Doing is preferred over talking.
- The “absent-minded professor” and the “ivory tower” reflect anti-intellectualism.
- Be practical.
- Arts are an adornment of life but not central to it.

**American view:** Individuals survive because they get things done, generally on their own. Words and talk are suspect and cheap; they don't put food on the table or a roof over your head. Pursuits not directly related to the creation of concrete results (e.g., academia, the arts) are less highly valued. What is practical and pragmatic is favored over what is beautiful and inspiring.

**Host country view:** \_\_\_\_\_

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## 13. View of the natural world

- Building dams to control rivers.
- Seeding clouds to produce rain.
- Erecting earthquake-proof buildings.
- Spending billions annually on weather prediction.

**American view:** The natural world is a kind of mechanism or machine that can be studied and known and whose workings can be predicted, manipulated and ultimately controlled. It is not to be feared.

**Host country view:** \_\_\_\_\_

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*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## Concept of time: Monochronic and polychronic

Another of the ways in which cultures differ is in how people conceive of and handle time, and how their concept of time affects their interactions with one another. In this activity, you are given a general description of the two poles or extremes of this dimension — monochronic and polychronic\* — and are asked to assign characteristics to one category or the other. The two poles are described below:

### Insight

Time is a cultural phenomenon.

### Monochronic

Time is the given, and people are the variable. The needs of people are adjusted to suit the demands of time: schedules, deadlines, etc. Time is quantifiable, and a limited amount of it is available. People do one thing at a time and finish it before starting something else, regardless of circumstances.

### Polychronic

Time is the servant and tool of people. Time is adjusted to suit the needs of people. More time is always available, and you are never too busy. People often have to do several things simultaneously, as required by circumstances. It's not necessary to finish one thing before starting another, nor to finish your business with one person before starting in with another.

*\*Based on concepts developed by Edward T. Hall, The Silent Language, 1959, and The Dance of Life, Anchor-Doubleday, 1983.*

### Characteristics and behaviors

In the underlined blank space before each of the behaviors or characteristics listed below, put “M” if you think it is more likely to apply to a culture where time is monochronic and “P” if it is polychronic.

1.      Time is money.
2.      To be late is rude.
3.      Schedules are sacred.
4.      The focus is on the task, getting the job done.
5.      Being made to wait is normal.
6.      Interruptions are life.
7.      Plans are fixed, once agreed upon.
8.      This attitude is consistent with an individualist viewpoint.
9.      The focus is on the person, establishing a relationship.
10.      This attitude is consistent with a collectivist viewpoint.
11.      Deadlines are an approximation.
12.      To be late is to be late.
13.      Focus on the internal clock.
14.      Plans are always changing.
15.      Having to wait is an insult.
16.      People are never too busy.
17.      Interruptions are bad.
18.      People stand in line.

*This activity sheet was taken from Culture Matters, a cross-cultural training workbook developed by the Peace Corps' World Wise Schools Program.*

## Answer key

### The iceberg: Suggested answers

You can see that there is a relationship between those items that appear above the waterline and those that appear below it. In most cases, the invisible aspects of culture influence or cause the visible ones. Religious beliefs, for example, are clearly manifest in certain holiday customs, and notions of modesty affect styles of dress.

The following items are in the visible part of the iceberg:

1, 3, 5, 7, 10, 11, 15, 16, 21 and 22.

These items are in the invisible part:

2, 4, 6, 8, 9, 12, 13, 14, 17, 18, 19, 20, 23, 24 and 25.

### Linking values to behavior: Suggested answers

1. Directness — Disagreeing openly with someone at a meeting
2. Centrality of family — Taking off from work to attend the funeral of an aunt
3. External control — Accepting, without question, that something can't be changed
4. Saving face — At a meeting, agreeing with a suggestion you think is wrong
5. Respect for age — Not laying off an older worker whose performance is weak
6. Informality — Asking people to call you by your first name
7. Deference to authority — Asking the headmaster's opinion about something you're the expert on
8. Indirectness — Use of understatement
9. Self-reliance — Not helping the person next to you on an exam
10. Egalitarianism — Inviting the teaboy to eat lunch with you in your office

### Universal, cultural or personal: Suggested answers

Universal behaviors: 2, 8, 12, 13

Cultural behaviors: 3, 4, 5, 9, 10, 11, 14

Personal behaviors: 1, 6, 7, 15

### The concept of self: Individualism and collectivism: Suggested answers

These behaviors are more commonly associated with individualism:

2. A cocktail party means, generally, superficial contact with a lot of people; collectivists associate intensely with a few people.
4. Singles out an individual.
6. Rewards based on what you do, not who you are (which is more collectivist).
7. Contracts keep people honest; collectivists know people will be honest (or they get booted out of the group).
8. Individuals need their independence.
9. Because there is no loyalty to the organization (the collective).
10. Collectivists shun conflict because it could damage harmony.
12. Long-term relationships tie the individual down; also individualists move a lot and are less loyal to place.
13. Collectivists prefer self-effacement.
15. Fostering independence and taking responsibility for oneself.
16. Instead of "other-help" books.
20. Collectivists would provide for everyone, and then expect to be provided for in turn later on.

