

Connecting Haitian Communities in South Florida

Mapping of Haitian Professional Organizations



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EXECUTIVE SUMMARY

This executive summary provides the findings of a mapping project conducted by Ayiti Community Trust in partnership with the Haitian American Professionals Coalition (HAPC) to document the mapping of 19 Haitian professional organizations in the South Florida area.

Background

Florida is currently home to the largest Haitian population in the United States. However, there has yet to be a mapping of the Haitian organizations serving this population. Through a grant funded by Connecting Communities in The Americas, Ayiti Community Trust partnered with the Haitian American Professional Coalition to execute a mapping project of Haitian professional organizations in South Florida. Ayiti Community Trust saw an opportunity for these organizations to enhance their collective strengths to enact more significant social and economic impact. The 20 Haitian-led organization participants represent the sectors of health, education, immigration, advocacy and justice, and social welfare. We sought to identify shared priorities, frameworks and structures, effective program solutions, and methodologies that would enable these organizations to support advancement in the Haitian community. Most expressed needing support in funding access, fund, and resource management, donor relationship management, strategic planning, and organizational development. This mapping project has demonstrated a diverse and resourceful group with tremendous potential for positive social impact. Greatest of all, a clear opportunity for strategic positioning, systematic collaboration, and partnership building among Haitian communities in South Florida.

Scope of The Work

The project aimed at connecting these 20 organizations as a network to enhance the Haitian American community's collective strengths in Southern Florida, leading to improved socio-economic outcomes and impacts for Haitians in the US and Ayiti. Using the Mapping Tool created by the Ford Foundation, Connecting Haitian Communities engaged in a 2- phase process that includes:

- 1) Mapping each organization's mission and strategies, leadership and governance, administration, and finance, learning and evaluation methods, advocacy, community engagements in the US and Ayiti, as well as their fundraising and donor relations.
- 2) Mining the information from the organizations to identify the main elements in their work and map out how they interact, relate, and connect and how they can be leveraged for a more significant socio-economic impact for the Haitian community in the US and Ayiti.

Methodology

One-one interviews were conducted with the organizations' leaders using a demographic baseline survey and the Ford Mapping Tool.

Results

The results indicate that the organizations involved in this project have some vital areas of synergy with a shared goal of supporting their members and the Haitian community in Ayiti and the diaspora. However, the data also showed that additional technical training, capacity building, and fundraising support are needed. In addition, organizations are diverse in their leadership level, experiences, and programming; however, opportunities for collaboration and partnerships exist.

About the Project

Introduction

According to the 2019 US Census, Haitian Americans accounted for 0.4% of the total US population, or about 1.4 million people (about half the population of Nevada), making them the 15th largest ethnic group in the country. Haitian Americans comprise 2.4% (over 500,000) of the state population in Florida. This is out of an estimated 1+ million Haitian Americans across the United States. Approximately 2/3 of the group's population in Florida resides in the Miami-Dade, Broward, and Palm Beach tri-county areas (Wikipedia, 2021). Haitian Americans, across multiple generations, occupy influential roles from corporate boardrooms to essential blue-collar jobs in the South Florida area and beyond. The continued progress of this community is vital for South Florida to achieve its full potential as a vibrant multicultural community capable of meeting the needs of all its inhabitants. While Haitian Americans work hard to build their lives in the US, their concern for their well-being as a community extends to Ayiti with whom they continue to have strong bonds, as reflected by up to three international airports in Florida with direct flights to corresponding airports in Ayiti. Despite its progress, many in South Florida's Haitian American community remain precarious. Language barriers persist, compounded by having triple minority status, i.e., as foreigners, Black, and monolingual Kreyol speakers. An example of the consequences of Haitian American's minority status is lagging indicators relative to access to health services in the Covid-19 pandemic: a May 2021 Miami Herald investigation revealed that only 32.5% of inhabitants of the top five zip codes in Miami-Dade with the highest concentrations of Haitians residing in them had received at least one dose of the COVID-19 vaccines. The overall county estimate is 55.5%. This reflects previous empirical studies showing that many Haitian Kreyol speakers have difficulty communicating concerns about any healthcare issue or understanding recommendations from a medical or government source (Gazette, 2021).

