

GRIT

2021 ANNUAL REPORT





Letter from Jamie Van Leeuwen, Founder & CEO

GLI has grit!

Grit is defined by *courage, resolve and strength of character*. But what exactly is it and how does it translate into the local languages of East Africa? More importantly, how exactly do you get grit? The way I see it, you can't just decide to have grit. Grit is earned and it takes a lot of work to achieve. A baby doesn't have grit, because it is just a little baby! You have to be around for a while before you earn the status of having grit!

I returned to East Africa this spring for the first time since the COVID-19 pandemic and grit was on my mind. On my long flights and local bus rides, I spent some time noodling on the concept of grit and talking to others about how it translates in this part of the world.

For example, Moses, our new Director of Community Action, thinks Agnes Igoye has grit! Agnes is a GLI board member, co-author of *Listen. Think. Act.*, and one of the leading experts in the world on preventing human trafficking. It is impossible not to know grit when you are in the presence of this extraordinary woman for just five minutes!

Jason, our lead driver for GLI, thinks grit could translate into *bahati* in Swahili, meaning "lucky," and Moses says it translates into *imanzi* in Ruchika, meaning "courageous."

What I can say as we look back on 2021 is that whatever language you speak or however you define it, GLI has grit. I know where we got it. We got it from the communities we serve, the people who are a part of on our teams, and the board of directors that guides this community development research institute! We got it from our music festivals, from the team at Entusi, from the thousands of farmers we have trained and from the 32 academic partners with whom we work! That's how we got grit! After two years of an unprecedented pandemic that shut down borders, grounded airplanes and confined us to our homes, GLI is still standing! We are still listening and thinking and acting in the communities that we connected with 12 years ago. In fact, we are not just standing — we are thriving! And that, my friends — wherever in the world you might be — is grit! ►

On the local level, we are engaging in our public health work and connecting hard-to-reach populations with access to HIV testing and prevention services in ways that we never thought possible two years ago. But it doesn't stop there! Our outreach to families with Down syndrome, our efforts to prevent kidney disease and our mental health trainings are all providing under-represented communities with resources they would not otherwise have.

Two years ago, we were largely defined by the number of young people, scholars and community leaders we could bring to East Africa to *Listen. Think. Act.* Today, we are defined by our ability to connect and engage with hundreds of scholars in global classrooms that are designed to teach best practices in community development, no matter where in the world they might be.

We expanded our recycling efforts to the Northern Region of Uganda where we are working to not only extract tons of plastic out of the environment, but to teach what it means to conserve and protect our planet. We grew our women's leadership network to include mentors and we wrote a textbook to promote our principles of best-practices community development. We vaccinated our staff and resumed our swim lessons around the lake. We trained teachers to teach, and on one very beautiful day, our lonely boat went and gathered 250 schoolchildren to take them back to school after two years of closures due to the pandemic — the longest school shutdown in the world!

True grit is when you stick around when things get tough. You keep doing what you know works, and you change things up when it doesn't. Grit isn't always pretty, and it isn't always easy, but when done well, it can truly transform community. When you finish reading our 2021 annual report, there is no doubt in my mind that whatever language you speak, or community you grew up in, or company you keep, you will know what I mean when I say that GLI has grit!

By listening, thinking and acting with us this year, you gave us the grit we needed to serve the communities where we work, and for that we are thankful! ■

Jamie & our gritty GLI family



Jamie, back in East Africa for the first time in two years!





Combating COVID-19

Keeping the Lights on and Our Boats Afloat!

BY RAYMOND BOKUA, MANAGER OF THE ENTUSI RESORT & RETREAT CENTER

As the pandemic continued into 2021 and new variants kept coming, the effects of the lockdowns were being felt in the communities in which we work — the very same communities where our staff at Entusi were born and raised! This is a matter of both prosperity and poverty, as the pandemic has caused widespread hardship, including increased mortality rates for reasons beyond the virus. Therefore, we had to find smart strategies for reopening projects and businesses while minimizing health risks associated with COVID-19. As managers of a community center built by and for the community, our team didn't back down from this challenge. We knew Entusi could be a force for good in such trying times.

