

AWDT

Agri-Women's Development Trust

Supported growth



Building
blocks for
new horizons



Annual
Report
2018



“Doing the Future Focus programme with Rebekah has given me enormous confidence - we are in the right place as a couple and it’s an exciting business.”
– David Kelly, Waiau Farmer

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We're here to

equip and support women to generate economic, social and environmental progress in New Zealand's primary sector and rural communities.

...so that

women are vital partners in world-leading New Zealand primary industries.

To make this happen

we're working in partnership with industry and individuals with a focus on people, profit, planet and progress.

Interim Chair's report

Poipoia te kakano, kia puawai - nurture the seed and it will blossom.

Such an appropriate whakatauki that aptly applies to the culture and aspirations of AWDT and has been there since day dot. Although we have many strong and beautiful blooms, more and more of these seedlings are coming to the fore. Our work continues, at pace.

This past year of growth and change has seen us listen and reaffirm our messages, grow our offerings, continue to research needs and be proactive around our succession. The trust has been deliberate and strategic around the building of the organisation not just wide but also deep.

I am grateful for the commitment, networks and experience that sit within AWDT, and our refreshed and action-ready governance team. I am hugely heartened that through this time of rampant change both within New Zealand and globally, we maintain our focus on women as vital partners in primary industries.

It has been a pleasure to maintain and strengthen the relationships we have with our family of industry partners. Value to our business is value to our people. Our acknowledgement is sincere as we jointly aim for more tangible, impactful outcomes.

It was satisfying to achieve a breakeven financial result in a year that required additional contractual support to complete our operational leadership succession plan and gear up for the next horizon.

I would like to acknowledge our Founder, Executive Director, dear friend and colleague Lindy Nelson as she moves out of her operational leadership of AWDT to add value to our future strategy and product development, while remaining a Trustee. Quantum leaps have been achieved in a relatively short time, there is a lot to be proud of.



It has been a privilege to step into the role of Interim Chair and I remain fully committed to the kaupapa.

I welcome our new General Manager, Lisa Sims and look forward to working with her in the year ahead.

Finally, I am excited for the future. Read and understand the vibrant work of this organisation within this annual report.

Ngā mihi mahana, ngā mihi aroha

A handwritten signature in black ink that reads "Mavis Mullins". The signature is written in a cursive, flowing style.

Mavis Mullins
Chair



Executive Director's report

Tēnā koutou katoa

The focus for 2018 has been to put the final building blocks in place for the transition from a founder-led organisation to one that is now independently and operationally ready for the next horizon.

To achieve this operational transition, an Acting General Manager was employed full-time while I stepped into a three-day a week role to focus on innovation and transformation. In November 2018, we welcomed Lisa Sims into the permanent role of General Manager.

While 'what' the AWDT focuses on in that next horizon might evolve and change, I know our 'why' will remain consistent. That women are vital partners in world-leading New Zealand primary Industries.

This year, ensuring women are vital partners as we gear toward those next horizons, has involved delivering more programmes to more women, developing new product offerings through research and supporting stronger future-ready farming partnerships.

There has been a transformation in the last eight years as AWDT has worked with its partners toward the goal of a world-leading primary sector where women are leading and supporting environmental, economic and social progress.

Our graduates are well-positioned to lead change in every aspect that they are partners. On farm, supporting and becoming stronger farming teams, tackling environmental challenges through organisational and community partnerships. As thought leaders in supporting others think about and cope with change. As governors of community, local government, iwi and industry boards, and on the world stage.

What does it mean to be a vital partner? We believe it is when women are fundamental to supporting respectful relationships and collaborate to progress joint interests so our primary industries are world-leading. It also means doing so in a way that New Zealanders can be proud of. There is work to do so that we can be confident of this happening.

One way we have worked to understand our fellow New Zealanders' concerns has been to create relationships with urban women and provide a platform for our primary food producers to connect with urban food consumers. Partnering with our Escalator Alumni and ANZ, we created a series of events around New Zealand, independently facilitated by Miriama Kamo and Melissa Clarke-Reynolds. These heart-led conversations provided valuable insights about the concerns, the joint challenge and potential ways which as a nation we are aligned around food production.



