



Annual Report

2021



Table of Contents

- 1** Executive Summary
- 2** Impact
- 3** Fellowship Program
- 4** Funding Our Programs
- 5** Shifting to Shared Leadership
- 6** Acknowledgments



Executive Summary

It is hard to believe that this year is coming to an end, and it is incredibly inspiring to look back at what we have achieved thanks to your support. In the midst of the pandemic, we contemplated closing, but instead **we opened the Havenly cafe and training center - our dream since the beginning,- launched our food relief program, and doubled our sales.**

You helped us not just survive, but grow. **We welcomed 15 new families to our community.** We donated more than 20,000 meals to food insecure families across New Haven, all while growing our sales for the long term. In 2020, we made \$60,000 in sales. **This year, we made \$180,000 - from the cafe and our holiday line.**

But we did more than grow this year - we transformed. This pandemic has only amplified the deep inequities that are characteristic of this country. We see the effects of our country's lack of investment in working class communities - primarily Black and Brown people - every day, when undocumented immigrants receive no assistance whatsoever during a global pandemic, or when mothers in our program have to leave their jobs because there are no real childcare support systems in our country. We know that these and other inequities will only be changed by investing in the power and visions of those most impacted by injustice - Havenly's fellows, and the millions of others in our country that could help us transform towards more justice.

It is one thing to provide support to communities in poverty and marginalization; it is another to create the conditions for them to lead and build power. In our last annual report, we committed to becoming an organization that was truly "led by and for refugee and immigrant women".

We analyzed every aspect of our organization - from our programming, to our graduate engagement, to our board and staffing models - to truly model the change we aim to see in the world. As part of that shift, we:

- Adopted a shared leadership model and a community-based board;
- Developed classes that foster an understanding of our civic system, foster political analysis and engagement, and help fellows understand the conditions affecting their life;
- Supported our graduates in launching the Sisters in Diaspora Collective, a community organizing group focused on Housing Justice.

Thank you for making all of this possible. This year has proven that our model works - we have seen employers raging about their new hires, housing insecure people in New Haven joining our immigrant leaders in speaking to the mayor, and Nieda, our co-founder, raising to the position of co-Director. Our collaborative, community centered approach was recognized in November 2021 by the New Haven Chamber of Commerce through the Constellation Award for collaborative and sustainable work.

But the need is only growing, and the impact of COVID on our community is far from over. Every cycle, we are swamped with applications from dozens of women we cannot reach. With more than 200 newly arrived refugees in the past few months alone, and many more arriving from Central America, this need will only grow. **That is why we plan to double the number of women we serve next year, and begin planning our geographical expansion.**

We hope you will continue to be part of our journey.

A handwritten signature in black ink that reads "Caterina Passoni". The script is fluid and cursive, with a large initial 'C' and a long, sweeping tail on the 'i'.

Impact to Date



of graduates have found secure employment

\$400K+

of wealth generated for
refugee and immigrant
families

245

individuals
impacted

21

refugee and immigrant
women trained

\$20K+

meals served through our
COVID food relief program



Programming: Summary

2021 was a year of growth and deepening of our fellowship program.

We supported 15 women from Arabic and Spanish speaking backgrounds.

Cohort 3, composed of 6 women, graduated in March and has had a 100% job placement rate. Graduates have started businesses, are entering dentist assistant programs, and assumed positions in the food service industry at the University of New Haven. They are earning an average wage of \$18/hour.

The 9 fellows in Cohort 4 set to graduate in mid-February have cultivated strong relationships with each other, independently enrolled in adult education programs, and are well-positioned to transition into long-term employment after the fellowship despite these dire economic times.



Given the wide diversity in backgrounds of women applying to our program, we are integrating four career pathways into our program: childcare, health, food, and entrepreneurship.

We are launching a new program, the Career Bridges Fellowship. This cohort-based training program will pair women with high levels of education and experience in professional careers (accountants, engineers, nurses..) with a on-the-job apprenticeship, educational partners, and service providers to help them relaunch their careers here in the United States.



Programming: Summary

We hosted biweekly conversations with our graduates and their community, which led to the foundation of the Havenly Sisters in Diaspora Collective, a group of refugee and immigrant women dedicated to advocating for housing justice in New Haven, principally led by alums of the Fellowship.



We added power building and political education classes to our curriculum. We are also exploring options for personal health and wellness programming, including journaling, introductions to mental health services, and group healing sessions. In our fellow Maria's words, we became an "educational health" program:

"Before Havenly, my life was as if I lived like a little mouse that spun and said 'Eh.' Worked more than I slept. But now I feel happy. I can tell you that we deserve to be here, working, doing things, loving ourselves and progressing because we have already paid the price. The farm, the job, the bad times, we've already paid the price. Now it's time to enjoy ourselves, even if it costs us. We're here now."

