

# strategic plan

2016-2020



inform  
influence  
innovate  
invest  
include



Committed to ensuring that women  
influence the agriculture agenda

## *vision*

Australian Women in Agriculture is committed to ensuring that women influence the agriculture agenda.

## *mission*

We achieve this by ensuring our Members are **informed**, enabling them to **influence** decision making at all levels.

As an **innovative** organisation we seek to **invest** in our Members and wider network to create an **inclusive** agricultural industry.



## message from the president

Investing in women in agriculture is vital to the sustainability and advancement of agriculture in Australia and across the world. Women play a key role in the global rural workforce, comprising nearly half of all agricultural workers. But as a global leader and considerable presence on the international decision making table, Australia is lagging well behind other developed nations in achieving gender equity.

Much has been achieved in the two decades since Australian Women in Agriculture was founded in 1993. Prior to that point women on farms personally recognised themselves only as farmers wives and statistically were counted only as 'sleeping, non-active'. And while women are increasingly regarding themselves as farmers in their own right or have careers in many associated fields, the quantitative metrics behind our real impact is left wanting.

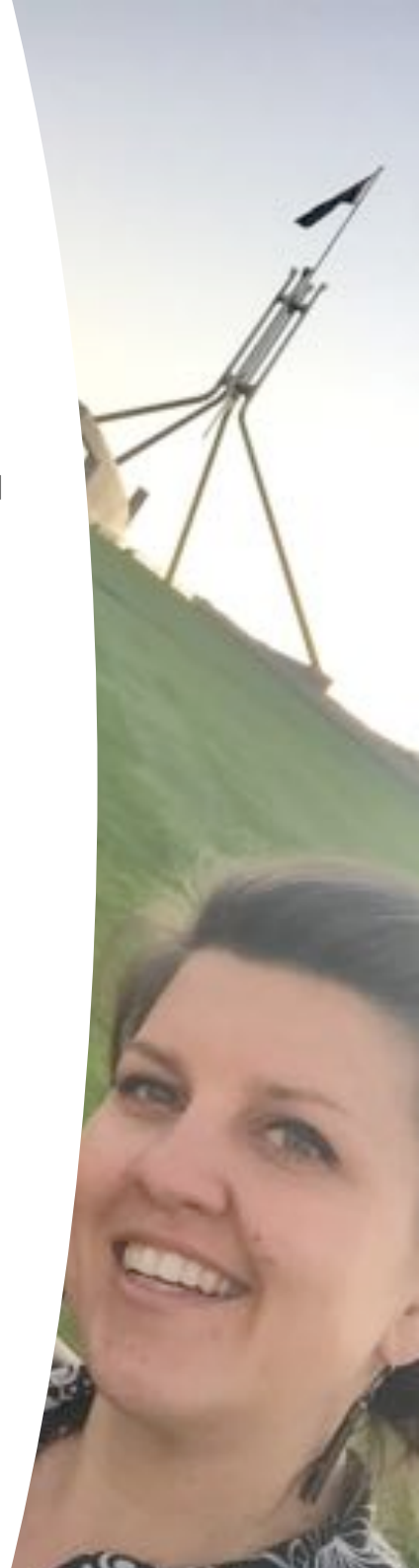
We still have a way to go. Each time we voice our concerns at the decision making table contribute to industry forums, present recommendations for policy, ensure that women influence the agriculture agenda – all these incremental impressions we leave, all add up to the groundswell that is building for achieving gender equity.

This Strategic Plan has been developed in consultation with the Australian Women in Agriculture Board, incorporating input from Members and feedback from our key stakeholders. The Plan reflects the strong underpinning cores values and commitments that AWiA has upheld since its foundation. This document also articulates a dynamic new vision and strategic goals that have been introduced into the operational framework over the past year.

This Plan will guide AWiA over a five-year period in which we can expect to see many changes, opportunities and challenges in the agriculture industry and for the role that women in the industry play. This is an exciting time for AWiA as a dynamic industry leader and I look forward to continuing to working with the Board, Members and our key stakeholders to ensure that women influence the agriculture agenda.