In such cases, the collective work of organizations that shape the HAPC coalition is instrumental in addressing emerging situations in real time with strengthened systems and reinforcing a lasting resilient community support infrastructure. This CCA community mapping project enabled ACT and HAPC to identify how the individual organizations that form the coalition meet the socio-economic needs of the Haitian American community in South Florida individually and collectively. The Connecting Communities mapping project enabled the partner organizations to function as an ecosystem with effective working relationships that can bring about systemic change with a more significant sustainable social impact for the Haitian American community and, by extension, for Ayiti.

Objectives of the Project:

Given that we are living in a society that is re-evaluating how it alleviates social inequities, harnessing the coalition's organizational strengths against community needs, the HAPC /ACT coalition was poised, through this project, to document and create an ecosystem that informs and contributes to the well-being of the Haitian American community in South Florida and beyond. The project sought to achieve the following four areas of impact:

1. Identification of shared mission, goals, and desired impact
2. Development of shared strategies and program outputs and outcomes
3. Development of a common platform for advocacy and fundraising
4. Strategies to structure the Haitian diaspora's support to Ayiti through a transnational lens.

Like many transnational communities, and with 280,000 Haiti-born residents, in Florida, Haitian Americans' sense of "home" is in the US and Ayiti (Restavek Freedom, 2015). The organizations that they establish in their host country, the US, often serve the purpose of creating and reinforcing professional, religious, and social bonds. While these organizations may satisfy the need to connect with like-minded individuals within a sector, they often offer disparate solutions to systemic problems or concerns. Moreover, these systemic concerns are not limited to the host country in the US but also extend to the systemic issues that affect family, friends, and colleagues in the home country, Ayiti.

Commented [1]: (<https://restavekfreedom.org/2015/09/22/top-10-us-states-with-haitian-immigrants/>)

By mapping these organizations, we will develop a deepened understanding of the issues we confront and, in turn, strengthen our ability to build systemic responses both in the US and in Ayiti. This project will continue to enhance CCA's knowledge and understanding of the Haitian American community's lived experiences. It contributes to CCA's goal to improve community foundation practices that can support transnational communities and implement more effective cross-border giving. Specifically, given the link between Haitians in the diaspora and Ayiti, the organizations involved in this mapping project are becoming more effective in building bridges between the Haitian community in South Florida and Ayiti. Through the results of this project in the Haitian American community, CCA will augment its repository of knowledge of how ethnic communities use global strategies to improve community well-being.

Partners:

1. Ayiti Community Trust-

Ayiti Community Trust (ACT) is a transnational community foundation that mobilizes Haitians and friends of Ayiti to invest in Haitian-led asset-based innovation in Ayiti and its diaspora in civic education, environment, and entrepreneurship. In its community foundation role, ACT convenes organizations to build collective understandings and solutions to issues facing Haitians wherever they may be. ACT facilitated the mapping exercise with the leading partner of this project, the Haitian American Professionals Coalition (HAPC).

2. Haitian American Professionals Coalition (HAPC).

HAPC understands the importance of collaboration and operating with a collective vision. Having member organizations with various focus areas to effectuate impactful programming and services in the community is the blueprint of this network. HAPC's reputable member organizations provide health, legal, social, economic, academic, and infrastructure resilience services. This project enabled HAPC and ACT to collaborate with key stakeholders and community members to successfully create an accountable network that addresses the socio-economic conditions of the community. HAPC's collective work is built on approximately 20 years of experience working through various community-based organizations, churches, schools, hospitals, government entities, chambers of commerce, and community advocates across the state. Over HAPC's Tenure, HAPC has coordinated local and international medical missions and disaster relief efforts in collaboration with Miami Dade College, Civic Engagement at the national and local level, advocacy, and dissemination of information (www.hapcoalition.org)

Methodology:

Using a mixed-method approach, the research team conducted interviews and had participants complete a demographic questionnaire as part of the data collection process. We initially proposed including 16 organizations in this project. However, interest grew as we began interviewing participants, and the community learned that we were doing this first-of-its-kind project in South Florida with Haitian Professional Organizations. As a result, the coalition (HAPC) added another four organizations to this professional group.