The challenge of balancing how food is produced and ensuring we sustain our planet, support our people, keep progressing and remain profitable, will remain the cornerstone theme of our programme development as we support women to lead within all these contexts.

While there is much more to do, AWDT can be proud of its role over the last eight years in creating a platform for this to occur. The world has started to look to us to understand what we are doing, how we are doing it and the impact that can occur when women become vital partners.

In my last report as founder leading AWDT's operations, I want to sincerely acknowledge all those who have partnered with me to bring to life the vision I had for women and our sector. From the unfailing backing of my farming partner and husband, fellow trustees, our strategic partners, our alumni, our facilitators and the team who allowed me to play bigger and bring a vision to fruition. "Go fast go alone, go far go together" has never rung truer.

Together we have put the building blocks in place to provide an organisation that with our partners is ready to play its part in ensuring New Zealand primary industries become world-leading and that women are vital partners in achieving economic, environmental and social success.

A handwritten signature in blue ink that reads "Lindy Nelson". The signature is written in a cursive, flowing style.

Lindy Nelson
Founder & Executive Director

Board of Trustees

AWDT is governed by a board of eight appointed Trustees with extensive and diverse experience in primary industry leadership, governance and management. Board members live in rural and urban New Zealand and meet face-to-face in Wellington at least four times each year.

In 2018 AWDT Patron, Mavis Mullins, stepped into the role of Interim Chair to guide the trust through its leadership succession plan at both governance and management levels.

Designed to position the organisation for its next step, the succession plan included the transition of trust Founder and Executive Director, Lindy Nelson, out of day-to-day operations and into strategic and programme development roles, while remaining as a Trustee.

Three new Trustees - Jenni Vernon MNZM, Damian Buckley and Jessica Smith - were appointed to the board through a national recruitment process. All with a passion for people and the primary sector, they bring valuable skills, new connections and diversity of thinking to our board.

A Waikato dry stock farmer, Jenni brings wide governance experience in local government, education, agriculture and water and was New Zealand's first female Nuffield Scholar.

Involved in the UK and New Zealand primary sectors throughout his life, Damian Buckley is experienced in business development for the food production, rural media and software sectors.

Jessica Smith is a business relationship manager with Te Tumu Paeroa. One of the early graduates of AWDT's Wāhine Māia, Wāhine Whenua programme, Jessica's diverse background includes agriculture, horticulture, tourism and fisheries.

The AWDT board will appoint a new chair during the 2019 year to complete its leadership succession plan.



Lindy Nelson MNZM
Founder



Mavis Mullins MNZM,
Chair / Patron



Dr Scott Champion



Jenni Vernon



Jessica Smith



Damian Buckley



Murray Donald



Fi Dalgety

Building partnerships

Continued investment in women's leadership development by our industry and government partners enables AWDT to take an inclusive approach to women's development, reducing barriers to participation and ensuring programmes are accessible to all.

Shared values and a common purpose underpin our strategic partnerships with Agmardt, ANZ, Beef + Lamb New Zealand, DairyNZ, FMG, Ravensdown and the Red Meat Profit Partnership; our programme partners CRS Software and Ministry for Primary Industries through the Sustainable Farming Fund; and our sponsors KPMG and Farmers Weekly.

As well as supporting women to undertake development programmes, in 2018 our partners have worked in new and creative ways to open up dialogue between our graduates and their industries, communities and wider New Zealand.

Partnering with ANZ and the Escalator Alumni, we held three small events in Auckland, Wellington and Christchurch to build understanding and alignment with urban women around food production. Honest, non-confrontational exchanges of views resulted in agreement on the ability of women to find solutions together. Underpinning this were clearly shared values relating to families, the environment, communities, food security, climate change, food fairness and New Zealand Inc.

Ravensdown extended its support to the AWDT Escalator Alumni Inc in a new initiative to help promote connections and communication between the Alumni and the wider primary sector.

Beef + Lamb New Zealand continued to support our Regional Hub initiative which in 2018 wrapped support and development around the leadership of 16 regional groups formed by AWDT graduates. These independently-formed groups are all different, but have a common purpose of building on the learning and growth begun on AWDT programmes, creating a ripple effect throughout businesses, communities and industry (see page 16).