### The things we say: Culture in casual expression: Suggested answers

- 1-3: Americans value action and doing over talking, especially if it's talking instead of action.
- 4-6: Directness.
- 7-8: Emphasis on accomplishment, achieving things, in addition to being a good person.
- 9-11: Optimism.
- 12: Self-determination, control over one's destiny.
- 13: Self-reliance, independence.
- 14-15: Don't judge or be fooled by appearances; look beneath the surface.
- 16: Risk-taking, experimentation.

### How non-Americans see America

Qualities most associated, in rank order:

1. Energetic
2. Industrious
3. Inventive
4. Friendly

Qualities least associated, in rank order:

1. Lazy
2. Sexy
3. Honest
4. Sophisticated

### Concept of time: Monochronic and polychronic

These behaviors are more commonly associated with the monochronic world view:

1. Time is just time for polychronic types.
2. Being on time is important for monochronic types.
3. Monochronic time depends on schedules.
4. Monochronic time thinks less about people, more about goals.
7. Changes in plans upset monochronic people who live by their plans.
8. Because it takes other people into account less than polychronic time.
15. Because being late is rude in monochronic time.
17. Because they upset the schedule.
18. Being waited on one at a time is monochronic behavior.

These behaviors are more commonly associated with the polychronic world view:

5. Waiting isn't bad in cultures where being on time is less important.
6. Upsetting schedules doesn't matter where schedules aren't that important anyway.
9. People count more in polychronic time.
10. In that collectivists are more attuned to needs of others, as are polychronic types.
11. Being on time (adhering to deadline) not as crucial in polychronic world.
12. Late matters less where time matters less.
13. Polychronic types are more in touch with the person than monochronic types.
14. Polychronic types can change plans more easily because they are less in the grip of schedules.
16. There is always enough time in polychronic world.



# Appendix 38:

# Spiritual resources

## Christian focus

*Listening to Your Life: Daily Meditations*  
*Living Faith*  
*Sources of Strength*  
*My Utmost for His Highest: Daily Readings*  
*More than Houses*  
*The Theology of the Hammer*  
*A Closer Walk with God*  
*The Substance of Faith*  
*In the Grip of Grace*  
*When God Whispers Your Name*  
*The Message*  
*Creating a Habitat for Humanity: No Hands but Yours*  
*The Contemporary Christian*  
*Through the Bible, Through the Year*  
*Good Morning Lord: Everyday Prayers for Everyday People*  
*Growing Strong in the Seasons of Life*  
*Prayers that Avail Much*  
*The Jesus I Never Knew*

Buechner, Frederick  
 Carter, Jimmy  
 Carter, Jimmy  
 Chambers, Oswald  
 Fuller, Millard  
 Fuller, Millard  
 Henry, Matthew  
 Jordan, Clarence  
 Lucado, Max  
 Lucado, Max  
 Peterson, Eugene  
 Reckford, Jonathan T.M.  
 Stott, John  
 Stott, John  
 Sullivan, Joseph T.  
 Swindoll, Charles  
 Word Ministries  
 Yancey, Philip

## Ecumenical/general

*Chicken Soup for the Soul*  
*Daily Reflections for Highly Effective People*  
*All I Really Need to Know I Learned in Kindergarten*  
*True Love*  
*The Prophet*  
*Contemplations*  
*Vacations with a Purpose*  
*Peace Making: Day by Day*  
*Earth Prayers*  
*Life Prayers From Around the World*  
*The World According to Mister Rogers*  
*52 Ways to Help Homeless People*  
*Self Reliance: The Wisdom of Ralph Waldo Emerson*  
*Rethinking Materialism*

Canfield, Jack, and Mark Victor Hansen  
 Covey, Stephen R.  
 Fulghum, Robert  
 Fulghum, Robert  
 Gibran, Kahlil  
 Global Village  
 Hurst, Kim, and Chris Eaton  
 Pax Christi USA  
 Roberts, Elizabeth, and Elias Amidon  
 Roberts, Elizabeth, and Elias Amidon  
 Rogers, Fred  
 Temple, Gray  
 Whelan, Richard  
 Wuthnow, Robert

## Websites

*The Global Village trip catalog ([habitat.org/gv/catalog](http://habitat.org/gv/catalog)) resources page has additional links to online resources.*

Daily devotions, quotes, Bible verses, and a section on humor.

