

# SRDC Research Project Final Report – August 2007

Title of the Project: CANEGROWERS' strategy for women and teams

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A statement of confidentiality:



The Research Organisation is not a partner, joint venturer, employee or agent of SRDC and has no authority to legally bind SRDC, in any publication of substantive details or results of this Project.

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Members of the Consultative Group:

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## **EXECUTIVE SUMMARY**

The project “CANGROWERS Strategy for Women and Teams” was funded by the Sugar Research and Development Corporation (SRDC), in partnership with the key industry organisation CANEGROWERS. The project began in December 2005 and this final report has been completed in August 2007.

### **The Issue**

In his report on the sugar industry Hildebrand (2002, p43) expresses great optimistic for the future of the industry. The report states that *“the industry’s best chance to survive and flourish is largely up to itself; on its willingness to change the way it organizes itself in Queensland; on learning to cooperate and take up good ideas of which there are many; on its willingness to support the best, most energetic and most able talent to lead for the good of each mill area or region.”* While the report does not specifically mention women, it is clear that women have, potentially a very important role to play in this future. They make up half the farmers in Queensland and half the potential membership of CANEGROWERS. They obviously have at least half the good ideas, half the talent and are keen, energetic and able to take on leadership responsibilities.

Despite this potential, Barbara Pini in her PhD thesis (Pini. B., PhD Thesis 2001) is pessimistic in her critique of the sugar industry and its potential to recognize, acknowledge or value the women members of the industry. *“In summary women are absent in leadership positions across the whole of the sugar industry and so, non-existent as mentors, role models or change agents. Furthermore, women and the nature of their contributions to industry are invisible in the publications of CANEGROWERS, the wider industry and broader media. The work they do is not afforded value in these publications, nor the knowledge they have, given status”*

### **This report**

This report outlines the results of a project to address the issue of women in leadership roles with the sugar industry in Queensland. The aim of the project was to increase participation of women and other members of the farm family business team, as active members, in leadership roles within the organisation CANEGROWERS through

- Building leadership capacity within the organisation
- Working in partnership with CANEGROWERS to support and encourage the involvement of women in all related education, training and development programs.
- Building closer links between women’s organisations and CANEGROWERS.

The main recommendation is that the women in sugar groups set up formal arrangements with regional companies of CANEGROWERS to deliver specific outcomes to be negotiated through a Memorandum of Understanding (MOU). The report also recommends that the SRDC continues to support specific research into the needs of women in the sugar industry.

## **Methodology**

This project was based on the theory of participatory action research and continuous learning. The first stage involved consulting with stakeholders around issues of leadership. This information provided the background to a report to CANEGROWERS on a strategic approach to increasing the participation of women and members of farm family business teams within the organization. At the same time as CANEGROWERS were acting on these recommendations, intensive leadership activities were held to encourage and support women to take leadership roles within the industry. Evaluation processes were included in each activity and at the conclusion of each stage of the project. While it has been a relatively slow process over two years, the outcomes have been very encouraging, particularly as participants are growing in capacity, skills, networks and confidence.

## **Benefits and Results**

One of the most obvious outcomes from the project has been the active participation of women in the recent CANEGROWERS elections and the resulting increase in the participation of women in leadership roles within the organisation CANEGROWERS. In the election which took place in March 2007, seven women nominated for leadership positions within the various regional CANEGROWER companies. This is the largest number of women to ever nominate for positions. Of the 7 nominations, 4 were successfully elected.

While the CANEGROWERS elections were a key focus for the project, participants have been encouraged and supported to nominate for other leadership positions and at least one graduate from the “Welcome Aboard” leadership program, Veronica Lizzio, stood successfully for election for the board of the Tully Mill.

A second important outcome from the project has been the participation of women in leadership training events and in particular the regional strategic planning activities. As a result there are now a significant number of women in sugar groups working in a strategic way to address their needs for education, training, new knowledge, understanding systems and industry issues. While it takes time for these groups to implement their plans, it is encouraging to see progress being made in the Mossman, Tablelands, Tully/Babinda/Silkwood, Burdekin and Herbert regions.

A third strategic outcome has been the commitment by the organisation CANEGROWERS to implement the report delivered in September 2006 and to support a second stage of this project. Management within the organisation over the next months, will be calling for expression of interest from regional companies. This is a significant step and demonstrates the commitment from CANEGROWERS to work closely with the regional ‘women in sugar’ groups and members of farm family business teams, over the longer term.

Women are now visible within the organization and in industry publications. Through the election of more women to the boards of CANEGROWERS, and participation in the various training events, leadership capacity within the organisation is increasing. There is growing trust and commitment to working together over the long term, and

through the various leadership programs formal links are being enhanced between the women in sugar groups and the organisation CANEGROWERS. Greater participation means that the industry will *be in a better position to support the best, most energetic and most able talent to lead for the good of each mill area or region.*

In reading of the many successes documented within this report it would be easy to think that ‘the job is now done’. However and unfortunately this is not the case. It is important to acknowledge that this project has only ‘scratched the surface’ of the great potential within the industry which exists with women, young people and other members of the farm family business teams. There is much that still needs to be done. The final section of the report recommends that research into capacity building and the people side of the industry be continued and enhanced.

Cathy McGowan AO  
Principle Consultant

## 2 BACKGROUND

This section of the report provides an outline of the main stakeholders, their roles in the project and a summary of relevant literature.

### 2.1 CANEGROWERS – The Organisation

In agreeing to be a partner to this research project, CANEGROWERS was meeting the principal object as defined in their Constitutions, to represent and act for the benefit of all members.

The key objective underpinning all aspects of the project, was to assist with building capacity among the CANEGROWERS organisations to enable them to be more receptive and supportive of members, in this instance, women and other members of the farm family business team. With this objective in mind, a brief outline of the organisational structure of CANEGROWERS is provided below.

There are four main organisations forming the Queensland Sugar Industry: CANEGROWERS, the Australian Sugar Milling Council, BSES and Queensland Sugar Ltd (which markets Queensland's sugar). There are no women in senior leadership positions in any of these organisations. However in board roles there are five women out of a possible 40 positions: The Australian Sugar Milling Council - nil (out of 10), BSES Limited - one female director (out of 7), Queensland Sugar Ltd - two women (out of 11), Sugar Terminals Ltd - nil (out of 5), SRDC - 2 women (out of 7) and the Sugar Industry Commissioner (part-time position) is a female.

Around 80% of Queensland sugarcane growers are members of CANEGROWERS. With this widespread coverage, and with strong aims and goals of leadership, the main focus of the project was on building leadership capacity within CANEGROWERS.

The state board of CANEGROWERS comprises 24 grower representatives, one from each sugar milling area in Queensland. This Board meets quarterly. The aims of organization are to:

- Provide strong leadership for cane growers within a viable sugar industry
- Deliver effective representation and valuable services to Queensland cane growers
- Ensure cane grower strength and influence at local, district and state/national/international levels through unity and shared common values.

Its goals are to:

- Assist in maximising grower efficiency and profitability
- Contribute to long-term industry efficiency
- Enhance organisation effectiveness
- Develop a positive external environment for cane growers
- Recognise and manage diverse grower needs while maintaining organisation unity
- Provide a foundation and structure for future industry development and planning (Source: website: [www. CANEGROWERS.com.au](http://www.CANEGROWERS.com.au))

Each company within the CANEGROWERS organisation has an interlinking Constitution. Cane grower members of the CANEGROWERS organisation elect company directors every three years to determine policy on behalf of all growers, both locally and at peak industry level. It was at this regional level that the project focused its attention with the outcome that 7 women stood for election and four were successfully elected.

Family partnerships and sole proprietors account for approximately 85% of Queensland sugarcane business. In 2006, there were 4318 members of CANEGROWERS. Each member, whether it be a company, partnership or sole trader is entitled to one vote and each member (other than a sole trader) has the opportunity to nominate an authorised representative who has the right to stand for a directorship and to vote. Traditionally it is the eldest male member of the business who holds the vote. One of the strategies used in this project was to encourage women and other members of the farm family team to see themselves as members of the farm business and consequently take an active interest in elections.

## **2.2 Women in Sugar groups**

Over the past two decades within the sugar growing regions of Queensland a number of ‘women in sugar’ groups have developed. These groups have risen to meet local needs and have a variety of organisational and membership structures. The longest established group is in Mackay - the Canegrowers Network Mackay District. Other groups include Bundaberg: Women in Cane; Isis Women in Sugar group; Burdekin Sugar Network; Herbert River - Development and Education with a Focus on Sugar, (DEFOS) and more recently groups have formed in the Tully, Silkwood and Innisfail, The Tablelands and the Mossman region.

### **Purpose**

These groups are not representative and they do not include all women in the sugar industry. However given the small number of women who consider themselves “as being in the sugar industry” they are an important component within the overall industry organisational structure. In the main, membership consists of women with an interest in the sugar industry, who gather together for training and educational purposes, for self-help and self development, to support their families and communities and for networking activities.

### **Relationships with CANEGROWERS**

There is much to learn about building and enhancing relationships between groups within the sugar industry. The key focus of this project was working with the women in sugar groups, CANEGROWERS staff and elected representatives within the regional offices to enhance relationships of all members of the farm family business team.

In some instances there is a formal relationship between the women in sugar groups and CANEGROWERS. For example the DEFOS group based in the Herbert River region is an actual branch of the Herbert CANEGROWERS company. In the

Burdekin region staff take a pro-active role in the organisation of the activities of the women's group and while there is a close and supportive relationship with the Burdekin CANEGROWERS company, membership of the women's group crosses all the mill and farmer organisations. In other regions CANEGROWERS' staff have supported the project through providing venues for meetings, assisted with names and contacts of interested women, and publicised activities. Where this support from the management and elected representatives of the regional CANEGROWERS companies has been strong, there are now active groups. This support from staff and management, and the resulting enhancing of relationships, has been critical to the success of this project.

*Photo below: Members of the Herbert River branch of CANEGROWERS discuss membership, representation and voting issues.*



#### Other women's programs

Complementing this project, "CANEGROWERS Strategy for women and teams", there are a number of other programs supported by SRDC which are currently undertaking research and providing support and training. These the Herbert based "Sugar Shakers", Generation Next and "Where are the Women". Networks have been built with these programs and cross-fertilisation of ideas, sharing of strategies and networking continues. This project has also supported the "Fast Track" mentoring program run by the Corporate Venture for Capacity Building (CVCB).

Participants have been encouraged and supported to be involved in all learning activities which are being offered. This also includes training offered by BSES, the

Queensland Rural Women's Network and activities of the Women in Horticulture (WinHort) project.

### **2.3 Summary of Literature**

A full literature review is included as Appendix 5. In summary the literature demonstrates the significant contribution women make to Australian agricultural industries. It also shows the diversity of roles, and how these roles are affected by the woman's role on the farm, the stage of the family cycle, her participation in off-farm work and her farm income.

The literature demonstrates that the current levels of participation in programs are moderate, and there are many opportunities to increase participation. However economic, structural and cultural factors, such as the invisibility of farmwomen within the sugar industry, membership, voting rules, culture norms which are perceived to be "paternalistic" and "dependent" and where there is distrust and a "problem –focus" rather than a "solution focus" culture makes it difficult for women to participate in industry programs and organisations.

The literature review shows that there is potential to increase participation of women and teams in all aspects of the sugar industry. The success of this 18 month project demonstrates that by addressing the barriers identified, exploring partnerships with women's groups and other industry groups seeking to involve this target group, strong, sustainable change can and is taking place.

### **2.4 Intellectual Property**

All the material available in this report is held in the public domain and there are no issues of intellectual property that need to be considered.