The Fellowship

Cohort 3



Amna, Sudan

Unemployed →
Warehouse
Assistant

Esmeralda, Guatemala

Unemployed →
Construction Worker
and Nursing Student



Maha, Sudan

Dunkin Donuts →
UNH and Studying
as Dentist Assistant

Maria, Mexico

Cleaning Lady →
Owner of Alegría Cafe
and Part-time Kitchen
Manager at Havenly



Safa, Sudan

Unemployed →
Floating Teacher

Kobra, Sudan

Unemployed →
Service Worker at
the University of
New Haven



Cohort 4



Amna, Sudan



Jenny, Ecuador



Badria, Darfur



Hena, Syria



Cena, Sudan



Hawaye, Darfur



Sandra, Guatemala



Aisha, Darfur



Maria, Guatemala

Impact

100%

of graduates
transitioned off
cash assistance

\$18

average hourly wage
earned 4 months
after the fellowship

90%

of graduates have
found secure
employment

I have found motivation and empowerment. I thought that my entire life I'd be a laborer. Never that I could take the next step and open my own business. Sometimes I tell those from my village, "We already paid the price. We already paid the price and we deserve all of this. I can tell you that we deserve to be here, working, doing things, loving ourselves and progressing because we have already paid the price. The farm, the job, the bad times, we've already paid the price. Now it's time to enjoy ourselves, even if it costs us. We're here now."



Maria, Cohort 3

Since graduating, Maria has joined an accelerator for food businesses and bought a food truck that will become Alegria Cafe, her Mexican-Italian breakfast cafe. Read more about her journey [here](#)

Impact



Before Havenly I never left my house. I did not know many people. I was stuck in a community of just Sudanese people. But Havenly gave me connections with Iraqis, Americans, Latinas, people from Egypt. I have learned so much about different countries. We're one big community.



Safa, Cohort 3

Safa became a teacher at the Phyllis Bodell Childcare Center after graduating. Her manager, Kyle, says that "Safa is one of the most dependable employees I have ever had. She is fun, approachable, and everyone who works with her wants to work with her again."

Our Curriculum

In 2020, we articulated a shift in the objectives of our Fellowship program from a job readiness program to one aimed at building community power and the holistic wellness of refugee and immigrant women. Here is the breakdown of our shift:

Topic	Learning Objectives	Programmatic Goal
<p>Food Safety Certification</p> <p>ServSafe curriculum, taught in-house by Havenly volunteers</p>	<p>Fellows will gain:</p> <ul style="list-style-type: none"> • Certification from ServSafe as a Food Handler (take exam in December) • Practice in the kitchen 	<p>Increase fellows' opportunity to access stable jobs in the food industry</p>
<p>Computer Skills</p> <p>Taught by Havenly volunteers in partnership with CFAL (Concepts for Adaptive Learning), who provide free computers and lesson plans.</p>	<p>Fellows will practice:</p> <ul style="list-style-type: none"> • Computer basics • Using email • Google Drive • Searching the internet • Introduction to Excel and Word • Completing an online form 	<p>Allow for easier access to information online</p> <p>Increase fellows' work opportunities in administrative positions</p> <p>Increase possibility for communication in academic, group and professional settings</p>
<p>Job Readiness</p> <p>Facilitated by Havenly staff and our team of 1-on-1 volunteers</p> <p>Partnership Nextjob, University of Connecticut, Gateway, New Haven Adult Education for certifications and higher learning</p>	<p>Fellows will practice:</p> <ul style="list-style-type: none"> • Talking about their resumes • Interview preparation • Career planning • Searching for jobs <p>Fellows will gain:</p> <ul style="list-style-type: none"> • Exposure to different possible career paths • The support of 1-on-1 volunteers in the job search and application practice 	<p>Increase fellows' opportunity to find gainful, stable employment</p> <p>Support fellows in feeling more confident as candidates for different jobs given their knowledge and experience</p> <p>Expose fellows to different possible career paths that we are prepared to support them in accessing</p>
<p>Financial Literacy</p> <p>Taught by Stacy through the New Haven Financial Empowerment Center</p>	<p>Fellows will practice:</p> <ul style="list-style-type: none"> • Creating and using a bank account • How benefits change with income • Taxes • Unemployment • Scam awareness • Understanding credit and debit 	<p>Increase fellows' understanding of certain financial concepts in the U.S. that are necessary to access a higher level of stability.</p> <p>Increase fellows' sense of confidence in navigating complex, bureaucratic processes such as filing taxes</p>
<p>English</p> <p>Taught by Camila and Havenly volunteers as needed</p>	<p>Fellows will gain:</p> <ul style="list-style-type: none"> • Language to describe and express emotions • Language related to labor rights and working conditions • Language related to housing rights and speaking with a landlord • Confidence speaking about oneself • Reading and filling out an application in English 	<p>Increase fellows' confidence and ability to express questions, emotions, analysis.</p> <p>Increase sense of independence.</p> <p>Increase fellows' ability to navigate day to day life in the U.S.</p> <p>Allow for increased access to information in the US</p>
<p>Services</p> <p>Carried out by hosting individuals from different service providers and nonprofits who come and present to fellows</p>	<p>Fellows will learn about:</p> <ul style="list-style-type: none"> • Community organizations in New Haven (i.e. HAVEN Free Clinic, Adult Education, Elena's Light) • Resources for children • Legal assistance in New Haven 	<p>Increase connections to vital services in New Haven.</p>
<p>*NEW*</p> <p>Self and Community Advocacy</p> <p>Taught by Camila and Havenly volunteers as needed</p>	<p>Fellows will learn about:</p> <ul style="list-style-type: none"> • Housing Rights in CT/US • Language Rights in CT/US • Labor Rights in CT/US • Immigrant rights in CT/US • Other communities fighting for rights in New Haven • Gender rights in CT/US • Power mapping in New Haven/CT 	<p>Increase fellows' understanding of rights (respected and not-respected) as an immigrant woman in the US</p> <p>Create greater understanding of other groups that are fighting for rights in this country and how we are connected</p> <p>Increase confidence in the ability to make change in community with other people</p>

Our Curriculum

As part of this year's shift, we built out an English curriculum that teaches survival English through the stories of women leaders of color such as Ilhan Omar and Rosa Parks, helping women learn key words to describe their goals and reality while at the same time learning about the ways marginalized communities have built power to confront injustices and attain rights.

