

Chair's Report for Shama AGM

10 December 2022

Welcome to the Annual General Meeting of Shama Ethnic Women's Trust. As Chairperson for the Board of Trustees, I am delighted to report on another successful year at Shama.

2022 has been a year of growth, celebration, and transition for Shama. It also marks the third year of living and working within the context of the COVID pandemic requiring flexible adaptation to continue to deliver the programmes and services for our clients and the community. We remain committed to our core principles, values, and goals of delivering culturally-appropriate and empowering programmes and services to ethnic women, girls, and families of Aotearoa New Zealand.

Shama Milestones

This year on 19 November, Shama celebrated its 20th Anniversary since it became a charitable trust. Since its humble beginnings as conversations among ethnic women in their homes and garages in 2001, Shama has grown into a community organization reputed for its advocacy on behalf of migrant and ethnic women. The 20th Anniversary celebrations was attended by past and current members of the Shama whānau, the community who we work with and for, and supporters and well-wishers. Among the keynote speakers at the event were Prof. Priya Kurian, a co-founder and current trustee of Shama, and Kesh Naidoo-Rauf, Hamilton City Councilor. The event was also the occasion for the screening of the documentary film 'Shama', directed by A/Prof. Arezou Zalipour.

2022 was also the first year of our main operations shifting to our new premises in Liverpool Street. We received a blessing from Tangata Whenua for the new house in December 2021 and in February 2022, we received MSD accreditation. The house at Liverpool Street has 9 rooms, can house 16 staff, and has been a welcome move to more spacious premises given our growth in recent years. Our office at Beattie Street continues to be used for delivering select programmes and for hosting events like community meetings. Liverpool Street remains as mostly a women-only space while some of our mixed gender programmes are run out of Beattie Street.

Programmes and Initiatives

Shama continues to deliver its varied range of programmes in violence prevention, life skills, and social work support. At the same time, we are also expanding our suite of programmes in response to demands from the ethnic community and the government's needs for service delivery. A full list of our programmes is provided in Appendix 1 but some notable initiatives undertaken in the financial year r July 2021- June 2022 included:

- A project focused on ethnic men and masculinities was offered for the first time;
- The *Connections Hui*, which was delivered via online platforms as a forum for providers, practitioners, and policymakers to discuss strategies and responses to violence in ethnic communities;
- A funded community research project, with the release of a report, on housing and ethnic women, and a pilot project on how to improve our statistical counting of ethnicity in our programmes. ;
- Increased activity in the prevention space of family and sexual violence;
- Community events, including a successful Fashion Fusion show that had huge support from Hamiltonians; a garage sale; volunteering opportunities; and a drop-in centre for women and families;
- An online hui on March 8th to celebrate International Women's Day.
- A strong online presence on a range of social media platforms including Facebook, LinkedIn, Instagram, among others.
- Continuing to host IACT 'Inclusive Aotearoa Collective Tahono' whose work on bringing together diverse communities is nationally renowned.

In 2022, Shama received a total of \$1,756,346.28 to deliver programmes. This includes funding from Government and non-government sources and is inclusive of the IACT total grants received.

National and Regional activities

Shama continues to thrive in both our national and regional-level strategic and policy-focused work. Led by Silvana Erenchun-Perez, Shama has been represented in many forums and decision-making spaces. Among these:

- Silvana was a member of the Ministry of Social Development's Joint Venture Business Unit's working group that led to the formulation of the *Te*

Aorerekura/National Strategy to elimination Family Violence and Sexual Violence and has been providing advice to government in diverse areas of its violence work;

- We contributed to discussion and advocacy on a range of policy issues, including visas for ethnic people who experience violence, in support of the policy developments and legislative amendments proposed and led by MP Jan Logie;
- We offered training and cultural competency skills to legal professionals, including judges, court officials and lawyers who deal with ethnic and migrant women's DV cases in court;
- At a regional level, Silvana has been growing significant collaborations and connections horizontally across community organisations. The *Mapping NZ* project that she has been leading identifies services and support across new Zealand for ethnic communities who are experiencing violence;
- Shama also participate a strategic national-level provider network for ethnic FV & SV therapists. This network brings together organizations such as Shakti, Sahaayta, CNSST Foundation, etc.

