



Brigade Leader Handbook

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Introduction

Welcome

This handbook recognizes unique challenges and opportunities for those traveling to, or working in, Honduras with Shoulder to Shoulder, Inc. (STS) or any other entity. It will provide you with valuable information on the remarkable partnership between STS (or *Hombro a Hombro* in Spanish) and the Honduran people. This information recognizes the incredible value of your time and talent as you share in ongoing work within STS. We hope you feel invested and able to serve as a future ambassador of STS.

STS is a Non-Governmental Organization (NGO) that connects volunteers with work in rural Honduras. STS began in 1900 at the University of Cincinnati, Department of Family Medicine from the vision of the then Residency Director, Dr. Jeff Heck.

Currently the health division of the organization is contracted by the Honduran government to provide care to over 69,000 residents of Intibucá. Volunteers witness and contribute to Honduras' approach to development, education, and healthcare. To learn more about STS and the government's contract, please refer to the section in the [Brigade-Camasca Volunteer Handbook](#) under "Honduras Ministry of Health Contract".

Special thanks to Dr. Andrew Bazemore (past Director of The American Academy of Family Physicians Robert Graham Center), Dr. Christie O'Dea (past Global Health Director at TCH/UC FMP), Kate Clitheroe (MPH, past StS Director of Programs & Research), Paul and Laura Manship (Executive Directors of StS) and Mariela Rodriguez (MSW, past Communications Coordinator) who have all contributed to the publication and subsequent editions of this handbook.

Contact Information

Please feel free to email us with any questions or to arrange a phone call.

□ Laura Manship (laura@shouldertoshoulder.org; 413-275-4587)

Online Resources

Visit our [Main Website](#) to learn more about the organization

Basic information about brigades can be found at our [Main Brigade Page](#)

All materials for your Brigade Members can be accessed from our [Registration Page](#) including:

- Brigade Calendar
- Brigade-Camasca Volunteer Handbook
- Packing List
- Visitor Travel Application
- Visitor Policies
- Evacuation Policy
- Waiver of Liability
- Payment site for Brigade Fees

Brigade Coordination **Leader Responsibilities**

More information can be found on our [Brigade Registration Page](#)

Brigades are coordinated and managed **jointly by our US-based and Honduras staff**. In order to plan your brigade, please follow these steps:

1. Contact Laura Manship by email at laura@shoulderstoshoulder.org at least 3 to 4 months before your proposed brigade.
 1. Laura will follow up and gather from you the nature and particulars of your brigade.
 2. StS will calculate the participant fee according to size of brigade, length of stay, and transportation needs.

NOTE: The provision of services not customary for a brigade may result in higher per-participant costs (See Section *Information on Brigade Fees* below for details).
2. Once dates and fees are finalized, direct participants to the [Brigade Registration Page](#)
 1. Participants complete registration by filling out the Travel Application, reading the Visitor Policies, signing the Waiver of Liability, and paying their Brigade Fee **at least 30 days before the brigade's arrival**.

NOTE: It will not be possible to extend the length of stay or the size of your brigade without StS approval or an additional fee may be levied.
3. You will continue to communicate with Laura and the Brigade Coordinator with the details to finalize the Brigade Schedule and determine what equipment/supplies (if any) are necessary.

NOTE Please communicate any changes or questions before travel to both Laura and the Brigade Coordinator
4. **Regarding Medications: StS has a NEW process (effective April 2023) due to ARSA enforcement and the U.S. Embassy notice**
 1. Visit our [Medications and ARSA Process for Brigades](#) page for more details
 2. Discuss with StS staff your approach 2 months ahead of travel
 3. submit your [Medication Order form StS \(updated May 2023\)](#) one month prior to your brigade
 4. begin ARSA process and complete required documentation at least 3 weeks prior to your brigade
5. You will be welcomed at the airport by the Brigade Coordinator, who will thereafter provide all on-site support. Afterwards, you will be asked to complete an evaluation of the experience to improve future brigades with Shoulder to Shoulder.