Research Questions:








The following research questions guided the project:

- Which areas are strong? Assets?
- What areas are weak/Deficits?
- Where are synergies for collective actions?
- What are the shared priorities of the organizations?

Participants:

Participants were key individuals in the organizations they represented (*presidents/CEOs/past presidents*) whom all agreed to participate in this project. Some of the members of HAPC include, but are not limited to, Haitian American Nurses Association of Florida, Inc. (HANA) (www.hanaofflorida.org), Association of Haitian Educators of Dade (www.ahedflorida.org), Haitian Lawyers of Association (www.Haitianlawyersassociation.org), Haitian American Chamber of Commerce of Florida (www.haccof.com), Haitian American Physicians (<http://www.amhe.org/>); Haitian American Pharmacists Association (<https://hapaf.org/>); Haitian Mental Health Organization/Rebati Sante Mantal <http://rebatisantementale.org/about/>); Community Access Center (www.cacfl.org), Family Action Network Movement (www.FANM.org).

We began recruitment by identifying these individuals and asking them to participate in this project. Starting with the 16 original members of the HAPC coalition, during our program implementation, two additional organizations joined HAPC as members bringing that number to 18; we also added two additional non-member organizations bringing our total invited to 20. We successfully interviewed 19 organizations (*17 HAPC members and two non-member organizations*). All efforts were made to include all 20 members. However, we had to wait to contact them to participate in this project.

 <p>http://ahedflorida.org/</p>	 <p>http://www.ayiticommunitytrust.org/</p>
 <p>http://www.amhe.org/index.html</p>	 <p>https://www.avanseansanm.org/</p>
 <p>http://www.blworkspaces.com/</p>	 <p>https://hapcoalition.org/partners/#</p>
 <p>http://www.haccof.com/</p>	 <p>https://www.hafbn19.org/</p>
 <p>http://www.hanaofflorida.org/</p>	 <p>https://hapaf.org/</p>
 <p>https://havecoalition.org/</p>	 <p>Haitian Lawyers Association http://www.haitianlawyersassociation.org/</p>
 <p>https://nhaeon.org/</p>	 <p>http://rebatisantementale.org/</p>
 <p>https://www.uturnyouthconsulting.com/</p>	
 <p>https://mandodo.org/</p>	 <p>https://www.santla.org/</p>
 <p>https://santepam.net/</p>	 <p>https://hapcoalition.org/partners/</p>

Measures

Over several planning meetings, the team developed baseline interview questions and created an interview protocol to conduct all 20 interviews. In addition, we selected two tools that would be used for interviewing key leaders in each of the organizations. The interviews consisted of semi-structured questions, allowing the participants to tell their stories and provide insights into their experiences. Overall, the interviews provided valuable insights into each member's organizational structure and priorities. The following measures were used:

1. **Demographic Questionnaire**: An electronic demographic questionnaire was sent to all participants before the interview. The questionnaire consisted of 10 questions. The questions were designed to provide demographic information on the respondents, their roles within their respective organizations, and their familiarity with the HAPC coalition. In addition, the questionnaire was designed to provide a snapshot of the participant's involvement with the coalition and the broader Haitian American community.
2. **Ford Foundation Mapping Tool**: The OMT was created by the Ford Foundation to help organizations assess their organizational development. It provides a comprehensive framework that can be used to measure an organization's current performance, identify areas of improvement, and design strategies for improvement. The tool is designed to be used by nonprofits and foundations to evaluate the organizational capacity of their grantees. The OMT is also useful for organizations to assess their organizational development. It can provide a valuable tool to guide strategic planning and be a diagnostic tool. It is an excellent tool to help organizations identify their strengths and weaknesses and develop a plan to strengthen their capacity.
3. **Qualitative/Comments**. The Comments at the end of each category and Open-ended survey at the end of the interview