### **3 METHODOLOGY**

The following sections of this report outline the methodology used to inform the research project and a summary of actions taken. This section is then followed by a discussion of the benefits and outputs and major issues and the final section covers key recommendations.

#### **3.1 Project Objective**

The project “CANEGROWERS Strategy for Women and Teams” was funded by the Sugar Research and Development Corporation (SRDC), in partnership with the key industry organisation CANEGROWERS. The project began in December 2005 and this final report has been completed in August 2007.

The objective of the project was to increase participation of women and other members of the farm family business team, as active members, in leadership roles within the organisation CANEGROWERS through

- Building leadership capacity within the organisation
- Working in partnership with CANEGROWERS to support and encourage the involvement of women in all related education, training and development programs.
- Building closer links between women’s organisations and CANEGROWERS.

The project has met each of these outcomes. One of the most obvious outcomes from the project has been the active participation of women in the recent elections and consequent building of leadership capacity. In the election seven women nominated for leadership positions within the various regional CANEGROWER companies. This is the largest number of women to ever nominate for positions. Of the 7 nominations, 4 were elected.

A second important outcome from the project has been the participation of women in leadership training events and in particular the regional strategic planning activities. As a result there are now a significant number of women in sugar groups working in a strategic way to address their needs for education, training, new knowledge, understanding systems and industry issues.

A third strategic outcome has been the commitment by the organisation CANEGROWERS to implement the report delivered in September 2006 and to support a second stage of this project. Women are now more visible within the organization and in industry publications.

#### **3.2 Methodology**

The methodology behind this project was based on the theory of action research and continuous learning. As it was the first time a project targeted on change management around leadership has been undertaken either within the sugar industry or by the organisation CANEGROWERS it was seen to be important that all the stakeholders

were recognised as participants and that learning was built into the project. While it has been a relatively slow process, the outcomes have been very encouraging, particularly in the knowledge that a strong foundation has been laid, and that all participants are growing in skills, networks and confidence.

The initial establishment phase of the project involved building networks, informing people about the project aims and objectives, building interest and commitment. This was followed by delivery of the Welcome Aboard leadership program and a report to CANEGROWERS, outlining a strategic way forward. Following the success of these major activities, and the establishment of a network, email group and other communication channels, the initial evaluation showed that there was strong demand for more regional leadership activities. In consultation with CANEGROWERS and relevant women, it was decided to run the second round of leadership workshops in regional areas. A series of regional leadership workshops were held with the result of the development and implementation of the Regional Action Plans for women in sugar groups.

In designing the overall project and in particular in the evaluation process, the management and staff of CANEGROWERS have been actively involved and their practical and in-kind support particularly with the leadership programs and the survey and distribution were important to its success.

#### Evaluation

The design of the evaluation sought to reflect the collaborative and action learning approaches underpinning the project. It was an ongoing process involving semi structured interviews held regularly with major stakeholders. The feedback loops established enabled the findings to be directly fed into the project design. In addition to this on-going evaluation, following the completion of the leadership programs formal evaluation was undertaken to document the outcomes from the perspectives of both participants and sponsoring bodies. A similar procedure took place at the presentation of the report to CANEGROWERS at the end of Stage 1 and information from these interviews were incorporated directly into the next stage. Regular contact was maintained with participants of the leadership programs to monitor the outcomes from the leadership projects and offer support and access to relevant resources. An evaluation survey was undertaken at the completion of the project which provided an over view of the whole project and direction for the future. Information from this survey was supplemented with final interviews with CANEGROWERS staff and management.

### **3.3 The project – what happened**

- Agreement signed by all parties and approval given for the project plan
- Formed a Consultative Group with representatives from CANEGROWERS, UQ, Women in Sugar groups and elected women representatives, to provide input to the plan and to guide the processes and provide support and access to networks
- Gained the support of the national and regional CANEGROWERS board and management
- Established links, built relationships and set up networks between CANEGROWERS, women in sugar groups, DPI, BSES and other agencies

- To build networks and understand regional issues, focus group meetings were held in the Isis, Bundaberg, Mackay, Burdekin, Herbert, Tully, Tablelands and Mossman regions
- To ensure that best practice methods were used and that processes were at the ‘cutting edge’ a review of relevant literature was undertaken and circulated.
- At the completion of this stage of networking and investigation an issues paper was prepared and circulated to the consultative group and other interested women and staff of CANEGROWERS.
- Consulted with various groups including CANEGROWERS on the issues paper and strategic approach for increasing women’s participation,
- Planned and delivered leadership workshop May 28 – 31 “Welcome Aboard” (see details in section 4.2)
- The 15 participants of the leadership program implemented a range of projects linked to the training (see Appendix 2)
- Provided mentoring and on-going support to participants
- Presented a strategic plan to CANEGROWERS with options and recommendations on ways to increase participation
- Worked with CANEGROWERS staff and elected representatives on the implementation of the plan
- At a regional level worked with the women in sugar groups to provided training in drafting and implementing a regional strategic planning process
- Four Regional and one National Action Plan developed (see Section 4.2)
- Designed and distributed a kit to support participants standing for election (see appendix 7)
- Liaised with other SRDC funded programs to share learning, strategies, networks and support
- Set up an email group of participants of the leadership programs and other workshops to facilitate the dissemination of information
- Provided regular project progress reports to the SRDC and management of CANEGROWERS
- Maintained on-going communication between stakeholders and media
- Had two meetings with the consultative group to gain input and advice on project direction and outcomes.
- Conducted a survey to gain information on the impact of the project by women and men in the sugar industry and gain data about their needs and aspirations for the future.
- Presented final report to CANEGROWERS and SRDC and wrote summary article for the Australian Canegrowers Magazine.

Building capacity in individuals and within the various groups and organisation has been one of the key outcomes of this project. While not all the end results can be directly attributable to this project, the support, networking and encouragement and growing confidence are vital indicators of success. The following quote from the staff of the Burdekin office of CANEGROWERS captures some of the results of this work.

*“Since your visit to the area, the Burdekin Women’s Sugar Network (BWSN) have completed their Constitution, and written out their Strategic Plan 2007.*

*The BWSN have completed the following Actions: Trip to AACC Burdekin,*

*Attended Grants Workshop and Hosted 1st Ladies Forum in April (succession planning). This Ladies forum was planned in conjunction with CANEGROWERS Burdekin Ltd.*

*The BWSN is in the process of resubmitting the Tapping into the Tourist Market Grant Application and have organised the 2nd Ladies Forum (in August) (Mental Health). This Ladies forum, has been planned in conjunction with the Burdekin Regional Advisory group, CANEGROWERS Burdekin Ltd and Burdekin Mental Health Foundation.*

*The BWSN are also planning the next WISA. It will be held on the 6/7th March. International women's day Saturday 8th March. It is hoped that one of the mornings will start with a breakfast hosted by the Zonta club of Ayr.*

*The BWSN are meeting on Friday to talk more about WISA. Would Joy and/or Cathy be available to be guest speaker(s), if the BWSN decide on speakers?*

*The BWSN still rely heavily on our services. We try to encourage BWSN participation by handing out jobs, but still seem to be stuck with most of the work. We live in hope, as their first Elections will be held at the first meeting in (Feb) 2008.*

*The BWSN need ideas on what else they may achieve this year."*

*The Photo below shows some of the members of the Burdekin Women in Sugar group discussing planning with the consultants – Joy and Cathy*



## 4. OUTPUTS AND IMPACTS OF THE PROJECT

This next section of the report summarises the key impacts and learning achieved as a result of this research project. It contains information about the outcomes of the leadership projects, women standing for election, building confidence and results of the survey. This information was collected during formal evaluations of workshops, through regular mentoring sessions with participants, via discussions on the email group, fact to face visits with women, discussion following presentations to women in sugar groups and regular interviews with stake holders during all stages of the project.

### 4.1 The Project Brief

CANEGROWERS Strategy for Women and Teams.

The Sugar Research and Development Corporation (SRDC) funded this project “CANEGROWERS Strategy for Women and Teams” in partnership with CANEGROWERS. The specific objectives were the building of leadership capacity within the organisation and of supporting the women in sugar groups to work in partnership with CANEGROWERS to improve relationships and as a result to increase the leadership capacity of the whole industry.

The major outputs of project were to be the:

- ***Publication of a strategic document for CANEGROWERS.***

Result - Achieved.

See Appendix 1 which summarises the recommendations from the report to CANEGROWERS.

- ***Improving communications and linkages between women’s groups***

Result -Achieved.

While this is an ongoing goal, there has been significant improvement in communication between the women’s groups. Appendix 2 outlines leadership projects undertaken. Appendix 3 lists articles published in the Australian Canegrower’s Magazine covering women and Appendix 6 details the regional plans and aspirations for the Women in Sugar Australia (WISA) group and their plans for a national conference in 2008.

- ***Strong relationships within industry/government and non government organisations,***

Result – Ongoing

Strong network are being built both as a result of this project and other SRDC funded projects. Networks are fluid and it is difficult to isolate the direct impact

of this project. Both the leadership events were successful in improving relationships and building capacity between organisations. Leaders in the sugar industry have given their commitment to this project and given public support to women taking on leadership roles (this is evidenced by politicians and address to the Welcome Aboard Leadership program by CEOs Mr Bob Granger Chair SRDC and Ian Ballantyne from CANEGROWERS.)

- ***Ownership of clear strategies for increasing the participation of women in all activities***

Result - Foundations laid. Ongoing.

The presentation of the strategic plan to CANEGROWERS in 2006, the survey undertaken as part of the review of this project (see section 4 and appendix 4) and the Regional Action Plans for women and members of farm family teams have laid the foundations for a long term and sustainable process for increasing participation.

- ***More women in leadership positions***

Result – Achieved and ongoing.

Strong foundations have been laid for more women in the sugar industry taking on leadership roles. The nomination of 7 women to stand for election for boards of CANEGROWERS, fifty four (54) women actively participating in leadership programs and ongoing participation demonstrates this commitment. The women participating in these activities now have the skills to undertake leadership, including the ability to plan ongoing learning activities and set a direction for the future of their groups, their communities and sugar regions.

- ***Increased confidence in uptake of new technology and improved business practices***

Result – ongoing

The survey carried out as part of this project indicates there is strong interest in women and members of farm family teams in innovation and the uptake of new technology. However this is one area that needs more attention and it is proposed as a focus for the next stage of this project.



*In this photo, taken during the Welcome Aboard Leadership workshop, Therese Russell and Del Linneweber learn about new irrigation technology.*

## 4.2 Leadership

Building leadership capacity has been the key element of this project. This need has been identified during this project and supported in the literature. There is a strong call for leadership and change management strategies within the sugar industry. To facilitate this, two leadership development activities were carried out. In May 2006 the “Welcome Aboard” leadership training event was held in Brisbane and in February 2007 five regional leadership training workshops were held.

The leadership events delivered by this project have directly involved 54 women. It is estimated that a further 60 have been participants of workshops and related activities and around 270 women have been ‘touched’ through the various networks. A conservative estimate of 384, and this figure does not include the impact on other members of the farm family business teams. A strong beginning in an organisation which has 4318 members.

This experience with the women in the sugar industry, the CANEGROWERS’ survey and work undertaken in other projects, demonstrates that a considerable number of women in the sugar industry (and members of the farm family business team) have a keen interest in taking a more active role in their industry. There is clearly demand and potential for more actions and research in this topic.

To support this demand, one of the recommendations of this report is that further leadership activities be undertaken in the regions. To ensure there is full participation and evaluation of actions it is recommended that there be formal agreements or MOUs. These agreements would then set the direction for women in the sugar industry to play a more active part in their industry during 2008 - 2010.