We also expanded our understanding of the career pathways our organization builds. Women join Havenly with all kinds of backgrounds - some have been running businesses from home for years, others have masters degrees, and others have never worked at all. While for all of them cooking is a skill, for some of them it is a passion, and for some of them it is a starting point to gain confidence and believe they can launch their careers. We took the following steps to strengthen our job readiness programming:

- Partnered with NextJob, New Haven Adult Education, and Gateway Community College to ensure access to high quality adult education and job readiness services;
- Adopted a 1-1 volunteer model to provide personalized support to each fellow and graduate of our program;
- Currently building out four career pathways to help fellows explore and pursue careers of interest with social mobility, as explained below:



Food Services

University of New Haven Dining Placement;
ServSafe Food Handler Certification



Entrepreneurship

Prospera and Collab Accelerator Partnerships



Health

Certified Nursing Assistant Program at New Haven Adult Education/Gateway or Pharmacy Assistant at University of Connecticut;
Yale New Haven Hospital Placement;



Childcare

CPR and First Aid Certification and All Our Kin home childcare center training program;
Phyllis Bodell Childcare Center at Yale School of Medicine;

Our Curriculum

Testimonials

She is one of the most dependable people I have working for me. It's hard for her because of the English. She's getting better and uses a translator app. She is very present and fun with the children. She's on the floor with them and gets silly with them. She really enjoys them and being with them.

Working with Havenly has been very easy. You matched someone perfectly with us, so I think I was heard. Havenly approached me with someone in mind, and they were right. They have a lot of insight. The only issue is the language and language isn't always about words. It's more than just words. If everybody is just open, I don't see why it can't work.

KYLE, PHYLLIS BODELL CHILDCARE

The program is good for the others at Sodexo and UNH as well. What we have learned is to appreciate the women in all aspects of life. We haven't been exposed to different nationalities and accents, so it's been really good for management.

JUAN DOMINGUEZ, SODEXO DINING

New Partners

Education



Employment



**Phyllis Bodel Childcare at
Yale School of Medicine, Inc.**

Alumni Engagement

Graduates from Cohort 1, 2, and 3, along with staff, have founded and are leading the Sisters in Diaspora Collective, focusing on housing justice in the refugee community.

In the past year, they have pushed the Housing Authority to initiate an immigrant awareness campaign, understanding how to reach refugees and immigrants in New Haven and hiring more interpreters.

They also have proposed that a part of COVID relief funding to New Haven be used as monthly subsidies to people on waiting lists for public housing, and to buy affordable housing units in New Haven (below a picture of the group proposing the plan to the mayor).



7

members
recruited

1/3

are Spanish
speakers

17

members active
on a weekly basis

Hala, a graduate of our first pilot, was hired as an Ambassador at the University of New Haven dining. She will be paid to liaison with incoming refugee and immigrant women - both from Havenly and the wider community, supporting the staff and incoming hires with a successful integration into the workforce.

We hope to take this as a model of how one graduate can transform workforces and scale our impact. Learn more [here](#)



Growth Plans

We hit and went beyond our goals for the year, continuing to build towards a more sustainable model