That's why we reopened activities at our Kabale plastic collection and recycling center. We resumed buying plastics from the public — providing immediate income assistance to community members — and preparing our plastic stock for sale through sorting, cleaning and baling. It's also why we continued to provide opportunities for the community around Lake Bunyonyi to engage in swim lessons, farming lessons and other community activities.

In fact, the grit our team displayed during these trying times has allowed us to think even bigger. We are proud to announce that we are going to renovate the entire center in 2022. As we do so, we don't just want to make our facilities better ... we want to make our community engagement better too! ■



Ramping up Recycling ♻️ Keeping Lake Bunyonyi Blue!

BY MOSES TWAHIRWA, DIRECTOR OF COMMUNITY ACTION

Special thanks to Planet Buyback!

2021 was a great year for me. In September, I was lucky enough to join one of the best and greatest teams — the GLI team! I was able to connect with everyone on the team, the GLI board and GLI partners, and my work at GLI so far has been rewarding and fun.

One of the projects that I quickly stepped up to support was the recycling project. Plastics take many years to decompose, which has a huge negative impact on our environment. In Uganda, it is estimated that over 600 tons of plastics are consumed daily and disposed of irresponsibly. Some people in different communities try to dispose of plastics by burning them. However, burning plastics emit toxic chemicals that cause respiratory problems. Studies have shown that many young children and teenagers living in Kampala, for example, have bronchial asthma because of this pollution. That is why GLI continues to work with the local government, private companies and the community to fight the problem of plastics disposed of in the environment.

In 2021, we managed to provide thousands of dollars in recycling incentives to community members. For example, we provided job opportunities to six full-time staff who run the operations of the two centers in the country. GLI also managed to provide income opportunities to over 200 city-dwellers who collected plastics in the districts of Kabale and Lira.

Regardless of the COVID-19 lockdown restrictions and curfews, we managed to collect over 70 tons of plastic from the communities of Kabale and Lira in 2021. Thirty of the 70 tons were collected from the Lira recycling center that was in operation for only six months. In Lira, we started conversations with public officials and other private players about the importance of the plastic collection, and we hope this will boost our collection rate in 2022.

The best part is that this project is reaching sustainability, as we sell the recycled plastic to community partners — helping the centers stay open for business! ■

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[Because of the recycling center], I am able to buy food [with] ease, pay off the debt that I accumulated during the lockdowns and be able to fix the hole in my roof.

