

AWDT

AGRI-WOMEN'S DEVELOPMENT TRUST
Supported growth



Annual
Report
2016

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Our vision & purpose

Our vision

To grow and strengthen primary industries by enabling women to know their purpose and realise their potential.

Our purpose

To provide a trusted and enabling environment for all agri-women to realise their potential and grow the agriculture sector.

Our values

Standing shoulder-to-shoulder

- As a critical partner to the agriculture industry, AWDT enables people to create opportunities and address challenges.

- Our unique culture supports women's needs, potential and aspirations in a trusted environment in an ongoing and structured way.

Keeping it real

- Fit-for-purpose programmes meet the development needs of women throughout their lives and careers, from grass roots farming to the highest levels of governance.

- When women are heard, gain confidence and are supported, new dialogue is created.

- This opens doors for industry to directly engage with farmers that it hasn't had before.

Creating positive change

- Women's lives change when they find their purpose and fulfil their potential.

- When this happens and they are supported, they change outcomes in agriculture.

Statement of Service Performance

As part of its commitment to best practice, AWDT reports to Charities Services under Tier 3 of the Statement of Service Performance (SSP) reporting standards. It has three key measures of service performance.

1. Women attend programmes.
2. AWDT provides accessible programmes.
3. The programmes meet course objectives.

Non-financial information related to the 2016 SSP is provided in this document. Financial information is provided separately and is available on request.

The Board has presented a fully-audited set of financial statements for 2016 as part of our commitment to best practice and transparency.

Our highly-valued partnerships with industry organisations continue to strengthen because they are based on shared vision and goals. We are proud and thankful to be working with industry partners Agmardt, ANZ, Beef + Lamb New Zealand, FMG, DairyNZ, the Red Meat Profit Partnership, Cashmanager RURAL, LIC, WorkSafe, ACC, KPMG and NZX Agri.

The two women who put their heads together to create the idea of AWDT over coffee in Dannevirke back in 2009 were fittingly recognised with national honours in 2016.

The vision and contribution of AWDT founder and executive director, Lindy Nelson, was recognised in the 2016 New Year Honours when Lindy became a Member of the New Zealand Order of Merit for services to agriculture and women.

Our patron, Mavis Mullins, won the Rural category of the 2016 Women of Influence Awards for her multiplicity of contributions to the sector. We were immensely proud and delighted to see Lindy and Mavis recognised in these ways.

During the year, we welcomed Dr Scott Champion to our Board. Scott has been a strong supporter of the Trust since its inception, initially through his former role of Chief Executive of Beef + Lamb New Zealand. We are fortunate to continue to benefit from Scott's strategic insights, expertise and experience.

I thank my dedicated team of Trustees - Fi Dalgety, Murray Donald, Hinerangi Edwards, Ross Verry and Scott Champion - for the time and energy they devote to AWDT. Thank you to our Executive Director Lindy Nelson and her growing team of staff, contractors and programme facilitators. I acknowledge Linda Sissons who supported our Board and the management team during Lindy's sabbatical.

We look forward to an exciting and productive year ahead which will bring further growth in AWDT offerings, particularly to new and more diverse groups of women.

In addition, together with our strategic partners, we will be exploring how to more closely measure and report on the impact of the transformational changes being made by AWDT graduates in New Zealand's primary industries.



Charmaine O'Shea

Following AWDT's establishment as a recognised and valued primary sector organisation, the Trust further evolved in 2016 to scale up and extend its offerings, whilst ensuring it builds the capacity to do so.

We are seeing transformational change as a result of our graduates' increasing presence within the primary sector, stemming from the quality development and support we strive to provide.



The 2016 year saw a continuation of our strategy to maintain and improve the depth and quality of AWDT offerings. At the same time, progress was made in preparing the Trust for growth into a financially, socially, environmentally and progressed organisation.

This quadruple bottom line approach to performance supports our belief that changing world views of resource stewardship will require women to be able to lead within these four contexts. We believe this is the future measurement tool of business and community success and AWDT has a desire to support women to be ready to lead and contribute in this way.