### Welcome Aboard

Fifteen women participated in the “Welcome Aboard” leadership program. Skills covered included public speaking, networking, skills audits, networking, working in teams, project design, time management, using the media, funding opportunities, lobbying and advocacy and representation. Attention was also given to understanding the structure, organisations and issues impacting on the Australian sugar industry. Participants were invited to attend a state board meeting of CANEGROWERS and learn about current issues. (The first time ever such an invitation had been issued.) All participants undertook to design and implement a project which would involve them undertaking a leadership activity.

Results from these projects have had significant impact within the industry. In particular participants have been able to use their leadership skills in practical ways to bring about positive change within their communities and regions. New groups have been formed. Individuals stood for election. Innovations were introduced. Learning and travel grants (SRDC) were applied for. Workshops were held with other agencies including BSES and mills. Mentoring relationships were established. Research was undertaken. Information was gained and shared. And importantly participants’ skills and confidence was increased. As a direct result of these activities, these women are confident to lead the way for many more women to follow in the future. Details of the outcomes from these participants projects are included in the appendix 2

## Regional Leadership

Following the success of the “Welcome Aboard” workshop and with support from CANEGROWERS, four regional leadership and one national workshops were held. These have resulted in the implementation of four Regional Action Plans for women in sugar groups – Mossman, Tully/Silkwood/Innisfail, Burdekin, Mackay and one National plan providing support to the Women in Sugar Australia (WISA) national meeting. These events have included the skills of planning, of time management, of working to build capacity, forming a team, problem solving, inclusiveness, networking, running a meeting, communication planning and ongoing evaluation.

These plans have set the direction for women in the sugar industry to play a more active part in their industry during 2007/08. As a result there are now a significant number of women in sugar groups working in a strategic way to address their needs for education, training, new knowledge, understanding systems and industry issues. While it takes some time for these groups to implement their plans, it is encouraging to see progress is being made in the following areas: Mossman, Tablelands, Tully/Babinda/Silkwood, Burdekin and Herbert. At a national level the WISA group is well under way with plans for their national conference in 2008.

Appendix 6 details the plans and activities from the Network in Mackay, The Burdekin Women’s Sugar Network, The Women in Sugar Australia group and the Mossman women in sugar group.



*During the Welcome Aboard Leadership workshop, participants enhanced their networking skills. In this photo Noela Muller discusses the future of the sugar industry with the Minister for Agriculture.*

### **4.3 Elected Positions**

Nominating for an elected position

Clearly not all the women who stood for election at the March elections did so as a result of this project. However it can be said that the overall support for women by CANEGROWERS and public endorsement for women to stand for election, is a reflection of the success of this project in encouraging and creating an environment within the industry which is more supportive of women.

In the March elections there were 7 women candidates. Two of the candidates were current directors (\*) and one of the elected members of the Mill Supply Committee, Rosemary Micallef from Mackay, did not renominate.

Carmel Ahern - Burdekin  
Helen Viero -Burdekin  
Sandra Webb - Isis  
Dell Linneweber - Proserpine \*  
Joy Proctor - Proserpine  
Carmel Raldini from Mossman  
Maryann Salvetti - Tableland \*

The successful candidates were Carmel Ahern from the Burdekin, Del Linneweber from Proserpine, Maryann Salvetti from the Tablelands and Carmel Raldini from Mossman. An election was required in all of the areas except The Tableland and Mossman.

While the individuals themselves are to be congratulated on these results, the behind the scene work of staff and elected representatives of CANEGROWERS, members of the women in sugar groups, family supporters and friends also needs to be acknowledged. As one candidate is quoted as saying “Not everyone can be the chief. There needs to be Indians as well.”

### **4.4 Building Confidence**

These various leadership activities have had a strong influence on both individuals and the organisations they belong to. As confidence grows more people are encouraged to ‘have a go’ and a culture of participation begins to be established.

Below are words from one participant which help illustrate the effectiveness of the approaches adopted, the power of the leadership training, building the supportive environment and the growth in personal confidence.

*‘Leadership training ‘Welcome Aboard’ was inspirational last year. Would be great if a similar course was available again. It provided me personally with much more drive and confidence. It was the stepping-stone for me to meet and invite other women with similar interests to join forces in forming our local Women in Sugar group.*

*Progress has been a little slow in some areas but we have managed to have quite a few meetings and outings over the last six months. Since meeting with Joy and yourself in February we have had two guest speakers at our meetings. One was from FarmBiz and the other an Auditor from the mill regarding pricing. Also on field trip to Mourilyan Mill traffic office and down to the harbour for the loading of a ship. So far everything has been very interesting.*

*As you know last year I had a go at the local mill elections. Without the confidence I have gained through the course and meeting with you and Joy no way would I have gone there. My one regret is that I didn't take the opportunity to go to Canberra in February. “*

With the success of this project in engaging women and motivating them to increase their involvement in the organisation, CANEGROWERS has expressed interest in supporting a second stage. Recommendations in this report outlined in section 6, build on this support in developing a strong regional commitment to leadership and training.

#### **4.5 Evaluation Survey**

In order to gain feedback from participants and obtain data which would inform CANEGROWERS and support the initiatives begun during this project a survey was distributed. The results of the survey are discussed in this section.

The data from members provides information to assist CANEGROWERS in understanding women's priorities for the future. It also provides information on what activities CANEGROWERS could take to enhance the participation of women and members of the farm family business team.

Surveys were distributed via the Australian CANEGROWER Magazine. Thirty-four responses were received, of which 31 provided useful survey data. The survey data was collated in an Excel spreadsheet. The survey questionnaire is included in Appendix 4.

#### **Summary**

The participants in this survey were mostly middle-aged women who have strong community and business involvement. While only 7 were currently involved in woman in sugar groups and only 5 have had some involvement with this project, they have a strong interest in undertaking training and education in business and computer skills. Leadership training is also seen as important. They have two main requests of CANEGROWERS: to work with the regional women's groups to provide this training and to invite women to attend meetings.

#### **Analysis of survey results**

Responses from 4 males and 27 females were analysed. All were members of CANEGROWERS. The following regions were represented: Mackay (6), Bundaberg (4), Burdekin (3), Herbert River (3), Tully (3), Inkerman (2), Isis (2), Mossman (2), Farleigh (2), Pleystowe, Wide Bay, Southern and Rocky Point. This gave the survey a

broad geographical spread; however the number of responses from each region limits the elucidation of regional differences. Similarly the spread of age groups of the respondents was broad (between 23 and 60 plus years of age, see Table 1) but no clear difference in response between age groups was apparent.

While this is a relatively small percentage of the estimated 4318 women (and more if daughters, daughters in law, mothers and staff are included) who would be members of CANEGROWERS and it does not include the partners who would be active in the business such as wives, mothers in law, sisters and daughters it is a bench mark. It is anticipated that further surveys be undertaken on a regular basis and the data would then enable comparisons to be made.

Age too is an important indicator. The literature tells us that participation in agricultural industry organisations by women is related to age and their stage of life. Generally speaking younger women are involved in family and children centered activities and it is not until the children are at school or have left home that women are able to turn their attention to matters immediately outside the home. This is not to say that young/er women are not an important target group for programs. The success of the SRDC funded project “Generation Next” clearly shows that programs designed and targeted to meet the needs of young men and women are needed and are effective.

Table 1 Age Group of Respondents

Age Group	Number of Respondents
16-22	0
23-30	2
31-40	6
41-50	11
51-60	8
60+	4

#### Community and Business Participation

Nineteen respondents indicated they were members of community and/or industry groups, namely local Women in Sugar groups (7), Queensland Rural Women’s Network (5) and Mackay Women’s Network (3). Other community or industry groups nominated were sporting groups, P&C Associations, Regional Arts Council, Ethnic Councils, Neighbourhood Watch, WinHort, Rotary, Business Women’s Network, Meals on Wheels and various support groups.

The survey asked for about leadership positions held including being a director of a company, including family companies. Respondents held, or had held, a variety of positions within community and industry groups, as indicated in Table 2, for periods ranging from 1 to 28 years (average around 3 years). Significantly over a third have held the position of President. Other positions held included Vice President, Coordinator and Board positions.

Chart 1 Positions Held in Community and Industry Organisations

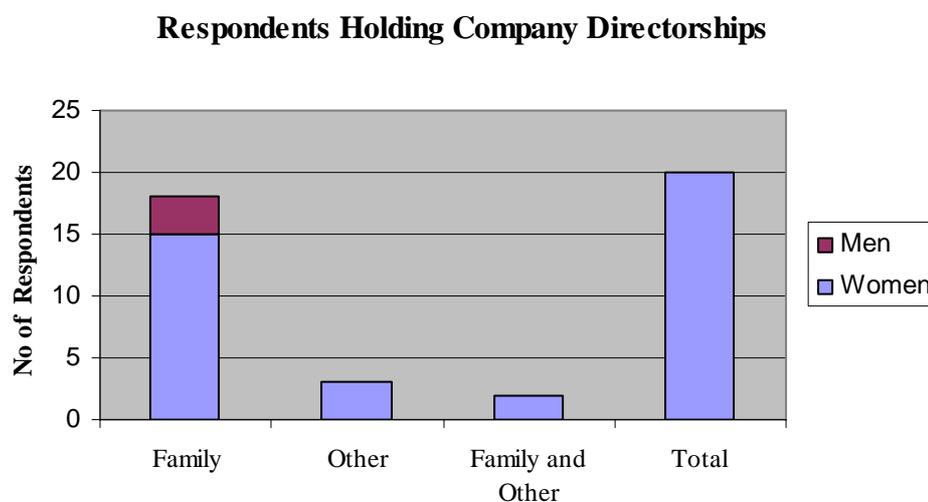


Chart 1 shows that there were a significant number of respondents (20) who held company directorships. Of these 17 holding directorships in family companies, and 5 holding directorships on boards or industry bodies, either separately or in combination with a family company directorship.

The data in these tables and charts shows there is considerable business, governance and leadership experience among the respondents. A significant percentage already has experience as an office holder in a community and business organisation as well as being a director of a company and particularly a farm family business. These are valuable experiences, skills and qualities which are currently under-utilised by the sugar industry.

#### Strategy for Women and Teams

Survey participants were asked about their knowledge and involvement in the CANEGROWERS Strategy for Women and Teams. Twelve respondents were aware of, or had participated in the Strategy, and 19 were unaware of the Strategy. The activities in which the Strategy participants were involved are shown in Table 2.

Table 2 Strategies for Women and Teams

Activity	Number of Respondents
Leadership Training ‘Welcome Aboard’	5
Meetings with Cathy and Joy	8
Strategic Planning	1
Meetings with staff, managers and board members	4
Other – Succession planning	1

Asked whether the involvement had helped their business, 5 respondents said yes, two said no and 3 indicated they didn't know. The positive responses included comments such as:

*'It made me more aware on how to help run a more interesting and informative meeting'*

*'More aware of cane growing industry, great networking, keeping up with changes, gain information and support'*

*'Yes, any learning or workshop assists business'*

*'Decision making'*

*'Doing bookwork, getting parts, giving hand putting implements on/off, run errands'*

### Planning Ahead

Participants were asked to rank the importance of training in the nominated areas for their future plans, as shown in Table 3 and Chart 2. The overall ranking was based on the level of importance from 1 to 5 given to each area by the respondents, which also corresponded closely to the number of responses in each category.

Individual respondents specifically mentioned computer training in MYOB, Quickbooks, updating computer programs in general, the use of e-business and the Internet, spreadsheets, graphs and business management programs.

Other areas indicated were succession planning, job skills such as resumes and meeting selection criteria, lobbying politicians on industry issues, value adding and innovative uses of cane such as biofuel and solar energy alternatives, workplace occupational health and safety and selling the farm.

