

2016-2017 ANNUAL REPORT

• MISSION:

To facilitate newcomer integration by providing leadership, support and a unified voice for settlement and integration organizations.

• VISION:

Manitoba welcomes, supports and engages newcomers.

MANSO BOARD OF DIRECTORS:

INTERIM BOARD OF DIRECTORS, APRIL 1, 2016 - OCTOBER 19, 2016

President: Laurie Sawatzky, Regional Connections

Vice-President: Shannon MacFarlane, EESE, Resigned June 2016

Treasurer: Heather Robertson, N.E.E.D.S. Inc.

Secretary: Cathy Dowd, Portage Learning and Literacy Centre **Member:** Val Cavers, Mosaic Newcomer Family Resource Network

Member: Jorge Fernandez, Immigrant Centre

Member: Marta Kalita, Manitoba Interfaith Immigration Council

Member: Jana McKee, Seven Oaks Immigrant Services

Member: Salwa Meddri, Accueil francophone

2016-2017 BOARD

President: Laurie Sawatzky, Regional Connections **Vice-President:** Jorge Fernandez, Immigrant Centre **Treasurer:** Heather Robertson, N.E.E.D.S. Inc. **Secretary:** Salwa Meddri, Accueil francophone

Member: Don Boddy, Newcomers' Welcome Centre, Portage Learning and Literacy Centre, Resigned February 2017

Member: Dorota Blumczynska, IRCOM

Member: Val Cavers, Mosaic Newcomer Family Resource Network

Member: Terena Caryk, The University of Winnipeg, English for Specific Purposes

Member: Marta Kalita, Manitoba Interfaith Immigration Councilalita

Member: Jana McKee, Seven Oaks Immigrant Services **Member:** Ben Starkey, University of Manitoba Adult ESL

FUNDED BY:



Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada



BOARD PRESIDENT'S REPORT

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As I look back to the previous AGM, I appreciate how much MANSO has accomplished in such a short time. Our MANSO team is fabulous. The combined knowledge and skills of Vicki, Bequie, Teresa, Michelle, Seid, Don and Immaculate have in such a short period of time already strengthened the settlement sector in Manitoba. Our members appreciate their energy and wisdom as they provide support to our agencies, help develop the sector within the province, and represent MANSO at various meetings and events in Manitoba and across the country.

One of our primary strengths as a sector is our collaborative nature. Building relationships is something we do well. MANSO continues to actively participate in regional and national networks, which allow us to share the priorities and concerns of the Manitoba Settlement Sector. This includes CISSA-ACSEI who provides a pan-Canadian voice for the sector and the board of governors for Immigration Research West.

MANSO also contributes to the work of NLAB and the National Settlement Council, which offer a key opportunity to communicate with IRCC, provincial government representatives, and other umbrella organizations across the country. The next National Settlement Council meetings will be held in Vancouver June 20th and 21st.

A heartfelt thank you to all MANSO members for their support and participation; to our board of directors, Jorge Fernandez, Heather Roberston, Salwa Meddri, Val Cavers, Jana McKee, Marta Kalita, Ben Starkey, Terena Caryk and Dorota Blumczynska, our committee members, and our MANSO team. Thank you all for your hard work and passion for the settlement sector.

Laurie Sawatzky

MANSO President



2 EXECUTIVE DIRECTOR'S REPORT

The more I have learnt about MANSO's 60+ membership organizations, the more amazed I have been by the sheer amount of hard work, commitment, worry, and compassion that goes into supporting newcomers to reach their full potential. It goes without saying that it has been a busy and eventful year for our sector. If I think back over the very lucky 13 years I've spent working within Manitoba's immigrant-serving community, I can't pick a quiet one, but between shifts in funding priorities and the seemingly constant public and media interest in immigrant and refugee related issues, this year has had its own particular challenges.

For a just-turned-one-year-old, I am very proud of how well MANSO is walking and talking all over our province. Engaging and listening to our members has allowed us to share their successes and concerns at a provincial, regional and national level. Building on the strength of board members and staff who came from MIRSSA and MEALO, and joined by the new board members and staff and committee members who joined from within its membership organizations, MANSO is working hard to provide support and a unified voice for all settlement and integration organizations.