Increased investment by our industry partners in 2016 enabled us to pilot new programmes, reach new groups of women and support new regional networks. This work will be built in on in 2017 and beyond when we scale programmes up to reach far greater numbers of women.

In a world where volatility is the new norm, we need to be ready to embrace and respond quickly to change. Adaptive leadership is one of the key areas being developed within the primary sector, and AWDT is no exception. This was illustrated by the last-minute relocation of the Escalator Module 5 and graduation from Wellington to Masterton following the Kaikoura earthquake. Crucial to this was mobilising various networks who worked together to ensure that the needs of all our stakeholders were met over the three days. What a success and credit to the new AWDT administration team this was. The creation of new connections between AWDT and regional leaders was a bonus.

We have achieved a financial surplus again in the 2016 year. This can be attributed to a continued prudent approach, and a focus on ensuring we have the capacity to meet the ongoing need to reinvest in research and development and an organisational structure to deliver on our future strategy.

It is widely-recognised that the first five years of any new business are the toughest. However, for AWDT those years were about communicating our 'why', creating relationships and building partnerships and programmes for industry and the women we believed in and supported.

AWDT's sixth year, 2016, was characterised by evidence that we had achieved those five-year goals. It was a transitional period to gear up for the next step and a time for reflection.

Flipping the script

I am often asked what AWDT does. It's easy to talk about the positive change and transformation experienced by agricultural women, their families, communities and industries as a result of our work.

When someone asks why we do it, that's pretty easy as well. We started with the belief that growing the potential of women builds a stronger and more secure primary sector. Fast forward to our sixth year and that belief has become a reality.

We have succeeded in flipping the script for how women view their contributions and how the sector views women's potential. This concept is evident in all our programmes.

Our Understanding Your Farming Business (UYFB) graduates flip the script for how they view themselves, moving from saying 'I'm just a...' to seeing themselves as critical farming partners in the strategic and operational success of their farming businesses.

The way farming men engage with these women (their partners) has also changed. Dynamic and newly-energised teams have stepped up their farm planning and monitoring, and their businesses are more financially robust. New conversations between partners have created a greater sense of being a team that can share the load.

We've also flipped the script on how our sector is utilising and recognising talent. This was evident in the 2016 local body elections when eight Escalator graduates were elected to district and regional council and health board positions.

Research, design, deliver

AWDT is no longer viewed by the sector as an organisation that delivers programmes for women. It has become the partner of choice in the research, design and delivery of transformational development and support for women.

In 2016 the continued success of UYFB resulted in an extended funding commitment from the Red Meat Profit Partnership that will enable AWDT to deliver the programme to 2,300 more women over the next four years.

This includes the Wāhine Māia, Wāhine Whenua (UYFB) programme for Māori women that was successfully piloted in three regions as we forged new relationships with Māori women and leaders.

We partnered with WorkSafe New Zealand to meet the need to change the way farmers view and manage health and safety. This stemmed from our research and work with women which has shown that they have the ability

and capacity to lead on-farm change. The programme 'Protecting Your Team' was designed and delivered in a way that goes beyond compliance to changing hearts, minds and beliefs.

Expanding networks

Growth of AWDT programmes and growing numbers of highly-engaged women have created a wave of new regional groups being formed by AWDT graduates around New Zealand.

New investment by Beef + Lamb New Zealand enabled us to embark on a project to actively support and empower these groups formed as a direct result of women seeing themselves and their contributions differently, and seeking on-going education and connections.

Our philosophy is to connect, support and grow these groups by supporting their leadership rather than co-ordinating or managing them.

Scaling up

AWDT's internal structure to enable delivery of development and support to more women and to ensure long-term sustainability was a focus in 2016. This included the creation of a senior leadership team, recruitment of two new administrators, improved IT systems and training of 13 new facilitators. Recruitment for the newly-created Business Manager position began at the end of the year, for appointment in early 2017.