Given the traditional roles of women in agriculture are usually those based around the office and home, it is not surprising to see the strong interest in business and computer training programs. This demand is also supported by research undertaken in the dairy and horticulture industries. While some regions already have well developed education and training programs for members, this is not the case throughout the industry. The women in sugar groups offer one way of connecting with more women, other ways are identified in table 5.

Table 3 Training Areas for the Future

<b>Training Area</b>	<b>Rank</b>	<b>No of Respondents</b>
Book keeping and financial management	1	20
Business management	2	20
Understanding the cane payment system	3	18
Environmental management	4	16
Computer skills	5	15

Accessing grants	5	16
Property Management Planning	5	15
Succession planning	5	17
Managing people	6	16
Emerging technologies	7	14
Leadership training	7	17
Marketing	8	15
Being a company director	9	13
Managing team communication	9	14
Climate change	10	12
Other	11	8

Chart 2. Training Areas for the future

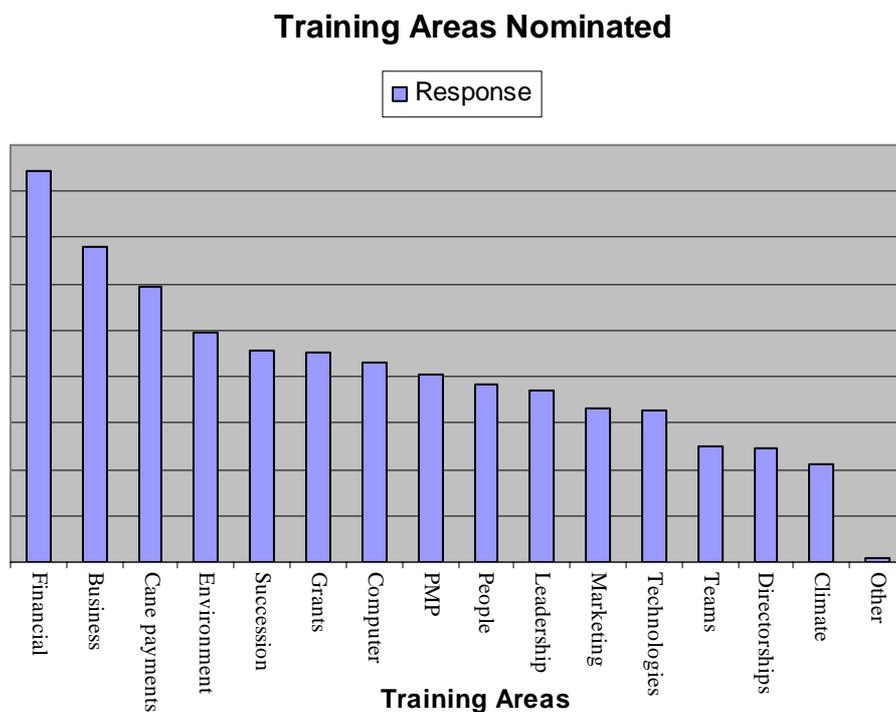


Chart 2 shows there is a strong demand for training in the finance, business, administration and economic areas related to agricultural production.

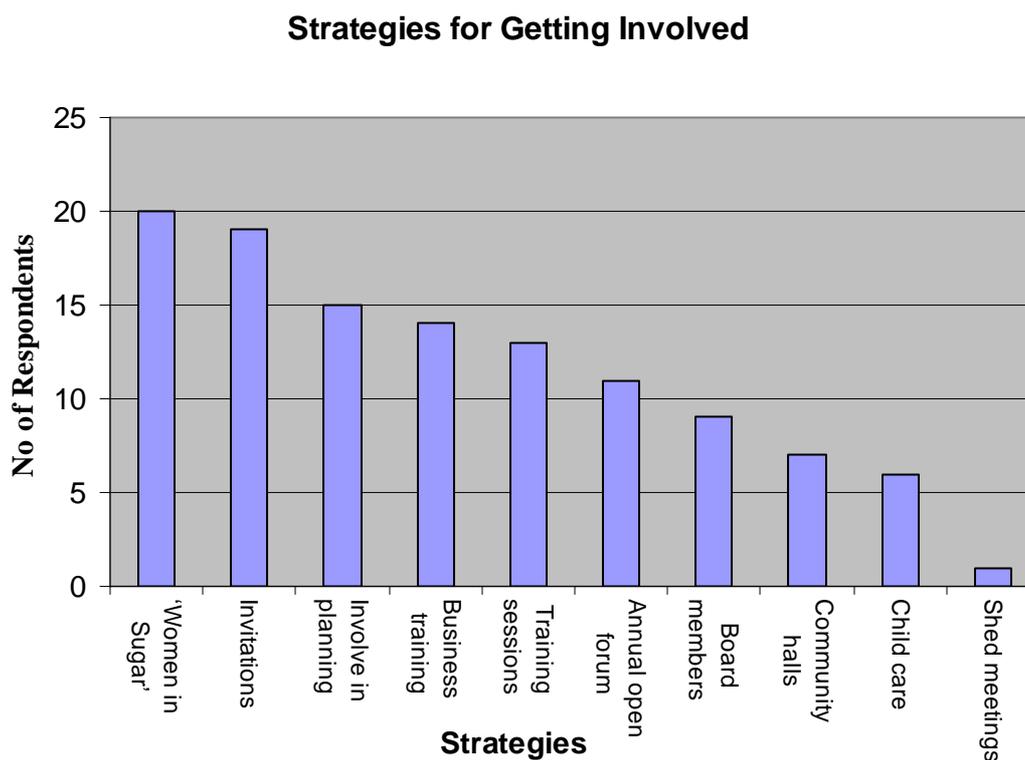
When asked what the regional CANEGROWERS organisation could do to get more women and members of the team involved in the sugar industry, the participants responded as shown in Table 4 and Chart 3

Table 4 strategies for Getting Involved

<b>Strategy</b>	<b>Ranking</b>	<b>No of respondents</b>
Support regional 'Women in Sugar' groups	1	20
Invite women to meetings	2	19
Involve women in the planning of activities	3	15
Business management training	4	14
Run training sessions	5	13
An annual open forum for all the industry	6	11
Board members going out to the smaller communities	7	9
Have meetings in community halls	8	7
Provide child care at meetings	9	6
Have more shed meetings	10	1

Other suggested strategies or activities included mental health and industry related illness awareness, field trips by women for women, making Centrelink more farmer friendly.

Chart 3 Strategies for getting involved



There are a number of initiatives listed in Table 4 and shown in Chart 3 which could provide value information to the sugar industry on preferred techniques for engaging with women and encouraging them to participate in industry matters.

The clear message from this survey is that the respondents value the support given by CANEGROWERS to the women in sugar groups. They see these groups as important infrastructure within the sugar industry and a key component of engaging women.

As not all women are members of the women in sugar groups, more women can be encouraged to participate in events and activities through direct and personal invitations to women, and other members of the farm family business team. A third important initiative is to involve relevant women in the planning of events. Through their involvement in the initial stages, event organisers will have access to the women's knowledge about suitable times, relevant venues and be able to assist with communication, transport, childcare and general support.

## 5 DISCUSSION: CANEGROWERS, Leadership, Women, and the Future

The message from this research project and the survey is clear. Women do want to be involved. They have relevant leadership skills, experience and motivation. They want to have more access to business and computer training. As indicated in table 5, their current preference is for CANEGROWERS (and other training providers) to work with them through the “women and sugar groups” and specifically to ‘invite them’ to attend meetings and relevant workshops.

During the evaluation stage of this project, CANEGROWERS’ managers, senior staff and elected representatives were asked for their feedback. When they were asked what were the major issues for increasing the participation of women and members of the farm family business teams the following three areas were nominated:

- Practical ways of incorporating women’s groups into the ‘main stream’ of the organisation,
- How to get all the women involved – not only those who were part of the women in sugar groups,
- Credibility: being seen to be sincere in their efforts to include women .

Clearly there is a disconnect between what the women are saying and the desired outcome from the perspective of the managers and senior staff of CANEGROWERS. It appears the solution is more complex than simply ‘inviting women to meetings or working with the groups’. If the problem was easily solved it would have been addressed.

Discussion between both CANEGROWERS and members of the women’s groups indicate that the nub of this issue is based around the structure of CANEGROWERS and its membership and voting rules.

### 5.1 Membership and Voting Rules

For many of the women involved in this project their perspective is that – as women - they are not ‘voters’. They do not see themselves and are not ‘seen to be’ legitimate members and their perception is that their needs and issues are not seen (by some in the industry) to be important. (This general issue of the sugar industry culture and its paternalistic nature has been outlined by Ian Plowman in the SRDC Technical Report 1/2007, P229.)

The Issue in brief: CANEGROWERS membership and voting has historically been limited to the name of the first person listed as the supplier. Thus there is only one member of the farming team who can be a member of CANEGROWERS. Traditionally this is the senior male.

As a consequence of the membership rules and the traditional cultural aspects within the industry, the large percentage of active participants in CANEGROWERS activities are the men. While there is a small number of women who participate in

activities, the significant majority of women who have an interest in industry matters have formed separate groups – these have become known as women in sugar groups.

In some instances these groups have a close relationship with the regional company of CANEGROWERS such as in the Herbert, where the women's group has formed as a separate branch of CANEGROWERS. In the Burdekin there is a very close and supportive relationship between the women's group and CANEGROWERS. Generally however the women in sugar groups seem to be on the periphery of CANEGROWERS and do not contribute to the activities of the organisation.

Women nominate this issue of membership as the major barrier to participation and leadership. It is clear that if in the long term - women are to become more involved in the organisation and its activities - then the issues around membership need to be addressed.

The organisation CANEGROWERS is aware of this issue and while they understand the feeling of the women, they also appreciate the complexity of changing the constitutions and voting rules. It appears that this issue cannot be addressed in the short term. However in leaving it for the longer term, it will be difficult to address the issue of trust and for women to feel that they are included in 'the mainstream' of the industry.

Until such time as this issue can be addressed and a higher level of trust and acceptance is built between CANEGROWERS generally and the women in the industry, working directly with the women in sugar groups appears to be the best short term solution.

However in saying this, it is clear that trust and inclusion are not necessarily related to training programs, and not all women involved in the sugar industry are members of the 'women in sugar' groups. It is important to note that there are many instances where there is trust and there are good positive working relationships. Clearly in the future it will be important to work on a number of 'fronts.'

In the short term it is proposed to build on these strong relationships and to work on the principle that success will bring its own rewards.

## **6. THE FUTURE - Next Steps and Recommendations**

Following a presentation on the outcomes of this project to staff of SRDC and discussions with senior management of CANEGROWERS it was agreed that there is potential and interest in continuing to work with women and members of the farm family business teams. A number of the CANEGROWERS regional companies have made significant advances in their work with women and in building relationships with all the members of the farm family business teams.

### **6.1 Building on these foundations – a second stage**

This report recommends that it is timely to build on the success of the initial work and to implement a second stage to this project. This would be a three-year plan to consolidate and develop this initiative through strategically working with a small number of regional companies of CANEGROWERS.

The aims would be:

To build on the foundations established during the first stage of the project to ensure that CANEGROWERS has

- Effective strategies for increasing the participation of women and all members of the farm family business teams
- More women in leadership positions within CANEGROWERS and within the sugar industry and communities which support the sugar industry
- Increased the uptake of new technology and improved business practices on the family farm
- Inclusive regional partnerships between women and relevant other stake holders
- Improved membership services for members

Outcomes

- To have processes in place which enable CANEGROWERS to effectively meet the needs of its membership with particular emphasis on the needs of women, farm families and members of farm family teams.
- To have a minimum of 4 formal agreements between women in sugar groups and regional companies of CANEGROWERS.
- To have formal processes in place for evaluating and monitoring progress, for continuous improvement, action learning and for the collection and analysis of data.
- A national event which focus on and showcases the achievements of CANEGROWERS' strategies for working with women and all member of the farm family team.