Elizabeth Brennan



# *contents*

Vision	2
Mission	2
Message from the President	3
About us	5
Governance structure	6
Strategic goals	7
AWiA priorities	8
Risk management framework	13



## *about us*

Australian Women in Agriculture (AWiA) is a non-profit incorporated organisation established in 1994. It is Australia's peak organisation for women across all areas of agriculture.

Australian Women in Agriculture exists to ensure that agricultural women have the capacity, confidence and channel to be able to have their voice heard, from the dining table to the boardroom table to the political table.

Members are part of a recognised and dedicated national network involved in the development and support of Australian primary production, rural industries and communities, in partnership with industry and governments.

Australian Women in Agriculture is committed to promoting the advancement of women in agriculture by:

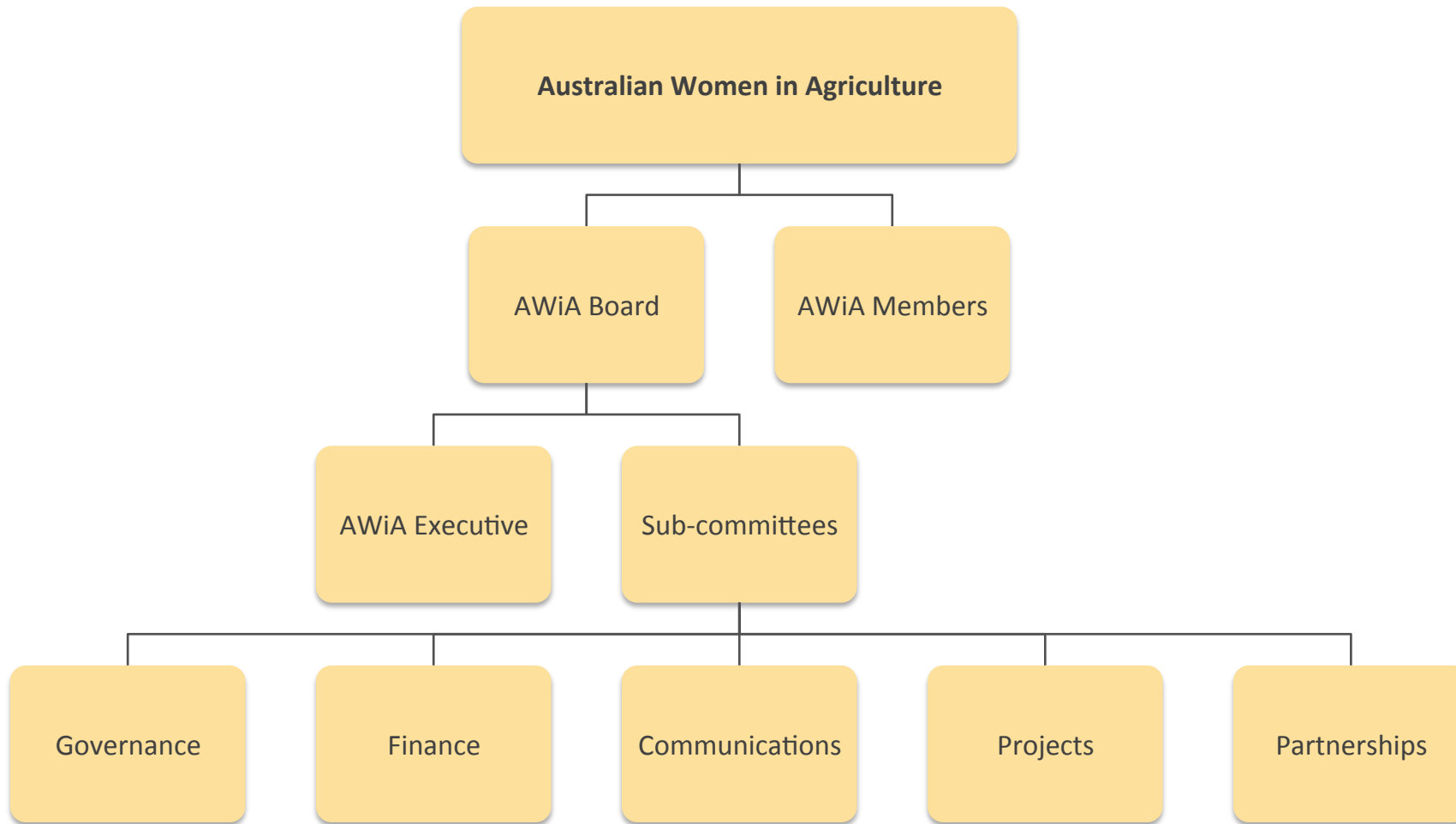
- Uniting and raising the profile of women in agriculture,
- Addressing rural and agricultural inequities,
- Working to ensure the survival of agriculture for future generations,
- Securing local, regional and international recognition,
- Achieving the status of a political and economic force.