2020

2021

Sales

\$60K

\$180K

Fellows Graduated

5

15

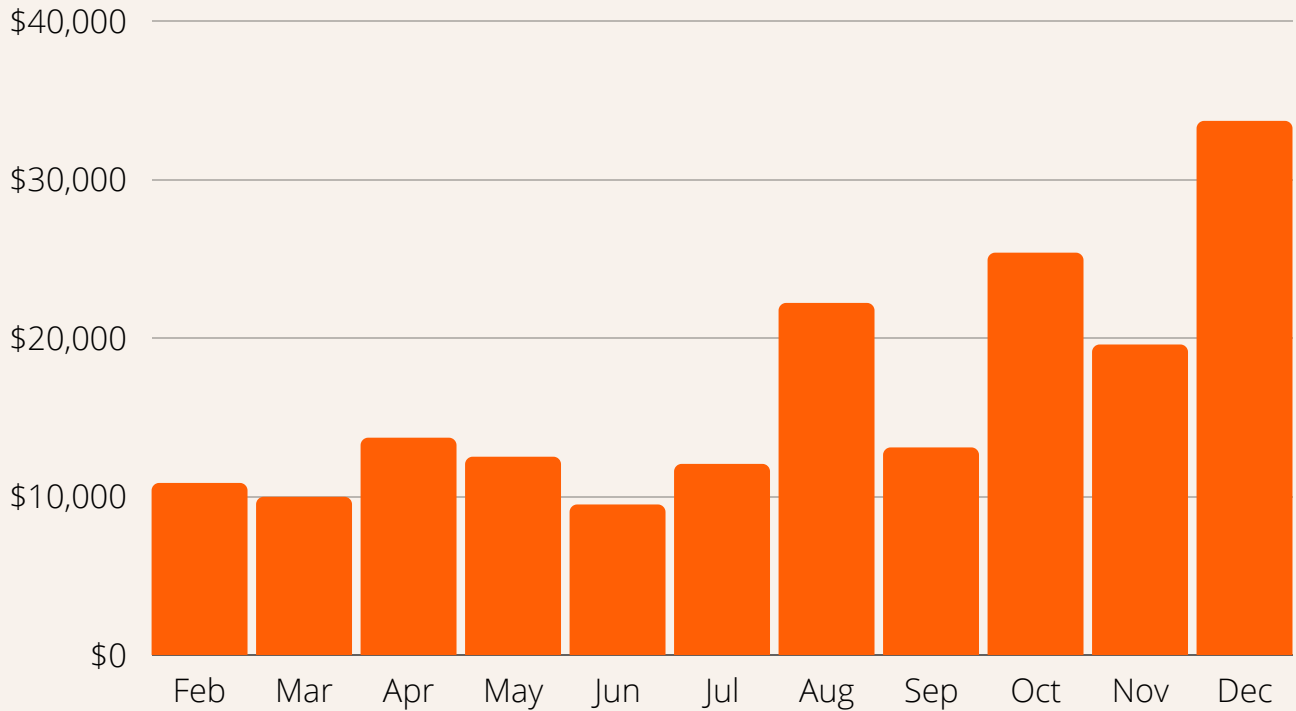
Expenses Covered by Sales

18%

40%

Sales

Despite the impact of the pandemic, we tripled our sales this year, hitting our goal of \$20,000 in total revenue per month by the end of the year.

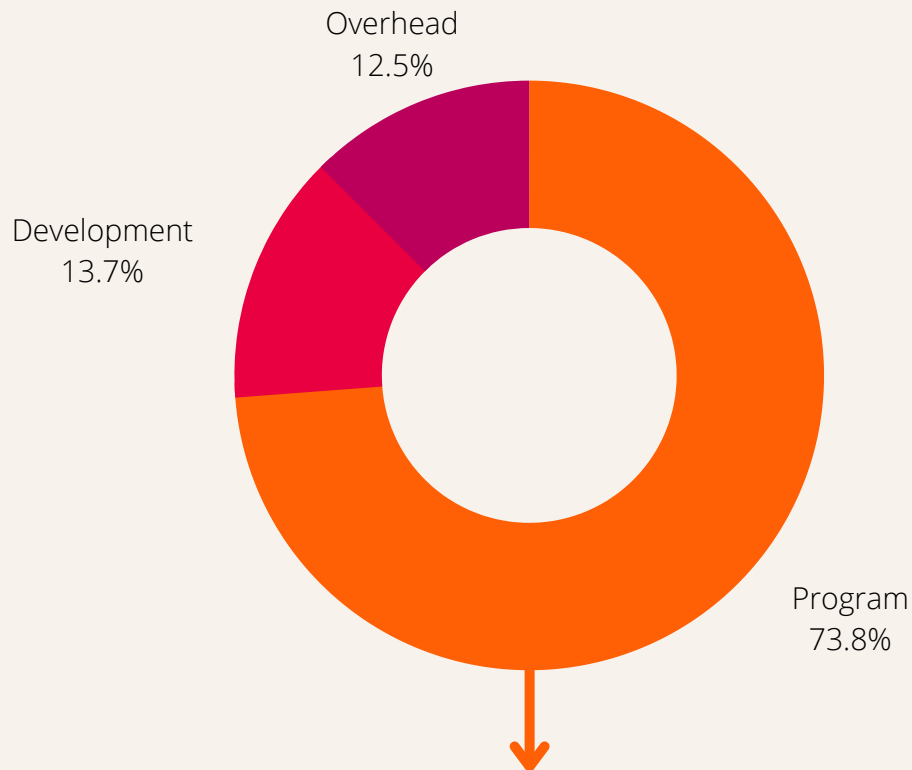


Baklava remains our most sold product, but we have developed a 'savory cafe' menu that is available in the following platforms:

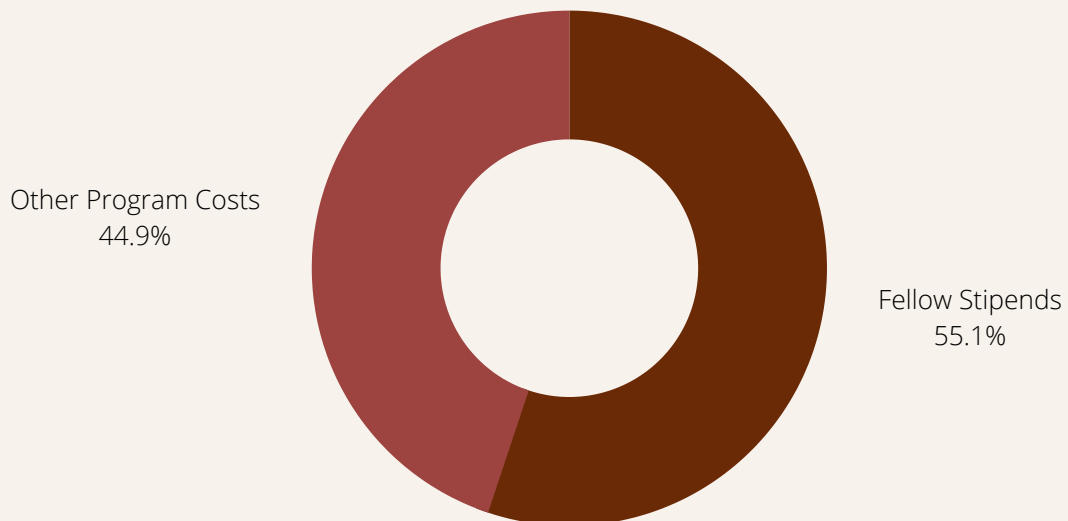
- In-house**
- Delivery Apps**
- Catering**
- Gift Line**

Our Costs

We raised \$340,000 this year from over 500 donors and 12 local and national foundations. 73.8% of all donations directly fund our programming, and only 12.5% are dedicated to overhead costs.