To achieve these outcomes it is recommended that CANEGROWERS call for expressions of interest from the regional companies to be involved in “Stage Two.”

Through their involvement they would work with the project consultants to;

- Conduct sustainability forums in four regions involving industry, government and community participants including business operators;
- Invite key industry and community leaders to address challenges for the industries and regional communities;
- Appoint four to six project teams (with appropriate mentors from industry and community) to investigate opportunities for products and services;
- Team commitment to the projects would be underwritten in a Memorandum of Understanding with a two-year investigation, reporting and implementation period;
- Enhance systems thinking, foster a culture of innovation and develop a better understanding of the horizontal and vertical connections across sectors in the industry and regional community impacts; and
- Communicate progress of the initiative to the sugar industry and broader communities in which cane is grown to demonstrate how integrated projects can work to achieve relevant outcomes.

It is proposed that a three way partnership be developed between CANEGROWERS State Office, a selection of CANEGROWERS' regional companies and the Sugar Research and Development Corporation (SRDC). Initial expression of interest could be called for in September 2007, with an application made to SRDC in September and a final proposal before the end of the year. If the funding proposal is successful the next stage would begin in 2008.

## **6.2 Recommendations for the Sugar Research and Development Corporation**

While undertaking this research, it has become very clear to the consultants that there is an urgent need to clearly identify women's contribution to the sugar industry. From the research undertaken for this project, and supported by the literature we know that women make a substantial contribution in many different ways, ranging from direct physical farm work through to leading the business decision making and caring for the family and community infrastructure. SRDC is playing a leading role in supporting the growth and development of the people aspects of the industry and the consultants are grateful for their support and encouragement.

The sugar industry as a whole could benefit from the following research activities:-

- A project to identify how many women are sugar cane farmers and what contribution they make to the industry (both in Queensland and Australia wide) – including the dollar value of their contribution
- A project to research the contribution Sugar Women's Groups make to the sugar industry
- Further projects to build the capacity of women and members of farm family teams to actively participate in industry affairs
- Projects to identify new ways of addressing the farm family succession issues that face farmers, particularly sugar cane farmers

- Research projects to investigate and quantify the role and contribution to the sugar industry of all the individual members within a farm family business, and the potential return on investment of effective, targeted extension programs, in the areas of business, communication HR management, innovation and marketing.
- Action research projects around the learning needs and aspirations of all members of the farm family business: what information is needed, how it is best delivered, what success would look like and design of effective evaluation tools which can be picked up by members of the farm family.
- Encourage all research projects to include a gender perspective and ensure that women are equally included in all stages of the design, implementation and evaluation of research.

*Recommendation: SRDC to take a lead role in encouraging gender inclusive R&D research and implementation programs*

- SRDC to initiate a meeting of all RD&C to discuss processes for drawing up guidelines and reporting processes which ensure that all research projects dealing with ‘people’ are inclusive of gender and age.
- That guidelines are developed for use by all RD&Cs to ensure that women are part of the consultation, design, implementation and evaluation of all research projects
- SRDC to take the lead role in encouraging relevant RD&Cs to work across industries in delivering leadership and business programs particularly for women, in regions where there are multiple industries.

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**APPENDIX 1**

**SUMMARY OF RECOMMENDATIONS – Report to CANEGROWERS 2006**

<p><b>Recommendations 6.1: Acceptance of Vision to increase participation by women in all CANEGROWERS activities</b></p>	<p>To July 2007</p>	<p>To July 2009</p>	<p>To July 2011</p>
<p>➤ <b>6.1.1</b> CANEGROWERS commit to the vision outlined above and develop Key Performance Indicators for each segment through consultation with regional companies, women members and women’s groups. That the agreed 5 year plan is resented to the inaugural women in sugar conference in July 2007. (Immediate)</p>	<p>Commitment to the asap. Plan <i>Presented to Women’s Conference</i></p>	<p>Annual reporting of KPIs. On going</p>	

<p><b>Recommendation 6.2</b> <b>Increase participation of women and teams in CANEGROWERS’ activities</b></p>	<p>To July 2007</p>	<p>July 2007</p>
<p>➤ <b>6.2.1 MEMBERSHIP: Long term</b> CANEGROWERS to establish a taskforce, with representatives from the full cross section of its members (including women and young people) to review its constitution with a view to amending the membership arrangements to ensure that all members of the cane farm family have the opportunity to actively participate in industry matters, and be represented through CANEGROWERS organisations.</p>		<p>Proce design consu under</p>
<p>➤ <b>6.2.2 PARTICIPATORY REGIONAL ACTION PLANS:</b> All CANEGROWER regional companies be supported to consult with their local members, stake holders, and interested others to prepare “action plans’ which specifically address barriers to participation and steps necessary to achieve the Vision. These “regional action plans’ would outline strategies to be implementation for increasing the participation of women and teams in all CANEGROWERS’ activities. Each regional company’s action plan would be locally relevant, have key performance targets and be evaluated and reported</p>	<p>Begin as soon as possible</p>	<p>Plans imple and o of str being repor annua repor</p>

against on an annual basis. (Process begun as soon as possible)		
<ul style="list-style-type: none"> <li>○ Attached to each “regional action plan” is a budget allocating resources to women in sugar groups to sub-contract them to market specific CANEGROWERS activities to women.</li> </ul>		
<ul style="list-style-type: none"> <li>○ Regional CANEGROWERS companies providing some financial and “in kind” support to women in sugar groups in recognition of the services they provide to a considerable percentage of CANEGROWERS members</li> </ul>		
<ul style="list-style-type: none"> <li>○ Appointing a project coordinator, to manage the implementation, coordination and monitoring of the “action plans” and increased participation program</li> </ul>		
<ul style="list-style-type: none"> <li>○ Building the capacity of CANEGROWERS to target women and teams as customers, through including in the annual training program for staff and management, professional development skills including consulting and working in an inclusive fashion with diversity groups.</li> </ul>		
<ul style="list-style-type: none"> <li>○ Regional Action Plans provide regular articles, images, stories and feedback to CANEGROWERS publications, including The CANEGROWER magazine and the annual report</li> </ul>		
<p>➤ <b>6.2.3 ANNUAL WOMEN IN SUGAR CONFERENCE:</b> Allocating resources to promote CANEGROWERS’ programs to women by sponsoring an annual conference/gatherings of women in sugar groups.</p>	First Q’land conference held	First National women sugar confe held
<p>➤ <b>6.2.4 COMMUNICATION:</b> Review publications such as the Annual Report &amp; The CANEGROWER, and other publicity material to ensure the true diversity of the industry in terms of gender, age and race is reflected in the images and language.</p>	Ongoing	

<p><b>Recommendation 6.3: Continue to support women to participate in leadership training, and to encourage them to contribute in an on-going way to the future of the sugar industry.</b></p>	<p>2007</p>
<p>➤ 6.3.1 Feature successful candidates in The CANEGROWER, local newspapers and Queensland Country Life and encourage candidates to mentor other women and support candidates to join project committees.</p>	
<p>➤ 6.3.2 CANEGROWERS to continue to sponsor Department of Agriculture Forests and Fisheries (DAFF) Company Directors Course, and RIRDC Rural Women’s Awards</p>	
<p>➤ 6.3.3 Continue to sponsor the Australian Rural Leadership Program (ARLP) and support women to undertake the program</p>	
<p>➤ 6.3.4 Encourage scholarship winners &amp; ARLP participants to mentor women producers,</p>	<p>Mentoring program established</p>
<p>➤ 6.3.5 Support and actively mentor suitably qualified women to participate on committees and boards</p>	<p>Mentoring program established</p>
<p>➤ 6.3.6 Invite female graduates of leadership programs to act as industry champions by featuring them in CANEGROWERS publications, being members of project committees, networking with women’s groups, mentoring other women and overseeing the CANEGROWERS regional action plans for increasing participation and adoption.</p>	
<p>➤ 6.3.7 CANEGROWERS to actively support regular, regional and state wide leadership programs for women in the sugar industry and where appropriate to do so in partnership with other organisations.</p>	<p>2 regional leadership programs held. 1 State wide</p>

<b>Recommendation 6.4: Address women's needs through CANEGROWERS activities</b>	2007	2009	2011
➤ 6.4.1 Develop and implement a system for evaluating existing and future projects & activities by gender relevance, through specifically seeking women's input into the design and evaluation of activities – linked to regional action plans		System designed	System running
➤ 6.4.2 Fund a workshop on farm succession planning at the annual Women on Sugar gathering/conference (as per recommendation 6.2.3)	Funding allocated		
➤ 6.4.3 Sponsor a greater variety of leadership and skill based course in the regions,	Link to action plans	Ongoing	Ongoing
➤ 6.4.4 Provide scholarships for women to attend relevant industry conferences such as the World Cane and Beet Conference in Brisbane in 2007	2007 budget		
➤ 6.4.5 Ensure adequate resources are made available to implement the regional action plans	2007 budget	Ongoing	Ongoing

<b>Recommendation 6.5: CANEGROWERS partner with other organisations to increase women's participation in relevant activities</b>	2007	2009	2011
➤ 6.5.1 Partner with Meat and Livestock Australia (MLA) to trial the co-delivery of some	Discussions held	3 joint workshop	

aspects of the EDGE network programs		Completed	
➤ 6.5.2 Partner with Queensland Department of Primary Industries (DPI & F) Horticulture Australia Limited (HAL), Meat and Livestock Australia (MLA) and Dairy to run regional leadership programs similar to the Welcome Aboard program	Discussions held		
➤ 6.5.3 Consider applying to Sugar Research and Development Corporation (SRDC) to further investigate the feasibility of partnering with other Research and Development Corporations (R&DCs) to broker the delivery of relevant products and services to other rural industries.	Discussions held		
➤ 6.5.4 Based on the recommendations in this report CANEGROWERS make an application to SRDC for a partnership funding program to implement the strategic plan for increasing participation of women and teams.	Before Sept 15, 06		
➤ 6.6.5 CANEGROWERS work with SRDC on the preparation of an information kit detailing how SRDC can support the increased participation of women and members of farm family teams in all aspects of the sugar industry.	Before Sept 15, 06		

<b>Recommendation 6.6: SRDC to take a lead role in encouraging gender inclusive R&amp;D programs</b>	2007	2009	2011
➤ 6.6.1 SRDC to initiate a meeting of all RD&C to			

<p>discuss processes for drawing up guidelines and reporting processes which ensure that all research projects dealing with ‘people’ are inclusive of gender and age.</p>			
<p>➤ 6.6.2 That guidelines are developed for use by all RD&amp;Cs to ensure that women are part of the consultation, design, implementation and evaluation of all research projects</p>			
<p>➤ 6.6.3 SRDC to take the lead role in encouraging relevant RD&amp;Cs to work across industries in delivering leadership and business programs particularly for women, in regions where there are multiple industries.</p>			



## *APPENDIX 2 – Welcome Aboard projects*

Veronica Lizzio writes....

"Leadership training 'Welcome Aboard' was inspirational last year. Would be great if a similar course was available again. It provided me personally with much more drive and confidence. It was the stepping-stone for me to meet and invite other women with similar interests to join forces in forming our local Women in Sugar group.