Procedures:

Each organization had the option of conducting the interviews in person or via zoom; due to the global pandemic (Covid-19), most participants chose the zoom option. A zoom invite was created after both parties agreed on the date and time, and an email was sent to interviewees, followed by a text message on the day of the interview. Most interviews could be conducted on the agreed date and time of the first appointment. However, there were several that needed to be rescheduled. Participants also gave consent for the interviews to be recorded. Before beginning the interviews, participants read instructions and gave informed consent (*via zoom, the interviewer shared her screen with the participant for transparency, and both parties could see the full instructions.*). After receiving full instructions, participants answered the first questionnaire (demographic) in the form of multiple choice, and interviewees recorded their answers using the Qualtrics system (*please see slide 13*).

Qualtrics is web-based survey software that allows you to easily create surveys, collect and store data, and produce reports. Qualtrics is an easy-to-use survey editor requiring no prior training. It consists of dozens of templates and sample surveys to customize for your use, integrated graphics and statistical tools, and the ability to download data into various formats.

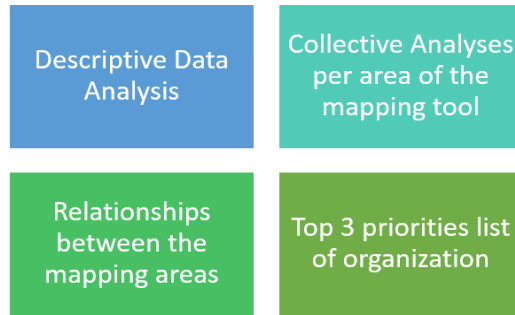
After completing the demographic questions, the participants were given instructions on completing the Ford Foundation Mapping tool. Again, the interviewer shared her screen with the participants. Participants were given multiple-choice questions where they chose the response that best fit what they were trying to convey. Participants were also invited to share open-ended responses at the end of each section which the interviewer noted precisely as it was narrated. Participation took approximately 1.5 hours to complete; to avoid zoom fatigue, participants were allowed to be off camera (if they chose to do so), given breaks as needed, or allowed to continue the interview later. All 19 participants chose to complete the process in one meeting.

Results:

The following analysis plan was created for the results. Below is a summary of the following analyses: (1) descriptive data about the participants; (2) cluster analysis to see how the

areas are grouped, (3) correlation analysis to determine the relationships between the areas; and (4) summary of the top three priorities of the organizations.

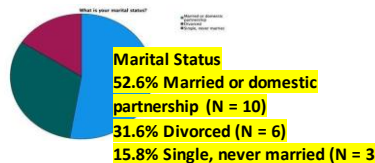
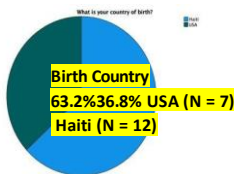
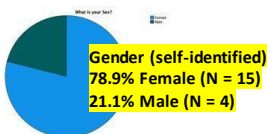
Analysis Plan

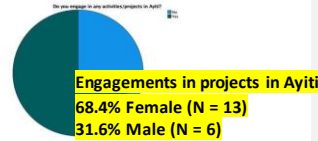
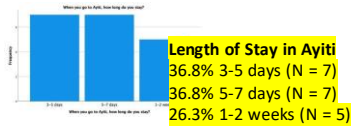


Interviewees Descriptive:

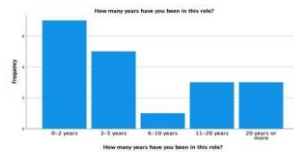
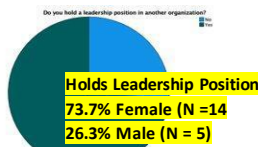
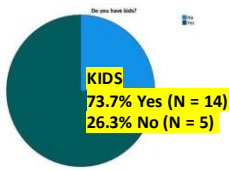
Interviewees serve as leaders in the various organizations that participated in this project. More than 63% were born in Ayiti, and nearly 80% self-identified as female. Most had at least one child (73%) and/or lived in multicultural homes. Most of our participants were multi-lingual, speaking Haitian Creole, French, English, and Spanish. Over half (52.6%) were married or living with a partner. In addition to their leadership role in their respective organization as part of this project, approximately 77% hold 'other' leadership roles. Regarding their connectedness to Ayiti, 42% reported that they travel to Ayiti at least once per year, staying approximately 3-7 days in the country and mainly traveling to participate/engage in a project in Ayiti. As noted by our participants, since Covid and the recent disturbances in Ayiti, traveling has become more restricted, and frequency has decreased. However, the desire is to travel 'home' more often and consistently.

Demographic Information





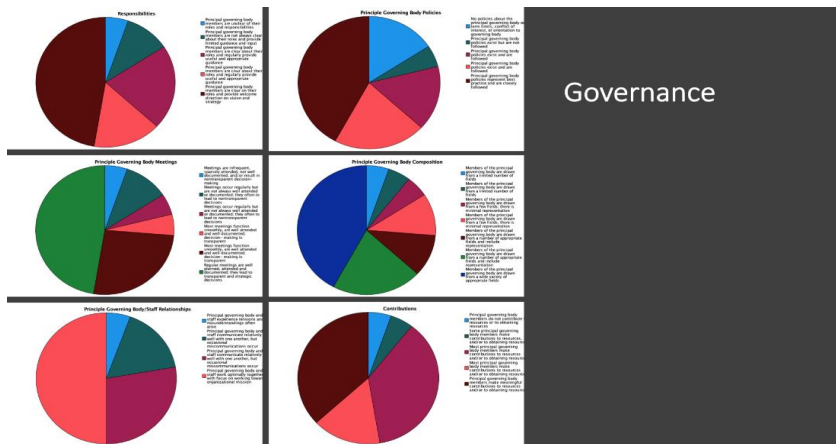
Engagements in the US and Ayiti



Mapping Tool Results:

Clustering of the Areas

Although the participants were provided their town responses to these questions, the summary is an analysis of the collective responses of the participants for each of the mapping areas. Cluster analysis was used to evaluate the grouping of the areas for the organizations. Cluster analysis is a data analysis technique that evaluates the natural group (cluster) within a data set without predefined groups. Although the cluster analysis was attempted for the data, it took much work to group the results because the organizations were vastly different in their responses to the areas. Here is an example to illustrate our points. In governance, one can see some similarities among the organizations. However, the graphs showed the varying responses provided by the organizations to the questions. A similar pattern is observed for all the areas of the mapping too. As such, conducting an accurate cluster analysis was not possible as planned.



Relationship Between the Areas

In addition to the cluster analysis, we also ran a correlation analysis to determine the relationships between the different areas of the mapping tool. See the graphs for the correlation matrix and information.