Our Daily Bread daily devotions.

Daily devotions, also in Spanish, from Lutheran Hour Ministries.

Presbyterian Publishing Corp.

[devotions.net/home.htm](http://devotions.net/home.htm)  
[odb.org](http://odb.org)

[lhm.org/dailydevotions.asp](http://lhm.org/dailydevotions.asp)

[ppcbooks.com/TheseDays.asp](http://ppcbooks.com/TheseDays.asp)

## Appendix 39: Four stages of re-entry

One helpful tool to understand people's responses to the new environment and culture is the U-curve developed by Lysgaard in 1955. It defines the four emotional stages team members might go through after a GV trip.

### Fun

Immediately after the trip, team members are on an emotional high. Visions of home, hot showers and hamburgers might be unrealistically glorified, but it's HOME!

- Fascination, appreciation and excitement over home, people and their environment.
- Feelings of rejuvenation and being fulfilled by their work.
- They are in the limelight, reliving the experience through videos, slides and nonstop stories.

### Flight

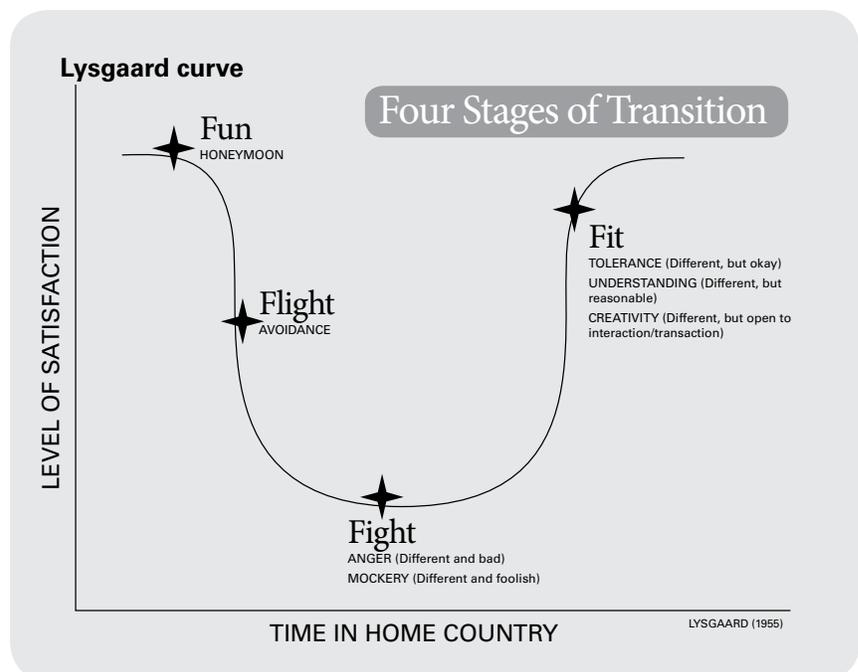
Before long, the high begins to wane and team members:

- Begin experiencing reverse culture shock.
- Realize that life is relatively unchanged.
- Notice that people ask sincere questions but don't linger long enough to hear the whole story.
- Begin to distance themselves emotionally and physically.
- Become frustrated, confused or irritated.
- Daydream of the host country, team and host community.
- Have trouble readjusting to the fast pace, individualism and affluence of home.
- Begin to feel disappointment.

### Fight

The flight stage often is followed by the desire to lash out. Team members:

- Feel undefined anger at affluence and apathy toward the people around them.
- Return with more compassion, a more tender conscience and bigger world view.
- Feel spiritually superior.



## **Fit**

The final stage is returning to reality, but not quite the way things were before the GV experience. Team members:

- Begin to return to tolerance, understanding and creativity.
- Realize that they have choices once the emotional high has waned.
- Determine changes they want to make and acknowledge the things they cannot change.
- Accept affluence but commit to a simpler lifestyle.
- Accept indifference but keep the fire burning by seeking ways to serve.

## Appendix 40:

# Sample follow-up letter from team leader

Hello, team!

I hope you all had safe travels home today. The Connecticut crew made it home safely this afternoon. I can't wait to crash and sleep in my own bed tonight!