Although Shama is not affiliated to any political party and is apolitical, we are regularly visited by MPs and politicians from all parties as well as senior government officials. In 2022, we were visited by Minister Marama Davidson, Minister Priyanca Radhakrishnan, MP Jan Logie, MP Melissa Lee, and CEO Mervin Singham from Ministry of Ethnic Communities, Mayor Paula Southgate, and others.

We advocate on behalf of our community of women to all of them alike.

Staffing

Shama's growth in services has meant a parallel growth in staff. In 2022, Shama's total full time, part-time, and contract staff totaled 23 in number. For the first time, Shama recruited a male staff member to deliver a project on starting community conversations about healthy masculinity in our cultures.

We welcome our new staff and also acknowledge staff who have left us this year. Their contributions and insights are part of what has helped Shama grow.

Shama has also been striving to offer competitive salaries to our staff despite difficult economic times; from 2019 onwards, we have been offering the living wage to all our staff.

We are also supported by committed volunteers who contribute in many ways to our mahi: teaching, supporting with events and programmes, driving, providing governance, and providing child minding support, among other work.

We are thankful for the support of Bex Fraser and Sandra Dickson who continue to guide the development of our Sexual Violence Trainings and services and offer strategic organisational support.

COVID-19

Like other organisations, Shama too has been affected by the impact of COVID and at the same time has also been responsive to the constraints imposed as a result of lockdowns and the various mandates. During lockdown, we delivered online programmes, amended policies to accommodate masking and vaccination regulations, keeping in mind the diverse needs in our communities.

Shama was granted Community Connector funds to support people when self-isolating or recovering for COVID.

BOT and governance matters

The Board of Trustees (listed in Appendix 3) in 2022 comprised a smaller complement than usual with two members on long leave. We welcomed a new member to the board, Dr. Sripriya Somasekhar, who holds a doctorate specializing in domestic violence among Indian immigrants in Aotearoa New Zealand and currently works as Manager for Inclusion and Diversity at MBIE. We also expanded our advisory with two new appointments (Cayatri Divakalala and Sushan McDowall). Maria Crasta continues in the role of advisory member.

This year the Board has met independently outside of scheduled BOT meetings to address strategic roles and functions so as to ensure a governance structure that is fit-for-purpose in a rapidly changing world. Working with Bex Fraser, we developed a new 5-year strategic plan for Shama with 6 key focus areas: Strategic governance; Financial Stability and Sustainability; Adaptive Leadership; Operational Management; Continuous Quality Assurance; Service delivery strategy.

See Appendix 2 for a fuller description of these focus areas.

Our gratitude and thanks

We, the BOT, would like to acknowledge our gratitude to our funders and benefactors who have supported Shama's aspirations to grow and reach many segments of our communities with new, innovative programmes. Our list of funders is provided in Appendix 2.

We are also deeply thankful to Silvana Erenchun-Perez and her stewardship of Shama that has seen it grow successfully in this year despite the difficult period of the pandemic.

We are thankful to our staff and volunteers who give tirelessly to the organization because they genuinely believe in the change that Shama makes in the community.

My personal gratitude to the BOT and Advisory Board whose clear-headed thinking and values-based visions have been instrumental in supporting my role as Chair this year.

Looking Ahead

Looking into 2023, we first take stock of our current status quo. Financially, Shama is currently in a relatively solvent position although we are dependent on short contracts as our main funding sources and our staff salaries need to better match market rates.

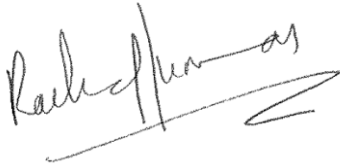
Our management offers leadership that is forward-looking and strategic in focus. We have committed staff, volunteers, and supporters whose expertise is widely respected. Our funders and donors continue to recognize our work and support it.

With these strengths, we look forward to another year of deepening our roots and working for change in our community both in Kirikirua/Hamilton, regionally, and nationally.

We have had a successful period of significant and rapid growth; so now, rather than continue with further growth, we will look to review our structures and our processes so that they can support our new size and staff.

We will also look to complete ongoing, and developing new, programmes, and to learn and reflect on our impacts, both short and long-term.

Our aim is to also focus on strengthening our strategic governance including setting up a succession plan for BOT, management, and staff, and identifying projects that emerge from, and which will drive, our 5-year strategic plan.