Australian Women in Agriculture core values are;

- Caring for people, the environment, rural families and communities,
- Ensuring the viability of future agricultural production,
- Respecting the culture, beliefs and philosophies of other people,
- Communicating to enable women to share their experience and develop effective networks,
- Providing leadership to facilitate change in the community.



# *governance structure*



## *strategic goals*

### *goal one*

To ensure that AWiA members and wider network are aware, engaged and well **informed** with relevant news, opportunities and events

### *goal two*

To ensure that women are consulted, considered and **influence** decision-making

### *goal three*

To ensure that AWiA responds to and catalyses change as an **innovative**, sustainable and dynamic organisation leading the agricultural industry

### *goal four*

To **invest** in women in agriculture, facilitating pathways for learning and leadership

### *goal five*

To promote **inclusivity** and collaboration in community, business, industry, politics and culture, within Australia and internationally, partnering with other like-minded organisations and networks



## goal one

To ensure that AWiA members and wider network are aware, engaged and well **informed** with relevant news, opportunities and events

objectives	key performance indicators
<ul style="list-style-type: none"><li>▪ Provide meaningful and timely information to all stakeholders over a range of diverse platforms</li><li>▪ Cultivate and foster strategic partnerships and engagements across all sectors</li></ul>	<ul style="list-style-type: none"><li>▪ Develop and implement a marketing and communication plan that targets key stakeholders using various media platforms and web based opportunities</li><li>▪ Consult with Members and AWiA stakeholders on matters of regional and national significance</li><li>▪ Maintain an informative and up to date website and timely communications, including quarterly editions of The Buzz and at least monthly Members Updates</li><li>▪ Build AWiA membership by 10% annually</li><li>▪ Deliver four (4) training opportunities</li><li>▪ Strong social media presence</li><li>▪ Board induction handbook and policies reviewed annually</li><li>▪ Annual Conference, AGM and two (2) General Meetings</li><li>▪ One (1) Annual Report and Financial Audit</li><li>▪ Monthly Board meetings and financial reporting</li><li>▪ Two (2) face to face Board meetings per year</li></ul>