Program Cost Breakdown



Shifting to Shared Leadership

We know building community power starts with how we distribute power within our organization. That is why, over the past year, we adopted a 3-Year Leadership Plan to shift from a top-down, traditional governance structure to a more community based structure. Specifically, that means adopting a structure that puts decision making power and leadership positions in the hands of women from the community we serve - primarily, our fellows.

What does this mean for staff?

As of December 2021, we will be shifting to a Co-Director Model. A shared leadership structure allows space for ideas to be created through collaboration, democratic discussion, and inclusive decision-making. In truth, this shift towards a shared leadership model is more of a formalization of the way we've operated for a long time already. All major strategic decisions over the past two years have been made by consensus among Caterina and Nieda, and then Camila and the rest of our staff as time has gone on, through a culture of consensus and collaboration.

What will this look like in practice?

The three Directors on the Senior Leadership team will include:

- **A Mission and Impact Director**, who ensures that Havenly is fulfilling its mission through its various programs and activities.
- **An Operations Director**, who oversees the day-to-day management of the organization and plans for its long-term growth.
- **A Development Director**, who ensure that the organization is financially sustainable in the long-term.

The three Directors will **work collaboratively to set strategy, the culture of the organization, and to represent Havenly publicly.**

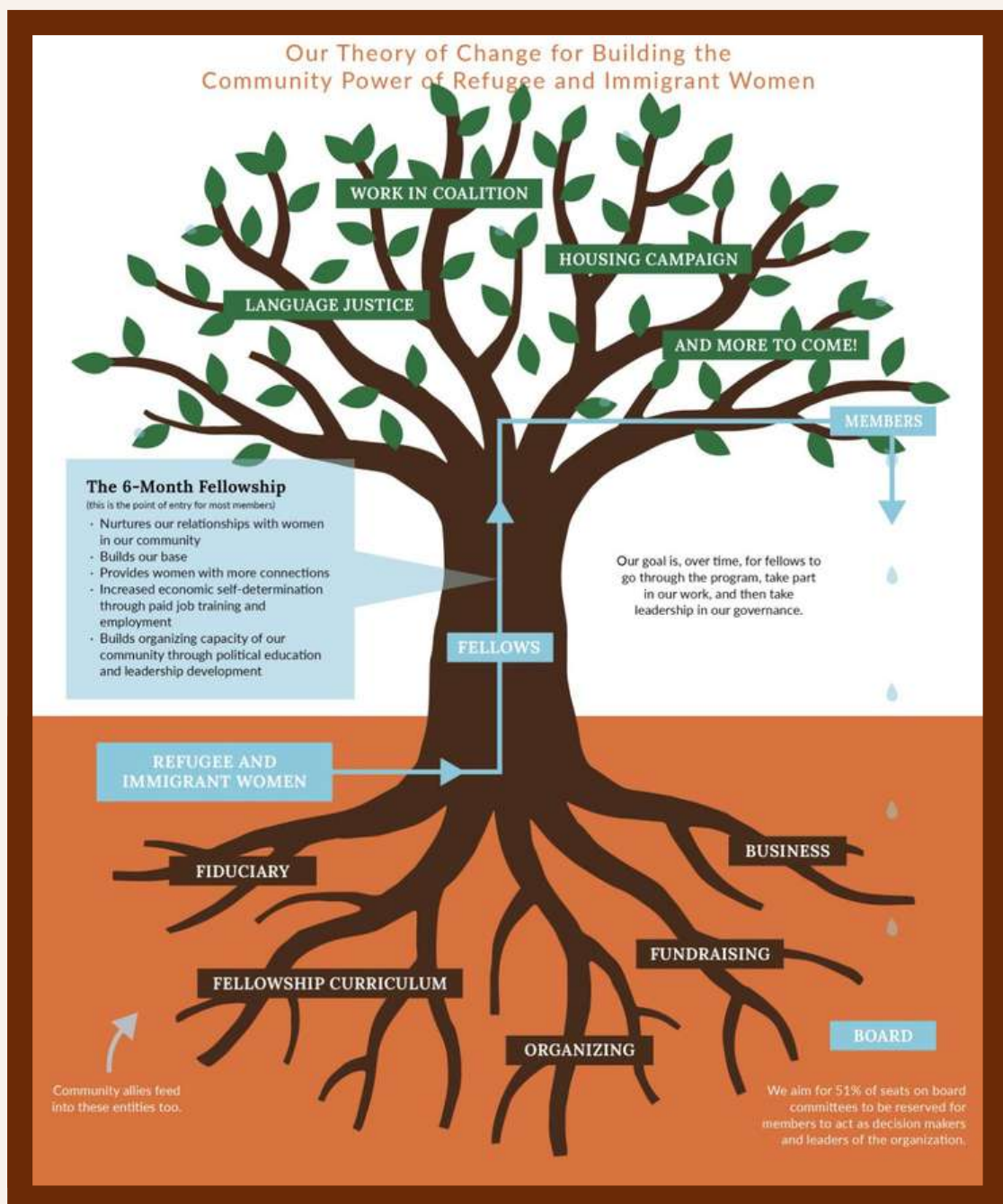
What does this mean for the board ?