I just wanted to thank you all for a phenomenal 10 days in Beius and Budapest. It was amazing to get to know each one of you a little better. You all brought such amazing qualities to the team. It's a very weird feeling to have a list of names and hear the voices of strangers and then magically in an instant have this group bond as much as ours did. As I said the last night in Budapest, the need for Habitat is great. You are all invited on all my future GV teams for Habitat.

I should have the pictures loaded online by the end of the week. If you haven't looked at your Beius CD yet, there are a few surprises on it. There are many pictures from around the town and the mountains. There's also a folder with pictures illustrating the need for Habitat in Beius and Romania. There are also some nice Romanian songs for you!

Now that you have returned to your normal daily lives, you're missing your Habitat experience, right? You really miss painting Claudiu's house, using the power saw, hammering the floor into the concrete ground, and shoveling all that dirt? You miss the mud, the chickens, the roosters and ducks — oh, and the dingoes. You miss spending 24/7 with your new friends. And you still want to be involved with Habitat, right? Well, lucky you! There are a ton of opportunities for you to do just that! Here are just a few to get you started. Check out Habitat's website at [habitat.org/getinv](http://habitat.org/getinv) for more details.

**Future GV trips:** Check out the GV trip schedule at [habitat.org/gv](http://habitat.org/gv), where you can join another team. Don't let our trip be your last GV experience! Right now there are teams on the schedule to Botswana, Zambia, Poland, Chile, Guyana, Brazil, Argentina and Alaska. The possibilities are endless!

**Get involved with your local affiliate:** To find your local affiliate, just go to [habitat.org/local](http://habitat.org/local) and check out what's happening in your area. At many affiliates, you can join a committee, volunteer in the office or on the work site, etc.

**For the teachers and students:** Get involved! The Collegiate Challenge program offers year-round opportunities. Or consider organizing a Global Village trip through your school or university. Even younger youths can get involved with Habitat. Check out [habitat.org/youthprograms](http://habitat.org/youthprograms) for more info about youth involvement with Habitat!

**Support Habitat's work in Beius year-round:** Donate your money to Habitat, and designate your gift to Habitat Beius. Go to [habitat.org/donation/hopebuilder/default.aspx](http://habitat.org/donation/hopebuilder/default.aspx) for more information.

**Become an advocate:** Educate others about Habitat's mission, and work to change the systems and attitudes that prevent accessibility to affordable housing for all. Share your experiences working with Habitat Beius by making presentations to your church, school, work colleagues, etc. (Presentation

resources are available, such as a GV Program DVD, PowerPoint templates, presentation outlines and program brochures.) Learn more about Habitat and its work around the world. Encourage others to get involved with Habitat. To learn more about becoming an advocate, visit [habitat.org/gov](http://habitat.org/gov).

If you have any questions about getting more involved in Habitat, please contact me. I can either answer your question immediately or direct you to someone at Habitat for Humanity International who can help you!

Take care, keep smiling and keep building!

Katie

# Appendix 41:

# Sample post-trip meeting agenda

## 1. Team debriefing activity

Begin the team meeting with a simple exercise to encourage members to share their feelings about the trip. A few possible activities:

### Design a T-shirt

Split team members into groups. Give each group a piece of flip chart paper with a drawing of a blank T-shirt. Ask each group to design a T-shirt, with artwork and printing, to convey a particular theme. This is an especially good wrap-up activity. Groups can be asked to do a “what I liked about the mission trip” shirt or a “what I learned” shirt, etc.

### Create a paper symbol

This activity helps team members think through their experiences and their responses. Gather the team into a circle. Lay different colored sheets of construction paper on the floor. Instruct team members to choose any color they want and then, by tearing the paper, make it into something that is symbolic of their experience during the past week. Have them throw the shreds of paper on the floor. When all team members are finished, ask each to explain the significance of the object he or she made. Then have everyone look at the pieces on the floor and ask, “What are the things that had to be torn away from your life for God to make you into a new creation?”

## 2. Re-entry exercise

Share the re-entry fantasies and provide team members with an opportunity to share some of their feelings about returning home.

## 3. Team journal and photo sharing

Distribute copies of the team journal and allow team members time to share photos from the trip.

**Tip:** Ask the communications committee members to put together a photo slide show using pictures from the trip for this meeting.

## 4. Committee reports

Ask each committee to share a final report.

### **5. Sharing the story**

Discuss ways that the team members can share their trip experiences with friends, family, church, organization, etc. Determine what resources are needed for making presentations.

### **6. Ways to stay involved**

Share ideas with team members about ways they can stay involved with Habitat. Discuss plans for a future GV trip.





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