Agmardt has been a vital partner in creating primary sector leaders through the Escalator programme. Agmardt General Manager Malcolm Nitschke with the 2018 Escalator graduates.

Building a leadership pipeline

2019	1000+ participants	
2018	713 participants	100th Escalator graduate Future Focus rolled out to 100 farming partners Sustainable Farming Fund research project - Phase 2 Professional Women Move to Eketahuna office Operational leadership succession
2017	594 participants	Business planning pilot for farming partners UYFB scaled up New research through Sustainable Farming Fund project – Phase 1 Young Women Wāhine Māia, Wāhine Whenua pilot Girl on Fire workshops for Farming Mums NZ
2016	382 participants	UYFB scaled up through RMPP Wāhine Māia, Wāhine Whenua pilot New staff and systems in place “Protecting Your Team” rolled out
2015	310 participants	UYFB rolled out through RMPP AWDT office established 5th birthday celebration Regional Hub project established Protecting Your Team health and safety programme piloted
2014	500 participants	Continued UYFB (Understanding Your Farming Business) pilot with 90 women Leadership programme developed for dairy women (Pathways) One-day workshops for Landcorp, Rural Women NZ
2013	130 participants	Beef + Lamb New Zealand Farmer Council programme rolled out Understanding Your Farming Business (UYFB) piloted with 14 women in Taranaki
2012	56 participants	First Steps launched Beef + Lamb New Zealand Farmer Council pilot Escalator Alumni Inc established
2011	11 graduates	Escalator graduates Research, evaluation & planning A year of building new partnerships
2010	11 participants	AWDT and inaugural Escalator programme launched at Parliament
2009	Founders	Lindy Nelson’s initial research complete Charitable trust founded

2018 AWDT programmes

Escalator

14 women equipped with the tools, confidence and support to create positive change in the primary sector and rural communities.



It's all about YOU

85 Women who discovered the true value of their strengths and experiences and are on a path to new possibilities and opportunities.



Understanding Your Farming Business (UYFB)

421 Critical farming partners equipped with the skills and confidence to contribute more strongly to more profitable farming businesses.



Wāhine Māia Wāhine Whenua

60 Wāhine Māori with a greater understanding of the Māori trusts, incorporations and agribusinesses they are operating or governing.



Future Focus

100 Sheep and beef farming partners planned their goals and aspirations together using a team approach to business planning.



New research

14 Women took part in a pilot leadership programme for younger women entering primary sector careers – Phase 1 of the MPI Sustainable Farming Fund project complete.



Building leadership & governance

In November 2018, we celebrated the milestone of 100 graduates from AWDT's flagship programme, Escalator.

Escalator is well-recognised as a powerful and effective leadership and governance development programme for women involved in the primary sector.

Eight years on from the inaugural programme, New Zealand's primary sector is embracing and using this new talent as Escalator Alumni members lead at all levels, from the farm to local government, to the boardrooms of some of the largest companies.

Approximately half of the Escalator Alumni have served in governance roles that they did not hold before completing the programme.

Others are heading up environmental and community projects, rural health and wellbeing initiatives, local government, Māori agribusinesses and commercial ventures producing high-value food and fibre products.

"In part, this comes from these women deeply knowing their purpose, understanding their motivation for involvement, and tying that to the betterment of their communities and the sector," says Lindy Nelson.

With Escalator limited to 14 women annually and soaring demand for places on the programme, we responded to this increased demand by introducing a new, six-month leadership programme called Next Level in 2019. This programme filled quickly with women who were already connected with AWDT and so has not yet been publicly offered.

2018 leadership highlights for Escalator Alumni members included:

- Karen Williams – elected Arable Chair of Federated Farmers, and to Federated Farmers National Board
- Loshni Manikam – 2018 Fonterra Dairy Woman of the Year
- Julia Jones – appointed to the NZ Government's Primary Sector Council
- Tracy Brown – NZI Sustainable Business Network Award & Fonterra Farm Source Responsible Dairying Award
- Lyn Neeson – SHEO NZ Top 5 Venture for 'Shear Warmth'
- Dawn Sangster – elected to Farmlands Ltd Board.
- Vanessa Winning – appointed General Manager Farm Performance, DairyNZ
- Eileen Lawson – elected to Hastings District Council
- Sandra Matthews – elected to Beef + Lamb New Zealand Farmer Council
- Jenny McDonald – elected to Rural Women New Zealand Board
- Nicki Mackay - elected Chair of AWDT Escalator Alumni Inc
- Lisa Sims – appointed AWDT General Manager



Escalator Alumni members reconnect and support the 2018 cohort.