Information on Brigade Fees

Fees should be paid no less than 30 days before your arrival at [Payment Page](#)

In 2015, Shoulder to Shoulder implemented a new fee structure based on a group's individual needs. This ensures all desired services can be provided at a reasonable cost and brigades only pay for the services provided, therefore lowering costs. Variables that most significantly affect the cost of a brigade include number of participants, length of stay, and amount of local travel. Additionally, luxury hotels and added translators will incur additional costs. To give a general idea of what a brigade's individualized fees will be, the approximate brigade fees for two common brigades are provided:

Variables	Example Brigade #1	Example Brigade #2
<i>Participants</i>	10 – 19	20 – 35
<i>Translators (1:3 non-fluent provider)</i>	4 – 7	7 – 12
<i>Length of Brigade</i>	10 days (7 days on-site)	10 days (7 days on-site)
<i>On-Site Travel</i>	Moderate (2 – 3 trucks/day)	Moderate (3 – 4 trucks/day)
<i>Extra Services</i>	NONE	NONE
BRIGADE FEE:	approx. \$1,100/person	approx. \$900/person

All brigades receive the following services (unless hotel upgrades are requested):

- Online application and fees payment process
- Travel insurance, 24-hour evacuation service, and registration with US State Department
- Well maintained and safe transportation to/from airport
- One night in a basic hotel and 3 meals during each trip to/from airport
- On-site brigade coordinator (Gustavo Meza or his designee)
- Reliable 24/7 safety patrol
- Simple housing accommodations and associated cleaning staff while on-site
- Nutritious and hygienic meals (3 per day), safe drinking water, and snacks
- Post-brigade evaluations to improve services and promotions to the StS community

To calculate participant cost, it is necessary to determine the needs of each brigade in advance. For this reason, we ask that Brigade Leaders contact Laura Manship, laura@shouldertoshoulder.org, at least 90 days before your suggested travel dates. Once a fee is calculated we will send a Pricing Agreement that specifies services. The StS planning team will also communicate when your brigade deadlines for registration, payment and medication needs are.

All fees are to be paid at least 30 days before each brigade. Since fees are partially based on the number of participants, if an individual does not pay or decides not to come, the brigade fee may be affected. We will be as flexible as possible to accommodate unforeseen delays or cancellations.

Visitor Agreements Before Arrival

Importantly, please be aware that Shoulder to Shoulder, Inc. will register your brigade with the State Department before arrival. This ensures that the U.S. Embassy is aware of your trip and able to assist in case of an international emergency

Shoulder to Shoulder, Inc. will secure travel insurance for everyone on the brigade. If you are already required to purchase travel insurance by your university, please inform us immediately. It is important that we can care for your group in case of an emergency, should it arise.

To ensure a pleasant, safe, efficiently run, and positive experience for all visitors, we have revised our Visitor Policies. **All brigade participants are required to read these policies and sign the [Waiver of Liability](#) as an agreement to comply with the policies to the best of their abilities.**

For your convenience, the Visitor Policies are provided below as well as [online](#) via the Registration Page

Visitor Policies

It is an honor to have you/your group interested in providing service as part of Shoulder to Shoulder, Inc. (StS). In order to ensure a pleasant, safe, efficient, and positive experience for everyone, we have revised the Visitor Policies. StS has many visitors who participate in our projects and aid in our mission to strengthen communities in rural Honduras.

These policies apply to any visitor for whom StS takes responsibility including all non-permanent staff traveling to Honduras for a set amount of time who use any StS service or facility in Honduras. Visitors are classified into the following categories:

Brigade members are those traveling with groups, typically for 2 weeks.

Long-term Volunteers are those staying for an extended period of time in-country (at least three months) to complete a designated assignment within the organization.

Short-term Volunteers are those staying for a period of time between one day and three months.

General

1. Use of any StS facilities/resources is limited to groups or persons who have approval by StS. All visitor activities requiring StS's support must be approved by the General Director of Shoulder to Shoulder.
2. **All visitors** must sign a Waiver of Liability (online) and submit an application **30 days prior to departure**. Information provided on the application will be shared internally within StS.
3. StS can accommodate groups ranging in size from 2-35 people. If the size of your group is outside of these limits please contact the General Directors to get special permission before making any travel plans.
4. Permission for the use of StS assets and personnel for additional projects needs to be requested 90 days in advance of need. For example, if importing a large item, advance notice is required to complete legal paperwork and not interfere with operations in Honduras. Those requesting are responsible for paying all fees involved.