MRS. PENINAH MUKANDESHI, RUSHOROZA VILLAGE, KABALE

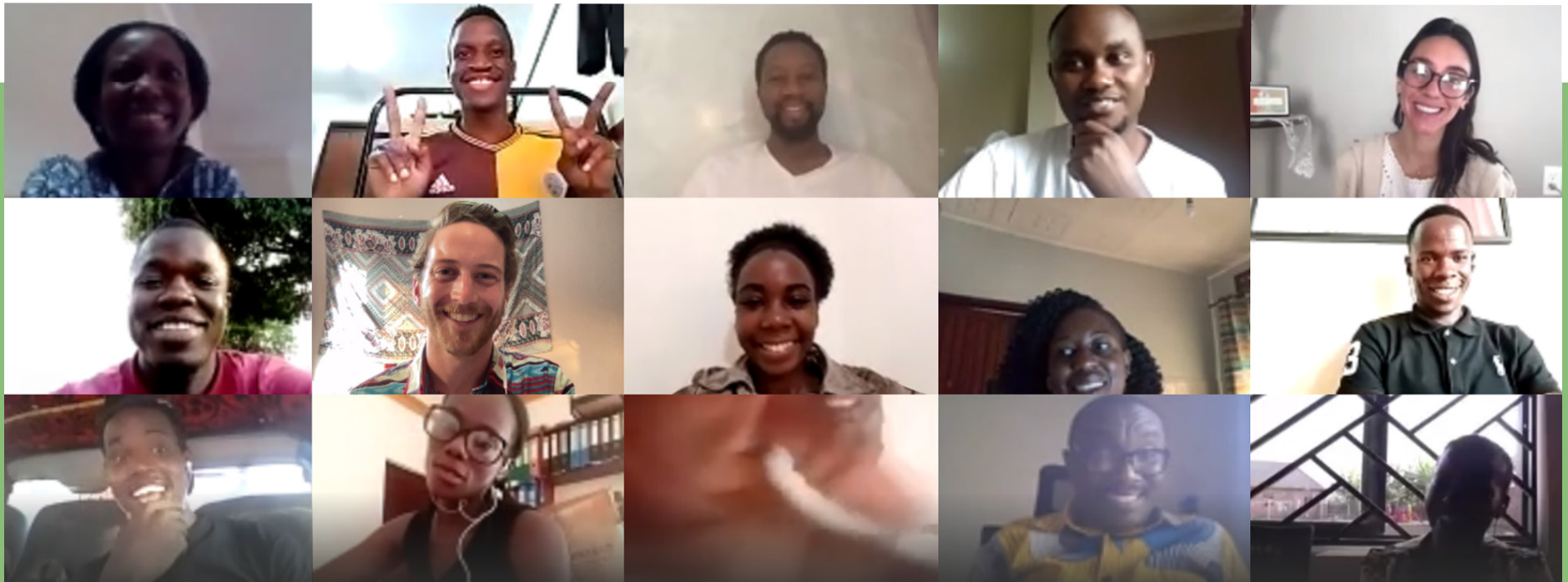


Class is Still in Session, Despite COVID-19

BY REBECCA RAWSON, GLI 2021 INTERN FROM TULANE UNIVERSITY, SUPPORTING ACADEMIC PROGRAMS

Two weeks into my time in Uganda, the country entered a complete lockdown as COVID-19 infection rates reached a new peak. This vastly altered what I had imagined my experience in Kampala would look like. Nonetheless, my time in Uganda was still enriching and impactful, which can be mostly attributed to our Global Classroom participants. The most poignant moments of my internship with GLI in the summer of 2021 resulted from conversations I had with — and witnessed among — our students.

During the virtual Youth Summit, we asked high school participants to identify a problem within their communities that they wanted to solve, and create an action plan on how to approach that problem (who they would contact, what resources they would need, who the local stakeholders were, etc.). To see other young people genuinely excited about creating change in their communities was energizing, and made me wish I had participated in a program like that when I was in high school. One of the most exciting elements of the Youth Summit was seeing how eager high schoolers were to share their opinions; sometimes it seemed like no one had ever asked them what they thought about these global issues, and they had really interesting things to say! It was inspiring and fun to have an honest dialogue with them and watch them converse. Huge thanks to the team at College Track and all of our youth summit partners! ▶





While in Uganda, I was the academic programs coordinator. I helped organize our Global Classroom and write curriculum for our academic programs, like the Youth Summit for high schoolers and the Global Scholars Fellowship Program (GSFP) for undergraduates and professionals. I helped run our online programming and facilitated dialogues about sustainable development and community building.

During this past year, I have had the privilege of traveling to many cities and meeting many types of people. However, I have yet to go to a country where the people express as much gratitude and genuine joy to have me in their home as I did in Uganda. While running one of the discussions for the GSFP, I was present when a student from Texas met someone from outside the United States for the first time, and when a student from Uganda met someone from the United States for the first time. They both realized how they had much more in common than either of them ever imagined. I think this simple interaction is emblematic of the kind of work GLI accomplishes (even virtually) and the types of cross-cultural connections it helps establish.

Despite living in an almost completely online world for the better part of two years now, we all are still having to exercise extra patience and understanding when it comes to communicating with one another. The participants in GLI's Global Classroom not only consistently demonstrated that patience for one another, but immense compassion, too. People from all different backgrounds and technological capabilities showed up to our sessions ready to share their stories and, more importantly, listen to others. The resolve — and indeed, grit — of GLI staff and its program participants was evident in each of our sessions, as I saw staff serve as mentors and friends to our students from all over the world. I was proud to call myself a GLI intern during such a whirlwind period of transition and am grateful for the connections I made and the experiences I was lucky enough to have. On behalf of the GLI, we offer a special thanks to College Track, Denver School of Science and Technology, and the University of Colorado Denver for helping us keep the lights on in our global classrooms! ■



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You became part of this program because you're someone who leads, who sees the challenges their community faces and seeks to understand their source and to figure out and drive solutions. The understanding piece – that's the core of community development and the foundation of sustainable progress, and it is what excites me about the program you've just completed. That understanding is what makes your leadership essential and impactful.

NATALIE BROWN, UNITED STATES AMBASSADOR TO UGANDA

A Student Perspective From Bedroom to Bunyonyi!