“ We need to be very ambitious about the future for agriculture. To do that we’ve got to recognise the vulnerabilities of our land, our people and our communities and bring those together and make them strong.”

Louise Cullen, 2018 Escalator graduate, Dairy Farmer, Director

Celebrating 100+ Escalator graduates. From left: Labour MP Kiri Allan, AWDT Interim Chair/Patron Mavis Mullis, graduate Louise Cullen, AWDT Escalator Alumni Chair Jane Wright.



Building stronger farming businesses

Progress towards the goal of equipping and supporting women in 25 percent of New Zealand's sheep and beef farming businesses by 2020 is tracking to plan.

Fully-funded by the Red Meat Profit Partnership, three programmes were once again scaled up in 2018 and delivered in 40 locations throughout New Zealand.

A team approach to business planning

Following the success of AWDT's one-day business planning pilot programme for farming couples in 2017, a new two-day programme called Future Focus was delivered to 100 farmers in seven locations in 2018.

Future Focus brings farming partners together in a team approach to business planning that is building stronger farming partnerships that encompass business, family and lifestyle factors. It is delivered by AWDT's team of experienced technical and communications facilitators with real experience of farming businesses.

Based on evaluation of the pilot, a second day dedicated to creating and leading high-performing teams to deliver the business plan was added. The extra day also allowed time for participants to complete their business plan, then report back to their group.

While attending UYFB is not a prerequisite for Future Focus, all of the women who took part in Future Focus had previously completed UYFB. Empowering women first has proved successful in engaging trust and buy-in from farming men to grow their knowledge and business skills, alongside their partners.

“We're always carrying big plans around in our head and Future Focus was an opportunity to get both our plans down on one bit of paper. I realised having a well-planned, conservative business strategy would help me roll through the volatility that we're experiencing, and it has actually worked.”

David Kelly, Waiau Farmer

“Knowing what our vision is means that we can look at all the options out there – and whether there are opportunities to diversify or increase production or extensify.”

Rebekah Kelly, Waiau Farmer



Critical farming partners create impact

During 2018, 481 women graduated from Understanding Your Farming Business and Wāhine Māia, Wāhine Whenua across 33 locations, a 138 percent increase from 2017.

These numbers tell a story of meeting a growing demand from women for new skills and confidence. More importantly, the impact has been created in the red meat sector through critical mass.

These programmes have produced a surge of motivated and empowered women who are leading and supporting change in their farming businesses. Understanding what drives their businesses is leading to different conversations around the decision-making table and different outcomes.

New skills, confidence and support from other women and their partners move programme participants through their journey from uncertainty of their purpose, to situations of higher confidence and influence, changing how women see themselves and their ability to add value.

Participants feel confident to start new conversations about changes they would like to make in their businesses, positioning themselves and their business for future opportunities.

As a result, graduates see themselves as critical farming partners and are more actively engaging with other support offered by industry organisations. Collectively they are continually improving the capability, profitability and productivity of New Zealand farms.



Inspired by UYFB, former lawyer, now farming business partner Trudi Riddell, went on to complete the Future Focus programme with her husband Charlie. The couple also joined a RMPP Action Group.

“Farming was a huge new venture for me and I didn't know what I could do to add value to our farm business. The course ultimately had me realise I could add a lot of value, it gave me confidence and skills to get involved and now I can be useful in off-farm administration, financials and planning.” Trudi Riddell



“Before this programme I felt like a sinking ship. Every time I came to a session, my ship's holes were filled in with skills, knowledge and experience. My ship began making its way back to the surface. After module 3 my ship has a new lease of life and is confidently sailing towards its goals to make its dream a reality.” 2018 UYFB graduate

Building talent to deliver

During 2018 we continued to grow and develop our team of staff, contracted facilitators, trustees and other experts to deliver on our vision.