This year, we shifted to a community-governance board structure and became a member-based organization. A community engagement model of governance is built on participatory principles. **Responsibility for governance is shared across the organization, including the organization's key stakeholders: its constituents and community, its staff, and the board.** Our structure also creates paths to leadership and training for our constituents.

Shifting to Shared Leadership

The tree below is a visual representation of our theory of governance.

Refugee and immigrant women join our community through the fellowship, gaining skills and community. They can then get involved in organizing and mutual aid, and then in setting the direction of the organization as Members or as part of leadership committees, truly growing as leaders and supporting Havenly's growth.



Shifting to Shared Leadership

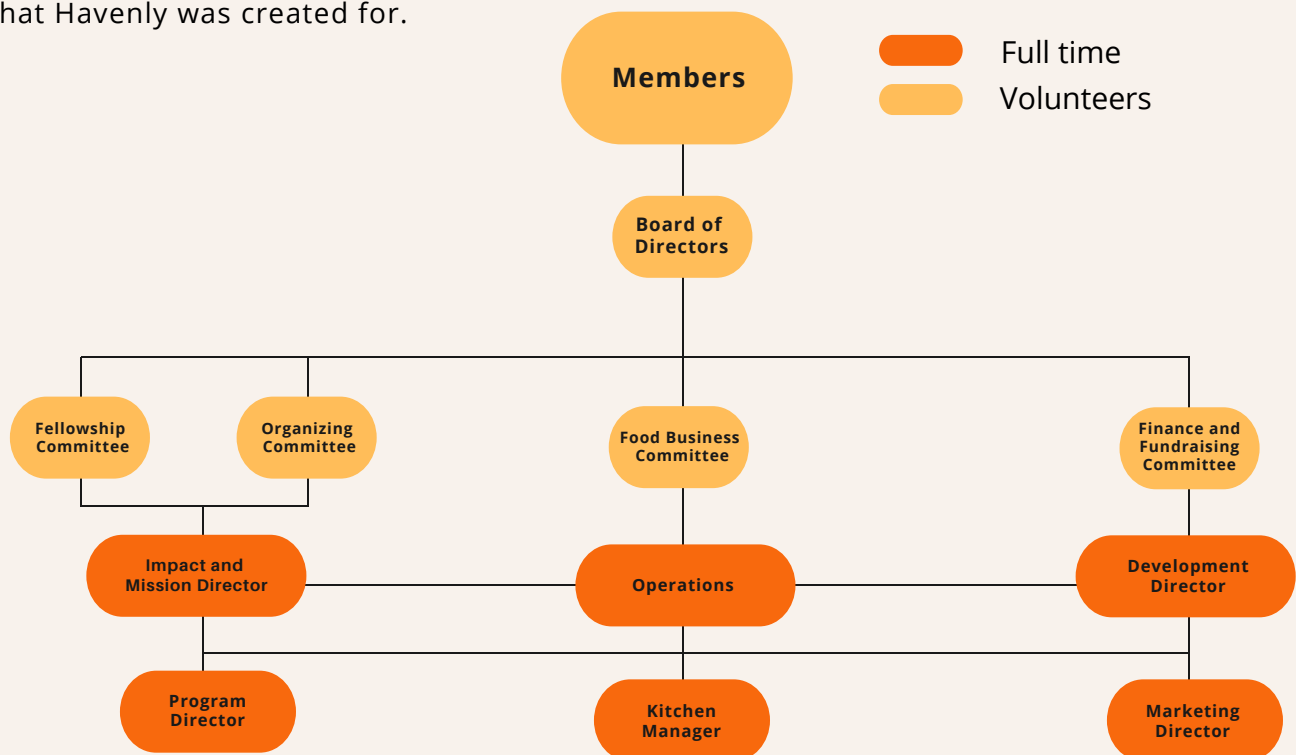
What are Members and Leadership Committees ?

Members meet twice a year to set the strategic plan and evaluate its execution with the rest of the board, and vote the leadership staff and Board Members in and out of the organization. Membership requires participation in an annual training on Havenly and its path. In some ways, they are like voters in our democratic political system.

Havenly is overseen by five committees, each of which includes former graduates, community members, and staff members. The committees are:

- a. **Fiduciary:** this is the legal board, with traditional legal, financial, and strategic fiduciary responsibilities. Board members must sit on at least one other committee;
- b. **Fellowship:** oversees curriculum development, monitors and ensures program quality and mission compatibility;
- c. **Organizing:** oversees and monitors organizing strategies and resources for alumni;
- d. **Finance and fundraising:** ensures the financial health of the organization and coordinates fundraising strategies;
- e. **Food Business:** ensures the financial health of the food business and its strategic planning.
- f.