		MissionTotal	Programming Total	ProgramEval Total	Advocacy	Leadership	CommunityEngagement	OrganizationCapacity	OrganizationCulture
MissionTotal	Pearson Correlation	1	.786**	.722**	.722**	.404	.794**	.521*	.546*
	Sig. (2-tailed)		<.001	<.001	<.001	.086	<.001	.022	.016
	N	19	19	18	17	19	19	19	19
ProgrammingTotal	Pearson Correlation	.786**	1	.806**	.541*	.509*	.836**	.795**	.825**
	Sig. (2-tailed)	<.001		<.001	.025	.026	<.001	<.001	<.001
	N	19	19	18	17	19	19	19	19
ProgramEvalTotal	Pearson Correlation	.722**	.806**	1	.730**	.593**	.835**	.772**	.833**
	Sig. (2-tailed)	<.001	<.001		.001	.010	<.001	<.001	<.001
	N	18	18	18	16	18	18	18	18
Advocacy	Pearson Correlation	.722**	.541*	.730**	1	.388	.911**	.583*	.669**
	Sig. (2-tailed)	<.001	.025	.001		.123	<.001	.014	.003
	N	17	16	17	17	17	17	17	17
Leadership	Pearson Correlation	.404	.509*	.593**	.388	1	.533*	.560*	.743**
	Sig. (2-tailed)	.086	.026	.010	.123		.019	.013	<.001
	N	19	19	18	17	19	19	19	19
CommunityEngagement	Pearson Correlation	.794**	.836**	.835**	.911**	.533*	1	.733**	.755**
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	.019		<.001	<.001
	N	19	19	18	17	19	19	19	19
OrganizationCapacity	Pearson Correlation	.521*	.795**	.772**	.583*	.560*	.733**	1	.852**
	Sig. (2-tailed)	.022	<.001	<.001	.014	.013	<.001		<.001
	N	19	19	18	17	19	19	19	19
OrganizationCulture	Pearson Correlation	.546*	.825**	.833**	.669**	.743**	.755**	.852**	1
	Sig. (2-tailed)	.016	<.001	<.001	.003	<.001	<.001	<.001	
	N	19	19	18	17	19	19	19	19

To
SEC

** . Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed).

participants. Overall, the top three priorities listed were: (1) funding and donor relations (N = 12); (2) Financial Management (N = 6); and (3) Mission and Strategy (N = 5).

Table 1: First Priorities

Priority	Frequency	Percentage
Funding, Fundraising, and Donors Relations	9	45%
Mission and Strategic Planning	4	20%
Safety and Security	2	10%
Financial Management	1	5%
Organizational Structure	1	5%

Field Engagement	1	5%
Human Resources	1	5%

Table 2: Second Priorities:

Priority	Frequency	Percentage
Administration, Human Resources	6	30%
Financial Management	3	15%
Programming	3	15%
Fundraising and Donors Relations	2	10%
Organizational Culture and Governance	2	10%
Mission and Strategy	2	10%
Safety and Security	1	5%

Table 3: Third Priorities:

Priority	Frequency	Percentage
Learning and Evaluation	3	15
Organizational Culture & Governance	3	15
Financial Management	2	10
Programming	2	10
Advocacy	2	10
External Communications	1	5
Field Engagement	1	5
Fund Raising and Donors Relations	1	5
Human Resources	1	5
Network Leadership	1	5
Policies and Procedures	1	5
Safety and Security	1	5

The Key Takeaways from the Analysis

The key takeaways from the project were the need for protocols for zoom interviews, the importance of understanding the context of the person being interviewed, and the value of appreciating the broader ecosystem in which the Haitian American communities’ function. The project will focus on solutions-building, leveraging new technologies, and creating new partnerships to create innovative long-term solutions that can work at scale

1. We would get different responses depending on who was interviewed (for example, a treasurer in an organization might be the best person to ask about the organization’s finances and policies.
2. We are putting in place protocol for zoom interviews that would create a space for scheduled breaks, camera-on policies, and having accurate expectations of the time needed to complete interviews.

Feedback Meeting with Leaders:

The results of the project were shared with the participating organizations to elicit their feedback and reactions. In addition, we wanted to hear their thoughts on how to utilize the data best to move forward. We hosted a meeting, and 11 Member organizations attended a two hours meeting. The preliminary report was shared with the members. An overview of the results was presented to them. Discussions occurred, focusing on the following questions.

- Reactions
- Thoughts regarding the next steps
- Use of the report

The overall impact of this project was that the participants felt empowered to reconnect to their culture and the diaspora to share best practices, increase capacity, and foster collaboration among their organizations. The participants also felt they had greater access to resources, support, and networks that could help further their goals. Finally, the participants were empowered to share their stories, experiences, and knowledge with future generations.