Some of New Zealand's leading experts in finance, leadership, governance and personal development, along with AWDT-trained facilitators continue to work with us to deliver relevant programme content that meets real needs. Just as importantly, they deliver it in a way that supports the confidence and learning of participants.

This team now spans the length and breadth of New Zealand, with facilitators delivering most AWDT programmes in participants' own communities, making development accessible and removing barriers to participation.

Escalator Alumni members continue to feature strongly in our facilitation and management team, bringing skills, expertise and rich personal experiences that support our culture and values.

Operational leadership succession

As part of AWDT's planned leadership succession, Lindy Nelson stepped down as Executive Director at the end of the year to focus on our future vision, product development and programme quality. ▶

In November 2018, Lisa Sims was appointed AWDT General Manager following an independent recruitment process that attracted strong national interest. Lisa brings 30 years of deep experience in strategic communications, business, agriculture and community leadership. An integral part of AWDT since day one, and an Escalator Alumni member, Lisa has helped shape our vision, build our brand and engage with stakeholders.



◀ As an AWDT Facilitator, Lisa Te Heuheu (Ngāpuhi, Ngāti Raukawa and Ngāti Maniapoto) brings deep experience of resource management, iwi planning, agriculture, policy, research, management and governance.

AWDT lead facilitator and professional coach, Sara Heard, was one of our early participants in 2012. Sara's first-hand farming experience, combined with her professional skills, a natural empathy and warmth, brings out the best in others.



Realising a vision

Wendy Coup - AWDT graduate, facilitator

For Wendy Coup, King Country farmer and one of AWDT's first ever participants, creating her vision during First Steps (now It's All About YOU) in 2012 set her on a path to her dream job and a more fulfilling life.

"It was a really challenging time in my life. I'd collapsed physically the previous year and hadn't been able to work on the farm, my father had recently died and my eldest child had just left home. I was feeling stuck and I couldn't see a road out of it."

Six years later, Wendy is a facilitator for Understanding Your Farming Business and It's All About YOU, also helped through by completing AWDT's Escalator programme in 2016.

Back in 2012 on First Steps, Wendy gained new insight into what was important to her and where her skills and passion lay. Observing the AWDT facilitators in action made Wendy realise that she wanted to create similar opportunities for women "to go away inspired and with the ability to make positive changes in their lives".

When imagining a vision for her life in five years' time, Wendy identified that she wanted to be "working with women I can empower" in a training or guest speaking role.

"I even said to the facilitators: 'You have the job I want!'"

Following the programme, Wendy started pursuing opportunities 'off-farm' to make her vision a reality. She prepared her first ever CV and began working with AgriOne as a presenter for one of their courses.



"I loved doing this work: meeting the different people and discovering that this is what I do best."

Wendy was reminded of the power of It's all about YOU when she came across her programme notes almost seven years after doing the course and found she was now doing everything outlined in her vision and "living my dream".

While there have been challenges along the way, Wendy says having a strong vision and building a network of women to support her has given her the courage and confidence to overcome these.

"You deserve to have a life you love. It's all about YOU is the best two days you can spend on yourself to help you to achieve that. I adore the life I have now."

New research to meet changing needs

AWDT's work to research, design and deliver leadership development for three specific groups of women continued throughout 2018 through the two-year project funded by the Ministry for Primary Industry's Sustainable Farming Fund.

Following the first phase of the project in 2017, work continued in 2018 to:

- design and deliver the pilot programme for the first group – young women entering primary sector careers
- complete the research for the second group – professional women with off-farm careers
- plan the research for the third group – Māori women, to begin in 2019.

The entire project will be complete in mid-2019 and the results used to inform the design of future development programmes for women.

Young women

The pilot programme for young women, 'Emerge' was held in Napier in May. The top four learning outcomes across the 14 participants were:

1. Adapting actions and approaches to others to better collaborate, influence or lead
2. Managing career change and recognise transferable skills
3. Knowing and being able to articulate purpose and values in a confident way
4. Managing change for self and others in a focused and resilient manner.