Regarding Travel

1. U.S. Passports must have an expiration date of **at least 6 months** past the visitor's entry date into Honduras. A non U.S. Passport holder must obtain a Visa from their home country/embassy, if required by Honduras for entry. This is the traveler's responsibility. Late arrivals due to improper documents will be charged for additional transportation/personnel required to accommodate the traveler(s).
2. Flight arrangements are the responsibility of those traveling yet must be approved by the General Director. This includes late arrivals. Please note:

- There are 2 (Comayagua or San Pedro Sula) points of entry. Please make sure **your entire group chooses ONE entrance** and let the Executive Director know 30 days in advance.
 - Everyone in a travel group must arrive before 3 p.m. on the first day. Arrivals later than that will require staying in the arrival city that night. The brigade leader must clear group late arrivals with the General Director 30 days prior to arrival in-country.
 - Any changes in arrival dates must be approved by the Executive Directors at least 30 days in advance of the arrival date.
 - If an early return date is necessary an additional fee will be incurred for the additional driver/vehicle (at least \$300-400, with a max of 3 people due to truck capacity).
 - In the case of an unanticipated late arrival due to flight delays the Executive Directors will determine the safest stopover point between the airport and the group's final destination. Any additional costs incurred are at the visitor's expense.
3. Travel after dark is generally not permitted as a safety precaution. The visitor's schedule will be arranged such that night travel is not necessary nor anticipated.
 4. Group leaders or individual visitors are not authorized to approve any transportation or scheduling changes with the exception of a dire medical emergency. Onsite StS staff will make changes only when absolutely necessary.
 5. Public transportation is permitted only with permission from the Executive Directors.
 6. For Camasca volunteers, let the brigade coordinator know of planned trips outside of the region for your safety and to know your general whereabouts.

Regarding Visitor Fees

1. The Executive Director will determine the brigade fee as sufficient to cover the visitor/group's needs including transportation, food, lodging, translators, and incidental expenses. If additional funds are necessary during the course of stay, the Executive Director will communicate this to the individual visitor or leader. Airfare is in addition to this fee.
2. All Brigade Fees are due 30 days before the group's arrival date. If any individual does not pay their fee by this date, there is a possibility that the Pricing Agreement will require revision, or the visit will not be able to take place.
3. Late cancellations (less than 30 days) will result in a return of only half of the fee due to the fact that individual fees depend highly on group size. If the visitor cancels with at least 30 days notice they will be refunded their Brigade Fee minus a %15 administration fee. Medical emergencies or other extenuating circumstances may be considered differently in this policy.
4. All visitors are responsible for payment of their flight. The airport exit fee is now included in the airline ticket of major airlines.

5. All brigade members and rotators will have Evacuation Insurance included in their brigade fees. We will also automatically enroll brigade members for this insurance. Long-term volunteers have the option of purchasing insurance. It is important to note that the Evacuation Insurance does not cover all expenses and that brigade members will be responsible for any costs incurred. Please refer to our [Evacuation Policy](#).
6. There will be no support for visitors before or after the dates of a brigade, rotation, or volunteer assignment. Any visitors staying on site after a brigade will incur additional fees. Visitors wanting to travel or go sightseeing will do so at their own expense.

Other Items

1. For medical brigades wanting to distribute medications it is necessary to bring personnel capable of completing this activity. StS can help with the purchase of medications locally if order forms are submitted 4 weeks in advance of your brigade. Importing medicines are now subject to [ARSA regulations](#) and will require advance planning with StS staff at least 4 weeks in advance of arrival.
2. Internet is rarely available and only limited to email. **Do not plan to have any internet access while in Honduras. Do not plan to be able to do school work, complete medical records, or any other personal projects that require internet while in Honduras.**
3. Persons with special dietary preferences or needs (e.g. gluten intolerance) should not assume that they can be serviced. We have typically had a variety of foods for anyone with special needs, but any traveler with extraordinary needs should ask in advance about bringing any necessary food items.
4. StS is not responsible for lost items such as luggage either while in transport or while housed on site. The insurance coverage does not cover loss of theft of personal items.
5. Cultural understandings relative to attire vary significantly between the US and Honduras for both men and women. Please consult with STS staff relative to cultural norms. As a person representing STS, recommended attire is as follows:
 - No informal t-shirts, camisole tank tops, or short shorts when working directly with community members (during free time or at night is acceptable)
 - Shorts and tank tops should be of conservative length and size
 - Longer shorts, pants, long skirts and conservative tops are most acceptable
 - Scrubs are acceptable when working in StS clinics or any field clinic

By signing the [Waiver of Liability](#) you are certifying that you have read these Visitor Policies in their entirety and agree to uphold them to the best of your ability.