We are focusing on key areas of inclusivity including increasing our online presence, comment faire des liens plus forts (et moins d'erreurs d'orthographe) avec nos collègues francophones, and staying connected with our members outside the Perimeter Highway through our new, Portage-La Prairie-based, Regional Coordinator Don Boddy.

Seeing our members working so effectively side by side at the Lessons Learned Event in June, the Regional Gathering in September, at the AGM in October and at various working groups, PD events and committee meetings throughout the year, were true highlights for MANSO's staff and board. With the continuing funding and support of Immigration, Refugees and Citizenship Canada and the Province of Manitoba, we look forward to coordinating valuable and exciting opportunities to build on that progress with you all in what looks set to be another busy year.

Vicki Sinclair



3 PROGRAM REPORT

SECTOR ENGAGEMENT & NETWORKING:

In June of 2016, MANSO hosted the Manitoba Lessons Learned and Settlement and Integration Consultation at the Radisson Hotel. Representatives of Manitoba service providers were invited to reflect on the successes. challenges and lessons learned of the 2015-16 refugee resettlement initiative, as well as to hear from government and researchers on updates and trends in settlement and integration. A report was published in English, as well as an Executive Summary in English and French, which are available on the MANSO website.

In September 2016, MANSO provided financial and administrative support to staff from two of its regional member organizations to enable them to hold a successful Regional Gathering with was attended by service providers from across the Province as well as representatives of the Federal and Provincial govt. At our first MANSO annual general meeting in October, we also began the process of strategic planning for our organization for the coming five years. Our first strategic plan will be launched at our AGM in June 2017.

MANSO has also played a role in convening ongoing teleconferences of service providers, related to specific themes, including refugee response, regional settlement priorities, language waitlists and the call-for-proposals process.

COMMUNICATION

MANSO sent a total of 22 e-newsletters this year providing our members with appropriate information, relevant resources and best practices for addressing settlement opportunities and challenges. MANSO has 530 subscribers and recipients clicked on a link to access further information a total of 4,837 times.

RESEARCH

MANSO collaborated with the Rural Development Institute in Brandon on a project entitled "Immigration in 5 Rural Manitoba Communities with a Focus on Refugees", which was presented at the CIIM-IRW Symposium in Winnipeg on October 21st and 22nd, 2016.

We continue to have a seat on the Board of Governors of Immigration Research West, and to collaborate with them on ongoing research projects.



GOVERNMENT RELATIONS:

MANSO staff and board members have been part of multiple Federal and Provincial consultations, coordination committees and focus groups on a wide range of issues relating to immigration levels and settlement and integration funding and outcomes. This included participation in the National Settlement Council on behalf of Manitoba service providing organizations, as well as being invited to present as part of a public panel during the Provincial Budget planning consultations. MANSO used this opportunity to request funding support for federally ineligible clients. MANSO board and committee members have also reached out by letter and in person to representatives of all three levels of government to highlight emerging needs and concerns of member agencies and their clients.





PROFESSIONAL DEVELOPMENT:

In 2016-17, MANSO offered several professional development opportunities to staff of our member organizations and other key community stakeholders.

- Language Lunch and Learn, September 20th (28 participants)
- Orientation to Interpreting (in collaboration with the Province of Manitoba), 3 sessions in Winnipeg, 1 session in Brandon (May 8th, 2016), total 77 participants

"Having details on the content and importance of the interpreter introduction will help me to remain impartial and treat clients with dignity and equity."

- Participant, May 2016

• Two sessions of Cross cultural awareness for enhanced refugee service delivery (Qualtrica) with funding support from the Province of Manitoba, one in Brandon in September 2016 and one in Winnipeg in March 2017 (28 participants)

"[I am] more aware and sensitive of the settlement issues and feel more comfortable with what to expect and how to help. It will help me with my approach to clients and keep in mind the difference between cultures."