In three years, we aim for 51% of all committee member seats to be filled by alums, so that the organization is meaningfully directed by people who come from the community that Havenly was created for.



The Team

Staff



Niede Abbas
Co-Executive
Director, Operations

Caterina Passoni
Co-Executive Director,
Development



Camila Guiza Chavez
Co-Executive Director,
Impact and Organizing

Jad Maayah
Marketing & Business
Development Director



Laura Koech
Program Director

Maria Torres
Kitchen Manager



Board: Fiduciary Committee



Jodie Ousley
Board Chair



Samra Ali
Board Treasurer



Aziza Mohammad



Barbara Bettigole
Board Secretary



Stacy Downer



Kris Oser

The Team

Committee Members



**Keren Salim,
Organizing**



**Siham Osman,
Organizing**



**Kobra Rohoma,
Fellowship**



**Sherif Sakr,
Fundraising**



**Qusay Omran,
Fellowship**



**Ewurama Okai,
Fellowship**



**Ivette Ruiz,
Fellowship**



**Juan Dominguez,
Food Business**



**Hala Ghali,
Organizing**

Next Steps

\$150K+

in revenue
growth unlocked
in the next year

40

refugee women
trained

\$500K+

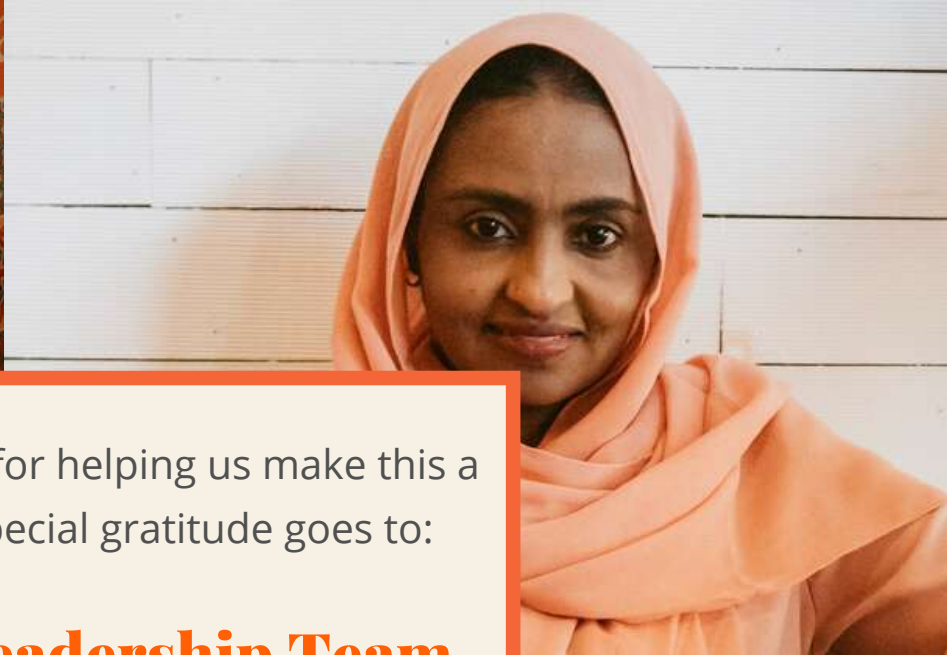
of wealth created
for refugee
families/year

By 2022

1. We will train 40 women per year through the Havenly Fellowship, including both Arabic and Spanish-speaking cohorts.
2. The Havenly Fellowship will be self-sustaining with 100% of costs covered by sales revenue.

By 2023

1. Havenly will be run for and by refugee and immigrant women, with women from the Middle East, Afghanistan, and Latin America recognized as leaders both at Havenly and in their communities.
2. We will be running chapters across cities in the United States, serving refugee and immigrant women across our country and transforming existing conceptions of refugee integration.



Thank you for helping us make this a reality. Special gratitude goes to:

Our Leadership Team

Stacy Downer, Board Director

Kris Oser, Board Director

Jodie Ousley, Board Chair

Barbara Bettigole, Board Secretary

Samra Ali, Board Treasurer

Aziza Mohammad, Board Director

Juan Dominguez, Food Comm.

Sherif Sakr, Fundraising Comm.

Kobra Rohoma, Fellowship Comm.

Qusay Omran, Fellowship Comm.

Ewurama Okai, Fellowship Comm.

Ivette Ruiz, Fellowship Comm.

Keren Salim, Organizing Comm.

Siham Osman, Organizing Comm.