“I am no longer afraid of what the future holds... instead we need to embrace the change and see the opportunities.”

“I am feeling so much more confident about approaching edgy topics and being able to articulate and present these in an engaging, concise and meaningful way to get buy-in. I have surprised myself, with how a little bit of bravery to be different is paying off!”

“The biggest take-out I had, was the relief that I am only 30 and don't need to have achieved it all by now.”

Emergence pilot programme participants

Professional women

Research into the roles of professional women in the primary sector and the skills and support they need to move ahead, lead and contribute was completed. This consisted of an online survey of 580 women, interviews with industry leaders and a focus group of nine women to refine the needs and explore potential programme content.

Ninety-six percent of survey respondents from a range of professions and experience were involved in the sector already. Three quarters of these aspired to a higher-level role or increased engagement within the sector. Work began to design the pilot programme for delivery in February 2019.



Sharing our experience globally

The AWDT story of defining a problem, researching needs, developing a successful strategy then delivering results was shared on the global stage by our Founder and Executive Director Lindy Nelson in 2018.



At the invitation of the New Zealand Ministry for Primary Industries and the Ministry for Business, Innovation and Employment, Lindy addressed the APEC Agriculture and Fisheries Dialogue in Papua New Guinea in August.

The meeting saw member economies discuss the importance of including women in the agriculture and fisheries value chain and explore practical ways of doing this.

Lindy shared the New Zealand experience of how AWDT, industry and our graduates are growing women's talent throughout the value chain from farm to board level and how that normalises women as leaders.

This story of enabling and supporting women as food producers inspired representatives of other economies that understand their challenges but are unsure of the solutions. Feedback received from the APEC audience made it clear that New Zealand is leading development of women in primary industries in the Asia Pacific region.

The international reputation for AWDT's work extended to Scotland when Lindy was invited by the Scottish Government to share our story of sector transformation as Scotland makes plans to support women's leadership development.

Lindy's four days of intense activity included meeting with Cabinet Secretary for the Rural Economy Fergus Ewing (pictured), spending time with the government's Women in Agriculture Taskforce members, talking with leadership trainers and NGOs, two speaking engagements with farmers and an interview with the BBC.

These new connections have created the potential to extend the development and support that New Zealand women receive.



The ripple effect

Thanks to support from Beef + Lamb New Zealand, we supported the leadership and learning of 16 regional hub groups formed by our graduates throughout the country. The groups operate autonomously to provide ongoing support, development and connections, creating a ripple effect in building stronger families, farming businesses, communities and industries.

The Beef + Lamb New Zealand Southern Ladies' Long lunch attracted 150 women - AWDT graduates and others - who have formed new local networks to keep learning and stay connected. From left: AWDT Regional Hub Coordinator Sandra Matthews, with the South Island regional hub leaders Rebecca Hazlett, Wendy Hopcroft, Bronwyn Campbell and Dot McDonald. ▶



◀ Formed by Understanding Your Farming Business graduates, the SWIFT regional hub in Central Hawkes Bay brought more than 100 farming women together with AWDT Patron Mavis Mullins and Founder Lindy Nelson for an evening of inspiration, fun and connection. SWIFT has a simple aim - to support women in farming today.



Held at Rangitikei's beautiful Rathmoy ▶ Lodge, the Beef + Lamb New Zealand Ladies' Long Lunch celebrated the impact and contribution of farming women. It brought together more than 150 farming women, including many AWDT graduates. Escalator Alumni Julia Jones of KPMG, B+LNZ Director Kirsten Bryant, and B+LNZ Farmer Councillor and AWDT Trustee Fi Dalgety shared their insights about the red meat industry, the future of food and the confidence and courage to create change.



A leadership training workshop brought together 15 AWDT programme graduates who have formed regional hubs. Held in Dunedin and supported by Beef + Lamb New Zealand, the workshop was run by our Regional Hub Coordinator Sandra Matthews and Facilitators Wendy Coup and Loshni Manikam – all Escalator Alumni.

Strategic partners



Programme partners



Sponsors



 Agri-Women's Development Trust (AWDT) @AWDTNZ |www.awdt.org.nz