- Participant

"[I better] understand how trauma may affect refugees' adjustment in a new country"

- Participant

• "Sounds through the Wall" workshop for frontline settlement service providers on January 27th, 2017 (to help service providers understand Child Welfare Systems in Manitoba). (45

participants)

"I will use this training when speaking with others within the community and with clients that come through our program. The more people to share the information with, the better. More people will know about the system and also that they can provide support where needed."

- Participant, Sounds through the Wall workshop
- 12 participants completed the 8-day Community Interpreter Training program (offered in partnership with the Province of Manitoba)
- Facilitation skills workshop in Winnipeg (14 participants)

"It was very interesting, and I learned a lot about myself, and tools I can use in facilitating."

- Participant, Sounds through the Wall workshop
- Trauma Informed Care workshop held in partnership with Klinic (17 participants)
- EAL Teachers Working with Vulnerable Learners held in partnership with MOSAIC (BC) (20 participants)

NEW OFFICE!

In May of 2016, MANSO held an open house at our organization's new office space! It has provided an excellent home for our staff, as well as many sector and committee meetings. We welcome visits from our member organizations and friends.

4 REFUGEE RESPONSE COORDINATION

MANSO's Refugee Response Coordinators Michelle Strain and Seid Oumer Ahmed played active and complementary roles on a number of sector tables, worked closely with service providers and the wider community and adapted constantly to meet emerging needs. Highlights from the year included:

- Supported communication between group sponsors and settlement organizations
- Connected with settlement organizations outside of Winnipeg to assess short and long term needs
- Maintained relationships with private sponsors
- Supplied "quarterly briefing" updates to settlement organizations
- Connected with Sponsorship Agreement Holders and discussed a strategy for increasing privately sponsored refugee engagement and settlement and integration
- Supported and provided partnership links to ethno-cultural community groups
- Supported agencies developing employment programming for clients facing multiple barriers
- Provided ongoing support to neighbourhood-based settlement workers and regional service providers working with refugees and refugee claimants

- Offered public education and support to communities experiencing increased numbers of refugee claimants crossing the US border at irregular crossing points
- Played a key role in developing standardized settlement needs assessment forms and a database tool for agencies providing Resettlement services.

Both coordinators pro-actively engaged with Sponsorship Agreement Holders (SAHs) to establish a more formalized process to strengthen partnerships and service coordination and planning across settlement agencies for the successful inclusion of newcomers into all aspects of the community. As a result of this active engagement, they brought 6 different SAHs to the table.

INFORMATION AND NETWORKING FAIR SPONSOR GROUPS ON APRIL 21, 2016

"What a wonderful opportunity to find out what others in the community are doing with the newcomers and come together to brainstorm solutions. I have made concrete plans to follow up with several people"



5 REGIONAL COORDINATOR PROGRAM REPORT

MANSO is proud to be the first Prairie Settlement umbrella organization to receive support from IRCC to hire a Regional (rural/small centre) Coordinator. Early in 2017, the regional centres were consulted and the position was posted. In February 2017, Don Boddy was hired to fill this position. Don, who has extensive experience in social services, had previously worked at the Newcomers Welcome Centre in Portage la Prairie, Manitoba.

The first few months were spent trying to meet with all the language and settlement programs in rural Manitoba. Either face-to-face in their offices, on the phone or meeting at other events, the Regional Coordinator quickly connected with most of the programs in rural Manitoba. Staff members were able to share information about their programs, their capacity and their communities and also give input into their expectations of this new Regional Coordinator position. The final question that was discussed is the potential for each of the programs to work collectively.

Work has also begun on a "settlement manual" which will be further developed in the coming year. Along with this, other online resources are going to be researched and implemented. Don has also

connected with other provincial umbrellas to discuss their Regional Coordinator positions and how together we can collaborate inter-provincially to provide resources and supports for small centres.

The Regional Coordinator works closely with other MANSO staff in resourcing and supporting the settlement and language programs. Whether they are settlement, language and/or refugee questions, Don connects with the key MANSO staff and members to provide the best possible resources and outcomes.