Reflection

After seven years of intense activity with AWDT, I took a three-month sabbatical to step back, reflect and explore new thinking. Thanks to the support of Trustees, the office team, acting ED Linda Sissons, acting Business Manager Rachel Smith and our facilitators, everything was covered.

AWDT is characterised by its deep relationships with industry, our partners and women. My sabbatical proved no exception when all of these groups supported my desire to use that time to maximum effect. Thank you to ANZ and FMG for amazing shadowing opportunities with their key leaders that allowed me to experience how others lead.

Wrap up

We are achieving our vision and creating the transformational change we sought at AWDT's outset. AWDT has created a new story for our sector; one that involves women, their partners, our partners and a stronger, more secure future. I know without doubt that I speak for all recipients of our work when I say thank you for believing in us, for standing shoulder-to-shoulder with us, for keeping it real and for creating positive change as we journeyed together. Hang on to your hats in 2017!



Lindy Nelson

AWDT is governed by a Board of seven appointed Trustees with extensive experience of primary industry governance and management. They come from throughout New Zealand, from Northland to Southland and meet quarterly.

During 2016, Dr Scott Champion was welcomed to the Board as a Trustee. An experienced leader, strategist and executive manager, Scott has worked across tertiary education, innovative organisations in the private sector and industry service delivery and advocacy for more than 21 years.



Charmaine O'Shea (Chair)



Ross Verry



Hinerangi Edwards



Lindy Nelson MNZM



Dr Scott Champion



Fi Dalgety



Mavis Mullins MNZM, Patron



Murray Donald

Investing in sustainable prosperity

AWDT continues to focus on equipping and empowering women to create positive change in the primary sector in four interdependent areas.

1. Women's development and how they view themselves.
2. More profitable and productive primary industries.
3. Sustainability for individuals, communities and the environment.
4. Driving progress through learning, innovation and adapting to change.

This approach to performance supports AWDT's belief that changing views of how we care for our resources - human, natural and economic - will require women to be able to lead within these contexts.

This is particularly true of primary industries whose value chains and customers are starting to measure primary industry products, business and communities in this way.

A project to more closely measure the social, financial and environmental impact of AWDT's work will begin in 2017.

Escalator women elected to local bodies



Adrienne Wilcock



Bev Gibson



Claire McKay



Debbie Evans



Libby Jones



Penny Smart



Ruth Rainey



Sue Brown

HER STORY

Empowering women, driving productivity

Understanding Your Farming Business graduate, Jo Horrell, explains how the programme changed how she views her role in her farming business, improved its financial management and created a more sustainable farming partnership with her husband Bryce.

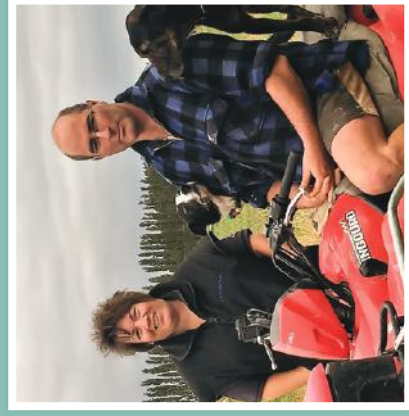
"From my own personal point of view, I now see that the skills I have were right there in front of me, but weren't being used. As women, we underestimate ourselves.

Now that I understand the importance of what sits behind the numbers and how different numbers impact parts of the business, we are more in control and are driving the business forward together.

We now meet regularly with the bank and can see them thinking 'these sheep farmers are a bit more on the ball!'

We've both always worked on the farm but are also sharing the business and financial side of it lot more now. We've stepped back and looked at the bigger picture together, and are picking up on small things earlier realising how critical they are to cashflow and profit.

What I learnt from UYFB allowed us to have new conversations. We are more in control of our business, focused on getting ahead and able to anticipate change well before it happens."