BY SEBASTIAN DITTGEN, GLI FELLOW AND CORNELL GRADUATE

Almost two years ago, as the world came to a halt and borders closed, I found myself in a room with students from every corner of the world. It was a virtual room — the GLI Global Classroom — and it was my first glimpse into the world of GLI. At the time, I was an undergraduate in the United States at Cornell University, studying global public health. I had an interest in epidemiology, and due to a course I took on HIV in Africa, I felt like I was an expert in this area. As you'll soon see, *oh how wrong I was*.

My journey started with the Global Scholars Fellowship Program, a five-week academic program for students and professionals to engage in classroom sessions and research. I found myself discussing international development ideas with people whose backgrounds I've never encountered before. For example, I met Rumbi Gumbie, a GLI contractor working on public health initiatives, who shared anecdotes from HIV patients who experienced disease-related stigma. I met with a Ugandan student who knew many in their community afflicted with HIV. I met with many guest speakers whose stories inspired me as to what community development could look like. While I may have been confined to my bedroom in New York City, the program made me feel more connected than ever.

GLI's innovative approaches to development — especially in the space of public health — quickly drew me in. I craved uncovering layer after layer of issues that, prior to the program, I may have viewed as one-dimensional. *Listen. Think. Act.*, GLI's mantra, became a framework of thinking that I wanted to practice. I wanted to continue the discussions held in class. I sought to engage with the communities I was told about and contribute to the projects that inspired me. Seeing my interest, the GLI team took me on board as a public health intern, and my journey with GLI continued. By the way, GLI showed grit when they found a way to take a graduating senior from the screen in his bedroom to the shores of Lake Bunyonyi!



I am writing this from Uganda, where I have spent the last month. Just the other day, I sat at a bar witnessing a village health team administer hundreds of HIV tests to commercial sex workers and boda boda drivers (two key populations of HIV prevalence). I chatted with a man who grew up a few doors down from the bar. He offered brilliant observations and suggestions that I would have never come up with in a million years. This wasn't the first time I had a conversation like that — it wasn't even the first time that day. I'm sure it won't be the last. What I love about my humbling journey with the GLI is that it has expanded my worldview at an unfathomable pace. I began this journey ready to learn a thing or two about global development. Two years later, as a research fellow of public health and community partnerships at GLI, I have engaged with health partners, assisted in the creation of several projects, found passions that I didn't realize I had before, and most critically, realized that there is always more to learn. ■



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I joined this board to roll up my sleeves and to be part of an organization that believes that change is driven by the communities where we work! Change happens when COVID-19 is not an obstacle but an opportunity for us to build better services. Change happens when you work hand in hand with people sharing the same vision as you. Change happens when you Listen. Think. Act. with grit!

KAMGA NGAMENI, BOARD MEMBER AND ASSOCIATE AT MCKINSEY

A Public Health Pandemic Pivot

BY RUMBI GUMBIE, PUBLIC HEALTH AND RESEARCH CONSULTANT

In year two of the pandemic, GLI showed grit by pivoting our public health programs to something more responsive to the times, and more targeted.

We implemented our very first year of Community Health Initiatives (CHI) in 2021. Starting with the non-communicable diseases program, we connected people diagnosed with diabetes, hypertension and heart disease with essential health services and medicines through structured monthly home and clinic visits conducted by community health workers. One of our program beneficiaries is Mrs. Bronconcil Batabara, a 64-year-old retired primary school teacher who was diagnosed with diabetes and started on medications and lifestyle changes. Speaking to the *New Vision* newspaper about our program, Mrs. Batabara said, “I last checked my sugar levels in 1972 when I got

married, when I was told I had diabetes. I was told it may have resulted from my eating habits.” Being part of our programs means she receives regular visits at home to check her sugar levels and encourage her to change her diet and lifestyle.

Following our successful music and health approach, we also innovated the way we engage with our communities by introducing the Awamu HIV awareness campaign in 2021 in partnership with Reach A Hand Uganda. Awamu means “together” in Luganda, one of the many languages spoken in Uganda. We chose it as it reflects our mission to work within the community on year-round activities that ensure members of the community are at the forefront of solving their own health issues. We held five campaigns in the districts of Lira, Kasese, Mbarara, Shema and Kabale in Uganda. Although we anticipated we would reach 1,250

people due to COVID-19 restrictions, the hard work and enthusiasm of our Peer Educator Champions and campaign team resulted in a total of 1,965 people receiving information about HIV services, prevention and treatment. Further, we distributed 21,500 condoms and gave essential information on testing to 1,013 people most at risk of HIV infection (sex workers, truck and boda boda drivers, adolescents and youth).