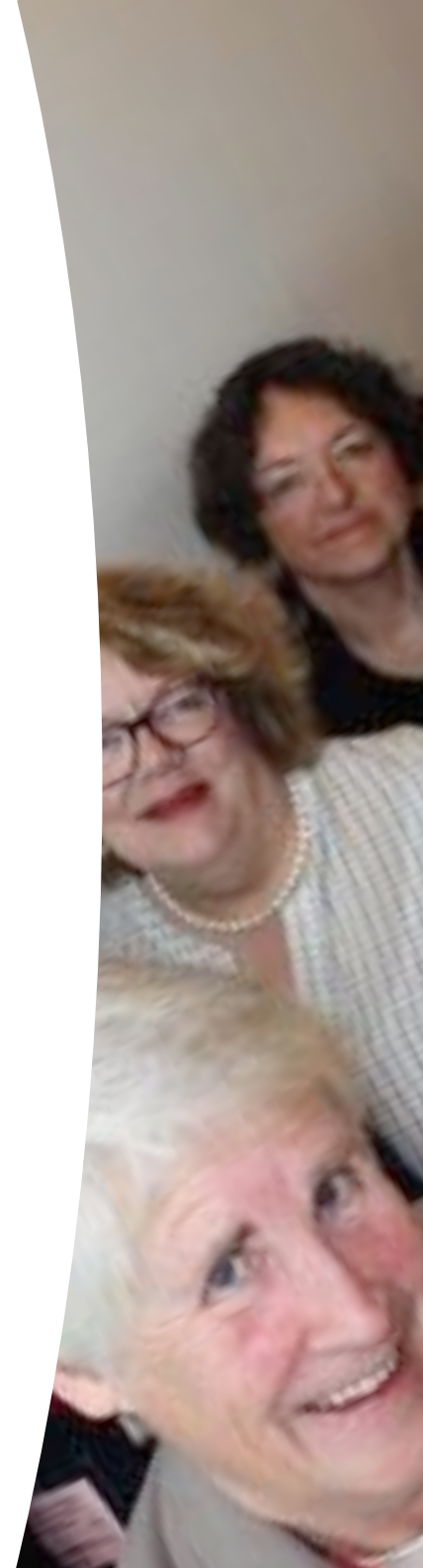




## goal two

To ensure that women are consulted, considered and **influence** decision-making

objectives	key performance indicators
<ul style="list-style-type: none"><li>▪ Create the opportunity for Members and stakeholders feed into AWiA strategy</li><li>▪ Create the opportunity for Members and stakeholders to influence decision making</li><li>▪ Work collaboratively with other groups and organisations that have similar values to achieve quality outcomes for members &amp; stakeholders</li></ul>	<ul style="list-style-type: none"><li>▪ Annual Conference, AGM and two (2) General Meetings</li><li>▪ Teleconferences to deliver information and training</li><li>▪ Strong social media engagement</li><li>▪ Delegation to prepare and present Issues Papers in Canberra</li><li>▪ Raise the profile of AWiA at all levels of Government</li><li>▪ Work collaboratively with other organisations in a strategic manner to achieve networking and training outcomes for members</li><li>▪ Consult and collaborate with AWiA stakeholders on matters of regional and national significance to influence policy</li><li>▪ Support women to take on various industry/government advisory boards and committees</li><li>▪ Facilitate strategic meetings between government and Members</li><li>▪ Inform Members of various opportunities including training, leadership opportunities and funding</li><li>▪ Maintain an informative website and disseminate timely and relevant information</li><li>▪ Review of strategic alliances annually</li></ul>



## goal three

To ensure that AWiA responds to and catalyses change as an **innovative**, sustainable and dynamic organisation leading the agricultural industry

objectives	key performance indicators
<ul style="list-style-type: none"><li>▪ Work remotely with maximum efficiency to overcome challenges of geographic isolation</li><li>▪ Highly diverse, skilled, experience and effective board of management operating with a dynamic operating framework</li><li>▪ Leading best practices in Information Communication Technology (ICT) for agricultural women</li><li>▪ Advocate research that benefits women in agriculture</li></ul>	<ul style="list-style-type: none"><li>▪ Hold required Board meetings via teleconferences and evaluate their effectiveness</li><li>▪ Trial the use of three (3) alternate technologies and evaluate such as webinars or Skype</li><li>▪ Operations framework reviewed annually and continuous improvement identified and implemented.</li><li>▪ Annual survey(s) targeting issues pertinent to women in agriculture</li><li>▪ Facilitate the inclusion of agricultural women's contribution in key research projects and/or policy documents</li><li>▪ Advocate for the inclusion of women in agriculture in research projects</li></ul>