In the fall of 2017, there will be a rural settlement conference. Don will be working with an advisory committee to organize and execute this exciting event, building on momentum from the Fall 2016 Regional Gathering, which Don co-organized as part of his previous role as a Settlement Service provider.



6 COMMITTEE REPORTS

CARE FOR NEWCOMER CHILDREN COMMITTEE

The Care for Newcomer Children committee was created this year to respond to member requests to provide support for those agencies that offer IRCC-funded childcare. The committee met to share input about emerging issues and offer guidance and information around Childminding Monitoring, Advisory and Support (CMAS) regulations. The committee hosted a visit in Spring 2017 by Jackie Cunningham, the CMAS Consultant for Manitoba and Saskatchewan. Jackie helped to answer many questions and address a wide range of concerns raised by the CNC community.

EMPLOYMENT COMMITTEE

MANSO's Employment Committee met three times this strategize year to employment-related issues as they affect the newcomer community. A survey was shared with the broader membership to determine priorities for the committee and to decide which workshops or webinars would be most useful for all members. From this survey it was determined that splitting the committee into Qualification Recognition and Entry Level Employment sub-committees would be useful for moving forward. Finally, a highlight was hosting a presentation in Spring 2017 by Shannon MacKay of Manitoba Education and Training on qualification recognition and new resources on regulated professions and trades.

RESEARCH COMMITTEE

Our Health Committee focused their efforts on two major themes: mental health and disability. The Mental Health working group conducted a survey of service providers about signs of distress that front-line settlement workers identifying among refugee clients. This information was used to inform discussions at the provincial Refugee Mental Health strategy. In addition, a working group planned two Mental Wellness Fora, focused on Resilience, Trauma and Recovery held in September and March in Winnipeg, and a third session held in Brandon in May.

Related to disability, the committee held a Lunch and Learn with Heather Hissock of the Society for Manitobans with Disabilities on the Accessibility for Manitobans Act and its implications for service providers.



HOUSING COMMITTEE

Our Housing Committee works to advocate for access to affordable housing for newcomer families, as well as share up-to-date and accessible information on housing with the settlement sector. In 2016-17, the committee launched a French translation of our popular "Renting a Home in Manitoba" plain-language housing guide, which was developed through a partnership with the Reseau communautaire. In addition. committee hosted an information session on Rent Assist. In the fall of 2016, committee delegates met with representatives from the Rent Assist program and wrote letters to the Minister of Families to advocate for the continuation and improvement of this valuable program.

PROFESSIONAL DEVELOPMENT COMMITTEE

The Professional Development committee helped to review input from MANSO's member organizations on their PD priorities and identify high priority themes for our PD workshops (see complete list on page x). As well, the professional development committee helped to support MANSO's participation in a cross-provincial evaluation of the Settlement Practitioner Training & Accreditation program at the Alberta Association of Immigrant Serving Agencies (AAISA)

HEALTH COMMITTEE

The Research committee was created to develop sector research priorities that can be shared with researchers, to guide MANSO's collaboration on research projects, and to assist with research dissemination activities to the sector. Working together with Immigration Partnership Winnipeg (IPW), research priorities compiled by this committee were shared at a Provincial, Western Region and national level through MANSO representation on committees including the Western Region Research Advisory Council (WRRAC), CISSA-ACSEI, Immigration Research West (IRW) and the National Settlement Council (NSC).

For information on how to become involved with any of MANSO's committees, please contact our office.



7 OUR NETWORKS



The Canadian Immigrant Settlement Sector Alliance- Alliance canadienne du secteur de l'établissement des immigrants (CISSA-ACSEI) was formed in March 2005 to represent the immigrant settlement sector in Canada and to bring the sector's expertise to bear on public policies and programs for enhancing the settlement and integration of immigrants and refugees.

Conseil canadien pour les réfugiés Canadian Council for Refugees

MANSO is a member of the Canadian Council for Refugees, a national non-profit umbrella organization committed to the rights and protection of refugees and other vulnerable migrants in Canada and around the world and to the settlement of refugees and immigrants in Canada.