Progress has been a little slow in some areas but we have managed to have quite a few meetings and outings over the last six months. Since meeting with Joy and yourself in February we have had two guest speakers at our meetings. One was from FarmBiz and the other an Auditor from the mill regarding pricing. Also on field trip to Mourilyan Mill traffic office and down to the harbour for the loading of a ship. So far everything has been very interesting.

As you know last year I had a go at the local mill elections. Without the confidence I have gained through the course and meeting with you and Joy no way would I have gone there. My one regret is that I didn't take the opportunity to go to Canberra in February. I don't know if this has been any help with your report but I would like to think you two will get the funding to carry on your work with Women in Sugar."

The following section details the specific actions which have taken place since the first leadership workshop.

### ***Leadership Projects:***

**Carol Hamilton:** Objective to learn more about the sugar industry. In a few years will consider standing for the position as Chair of the Mackay Network

Action: a commitment to attend monthly shed meetings of the Mackay Women's Network and attends meetings of CANEGROWERS.

**Veronica Lizzio:** Objective to learn more about the sugar industry in preparation for taking on a leadership role through networking with regional women in sugar.

Action: Obtained more information about the working of the local Canegrowers board and the Tully Mill. Stood for election in 2007. Network with other women to support them to stand for election. Revitalized and reformed the Tully women in sugar group.

**Heidi Sexton:** Objective to undertake research and report on the needs and aspirations of women in the sugar industry. . Be a great Mum and mother.

Action: Research project completed on expectations of women in the Burdekin area. Report prepared and presented findings of research to Burdekin CANEGROWERS. Worked with management to implement findings Create a collage showing the various roles women play so that 50 years down the track we have a good record of women's work.

**Judith Falvo:** Objective to understand more about the sugar industry and to forum a women's group on the Tableland. . At the farm level to explore alternate farming mechanisms and become

more familiar with the farming technology. Within the family to schedule holidays into the family business timetable to enable the family to have a life outside of farming.

Action: Work with Tablelands CANEGROWERS to get funding to hold a workshop on "How to write successful submissions" Worked with BSES to run workshops. Using these initiatives to support women on the Tablelands to establish a women in cane network

**Amanda Gallo:** Objective to work with Judith to get funding to hold a workshop on "successful Submissions." Run 2 workshops on the tablelands for women in sugar.

Action: Worked with BSES to run workshops. Using these initiatives to support women on the Tablelands to establish a women in cane network. Establish a Rural Women's Network on the tablelands "to give rural women a voice and to engage and empower them to overcome their fears." One workshop held in 2007, another planned for 2008.

**Eleanor Betteridge:** Objective to consult with existing Women in Sugar Network to host a regional forum to share knowledge and build networks and to encourage and inspire women to contribute a different perspective. Research into the conditions for harvesting contractors and in particular the impacts of 24 hour continuous harvesting.

Action: Worked with the Mackay Group to host the WISA group meeting in 2007.

**Karyn Bliesner:** Objective: To become involved with and elected to the Townsville Enterprise Ltd – the peak tourism body in Northern Queensland. To establish a B&B for tourism. To remain an active participant in the women in sugar network.

Action; B&B established. Became a member of the AAC.

**Joy Guy:** Objective: To stand for election for a board position with CANEGROWERS. To complete the Australian Institute of Company Director's course and become a board member of the Women in Sugar Network group. Work with others (including Del) to have a national conference of women in sugar. Including the women from NSW, The Ord and Qland.

Action; Stood for election for CANEGROWERS Board.

**Del Linneweber:** Objective: To stand for election for the board position on CANEGROWERS. Through using her board position to encourage other women to become involved in sugar and associated industries. To work to form a local women's network.

Action: Stood for election for CANEGROWERS Board.

**Helen Viero:** Objective: To stand for election for a board position of CANEGROWERS. Revitalize the Burdekin Women's Network through organizing a trip up the coast. Verbal commitment to stand for election for a position in 2007

Action: Stood for election for CANEGROWERS Board.

**Therese Russell:** Objective: To learn more about the sugar industry and support the Mackay Women's Network. By December 2008 to nominate for a position in the Mackay Women's Network. To work towards a national conference of women in sugar in 2007.

Action: Organized a tour of the mill to increase knowledge and understanding of the sugar industry. Co-ordinated a meeting of Women in Sugar Australia (WISA) I Mackay in 2007. With members of the Network, attended a meeting of the Queensland Rural Women's Network. Attend CANEGROWERS meetings.

**Jane Clark:** Objective: Engage with other groups to make the Ingham Italian Festival even more successful and to promote the Ingham area, regionally.

Action: Encouraged and supported women to be active participants in the Italian Festival

**Annette Werner:** Objective: Host the Mackay Network meeting at her farm so they can experience the excellent local coffee.

Action: Meeting taken place

**Ann Jansen:** Objective: Continue on as Chair of the Mackay Network and to prepare a funding submission to SRDC to support a tour to other areas. Support a meeting of WISA (Women in sugar Australia) continue to mentor and support members of the Mackay Women's Network. Apply to SRDC for funding for WISA.

Action: Funding submission prepared and submitted. WISA meeting held.

**Noela Muller:** Objective: Actively seek to increase the productivity and profitability of the family cane farm.

Action: Fully engaged working within the farm family business

## **APPENDIX 3 - Articles in CANEGROWER MAGAZINE**

### **2 July 2007**

Women and Family businesses survey. Story and copy of survey. Page 3

Picture “Among the cane growers who attended a highly successful series of succession planning workshops organized by CANEGROWERS were Isis growers Val Plath and Betty Webb pictured here with presenter Lyn Sykes.” Story and Photo. Page 5

### **7 May 2007**

“Our new directors prepare for challenges: Women grower directors at Townsville were Dell Linneweber Proserpine, Carmel Ahem Burdekin, Maryann Salvetti and Carmel Raldine Mossman (Pic and story P 9)

### **23 April 2007**

Champ makes balance act work “Marty Richter with wife Sharon, daughter Micaela, 10 and son Matthew, 8.” Family photo Page 14

Herbert Awards. “A special Industry Award was presented to Josie Vecchio for her outstanding contribution to the industry through the women’s arm of CANEGROWERS, Development and Education with a Focus on Sugar (DEFOS), and her resolve to remain in the industry.” Story. Page 2

### **26 March 2007**

Award winner blazing new trail for sugarcane. “Business woman Sonia Maley (pictured) last fortnight won the 2007 Queensland Rural Women’s award. She is managing director of Resis Australia, which uses cane separation technology to create juice concentrates and healthy food containing increased dietary fibre.” Page 20

Women network, exchange ideas at conference. “Canegrowers Network Mackay hosted the successful Women in Sugar Australia (WISA) Conference. Story and Photo. Page 18

### **4 December 2006**

Women learn of best practice in Burdekin. Photo and story. Page 2 and 3

Juggling family, teaching and farm work major challenge. “This is another in the series of profiles of Bundaberg women in Sugar members.” Photo and story. Page 2

### **20 November 2006**

Far North Queensland sugar women get the scoop. “Not prepared to be the silent business partner, women of the sugar industry in Babinda, Innisfail and Mareeba know their place in the value chain.” Photo and story. Page 15.

**29 November 2006**

Magnificent women in harvesting machines. Catherine Blundell – harvesting driver studying for a law degree and Hanna Stinson..young mother into third season of hauling. Pic and story. Page 18

**23 October 2006**

Women in Sugar: Couple aims to notch up 50 years in the industry. Profile of Bundaberg Women in Sugar member, Barbara Chapman. Photo and Story. Page 12.

**11 September 2006**

Women in Sugar: From Wimbledon to battling change at Innis Park. Profile Bundaberg Women in Sugar member Marilyn Rasmussen. Photo and Story. Page 2

**17 July 2006**

Women in Sugar: Cane more than a business. Profile Bundaberg Women in Sugar member Jenny Rule. Photo and Story. Page 19.

No date:

The long haul for 6am is no problem for Jade. “Mackay cane grower and harvester driver David Galea was impressed by the ability and attitude shown by new haulout operator Jade McFadzen, 24.” Story and Photo. Page 17

# CANEGROWERS Strategy for Women and Teams Survey

CANEGROWERS have been working with the Sugar Research and Development Corporation to increase the involvement of women and members of the family business team. We are asking for 10 minutes of your time to help us evaluate the program and decide what we should be doing for stage 2. Please return to CANEGROWERS by July 13th

Thank you for your help with this survey. All responses will be treated confidentially.

*Please answer questions that are appropriate to you.*

**1 Are you**

Female	<input type="checkbox"/>
Male	<input type="checkbox"/>

**2 How old are you?**

16 – 22	<input type="checkbox"/>	23-30	<input type="checkbox"/>
31 – 40	<input type="checkbox"/>	41 – 50	<input type="checkbox"/>
51 – 60	<input type="checkbox"/>	60+	<input type="checkbox"/>

**3 Are you a member of CANEGROWERS? If yes, which region?**

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Region			

**4 A. Are you a member of other community or industry groups?**

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
CWA		QRWN	
Local Women in Sugar group		Mackay Women’s Network	
Other - please specify			

**B. Please tell us if have held a leadership role in any community or industry group and for how long?**

President	<input type="checkbox"/>	Treasurer	<input type="checkbox"/>
Secretary	<input type="checkbox"/>	Fundraising	<input type="checkbox"/>
Publicity	<input type="checkbox"/>	General member	<input type="checkbox"/>
Other - please specify			

**5 A. Do you hold a company directorship position? If yes, please indicate the type of company?**

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Family company		Other company – please specify	

**6 Have you heard about the CANEGROWERS’ Strategy for Women and Teams activities on which Cathy McGowan and Joy Deguara have been working? Which activities have you been involved with?**

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
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Leadership Training 'Welcome Aboard'	
Meetings with Cathy McGowan and Joy Deguara	
Strategic Planning	
Meetings with CANEGROWERS staff, managers and Directors	
Other – please specify	

**B. Did your involvement help your business?**

Yes		No		Don't know	
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**C. If yes, how?**

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**7 Thinking of where you would like to be in 5 years time, how important would training in the following areas be to you? Please rank 1 to 5 with 5 being the most important.**

Training and Support			
Leadership training		Succession planning	
Marketing		Business management	
Bookkeeping/Financial management		Managing team communication	
Managing people		Property management planning	
Environmental management		Accessing grants	
Understanding the cane payment system		Climate change	
Computer skills (please specify)		Other (please specify)	
Being a company director		Emerging technologies	

**8 What could the regional CANEGROWERS organization do to get more women and members of the team involved in the sugar industry?**

Getting Involved			
Invite women to meetings		Marketing workshops	
Involve women in the planning of activities		Business management training	
Have meetings in community halls		Run training sessions	
Have more shed meetings		Board members going out to the smaller communities	
Provide child care at meetings		An annual open forum for all the industry	
Support regional 'Women in Sugar' groups		Other (please specify)	

**of the team involved in the sugar industry?**

Thank you for your time. A report on this survey will be published in the Australian Canegrower magazine in August. Please return the completed survey to: ***Strategy for Women and Teams  
CANEGROWERS GPO Box 1032, Brisbane Qld 4001 or Fax 07 38646429***

## **APPENDIX 5– Literature review:**

### **The Sugar Industry**

In his report on the sugar industry Hildebrand (2002, p43) expresses great optimistic for the future of the industry. The report states that *“the industry’s best chance to survive and flourish is largely up to itself; on its willingness to change the way it organizes itself in Queensland; on learning to cooperate and take up good ideas of which there are many; on its willingness to support the best, most energetic and most able talent to lead for the good of each mill area or region.”* While the report does not specifically mention women, it is clear that women have, potentially a very important role to play in this future. They make up half the farmers in Queensland and half the membership of CANEGROWERS. They obviously have at least half the good ideas, half the talent and are keen, energetic and able to take on leadership responsibilities.