## goal four

To **invest** in women in agriculture, facilitating pathways for learning and leadership

objectives	key performance indicators
<ul style="list-style-type: none"><li>▪ Attract resources that can be invested in the development of women in agriculture</li><li>▪ Maintain excellent, timely and relevant communication with stakeholders</li><li>▪ Enhance capacity building opportunities for Members, their communities and industries</li><li>▪ Design and develop responsive training programs</li></ul>	<ul style="list-style-type: none"><li>▪ Attract and collaborate with sponsorship partners to the value of \$50k per annum<ul style="list-style-type: none"><li>– 5 x Catalyst (5 x \$2,000)</li><li>– 5 x Grassroots (5 x \$3,000)</li><li>– 1 x Connect (1 x \$5,000)</li><li>– 2 x Empower (2 x \$8,000)</li><li>– 1 x Growth (\$10,000)</li></ul></li><li>▪ Apply for four (4) grants per year</li><li>▪ Build AWiA membership by 10% annually</li><li>▪ Strong social media engagement<ul style="list-style-type: none"><li>– Minimum 1,500 Likes per year</li><li>– Cross promote sponsors and network partners</li></ul></li><li>▪ Develop a discussion paper for implementation and use of DGR and/or TCC status</li><li>▪ Providing Members leadership opportunities developed from AWiA and other boards</li></ul>



## goal five

To promote **inclusivity** and collaboration in community, business, industry, politics and culture, within Australia and internationally, partnering with other like-minded organisations and networks

objectives	key performance indicators
<ul style="list-style-type: none"><li>▪ Respond to and create opportunities for women in agriculture experiencing hardship</li><li>▪ Disseminate meaningful and timely information to women in agriculture in an accessible manner</li><li>▪ Cultivate and foster strategic partnership and engagement across all sectors</li><li>▪ Engage diversity through a targeted approach that identifies and works with diversity gaps amongst women</li><li>▪ The AWiA membership reflects the diversity of women in agriculture</li></ul>	<ul style="list-style-type: none"><li>▪ Timely and simple Membership process</li><li>▪ Discretionary Membership fee available</li><li>▪ Access to free resources on the AWiA website</li><li>▪ Social media initiatives that reaches women in agriculture</li><li>▪ Encourage discussions on all issues</li><li>▪ Facilitate consultation with Members and AWiA stakeholders on matters of significance</li><li>▪ Encourage and support women to take on industry/government advisory boards</li><li>▪ Actively engage international women in agriculture</li><li>▪ Deliver initiatives/projects that engage and celebrate diversity</li><li>▪ Continue to distribute The Buzz and Member Updates in their various forms</li><li>▪ Review, seek and establish strategic partnerships with other organisations to ensure values are still aligned and that collaborations are delivering value to members and other stakeholders. Ie; NRWC, NFF, WINSC, WinCott, RIRDC, TWIA</li><li>▪ Foster engagement with culturally and linguistically diverse (CALD) and indigenous groups</li></ul>



## *risk management framework*

Risk management is integral to Australian Women in Agriculture's governance framework.

Although there are comprehensive risk mitigation strategies and policies in place, the AWiA Board have identified a number of strategic risks that AWiA will need to manage, including:

- Diminishing Member numbers and relevance of AWiA
- Failure to attract, develop, engage and retain high quality Board Directors
- Failure to deliver on core business due to lack of resources
- Weakening or loss of strategic partnerships in industry and government
- 'Burn out' of voluntary Board Directors
- Development of competing industry or representation groups
- Pressure on AWiA's operating budget

Each of these potential strategic risks will be taken into account during all AWiA planning processes and where necessary, strategies will continue to be developed and reviewed during risk planning processes to mitigate them.





[www.awia.org.au](http://www.awia.org.au)  
administration@awia.org.au

ACN: 85 081 705 204

PO Box 223  
Canberra ACT 2601