Advice on Logistics for US Brigade Leaders

There always needs to be a US based Brigade leader. It is this person's leadership that helps coordinate the various aspects of the trip – starting in the U.S. and throughout the time in Honduras. The following is a list of tips and pointers from previous brigade leaders.

Planning & U.S. Activities

Be available. Reach out to brigade members before the trip, and make sure they know they may contact you in case of questions or concerns.

Make an Effort to Know Brigade Members Individually. During brigade pre-planning meetings introduce yourself to each member and discuss their individual goals for the trip. Think about an individual's strengths and weaknesses.

Brigade Planning:

- ✓ Months prior to the trip, meet with the other team leaders and interested faculty and discuss possible projects and activities. Designate a point person for each project.
- ✓ Consider making a provisional schedule. Try to make sure that there are a variety of activities for brigade participation: clinical activities, public health projects, and home visits.
- ✓ As brigade leader you are the point person for making arrangements with Honduran staff. Work with them to assess pre-arrival needs on the ground and possible brigade activities. Expect this communication to be more frequent as the brigade approaches.

Packing:

- ✓ Read through StS's new regulations regarding Medications & ARSA and start the planning process early with StS staff
- ✓ Inform brigade members about what supplies they will be bringing with them and how much space they have for their own packing.
- ✓ Designate an area to collect supplies before packing.
- ✓ Distribute bins to brigade members, clearly explaining that each is responsible for the bin assigned to him/her.
- ✓ Keep a list of what is packed in each bin, and who has each bin.

Organizing the group at the airport:

- ✓ Organize a head count and check when needed.
- ✓ Instruct everyone to save their bag registration tags at check-in as they will be collected in Honduras by baggage claim to protect against luggage theft
- ✓ Stick together as a group through the airports. Timing can be tight for the connections. Gather after exiting the plane, stick together until the gate.
- ✓ At the U.S. transfer airport, water and snacks may be purchased for the first few hours in Honduras

Arrival day in Honduras

Set the Tone. Your attitude, manner, and style will set the tone for the rest of the brigade members. By exhibiting a confident, respectful, and energetic attitude, the brigade members will feel the same. FLEXIBILITY is key in all aspects of the trip.

Communicate. You are in a unique position to communicate between the on the ground Honduran staff and the brigade members. Arrange with the Honduran staff to have regular meetings in the afternoon/evening to discuss details for the following days.

Getting through customs:

- ✓ Inform everyone that they will need to complete customs forms before landing through the new online portal, StS will send out a final reminder email with the link
- ✓ Plan for a few Spanish speakers to be at the front of the line with you to explain the brigade and present ARSA paperwork that StS submitted for donated medical supplies.
- ✓ Identify any missing luggage, check inventory lists, and put in a claim at the airport for any missing bags. Put the local Brigade Coordinator's cell phone number on the claim.
- ✓ If you allow anyone to carry your bags, you must tip them \$3-5
- ✓ As soon as the group is gathered outside of customs, move out into the main airport terminal and look for StS personnel.
- ✓ Make sure everyone keeps their carry-on with them, and it contains everything they need for the next 24 hours. All checked bags may not be seen again until you reach Intibucá.
- ✓ Exchange about \$25 (equals about L. 500) at the airport or in La Esperanza before arriving to Intibucá to make sure you are able to buy extra items you need and souvenirs. Please note that a L. 500 bill is considered a lot of money so you will need to make sure the shop owner can provide change before purchasing.

Travel from Airport:

- ✓ Count heads on the bus!
- ✓ Announce the schedule for the afternoon.
- ✓ From Comayagua: 1 hour to Siguatepeque, 2 hours to La Esperanza.
- ✓ From San Pedro Sula: 2 hours to Siguatepeque, 3.5 hours to La Esperanza
- ✓ Lunch in Siguatepeque (good grocery store, sells vanilla - good souvenirs).
- ✓ Suggest Dramamine to participants for curving, windy roads – if necessary

First night in the hotel:

- ✓ Check with Honduran brigade coordinator about the schedule/dinner.

- ✓ Work with Honduran brigade coordinator to assign hotel rooms.
- ✓ At dinner, discuss the schedule for the next morning (Breakfast, encourage walk through market, set time for bus).
- ✓ Remind all to keep their passport and money with them at all times.