Jo and Bryce Horrell

Supporting regional economies

Regional support groups being established by AWDT graduates throughout New Zealand are enabling ongoing connection, support, networking, knowledge transfer and development for women.

In 2016, new investment by Beef + Lamb New Zealand allowed AWDT to embark on a pilot project to actively support and empower these groups, beginning with nine groups formed by Understanding Your Farming Business graduates.

We are working to connect, support and grow these groups by supporting their leadership and providing resources, rather than co-ordinating or managing them. They are quickly evolving into positive influences for graduates, their businesses, communities and the sector as a whole.

Buoyed and enthused to engage when surrounded by motivated women of similar mindset, the graduates are drawing from a wider pool of farmers, engaging future participants by giving them a group to join after completing their programme.

All groups will progress overtime to become standalone self-maintaining hubs. Once again, one of our graduates, Sandra Matthews, is leading this new initiative on behalf of AWDT.

We look forward to bringing leaders of all nine groups together in Wellington for leadership training in early 2017.

Escalator Alumni succeed in local body elections

Hard work, understanding the issues, making connections and using their Escalator skills saw no fewer than eight Escalator graduates elected to leadership positions in the 2016 local body elections.

Congratulations to Claire McKay (Environment Canterbury), Sue Brown, Ruth Rainey, Penny Smart, Adrienne Wilcock (district councils), Bev Gibson and Debbie Evans (DHBs). Libby Jones was elected to the Kaipara District Council and the Northland DHB.

HER STORY

Leading sustainable solutions

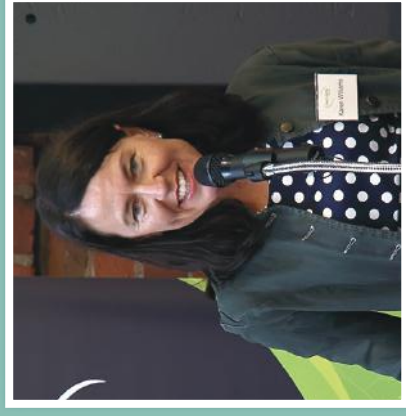
When the pea weevil biosecurity crisis hit Waitarapa's cropping farmers in 2016, it was AWDT Escalator graduate and local cropping farmer, Karen Williams, who brought new thinking to the table.

Karen became the arable industry representative on MPI's governance group for the pea weevil response. She then facilitated discussions about support options for affected farmers and how the local industry might build resilience in the future.

"Suddenly we found we were all facing a new challenge together. We wanted to build some resilience in our industry rather than just wondering how we can survive for the next two years under the ban on growing peas - which could have dire effects for people."

"We need to think more cleverly about what we grow and how we can work more collectively to supply quality products - a massive challenge when everyone has been doing their own thing. Understanding market opportunities before deciding what to grow is also vital."

To this end, a regional cropping strategy is being proposed and Karen is hopeful that options being explored to fund its development will come to fruition.



Karen Williams

Programme research, design, delivery



Research, design and delivery of skills training and personal development enabling women to grow primary industries continued at full pace during 2016. Existing programmes were again fully-subscribed and two pilot programmes - Protecting Your Team and Wāhine Māia, Wāhine Whenua (UYFB) - completed.

The strong demand for Understanding Your Farming Business (UYFB) resulted in a greatly-extended funding commitment by the Red Meat Profit Partnership as they shared our aspiration to enable 2,300 more farming women to do the programme over the next four years.

Critical farming partners

create impact

Constant evaluation and ongoing research shows that UYFB graduates are creating new momentum in their farming partnerships to increase profitability and productivity.

Independent research into the programme's impact by UMR Research began during the year. In preliminary findings, participants rated UYFB highly, citing the top four reasons it was useful to be relevant content, helpful tutors, networking with other women, and confidence to ask questions and contribute to their businesses.

Preliminary UMR Research findings

- 71% rated UYFB as excellent
- 28% rated it as good
- 1% rated it as average

Results of the remaining UMR research that is measuring how UYFB influences on-farm behavior are expected in early 2017.