Rachel Simon-Kumar

Chairperson, BOT, Shama

Appendix 1: Our Services

	Service Category	Service
1	National Response for Sexual Harm	Crisis support/response
		Long term support/ACC sensitive claims
2	Waikato Social Services	Social work support
		Counselling
		Cross-Cultural Parenting Programme
		Children Holiday Programme
		Youth Programme
		Life skill classes
		Volunteering opportunities
		Drop-in women's centre
		Fashion Fusion Show
3	Research	Making Ethnic Count
		Housing
4	Community Projects	Healthy Relationship Programme Development
		Let's Talk Men
		Let's Talk videos
		Sexual Violence Prevention Initiatives
		Ethnic Women Employment Forum
5	Growing connections	Connections! Hui (2)
		Ethnic Therapists and Community Workers Regional Networks

Appendix 2: 5-Year Strategic Plan (2022 – 2026)

<i>Strategic governance</i>	Shama has a full complement, fit for purpose board, with clear direction for the role of the board in keeping with the changing sector & organisational needs
	Relationships, policies and practices of Shama engage with te ao Maaori spheres of kawanatanga and tino rangatiratanga
<i>Financial Stability and Sustainability</i>	Board members follow good practice guidelines and are focused on strategic direction, monitoring performance, risk management and long-term sustainability (financial and environmental).
	Staffing levels are effective for maintaining future development and growth and respond rapidly in changing contexts
	Financial reporting is effective for strategic oversight - highlighting important points
<i>Adaptive Leadership</i>	A diverse portfolio of services that bring different funding/income streams is sustained
	Shama offers competitive salaries and development opportunities to attract and retain staff
	Shama uses specific models of best practice (deliberate practice) and practice-integrated research, to adapt well to changing environments
<i>Operational Management</i>	Ethnic women's leadership is valued and recorded
	The national role that Shama has already established is stabilised and maintained
	Shama is sustainable, efficient and effective in the delivery of services
	Shama ensures an inclusive environment with safe practices for staff wellbeing
	Shama has an effective communications strategy so that target communities, and particularly vulnerable people, are aware of our services and are able to access them.
	Supporting vocational training that encourages ethnic people into the professions we need. Shama develops expertise and advocates for systems change through vocational training
	Shama has highly trained, experienced, qualified staff capable of delivering culturally appropriate services/ Employ and encourage staff to be registered in their respective professions.
Shama owns office property to work from	
<i>Continuous Quality Assurance</i>	Shama establishes itself as a learning, reflective and impact-focused organisation through research, monitoring, evaluation and learning (RMEL)
	Staff fully trained to use an evaluation framework as it relates to their area of work, they understand the value of ongoing evaluation and understand the evaluation tools
<i>Service delivery strategy</i>	Appropriate community centred services identified and delivered to and with ethnic communities, aimed at improving confidence and employment, and reductions in violence and other social problems.
	More people within target communities and social service providers aware of Shama, and (self-)referring to our services
	Shama is a collaborative organisation, and works to ensure that culturally-appropriate and accessible services are provided in all sectors (eg health, education, employment, legal, justice, social development).
	Ethnic women in the Waikato are able to access an appropriate local refuge

Appendix 2: Our Funders

- Community Organisation Grants Scheme (COGS)
- Department of Internal Affairs
- DV Bryant Trust
- Hamilton City Council
- Ministry of Ethnic Communities
- Ministry of Justice
- Ministry of Social Development
- Ministry of Women
- Ministry of Youth
- NZ Lottery Grants Board
- The Lion Foundation
- The Len Reynolds Trust
- Tindall Foundation Fund
- Trust Waikato
- WEL Energy Trust
- Community donations

Appendix 3: Our Board of Trustees, Advisory Group and Staff for 2022

	Names
<i>BOT members</i>	Priya Kurian (Secretary) Gladys Stephens (Treasurer) Anthea Fester (Deputy chair) Sripriya Somasekhar Rachel Simon-Kumar (Chair)
<i>Advisory Members</i>	Maria Crasta Cayatri Devikalala Sushan MacDowall
<i>Staff</i>	Angie Rodriguez Gomez Bijma Wati Carolina Henriquez Courtney Sheriff Fan-Chen Tseng Fariya Begum Jenifer Alfred Jennifer Witt Juanita Palacio Jung-Hee (Joanna) Jensen Kimberly Yi Madiha Ali Mayssaa Sheik Al Ard Moustafa Qureshi Tizon Nikita Madani Payal Ramritu Rejeena Thankachan Saima Haroon Shaleshni Sharma Silvana Erenchun Perez Thi Thu Suu Lam Ushaa Sridharan Zola Rose