Our CHI family continues to grow. We started the year with two community health workers and ended it having trained 25 young people to become peers in their communities working year-round to promote our initiatives. The public health space continues to grow, and our grit — and the grit of our amazing partners at the AIDS Healthcare Foundation, Reach A Hand Uganda, the Mercury Phoenix Trust, Bridge of Life and Odyssey House Louisiana — has paid off! ■



LISTEN. THINK. ACT.

LESSONS AND PERSPECTIVES IN
COMMUNITY DEVELOPMENT



AGNES IGOYE, THOMAS KARREL,
AND JAMIE VAN LEEUWEN

To order your copy, visit globallivingston.org/textbook.
All proceeds from the sale of this book are reinvested
into GLI's global classrooms.

A Page Out of the GLI Playbook!

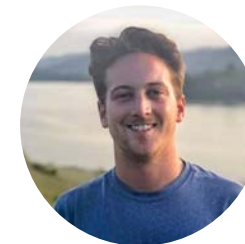
Listen. Think. Act. is no longer just something everyone should do when they are thinking about community development. It is an interactive textbook that has grit! Why does it have grit, you ask? Because it took us over a decade to write it. This book was not simply written over the course of one year by three community leaders. It was written over the course of 12 years by 3,000 community leaders spanning the United States and East Africa who taught us what it truly means to empower community and impact positive change. It is informed by a handful of successes

and hundreds of failures, and by students, community leaders, musicians, artists, philanthropists and many others that traveled thousands of miles to *Listen. Think. Act.* with GLI in Uganda and Rwanda.

Grit is defined by courage, resolve and strength of character. *Listen. Think. Act.* has all of these qualities. It tells the story that we have been telling for over a decade about our collective work in East Africa. However, the community development lessons in the book can be applied to communities and taught in classrooms around the globe! ■



AGNES IGOYE
UGANDA DEPUTY CHAIR
OF NATIONAL PREVENTION
OF TRAFFICKING IN PERSONS



THOMAS KARREL
DIRECTOR OF
ACADEMIC PARTNERSHIPS,
GLOBAL LIVINGSTON INSTITUTE



JAMIE VAN LEEUWEN
FOUNDER & CEO,
GLOBAL LIVINGSTON INSTITUTE

Here's What Critics Are Saying:

“Listen. Think. Act. Has Grit!”

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In this book, enthusiastic global development fighters come together to extract innovative and authentic multicultural lessons from their common, personal learning and transformative experiences to develop communities through empowerment and respect. These lessons are applicable worldwide, by those who want to reduce human suffering using an equity approach.

DR. AGNES BINAGWAHO, VICE CHANCELLOR OF UNIVERSITY OF GLOBAL EQUITY, BUTARE, RWANDA

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By listening and thinking a great deal before we act in concert with others, there is a lot that can be learned along the way.

HELEN THORPE, JOURNALIST AND AUTHOR, DENVER, COLORADO



2021 by the Numbers

46.7 MILLION
PEOPLE REACHED DURING OUR
WORLD AIDS DAY CAMPAIGN

715,686
CONDOMS DISTRIBUTED

3,641
PEOPLE COUNSELED
AND TESTED FOR HIV

1,869
PEOPLE OFFERED SEXUAL AND
REPRODUCTIVE HEALTH SERVICES DURING
OUR WORLD AIDS DAY CAMPAIGN

506
PEOPLE TESTED FOR
NONCOMMUNICABLE
DISEASES (NCDS)

84
STUDENTS ENGAGED IN 2021
GLOBAL CLASSROOM PROGRAMS

2021 Financials

REVENUE

CONTRIBUTIONS	\$631,289
RESORT REMODEL RESTRICTED CONTRIBUTIONS	\$342,500
GOVERNMENT SUPPORT	\$76,045
VIRTUAL CLASSROOM TUITION	\$30,154
TOTAL REVENUE	\$1,079,988

EXPENSES

PROGRAMS	\$576,036
FUNDRAISING	\$78,880
ADMINISTRATION	\$84,033
TOTAL EXPENSES	\$738,949

NET SURPLUS*	\$341,039
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*Our net surplus in 2021 reflects our fundraising efforts to remodel and improve our resort and retreat center on Lake Bunyonyi in southwestern Uganda. The remodel will take place in 2022.