Intibuca and Brigade Site

On the road into Intibucá you will pass:

- ✓ 1 hour - Rancho Quemado (halfway to Camasca)
- ✓ 1.5 hours - Concepcion (large Child and Maternal Health clinics for tour and bathroom)
- ✓ 2 hours – Camasca
- ✓ 3 hours – Colomancagua, Santa Lucia, and San Antonio (Long, unpaved roads through the mountains to Colomancagua, Santa Lucia or San Antonio)

Arrival at your site:

- ✓ Greet staff first, then discuss plans for unpacking, tours, sleeping quarters, and schedule for the afternoon.
- ✓ Be careful about which bins can be unpacked and which should be delivered to clinics, field clinic sites, etc. before unpacking.
- ✓ Formulate a schedule for the first day on-site.
- ✓ Review Medication Order - if purchased any from in-country provider

Encourage Teamwork. Consider planning a team building activity early in the brigade to encourage brigade members to get to know each other. Remind brigade members early and often that all brigade activities may not involve direct patient care, but that all activities are important to the organization.

Manage resources well. Water supplies for toileting and bathing are limited, especially during the dry season. Drinking water is always available.

Working with Faculty and Students:

- ✓ Be confident – act like you know what is happening and ask for help from StS staff when necessary.
- ✓ Encourage, facilitate, coordinate, problem-solve, and use humor.
- ✓ Listen well, communicate with the group often.
- ✓ Think 1-2 days ahead and frequently communicate plans and schedules with the group
- ✓ Give the group frequent reminders about working together as a group.

Orientation:

- ✓ Gather the group for clinic tour and orientation. Invite Honduran staff to participate.

- ✓ Introduction of all Honduran staff, brigade members, and translators
- ✓ Orientation to the government system and forms
- ✓ Orientation of translators

Maintaining Safety for brigade participants:

- ✓ Make sure no one leaves the brigade site without letting someone else know where they are going. Try to travel in pairs and not in the dark.
- ✓ If someone wants to go running, be careful with dogs who may run out of houses. Carry several small rocks or a thin stick to avoid getting bitten
- ✓ StS staff will help organize members to distribute weight when riding in the back of trucks, it is preferable to fill up the front first and then put people in the back of a truck.

Services Available On-Site (Note: the following is bound to vary slightly by location):

- ✓ Each brigade member should be given a small mattress, towel and sheets. Pillows may not be available. Those wanting extra protection from bugs can bring a mosquito net (recommended).
- ✓ Cleaning staff, when hired in a community or in a hotel, clean the rooms daily. Please let the Brigade Coordinator know if this is not happening.
- ✓ In more remote towns there will be “bucket-showers” (four walls with a large bucket of water) and latrines (use the toilet, fill a small bucket of water, pour to flush).
- ✓ Toilet paper should be available (let us know it is not) and other toiletries are available for purchase in town at most small shops (*pulperias*).
- ✓ Three meals daily will be provided, including a semi-heavy breakfast, simple lunch (since most brigades are in the field), and heavy dinner. Additionally, there will be filtered water and snacks available.
- ✓ Most towns will have small shops (*pulperias*) where snacks, juice, and soda can be purchased at minimal costs (\$0.25 - \$1)
- ✓ More often brigade traveler’s U.S. mobile providers have cell service in Intibucá, but it still might be hard to receive an internet connection on site.
- ✓ Wi-fi is not available at most sites. If it is, we ask that you restrict your use to emails only to avoid shutdowns

Work days:

- ✓ Post schedules each night for the following day.
- ✓ Communicate frequently with the group about plans and working together.
- ✓ Ensure that each team that goes out has a cell phone with phone numbers in case of emergency.

Organizing the field clinic (for medical brigades):

- ✓ It takes roughly 4 people to run a small field clinic, more if the village is very large. Size should be determined based on estimates of how many persons will attend the clinic (which our Honduran partners can help to assess in advance).
- ✓ Delegation needs to be well thought out. Better not to have a first-time traveler or cautious person in charge alone. Usually, it is better to have a technical person and a logistics person. Meet ahead of time. Make other experts like you!

Scheduling:

- ✓ Communicate each afternoon with the StS Staff regarding the following day's activities. Make sure to discuss transportation and lunch!
- ✓ When scheduling, make sure that each brigade member has a variety of experiences.

Evening Discussions:

- ✓ See next section for discussion questions guidance
- ✓ Think about what to accomplish each evening when the group gathers, have a simple agenda, ask brigade members to share experiences from the day.
- ✓ Work with your faculty to prepare short nightly discussions following a brief case conference.
- ✓ Some brigade leaders prepare lectures ahead of time or ask members (1-2 people) to prepare topics: common medications used in Honduras, cultural beliefs about health and illness in Honduras, how to work with interpreters, common illnesses seen at the sites, and dengue.