MANSO has a seat on the Immigration Partnership Winnipeg council. The partnership aims to improve the economic and social integration of newcomers in Winnipeg and is hosted at the Social Planning Council of Winnipeg.



MANSO has a seat on the Immigration Research West Board of Governors. The purpose of IRW is to enhance research capacity of faculty and students and to work with service providers and government offices to enhance our knowledge of the settlement experiences and outcomes of newcomers to British Columbia, Alberta, Saskatchewan, Manitoba, Yukon, Nunavut and Northwest Territories. Research activities undertaken by IRW focus on citizenship, immigration, settlement and cohesion between immigrants and Canadians who have settled in the west and north of Canada.

NEWCOMER LANGUAGE ADVISORY BODY

MANSO represents the Manitoba language sector at the Newcomer Language Advisory Body. NLAB is an IRCC initiative consisting of representatives from a variety of language programming providers across Canada. This forum provides an opportunity for the language sector to have a national voice and to collaborate with their colleagues from the wider settlement sector. NLAB meets with IRCC representatives at face to face meetings and through conference calls and has the opportunity to contribute to the national conversation through participation at the National Settlement Council.

NATIONAL SETTLEMENT COUNCIL

MANSO represents the Manitoba settlement sector at the National Settlement Council, which is a joint policy and program table of Immigration, Refugees and Citizenship Canada, as well as provincial government and sector representatives from across Canada.



MANSO supports the work of TEAM. TEAM is the professional organization that supports EAL teachers and students in Manitoba by providing professional development opportunities and advocacy.



MANSO is member of the Western Region Working Group which works collaboratively to identify and advance promising practices and policies of the settlement and integration sector of Western Canada. A committee called the Western Region Research Advisory Committee also convenes funders, WRWG members and researchers to identify research priorities for our region.

MANSO FINANCIAL REPORT

Thornton & Co.

Chartered Professional Accountants Professional Corporation 720 A St. Mary's Road, Winnipeg, Manitoba R2M 3N Telephone: 204.284.3717 Fax: 204.284.374

INDEPENDENT AUDITOR'S REPORT

To the Members of Manitoba Association of Newcomer Serving Organizations Inc

We have audited the accompanying financial statements of Manitoba Association of Newcomer Serving Organizations Inc, which comprise the statement of financial position as at March 31, 2017 and the statements of revenues and expenditures, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

(continues)

Independent Auditor's Report to the Members of Manitoba Association of Newcomer Serving Organizations Inc *(continued)*

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Manitoba Association of Newcomer Serving Organizations Inc as at March 31, 2017 and the results of its operations and its cash flow for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Winnipeg, MB April 27, 2017

CHARTERED PROFESSIONAL ACCOUNTANTS

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9 MANSO FINANCIAL REPORT

STATEMENT OF REVENUES AND EXPENDITURES MARCH 31, 2017

Revenue:

Government of Canada - Immigration, Refugee, Citizenship Canada Less: Deferred contributions related to tangible capital assets	\$506,683 (11,067)
Amortization of deferred contribution relating to tangible capital assets	14,017
Province of Manitoba - Manitoba Immigrant Integration Program	69,997
Workshops and miscellaneous revenue	9,749
Membership fees	7,417
Training and publication revenue	5,731
Interest income	119

TOTAL: \$602,646

Expenses:

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AGM & annual report	3,251
Advertising and promotion	5,552
Amortization of tangible assets	14,017
Audit and accounting fees	11,160
Conferences and workshops	46,847
Delivery assistance tools and material	5,689
Eligible GST/HST	2,936
Insurance	1,542
Interest and bank charges	519
Internet, network and website	331
Meetings	1,915
Memberships	729
Miscellaneous	3,281
Office	1,584
Overhead costs	67,076
Professional and consulting fees	105,866
Salaries and wages	301,179
Training and professional development	3,735
Travel, accommodation and related costs	3,166

TOTAL: \$580,375

Excess of Revenue over Expenses: \$22,271

STATEMENT OF FINANCIAL POSITION MARCH 31, 2017

Assets - CURRENT:

Cash	11,091
Accounts Receivable	39,579
GST Recoverable	3,001
Prepaid expenses	5,233
Tangible capital assets (Note 8)	32,772
Long term investments	5
Total Assets:	\$91,681

Liabilities and Net Assets - CURRENT:

Accounts payable	19,759
Deferred capital contributions	32,772

Net Assets:	39,150
	\$91,681

MANSO STAFF

Executive Director: Vicki Sinclair

Director of Language Support: Teresa Burke **Director of Settlement Support:** Bequie Lake

Refugee Response Coordinators: Michelle Strain and Seid Oumer Ahmed

Regional Coordinator: Don Boddy

Research and Evaluation Specialist (Winter 2017): Nicole Jowett

Program Assistant: Immaculate Nabisere

Bookkeeper: Ali Jalili

ACKNOWLEDGEMENTS:

MANSO would like to thank our excellent Board of Directors, all of our committee members and delegates at our member organizations for engaging actively and strengthening the work of our association and our sector.



2016-17 MEMBER ORGANIZATIONS:

A & O Support Services for Older Adults

Accueil francophone

Altered Minds Inc. (Entry Program)

Assiniboine Community College

Asessippi Parkland Settlement Services Inc.

Association of Parents & Professionals for Literacy

Education (A.P.P.L.E EAL)

Aurora Family Therapy Centre

Canadian Muslim Women's Institute (CMWI)

CHAI Immigrant Centre Inc. (CHAI)

Community Futures North Central Development:

Thompson Settlement Services

Community Futures Parkland: Parkland Regional

Settlement Services

Eastman Immigrant Services

Economic Development Council for Manitoba Bilingual

Municipalities (CDEM)

EDGE Skills Centre

Elmwood Community Resource Centre

English Online Inc.

Enhanced English Skills for Employment (EESE)

Family Dynamics

Hospitality House Refugee Ministry

Immigrant and Refugee Community Organization of

Manitoba (IRCOM)

Immigrant Centre

Jewish Child and Family Service

Louis Riel School Division

Manitoba Institute of Trades & Technology

Manitoba Interfaith Immigrant Council Inc. (Welcome

Place)

Manitoba Nurses Union

Manitoba School Improvement Program: The Peaceful

Village Program

Manitoba Start

MFL Occupational Health Centre Inc.

Mosaic Newcomer Family Resource Network

Mount Carmel Clinic

Neepawa and Area Immigrant Settlement Services

Neighbourhood Empowerment & Resource Centre

(NEARC)

New Journey Housing

Newcomers Employment & Education Development

Services (N.E.E.D.S.) Inc.

Nor'west Co-op - Neighbourhood Immigrant Settlement

Program

Pluri-Elles (Manitoba) Inc.

Portage Learning and Literacy Centre

Red River College (Diversity and Intercultural Services &

Language Training Centre)

Regional Connections

River East Transcona Immigrant Services (RETIS)

Roblin-Cartwright Community Development Corporation:

Cartwright Killarney Boissevain Settlement Services

SEED Winnipeg Inc.

Seven Oaks Immigrant Services

Sexuality Education Resource Centre Manitoba (SERC)

Society for Manitobans with Disabilities (SM

South Eastman English and Literacy Services (SEELS)

Success Skills Centre

Swan Valley Settlement and Immigrant Services Inc.

Turtle Mountain EAL Services

UFCW Training Centre

University of Manitoba Adult ESL Program for Newcomers

The Salvation Army Barbara Mitchell Family Resource

Centre

Université de Saint-Boniface

University of Winnipeg: English for Specific Purposes and

the Global Welcome Centre

Virden and District Settlement Services

Winnipeg English Language Assessment & Referral Centre

(WELARC)

West Central Women's Resource Centre - Neighbourhood

Immigrant Settlement Services

Westman Immigrant Services

William Whyte Resident's Association (NISW)

Winnipeg Adult EAL Program

YMCA-YWCA of Winnipeg