Despite this potential, Barbara Pini in her PhD thesis (Pini. B., PhD Thesis 2001) is pessimistic in her critique of the sugar industry and its potential to recognize, acknowledge or value the women members of the industry. *“In summary women are absent in leadership positions across the whole of the sugar industry and so, non-existent as mentors, role models or change agents. Further more, women and the nature of their contributions to industry are invisible in the publications of CANEGROWERS, the wider industry and broader media. The work they do is not afforded value in these publications, nor the knowledge they have, given status”*

*A landmark document published by the SRDC as a technical report “Research and Development Strategies to Advance the Australian Sugarcane Industry 2007” discusses the ‘people development arena’ within the sugar industry. Ian Plowman in his paper titled “Innovation: Why We Can’t Wait, and Therefore How We Can” has important insights to offer on the culture within the sugar industry. “Boutha, Coutts and Plowman mapped the cultural norms of the sugar industry in the Herbert. Their ‘cultural inprint’ revealed strong cultural undercurrents, often un conscious, that pervade the industry. These undercurrents include ‘paternalism’, where an organization sees its responsibility to act on behalf of others; ‘dependency’ where elements of the industry look to other elements to solve their problems; ‘distrust’ where there is a preconceived negative bias; and a ‘problem-focus’ as opposed to solution focus.” (p 229) While not specifically focusing on women, these comments do indicate why change is difficult and importantly why women may find it difficult to reach their full potential within the industry.*

### **Women in agriculture**

Women are a critical part of the farm management team in Australian agriculture. With 98% of Australia’s farm businesses run by farm families (Gaurnaut and Lim-Applegate 1998), women are a significant part of the agricultural workforce. Often, however, the contribution of women is invisible. As illustrated by Pini, while this is the case in the sugar industry, it is also across most agricultural industries.

Since the late 1980's, research has been conducted to quantify the contribution of women to agriculture, with the Missed Opportunities – Women in Australian Agriculture report (1998) reporting the following: *‘In 1995-96, the National Accounts report that the market value of farm input was \$14.5 billion. When you include the value of household work, volunteer and community work and off-farm wage income earned by people on farms, the real farm income was just over \$28 billion. Women contribute 48% of this real farm income.’*

Based on a survey of farm women in the broad acre and dairy industries in 1993-94, Garnet et. al (1999) found that women make up 47% of the people in Australia's commercial farm businesses and 44% of Australia's livestock industries (this excludes dairying which is a minor, but significant contributor to the livestock industry)

Table 1 Number of women involved in commercial farming operations 1994-95

	Females	Males	Total
All farming	71 433	81 141	152 574
% of all farming	47%	53%	
Mixed livestock-crops	25 002	46 250	71 252

Source: Garnaut et al (1999)

Outside commercial family farm businesses, women also contribute to the sugar industry as small farmers, new farmers, specialist operations, farm labourers, harvest operators, contractors, farm consultants, accountants, bankers, educators, trainers, researchers, media and government representatives.

On –farm women also contribute to farm management, administration and farm labour as well as the more traditional roles of wife, mother, community worker and educator.

At any one time, a farm management team member may have a number of roles, ranging from farm labourer, to administrator, to farm business manager or off-farm office worker. Based on research in the UK, Gasson and Errington (1993) developed a typology of roles of farm women. This has been adapted to include on-farm and off-farm roles, for both men and women.

In this model, any member of the farm family may be acting in one or more roles. These roles will vary according to the family circumstances, the stage of farm succession and the structure of the farm business. In some cases they may be the major decision maker for particular aspects of the farm business, in others they may contribute to decisions, and in others they may not contribute at all.

In her Australian Bureau of Agriculture Research and Economics (ABARE) publication, *Women on Farms*, Gooday (1995) found that women were involved in the family farm business in a range of ways. Some women worked alone and were solely responsible for

the decision making and operation of the farm, while others shared the decision making about the financial structure of the business, sales and purchases of livestock and crops, farm labour and family and household duties. Some assisted during peak times but were not involved in the day-to-day farm operation, while other women worked in the home tending to household duties or had full time, off-farm employment (Gooday 1995 p2).

Garnaut et. al 1999 (Table 2) demonstrated that the number of hours women from broadacre and dairy industries spent on farm management issues is very close to that of men. Women contribute fewer hours than men to operational tasks, and more to office administration.

Table 1. Hours per week spent in various roles by members of the farm family business

	Females	Males
On-farm employment	16	48
A:Record keeping, organising the purchase of goods and services	4	3
B:Acquiring information and knowledge	0.75	2.5
Total farm management (sum of A and B)	4.75	5.5
C: Paddock and stock work and maintenance	14	45
Household work, childcare, community and voluntary work	40	7
Off-farm employment	8	6

Source: Garnaut et al (1999)

To date there is no specific data on women's overall contribution to the sugar industry. It is an important piece of research which needs to be undertaken. However for the sake of this report, we can assume that their roles and contribution are similar to other industries, if not more intensive, given the strong family nature of the sugar industry.

### ***Women's Participation in Learning Activities***

Research on capacity building in the agricultural sector has demonstrated a link between training and profitability (Kilpatrick 1996). In addition, where the whole family farm team is involved in learning, even greater gains can be made (Kilpatrick and Bell 2000). This is because all team members are involved from the beginning and are able to make joint shared decisions, rather than one member trying to convince another member of the benefits of a new approach. During the process of implementation, team members can also provide support to one another to assist with problem solving and in providing the confidence to move forward.

An analysis of National FarmBis II figures for 2000-2004 shows that on average, 26% of participants in subsidised agricultural training courses were women (DAFF 2005). This compares with a participation level of 31.9% in the sugar industry.

Table 1 FarmBis II – Queensland Sugar Industry – Participation in Training Events

Total Participants in Sugar Industry Training Events	Total Women Participants in Sugar Industry Training Events	Percentage of Women Participants
3522	1123	31.9%

Table 2 FarmBis II – Queensland All Industries – Participation in Training Events

Total Participants in All Industry Training Events	Total Women Participants in All Industry Training Events	Percentage of Women Participants
28,829	9954	34.5%

While this participation rate of 31.9% is relatively high compared to other national industries, (sheep for example is 21% & beef is 33%) it is low in comparison to the overall Queensland participation levels, and does not reflect the proportion of women contributing to the on-farm management of agricultural businesses (44-47%).

Other surveys of women’s needs support this evidence. Rural Industries Research and Development Corporation’s (RIRDC’s) most recent analysis of rural business women (which included farmers) demonstrated a preference for training in the topics of business planning, financial management, computer technology, and marketing, followed closely by technical aspects of production (Houghton and Strong 2004).

In many cases, an inability to address issues relating to communication, financial management and succession planning can prevent family farm businesses from being able to make the advances available through production research and development.

Women’s ability to contribute to the farm, however, is often restricted by the needs of other farm family members – and this is in part determined by the stage of the family in the family cycle. Using data from ABARE surveys of people in farming, the proportion of women in a range of farm roles, based on their stage in the family cycle it is evident that at least 27% of women are at any one time engaged in childcare of some form. If obligations to off-farm work are also taken into consideration, it can be seen that women face significant barriers to participating in off-farm training during work, school hours, or non-school hours. The low average family income of families on sugar farms compounds this problem.

In his report on the sugar industry, Hildebrand (2002, p 26) emphasizes the need for a significant improvement in business skills, especially in the regions if the mills are to reach their potential. *“There is a general lack of the full suite of business management skills, probably because the industry is more production-oriented than profit – oriented”* He goes on to say that *“men and women with ideas but lacking experience and sometimes stilled by what they described as older, conservative miller-corporate or hierarchical farmer-corporate bodies.”* While he is specifically referring to the mills, these comments can be applied in general to the sugar industry. The real opportunities lies in the fact that research has showed that (in general) women are significantly more interested in the business and profitability side of the industry.

### ***Membership of Farmer Organisations***

While women’s ability to participate in farmer organizations is influenced by their stage in the family cycle, the needs of dependent children and parents, as well as the level of knowledge, family structure and interest, the most significant barrier is the membership arrangements and the ability to vote. (DoTaRS report 2006).

Where organizations limit membership to one vote per business enterprise, as in CANEGROWERS, the traditional and often accepted practice is that the vote is held and used by the eldest male. Given the nature of membership in CANEGROWERS is for an enterprise, it is not possible to isolate the membership figures by gender.

Women, young people and other members of the farm family team usually acknowledge this practice. However they also understand that because of the specialisation of roles within the farm family business, this traditional role may need to change in the future.

Until relatively recent times, membership of CANEGROWERS has been compulsory for the cane farming business, hence, membership was guaranteed. While CANEGROWERS has generally maintained a high level of voluntary membership, as time goes by, it may become necessary for the organization to consider a change in its membership structure to ensure that the organization continues to be seen by all members of the farming family as a relevant industry representative organisation.

Where organizations have changed the voting arrangements in recognition of the diversity of skills and roles needed to run a modern sophisticated farm family agricultural business (such as Agforce,, United Dairyfarmers of Victoria UDF, and Victorian Farmers Federation VFF) there has been significant uptake of the opportunity to vote and subsequently an increase in participation in organizational activities. In the UDV for example, currently there is gender balance across all leadership positions.

### ***Income levels and impact on participation***

For women on farms, lack of access to independent sources of income, combined with a lack of recognition of their contribution to farming, means access to this narrow pool of funds for investing in training and other activities, is severely limited.

Garnaut and Lim-Applegate (1998) reported an average farm income of \$9 866 for owner manager families on broadacre farms in 1994-95. Income from off-farm wages (\$20 739), investments (\$8 060) and social support (\$5 103) brought this up to \$43 768. The average family income for broadacre farm couples with dependent children was \$35 191 in 1994/95, significantly less than the average for non-farm families in Australia of \$50 440.

On top of all these economic and structural barriers to participation in industry activities is a social and organisational culture which places males at the centre of farming, in many cases without recognising it is doing so.

The Missed Opportunities report of RIRDC (1998) identified a number of such barriers:

- The organisational culture in agricultural industries is seen to be male-oriented and unwelcoming
- Family unfriendly workplaces – lack of flexibility
- Women's self-perceptions that their skills and abilities are inadequate for the task
- Absence of role models and mentoring
- Lack of recognised experience due to failure of organisations to apply 'merit' principles, while valuing a narrow set of traits
- Lack of access to training
- Legal recognition of women's role on farms

Kerby et al. (1996) translated these barriers to women's participation in agricultural industry programs into a checklist for designing, implementing and evaluating programs. This checklist incorporates the issues raised in the literature. Where this checklist has been used (for example in programs in the dairy and horticultural industries), participation of women has been increased.

## ***Kerby's check list for Valuing Women as Customers/members***

### ***Changing the mindset***

Are you:

Listening to the ideas, opinions and perceptions of both men and women?

Recognising the varied skills, knowledge and experiences of our customers?

Acknowledging the varied and sometimes different learning needs of men and women?

Accommodating the learning needs of women and men?

### ***Networking***

Have you used networks by:

Referring to your own list of women customers?

Asking these women to invite other women?

Sending the information to relevant organisations and groups?

Accommodating the learning needs of women and men?

### ***Inclusive language***

Are you using language in which:

People are treated equally?

No irrelevance is introduced?

No one is excluded?

The style is consistent?

### ***Consultation and planning***

In your planning:

Are women involved in the process?

Do women have some ownership of the activity?

Does the activity address the priorities of all customers including women?

In designing the program:

Have you discussed with women an appropriate format, venue and content for them?

Do they prefer separate activities (to men) or combined?

Do the speakers/contributors you have engaged reflect the input of the planning group?