Men have been highly-supportive of their partners' increased involvement in the business. Having encouraged and supported women to do the programme, men are then feeling supported themselves as women contribute more to discussion, operational strategy and decision making.



Coral Buddo, Hawkes Bay farmer

The heart of health and safety

"AWDT's Protecting Your Team programme comes from the philosophy of creating a culture of health and safety that gets everyone home safely every night. That totally resonated with us.

The course showed me how to build this culture and gave me the tools to easily implement a health and safety programme straight away. I came away totally enthusiastic and we've worked with our team to put it in place. When we constantly brought it back to 'everyone home safely every night' our staff could see they were valued and that this was important to us. Everyone bought into the concept."

Developing Māori agribusiness



After being approached by individual Māori women who had experienced other AWDT programmes, we piloted Wāhine Māia, Wāhine Whenua (UYFB) and found that this need was real and valid.

Through the pilot, delivered to 42 wāhine involved in Māori agribusiness in Gisborne, National Park and Rotorua, AWDT has become a trusted partner in developing Māori farming women.

We worked with Māori facilitators, Hinerangi Edwards and Anne-Marie Broughton (AWDT Escalator Alumni) and Tina Ngatai, to review UYFB and develop the context to be meaningful for Māori women, bringing it to life with stories and korero.

The participants, a mix of governors and farm managers, realised they each had a critical role to play in ensuring the success of their agribusiness, no matter what their role was. Learning more about the business of farming was vital to them.

The communication skills content of the programme appeared even more relevant for these wāhine as they dealt with complex business structures and multiple whānau relationships.

The skills and confidence they gained will result in more sustainable farms and higher financial returns.

Wāhine Māia Wāhine Whenua will be offered in four regions in 2017 as part of the wider RIMPP-funded UYFB programme.

"I have been looking for a starting point and today I found it."

"I realised the need to be intentional in the business, versus the treading water approach."

"I am now able to ask the right questions when trying to get the whānau to change."

"I am more positive about reading financial accounts and have a better framework to assess a big new opportunity - is it the right thing to do? I have a better understanding of the importance of networks."

"Knowing there are other women farming and we can share our remedies and learn from each other made me feel good."

"I felt that as trustees, we were 'passengers' in the business. I am now using the tools to drive trustee development so we can be more active, gather more information and ask better questions."

The continued evolution and growth of AWDT offerings in 2016 to meet the needs of industry and of women, saw a focus on building our capacity to deliver a wider range of programmes to more women in the future, while maintaining programme depth and quality.

Scaling up

Following RMPPI's commitment to fully-fund the Understanding Your Farming Business and Wāhine Māia Wāhine Whenua programmes over the next four years, we increased our capacity to administer and deliver these programmes to many more women.

An additional 13 programme facilitators were recruited from throughout New Zealand, including AWDT graduates with the skills, experience, and importantly the understanding of the programme and our culture.

The facilitation team for these programmes grew to 22 men and women who we brought together in October 2016 for facilitation and coaching training.

A new full-time staff member was employed to assist in managing and administering the programmes. A new website including online registration for all programmes with database integration was also successfully developed and launched.

AWDT team

Towards the end of 2016, our office-based management team grew from one full-time and two part-time positions to four full-time equivalent staff members. They are



The AWDT team (from left): Anna Medlyn (Programme Coordinator), Hannah Moore (Business Support) Lisa Sims (Communications), Lindy Nelson (Executive Director), Marama Papworth (Programme Coordinator), Lucy McKenzie (Business Manager), Mel Warren (Special Projects), Absent Rachel Smith (Special Projects).

The ongoing support and involvement of our family of strategic and programme partners and sponsors continues to be a vital part of AWDT's success.

Partnering with these organisations enables AWDT to take an inclusive approach to women's development, making development programmes affordable and reducing barriers to participation.

Strategic partners



Programme partners



Sponsors



AWDT

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