



ENABLING TRANSFORMATIONAL
INNOVATION

AGMARDT

LEADERSHIP & GOVERNANCE SUPPORT GUIDELINES

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Objectives of the Programme

AGMARDT supports initiatives that develop future leaders and improve the leadership and governance skills of individuals involved in agribusiness. There is limited depth of leadership and governance skills within the agribusiness sector, which has the potential to limit New Zealand's ability to take advantage of beneficial market opportunities.

The Leadership & Governance Programme provides an opportunity for applicants to:

- develop and advance their leadership skills
- participate in leadership and governance programmes that make a positive difference to agribusiness and are aligned with AGMARDT's strategic interests
- improve the effectiveness and relevance of existing leadership and governance programmes available to New Zealand agribusiness

Selection Process

All applications will be considered by the AGMARDT Board of Trustees and their advisors. The programmes are available in the following two categories:

Individuals

Leadership & Governance Grants are available for individuals wishing to advance their leadership or governance skills necessary to take on future leadership roles within agribusiness and beyond. We believe that the success of agribusiness will be driven by talented and inspired leadership.

Industry & Wider Interest Groups

AGMARDT provides funding assistance to enable industry and wider interest groups to deliver effective and relevant leadership and or governance programmes to enhance the capability and skills of individuals involved, or who are intending to take on governance roles in agribusiness.

Eligible Applicants

Individuals

To be eligible for funding, applicants must:

- be a NZ Resident
- be someone who has an interest in the New Zealand agricultural, horticultural or forestry sectors;
- clearly demonstrate how the programme will assist them to attain leadership or governance positions in the future;
- identify what difference AGMARDT's funding would make to the individual and their development;

Industry & Wider Interest Groups

To be eligible for funding, applicants must:

- be committed to retain the value and benefits arising from the programme within New Zealand

- be one or more businesses, or a representative of an established industry group, operating in the New Zealand agricultural, horticultural or forestry sectors;
- clearly demonstrate how the programme will assist them to advance leadership or governance capability in the primary sector;
- identify what difference AGMARDT's funding would make to the industry or wider group;

Ineligible Courses

AGMARDT provides significant direct funding to particular organisations as a 'strategic partner', to assist with providing leadership and governance training initiatives. Where AGMARDT is a strategic partner to a particular organisation, grants will not normally be provided to individual applicants to attend specific training provided by that organisation.

This exclusion currently applies specifically (but not exclusively) to:

- Kellogg Rural Leadership programme
- Nuffield NZ Scholarship Programme
- Agri-Womens Development Trust (AWDT) programmes

AGMARDT will only waive this exclusion in very exceptional circumstances, generally being that of considerable hardship. AGMARDT may consider individual applications based on genuine hardship, or other exceptional circumstances, provided the following requirements are met:

1. Applicant must be referred to AGMARDT directly from the CEO or Board of the specific training organisation;
2. Reference is to include specific details with regard to the nature of the applicant's circumstances and future leadership and governance aspirations within the primary sector.

The decision to support such applications remains entirely at the discretion of the Trustees and should not be expected.

Expectations of Grant Recipients

Individuals

In providing Leadership and governance support, AGMARDT expects that all applicants will where applicable and appropriate recognise AGMARDT support for the programme.

Industry & Wider Interest Groups

Acknowledge AGMARDT support in all appropriate forums and advertising material, including but not limited to:

- Acknowledgement in all advertising, websites, brochures, posters, flyers, annual report and statement of intent, email promotions, any other marketing collateral produced in relation to the event and in internal and external signage including but not limited to placement of the AGMARDT logo;
- Acknowledgement in all media releases and press packs to the media related to the conference with copies provided to AGMARDT;
- Where appropriate, acknowledge AGMARDT in speeches;
- Incorporate AGMARDT logo in any appropriate PowerPoint presentations at the event;
- Where appropriate, allocate a speaking slot, a maximum of 5 minutes, to an AGMARDT representative to speak and announce AGMARDT's involvement.

- Allow AGMARDT to promote the relationship with the applicant.

Reporting Requirements

Key Performance Measures (Part 6)

To effectively gauge the “success” of this application, the Trustees require the applicant to provide **three** (minimum) to a maximum of **five** (recommended) key performance objectives or activities that can be specifically measured against a targeted outcome (KPI).

These will relate directly to the objectives, as itemised in Part 3 of the application form and will be reported on by the applicant in the Final Report only.

Examples of typical (but not exclusive) KPI’s for Leadership and Governance:

- Specific outcomes from attending programme
- Achieve / complete personal development plan (PDP) by set date
- Number of identified governance positions to target by set date
- Level of recognition/exposure for AGMARDT
- % of applicants that achieve governance positions
- Number of graduates from each programme

The Trustees reserve the right to amend or add KPI’s to provide a more effective measure if appropriate.

Individual

As part of our requirements, we require a report at the completion of the programme that includes the following:

- Provide a broad outline of the objectives and intended outcomes of the programme and whether these were achieved;
- What did you get out of the programme and how you intend to apply the lessons learnt to your organisation and the wider agribusiness community;
- Your views on where the programme fits in terms of other leadership development courses offered in New Zealand and internationally;
- How do you think the programme will help you develop and advance your leadership skills within agribusiness; and
- Whether you would recommend the programme to others, and if so, who would benefit most from attending the programme?

Industry & Wider Interest Groups

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- Provide a broad outline of the objectives and intended outcomes of the programme and whether these were achieved;
- What did you get out of the programme and how you intend to apply the lessons learnt to your organisation and the wider agribusiness community;

- Your views on where the programme fits in terms of other leadership development courses offered in New Zealand and internationally;
- How do you think the programme will help you develop and advance your leadership skills within agribusiness; and
- Number of attendees;
- Whether the aims of the programme were achieved;
- Show examples of how was AGMARDT support acknowledged.

PAYMENTS

Unless otherwise agreed with the General Manager payment of 60% for any Leadership & Governance grant will be paid on receipt of the initial invoice. The remaining 40% will be made available when the applicant submits a report to the satisfaction of AGMARDT.

AGMARDT reserves the right to amend the payment schedule should certain conditions not be met.

Dissemination/Commercial Sensitivity

Information provided is confidential to AGMARDT however as a not-for-profit trust, AGMARDT makes the information arising from its grants publically available.

Unless otherwise agreed to by AGMARDT, the applicant will provide a final report using the template(s) supplied, which will be loaded on the AGMARDT website.

Should the project be commercially sensitive, AGMARDT and the applicant will discuss and agree on the information to be made publically available having regard to AGMARDT's policy obligations.

General

Declined Applications

It is AGMARDT's policy not to provide reasons why applications are declined.

Independent Audit

For financial performance and management of the project, the Trustees reserve the right to ask for an independent audit by an auditor of AGMARDT's choosing. The Trustees may, through AGMARDT's advisors, or if required AGMARDT appointed specialists, undertake a review of the work in progress and eventual outcomes.

Grant Withdrawals

A grant may be withdrawn at the sole discretion of the Trustees where:

- Reports and payments account receipts have not been provided or have not been provided in a timely manner;
- No part of the funding has been uplifted within one year of the grant being approved;
- There has been no response to AGMARDT's correspondence on the project;
- No satisfactory progress has been made;
- The Applicant goes into liquidation or receivership or ceases to operate; or
- There has been unauthorised variation to the project or budget.

Change of Key Personnel

Applicants must inform AGMARDT of any changes relating to this grant that may impact on the stated outcomes.

Resubmission of Declined Applications

Where an application has been declined, the applicant may resubmit after 12 months providing the project has been modified and or updated.