Key Feedback

- Need to map the partners and their relationship with each other and knowing each other- Mapping the relationships that we have with each other."
- Determine the collective thing that the organizations will focus on and determine why and what.
- Hold skill-building sessions on fundraising and grant writing for the members.
- Advocacy and lobbying on a set of collective.
- A small steering committee was created with crucial members for follow-up.

What had we hoped to Achieve with this Project?

1. Identification of shared mission, goals, and desired impact
2. Development of shared strategies and program outputs and outcomes
3. Development of a common platform for advocacy and fundraising
4. Strategies to structure the Haitian diaspora's support to Ayiti through a transnational lens.

Conclusions:

The results of the mapping tool indicate that the Organizations are diverse in many ways. Specifically, the organizations are diverse in their leadership level, experiences, programming, etc. Nevertheless, they share some key priorities that can serve as an essential step toward collaboration and partnership between these organizations.

Discussion and Plan of Actions

This section of the report provided an overview of the lessons learned from the mapping project and the potential future directions of the project.

Lessons Learned:

Through the implementation of this project with these professional organizations, we learned many things:

- The importance of having a clear plan for the project, setting expectations, and the need to be flexible when necessary.
- The importance of communication when working on a project with multiple people involved.
- The importance of having a reliable technology platform to facilitate the research process.
- They need to be proactive and creative when gathering data.
- The importance of setting clear goals and staying organized.

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Future Directions for the Project:

The findings of this mapping project laid the groundwork for the implementation of two additional phases of Connecting the Haitian American Professionals Organizations:

1. We will implement a solutions-building process that identifies high-impact solutions emerging from the findings of the mapping study, with a focus on identifying and appreciating the broader ecosystem within which the Haitian American communities' function, determining redundancies in our work, identifying gaps, and exploring new ideas that have the potential for more significant collective impact.
2. Based on this information, we will design, test, and prototype a model for establishing new partnerships, leveraging the use of new technologies in order to create innovative long-term solutions that can work at scale.

Financial Statement

This financial statement outlines the expenses associated with this project. The initial requested budget totaled \$40,000 and included materials, consultant fees, foundation staff time, data analyst stipends, meeting costs, mapping, data analysis software, report production, report translation, printing, and dissemination of the report. However, in the end, the project was able to provide \$20,000 in in-kind support.

Description (e.g., materials, consultant, foundation staff time)	Cost
ACT Project Director	\$5,000
Consultants (2 @ 3,000/each)	\$6,000
Data Analysts (graduate student stipends)	\$2,000
Meeting costs for individual interviews, review of findings, and final report (3 meetings @ \$500)	\$2,500
Mapping and data analysis software	\$1,500
Report production	\$1,500
Translation of the Report	\$500
Printing and dissemination of the report	\$1,000
In-kind contributions from the ACT and HAPC	\$20,000
TOTAL	\$40,000
Amount requested from CCA	\$20,000

Reference:

Gazette, M. (2021, March 31). Miami Herald Investigation: Vaccine rollout lags in zip codes with highest Haitian populations. Miami Herald.
<https://www.miamiherald.com/news/local/article250093043.html>

"Haitian Americans," Wikipedia, Last modified December 26, 2020,
https://en.wikipedia.org/wiki/Haitian_Americans.

Restavek Freedom. (2015, September 22). Top 10 US States with Haitian Immigrants. Retrieved from <https://restavekfreedom.org/2015/09/22/top-10-us-states-with-haitian-immigrants/>.

Appendix:

Interview Protocol:  [INTERVIEW PROTOCOL--MAPPING GRANT.docx](#)

Demographic Questionnaire: https://umiami.qualtrics.com/jfe/form/SV_a2Z8IdKB4j8VujI

Ford Mapping Tool: https://umiami.qualtrics.com/jfe/form/SV_aaSo1kZMMz0pNXM

Comment Form: <https://forms.gle/gihh4XpLHhhv5MJd7>