Weekend:

- ✓ Plan something fun for the weekend (skit night, movie night, etc).
- ✓ Check with the Brigade Coordinator about possibilities for hikes, waterfall, market, and other leisure activities.

Heading Out:

- ✓ While we ask that you have your group tidy up their living space, it is not necessary to do any major cleaning since our cleaning staff will cover this.
- ✓ If you have items to donate (clothes, bug repellent, mosquito nets, etc.), please give them directly to the Honduran Brigade Coordinator.

Giving Tips:

- ✓ You are in no way required to tip those helping during your brigade (cooks, translators, cleaning staff, etc.). However, if you feel inclined to tip please note that \$5/person would be a very generous amount for any one person to tip.

- ✓ If desired, tips can be collected as a group on the last day and given as a gift to the head cook who will then distribute it to those who have helped her.

Goodbye Party (*Despedida*):

- ✓ Work with the Honduran staff to perhaps organize a dinner and dance or other event with the local committee on the last night of the brigade. This is a good time to thank your cooks and staff. (Small gifts are always appreciated.)

Guiding Questions for Evening Discussions

During your time in Honduras many questions will emerge about the country, healthcare system, and culture. Additionally, you may ask yourself about how your experience compares to life in the United States. To get the most out of this experience, it is important to ask as many questions as possible and to share your thoughts within your brigade group. Ideally each brigade will spend time in the evenings reflecting on these important topics. The following is a collection of commonly discussed themes:

About Honduras...

1. What have you noticed that is special about Honduran culture that we may not have in the United States? What are some of the culture's strengths? Weaknesses? How can we leverage the community's strengths for positive change?
2. Knowing that with development (i.e. roads, communication technologies, etc.) comes additional crime and violence, is it worth it for these communities to have increased access to health and education services? What can be done to prevent some of the negative effects of development?
3. Technically healthcare is provided free of charge to all Hondurans, effectively achieving a version of *universal healthcare*. Are there any hidden costs within Honduras' system? What type of disparities may develop within this system? What other issues exist? Why does the private system exist if everyone is given free access to the public system? How does this compare to the United States?
4. How does the multi-level referral model (health workers □ health outposts □ larger clinics □ emergency clinics □ regional & national hospitals) differ from that of the United States? Is it more or less effective to deal with minor issues at the community level? Is this easier or difficult to understand and navigate?
5. How does medical training compare to that of the United States? Is there a similar draw to specialize and does the country have enough specialists?
6. The Ministry of Health decision to contract out health services to StS is part of a global initiative to decentralize healthcare. What are some of the pros and cons of this model (think of providers proximity to clients, the effect on control over policies and procedures, limits on local services available)?

About the Brigade Experience...

1. What is one important thing you learned today (or during your time in Honduras)?
2. What is one challenge that you encountered today and how did you overcome it?
3. How do language and cultural barriers affect your ability to deliver quality care? Are there other forms of communication you are using? Do you find yourself doing your work differently?
4. Compared to your clinical experiences in the United States, what is different about how patients are cared for in Honduras? Are there things that are better than in the United States? Worse?
5. How do the types of illnesses you have experienced here compare to those you have experienced in the United States? Which do you believe are the most challenging to this country? Which do they manage well?
6. Has there been sufficient supplies and medication during your trip? What about certain equipment or lab tests? How has this affected your ability to deliver quality care?

About Shoulder to Shoulder...

1. What are the benefits and disadvantages that accompany the organization's formal contract and association with the Ministry of Health (financial, political, regulatory, etc.)? Do you think the benefits outweigh the costs? Why is it important to partner with the local government? Are there situations where this is not the preferred option nor even possible?
2. Can you think of additional ways that brigades can incorporate themselves into STS's health programming?
3. What basic issues is the organization addressing? What are they missing? Are there other programs that you think may be good to implement?
4. In a world where funds are often limited, what are creative ways that organizations like STS can raise funds to support their mission? Are there local opportunities?

Please contact Laura (laura@shouldertoshoulder.org) if you have any additional questions about Coordinating a Brigade with Shoulder to Shoulder.

Additional information about personal health considerations, what to pack, suggested readings, and information about the organization as well as about Honduras are available in the [Brigade-Camasca Volunteer Handbook](#).