Is it possible to include women as speakers or contributors?

Have you briefed your speakers about inviting participation from the women present?

### ***Planning an activity***

Is the venue:

Appropriate for women?

Known to women?

Comfortable and inviting?

Accessible?

Used by the community for other activities?

Offering appropriate facilities for women and men?

Are the timing, costs and childcare appropriate for women?

### ***Childcare arrangements***

In organising childcare:

Have you included the costs in your administration costs?

Does the venue have childcare facilities?

Have you encouraged the attendance of children if childcare is not available and provided activities for them in the program?

Have you offered to reimburse the parents for the cost of childcare?

### ***Promotion***

In your promotion:

Have you targeted women?

Have you direct mailed both partners?

Have you personally invited women by telephone, word of mouth or letter?

Have you informed community and school newsletters?

Have you used daytime television and radio?

Evaluation In evaluating the activity:

How will you measure the outcomes of the activity against the objectives?

Have you allowed for feedback from participants?

Source: Kerby et al. (1996)

### ***Summary of Literature and its relevance for participation***

The literature presented so far demonstrates the significant contribution women make to Australian agricultural industries. It also shows the diversity of roles, and how these roles are affected by the woman's role on the farm, the stage of the family cycle, her participation in off-farm work and her farm income.

The current levels of participation in programs are moderate, and there are opportunities to increase this significantly. However economic, structural and cultural factors, such as the invisibility of farmwomen within the sugar industry make it difficult for women to participate in industry programs and organisations.

There exists a potential to increase participation of women and teams. Addressing the barriers identified, exploring partnerships with women's groups and other industry groups seeking to involve this target group, can do this.

## **APPENDIX 6 – Outline of second leadership program and action plans:**

In January and February as part of the second round of leadership training events, 5 strategic planning workshops were held. Participants were selected from local and regional “women in sugar groups” and other women interested in being involved. The events took place in Mossman, Tully, Townsville, The Burdekin and Mackay. In total 28 women participated in these workshops.

The key element to the training was enhancing the skills of the participants in planning, time management and working with a team to ensure successful implementation. The expectation is that the participants take the skills and share them with the wider women in sugar community with the result being that the groups become sustainable, focused and deliver tangible practical results to the industry.

Plans for Mossman and the Burdekin are attached. The main outcome from Mackay was to apply for funding for a Women in Sugar Australia (WISA) conference in 2008. This initial application was unsuccessful. It is anticipated that a second application will be made in the near future. In Townsville the main outcome was agreement to form a women’s leadership network. The next meeting will take place in September and it is too early to have any specific outcomes from this event.

Reports prepared by members of the Mossman and Mackay workshops are copied below.

The action plan for the Mossman called for the establishment of a women in sugar group in the Mossman area. Achievements from this planning process are summarized below.

### **6.1 Establishment of the Mossman Women In Sugar Group.**

Summary Prepared by. Carmen Hennng-White and Tammy Pelizzari

#### **Achievements:**

- Three meetings have taken place.
- First, 14th March 2007 we had eight women attend and invited Mr Fredrick Marchant the Sugar Executive Officer from FNQACC who played an important role in helping us establish the group with SWAT analyses and planting the seed for future developments.
- Second meeting held on the 2<sup>nd</sup> April 2007 with an attendance of six women with Mr Fredrick Marchant attending to help reiterate our mission and establish a mission statement and help to motivate the group. The group also decided on a variety of workshops that we would like to run in the future.
- A decision was made to invite the Qld Rural Women of the Year Mrs Sonya Maley to give a presentation on her Cane Separation Project.

- The third meeting was held on the 19<sup>th</sup> of April 2007 with an attendance of 5 women, we made a unanimous decision to have our first workshop on GST/Tax, Superannuation and relevant accounting methods. Postponing Sonya's presentation to later in the year with the intention of Inviting further a field WIS groups and combining this presentation with a tour of the plant while it is working during the Sugar Cane season.
- Attending a Workshop in the Tablelands on Successful Grant Application, This was a vital part of Networking and building relationships with other Women in Sugar groups.
- We also informed them of our upcoming presentation with Mrs Sonya Maley and received very positive feedback.

#### **Next Steps:**

- Organisation of the Tax and Accounting workshop. Contacting Mr Jeff White, Financial Planner from FNQACC in Cairns to attend this sometime at the end of May or the start of June so as to ensure information is utilized before the end of the Financial Year.
- Plan for workshop with Mrs Sonya Maley during the Sugar Cane season so plant inspection will be possible.

## **6.2 REPORT ON THE MACKAY GROUP ACTIVITIES .**

**Prepared by** Therese Russell

We held our WISA meeting in Feb/March this year and it was very successful having women attend from Bundaberg, Burdekin and Herbert, regions. The first day was taken up with meeting at Canegrowers Board Room, each district reported on what was happening in their regions and also their Women's Networks, the 2nd day a bus tour, taking in B.S.E.S., Sarina Mini Mill and lunch at Sarina League's club, and a visit to Hay Point Coal Terminal.

Through out the year we have by monthly meetings which we call our general meetings and the other months we have executive meetings. Last general meeting was our Annual "Out of Town" meeting which was held at Western Suburbs League's club, that meeting attracted some new young cane growing women which was very pleasing to see.

Each month we have input into our own local Canegrowers Newsletter - "Network News", we advise women and canegrowing families of whats happening within the Network, when and where our meetings will be on. The Network also contributes to articles in The Rural Weekly, previously know as The Bush Telegraph and also to another rural news paper The Walkerston Advertiser which also attracts rural readers. We

have also had articles published in the Australian Canegrower. We had 2 large articles in the Australian Canegrower the first one on Barbara Walker, retiring as Network secretary after 13 years and a story of WISA meeting/forum in Feb/March 2007.

Impact on Sugar Industry Training Program by supporting the participations as the Network had an executive member Joy Guy participate in the program I was also invited to the graduation afternoon.

Last August a group from Canegrowers Network Mackay attended the QRWN Conference in Noosa, I was included in that group, it was an excellent conference and a great occasion to network with other rural women from throughout Queensland. The speakers at the conference were of very high quality

In November 4 of our Network Members attended the "Here come the Women" Innovation Showcase in Ingham. Tracey Curro previous Sixty Minutes reporter interviewed three women that have made a difference to the Sugar Industry they were Desley Vella, Caroline Coppo and Sonia Maley. The following day we visited 3 properties in the Burdekin Distrust by bus, the day was organised by the Burdekin Women in Sugar.

Four of our Executive members were invited to Canegrowers Executive Meeting in April, our men folk seemed to have appreciated our input, we were advised that we will be invited to meetings in the future.

Only this month on behalf of the network I attended a Pampering Day which was held for Rural Women at Mirani, the day was sponsored by Relationship Australia, a very enjoyable day. It was in the middle of a very wet patch we were having so the turnout was not good.

I was also invited to attend the official launching for the Rural Weekly which was held at the Daily Mercury, as the Network contributes news articles on a regular basic.....everyone gives me heaps about my photo being in the media, so I feel I have pushed my project along and made myself more known and have gained confidence within myself.

The network have been asked if we would like to participate in a teleconference. Emma Jakku CSIRO Jenny Bellamy UQ, Iris Bohnet CSIRO have been holding meetings and interviews with women in the sugar industry from Bundy through to Mossman areas. They would like to combine all areas with a telelink interviewing women in the sugar industry from these areas. They would like to combine all areas with a telelink to get an overview of the industry from a women's point of view, and how they can assist in any areas. Not sure when that will happen.

Also for network members attended a Suncorp Metway Futures Forecast, advising us on sugar prices for the 2007-2008, what other countries are doing with their sugar and their production, interviews with women in the sugar industry from these areas. They would like to combine all areas with a telelink up to get an overview of the industry from a women's point of view, and how they can assist in any areas.

That is just some of the things I have been involved in, probably one of the highlights is when we had 4 new younger women attend our last meeting, so we will be contacting them again when our next meeting is on and asking them to bring along other young canegrowing women.

6.4 Flyer for the Tablelands WiS group with BSES and Bundaberg Mill

6.5 Burdekin Women in Sugar Group – Strategic Plan – see next page

6.

# ***NORTHERN LIGHTS SUGAR NETWORK***



***Model  
REGIONAL STRATEGIC  
PLAN  
2007 2008***

# ***NORTHERN LIGHTS SUGAR NETWORK***

## ***Background***

The Northern Lights Sugar Network has been set up by women sugar cane farmers who have common interest in enhancing the opportunities for all farmers, particularly women and young people to make a valuable contribution to our sugar industry.

The group aims to work in conjunction with any other groups with similar aims, and in particular, seeks to work closely with Canegrowers Ltd to encourage more active participation by all sectors of the industry in all industry matters.

## ***Vision***

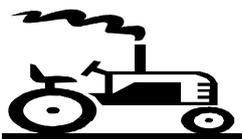
A Sugar Industry that benefits from participation of a wide range of growers including, men, women and your people in the governance of our industry

## ***Mission***

Members of our network are committed to providing opportunities for women in the sugar industry in our region to participate in a range of activities that enable them to become more active participants in our industry

## *Goals to achieve our Mission*

- Have Canegrowers Ltd invite our members to attend their Board meetings at least twice per year
- Organise at least one Travel and Learning experience for our members per year
- Hold 3 Training Days in conjunction with Canegrowers Ltd per year
- Hold 1 Field Day per year on one of our members farms
- Hold at least 1 major event in conjunction with Canegrowers Ltd per year
- Undertake a drive to gain more active members for our group at least once per year



## *Action plan for Northern Lights Sugar Network 2007-08*

Goal	Activity/Action	Who is Responsible	When By
Have Canegrowers Ltd invite our members to attend their Board meetings at least twice per year	Meet with Canegrowers CEO and Chairman to discuss the matter	President, Secretary & Treasurer (or delegates)	1 <sup>st</sup> March
Organise at least one Travel and Learning experience for our members per year	Discuss possibilities with members Contact SRDC re: timing for travel grants Investigate what activities are happening, within and outside of, Australia e.g. World Rural Women s Congress	Whole of membership  President  Secretary + Interested Members	March 2007  1 <sup>st</sup> March 2007  Immediate & ongoing
Hold 3 Training Days in conjunction with Canegrowers Ltd per year	Identify own and other industry member needs for training (including use of information already gathered) general enquiries + desktop audit  Identify 3 training activities to do with Canegrowers Set dates for all 3 activities  Commence arrangements for 1 <sup>st</sup> training event  Plan 2 <sup>nd</sup> & 3 <sup>rd</sup> training events	Canegrowers Staff, President + 2 Interested Members   Canegrowers CEO, Chairman + Network Executive   Canegrowers Staff + 2 Interested Network members	10 <sup>th</sup> March 2007    30 <sup>th</sup> March 2007   1 <sup>st</sup> April 2007

Goal	Activity/Action	Who is Responsible	When By
Hold 1 Field Day per year on one of our members farms	Identify what type of Field Day	All network members	15 <sup>th</sup> April 2007
	Identify farm where Field Day could be held	Network member volunteers	30 <sup>th</sup> April 2007
	Plan Field Day	Field Day Sub-committee	15 <sup>th</sup> Dec 2007
Hold at least 1 major event in conjunction with Canegrowers Ltd per year	Meet with Canegrowers Ltd Board to discuss	President, Secretary & Treasurer	30 <sup>th</sup> March 2007
	Plan event	Event Sub-committee of Canegrowers & Network	Commence 1 <sup>st</sup> April-complete when event held
Undertake a drive to gain more active members for our group at least once per year	Hold a membership drive in the local shopping centre	All members	World Rural Women s Day 15 <sup>th</sup> October 2007