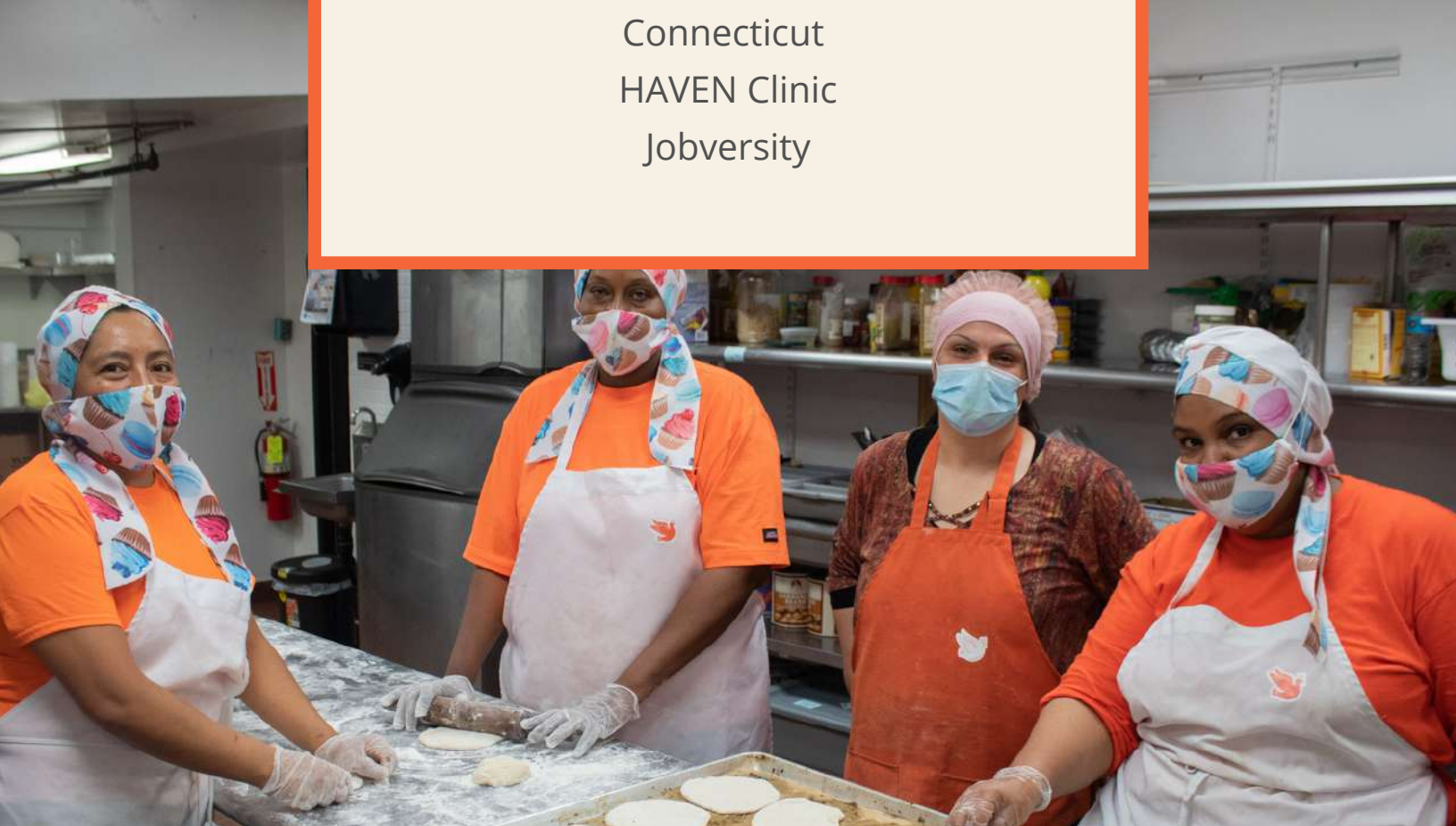
Hala Ghali, Organizing Comm.





Our Partners

New Haven Financial Empowerment Center
Concepts for Adaptive Learning
NextJob
University of New Haven Dining
Phyllis Bodell Childcare Center
New Haven Education Center
Gateway Community College Great Center
Pharmacy Department at University of
Connecticut
HAVEN Clinic
Jobversity





Thank you for helping us make this a reality. Special gratitude goes to:

Our Supporters

The Community Foundation of
Greater New Haven
Gannett Foundation
Ruby Melton
Roslyn Meyer
Sherif Sakr
Alessandro Luciano
4-CT Fund
Make a Wish Foundation
Amalgama Foundation
New Alliance Foundation
Sultan Al-Qassemi
The Delta Fund
NBCU Innovation Fund





Our Supporters

Dean Takahashi
Anne Carullo
Pamela Thomas
Lynn and Seth Abraham
Claudio Zampa
Damiano Rondelli
Rachel Ann Bryan
Cynthia Guiza-Chavez
Elisa and Stephen Bryan
Peter Crumlish
Jeff Sonnenfeld
Islamic Relief Fund
Women's Business
Development Council of CT
William Graustein
Foundation
CT Restaurant Association



Our Volunteers

Nasser Odetallah
 Jad Bataha
 Julia Miranda
 Belle Thomas
 Wei-Ting Shih
 Adina Safi Aghdam
 Catherine Chantre-Hamad
 Mariela Barrales
 Miguel Vivar
 Nandini Erodula
 Rodrigo Hernandez-Merlin
 Roxanna Andrade
 Ruqaiyah Damrah
 Talat Aman
 Zenaida Aguirre Gutierrez
 Katie Trimm
 Sarah Feng
 Nashmia Khan
 Nadira Abdilahi
 Yasmine Chokrane





Our Volunteers

Erica Flores

Avery Long

Mariam Ahmed

Danya Dubrow-Compaine

Rachel Shin

Maya Khurana

Sally Shin

Anas Hamadeh

Nour Alzoubai

Sara Mendez

Veronica Samojedny

Geovanni Barrios

Alysha Siddiqi

Morgan Hannas-Ghatta

Ayah Elmansy

Nour Houssari

Elizabeth Hopkinson

Leila Iskandarani

Aaron Gruen



Our Sponsors



The Community Foundation
for Greater New Haven