2021 Staff: Combining Talent With Grit!



Jerry Amany
Research & Internships
Coordinator



Raymond Bokua
Manager, Entusi Resort
& Retreat Center



Nathan Davis
Director of Strategy



Bruna Fox
Office Manager



Sheila Gabeya
Program &
Communications
Coordinator



Ryan Grundy
Chief Operating
Officer



Rumbi Gumbie
Public Health and
Research Consultant



Tom Karrel
Director of Academic
Partnerships



Cat MacCormick
Director of Operations



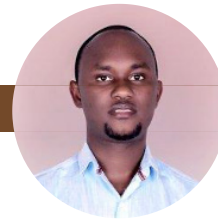
Nasser Mukwaya
Logistics Coordinator



Martina Namuddu
Chief of Staff,
East Africa



Emmanuel Oumo
Workforce Development
Training Manager



Moses Twahirwa
Director of
Community Action



Jamie Van Leeuwen
Founder & CEO



Message from the GLI Board Chair

BY DAVID LORD, GLI BOARD CHAIR



As is necessary in international community development work, the Global Livingston Institute has shown flexibility and patience to respond quickly to changes in our world. As COVID-19 lingered and made travel to Uganda impossible, GLI used virtual tools to bring students together to better understand working in the beautiful countries of Uganda and Rwanda. The dedicated staff in

Uganda continued to serve their country through public health research and recycling. GLI helped Ugandans understand how they could help themselves during this public health crisis.

There has never been a time where the GLI message of listening and thinking before acting has been more important in our world. It is critical to show empathy for people from different backgrounds and cultures. The GLI Board of Directors looks forward in the year ahead to developing a plan for our future, and building on the success of our past. Our success as an organization comes from the many supporters who contribute critical funding to make our work possible. In the year ahead, we hope to resume travel to Uganda and provide opportunities for students and our partners to experience our approach to community development. This can help make our world a better place. ■



2021 Board Members

Tamara Banks

Taz Media Consulting

Richard Benenson

Brownstein Hyatt Farber Schreck

Festus Bizimana

U.S. Embassy, Rwanda

Nigel Daniels

City and County of Denver

Rob Drabkin

Musician

Abdulwahid Duso

College Track

Isabelle Fries

Denver Public Schools

Joe Hodas

Wana Brands

Mallory Hybl

Student at Georgetown University

Agnes Igoye

Uganda Immigration
Training Academy

Sandra Isano

University of Global Health Equity

Cynthia James

Cynthia James Enterprises

Dr. David Kaawa-Mafigiri

Makerere University

Henri LaSane

College Track

Christine Leuenberger

Cornell University

Suzanne Leydecker

Author of *Women on Top*

David Lord

David Lord Investments, Inc.

Diana Mead

OnePoint Accounting

Lauren Napheys

KPMG

Kamga Ngameni

McKinsey & Company

Felicity O'Herron

University of Colorado

Kristine Robertson

National Charity League,
Colorado Blue Sky Chapter

Danny Rubin

The Walt Disney Company

Steve Sander

Sander Marketing Group

Parker Semler

Goldbug, Inc.

Sahil Shah

Student at University of Texas

Angela Thieman-Dino

University of Colorado Boulder

Saran Thompson

Hip Hop Spoken Word Artist

Amber Valdez

Valdez Public Affairs



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We are incredibly proud of all that we have accomplished this year at GLI. From Kabale to Denver, the work GLI was able to accomplish during COVID-19 is truly outstanding and these outcomes would not be possible without true teamwork and grit! We are so grateful to EVERYONE who dug deep and helped contribute to making our year so impactful.

MALLORY HYBL, GLI BOARD MEMBER, COLORADO SPRINGS, COLORADO

Got Grit?

Connect with Us and Get Involved!



For more information and to get involved in 2022,
please send an email to Ryan Grundy at ryan@globallivingston.org.

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