



Australian Government
**Australian Centre for
International Agricultural Research**

Review of the John Dillon and Institutional John Dillon Fellowships



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Frieda Wantum is presented with the John Dillon Memorial Fellowship Award by then Foreign Minister Julie Bishop.

Review of the John Dillon and Institutional John Dillon Fellowships

Disclaimer

This report was drafted by Sara Webb, Duniya Consulting in collaboration with ACIAR.



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Fourteen Papua New Guinean and two Samoan recipients who successfully completed the Institutional John Dillon Fellowship, Kavieng, Papua New Guinea.



1 Executive Summary

The John Dillon Fellowship (JDF) was established in 2002 to support the professional development of outstanding mid-senior career agricultural scientists, economists and researchers, in recognition of Professor John L. Dillon's lifelong commitment to agricultural research. Fellows, who are from ACIAR partner countries, plus a small number from Australia, are usually taking part in or have recently worked on an ACIAR research project. The Fellowship provides them with the opportunity to participate in a blended learning experience of intensive professional training courses, visit relevant Australian organisations, and get exposure to relevant industry professionals to expand their network.

Until 2017, JDF was managed internally, and from 2018 onwards, management was outsourced to the University of the Sunshine Coast (USC). While the specifics of the program's content have developed over time, its centrepiece has always been a one-week leadership and management training, coupled with programs of other training (e.g. scientific writing), a program at ACIAR House, a work placement, and visits to research institutions, universities and agribusinesses. In 2019, the program was expanded to include a pilot Institutional John Dillon Fellowship program (IJDF), which supports up to 15 Fellows from a group of organisations in the Pacific region. It was piloted for PNG organisations in 2019 and included a number of new elements, including an organisation-specific professional project, a mentoring program, a facilitated 'foresighting' workshop, engagement with organisations and activities within PNG, and a changed structure with two shorter visits to Australia, with work on the project in between. Since 2003, approximately 179

men and women have completed JDF and IJDF programs.

This review was designed to examine the extent to which both programs have achieved their intended outcomes, and the extent to which any outcomes are sustained over the medium to long term. The primary purpose of the review is formative, intending to provide insights into the strengths and weaknesses of the programs in their current and past forms, in order to increase the effective delivery of short-term leadership and management opportunities in the future. The review also aimed, to an extent, to provide a summative assessment of the past achievements of the programs, but this purpose was secondary.

The review was finalised during the sudden shift in context associated with the COVID-19 pandemic. Data was collected mainly before the pandemic, but analysis and report writing was completed during global travel bans and workplace lockdowns. Recommendations have been made on the assumption that constraints will be medium term at most and do not provide absolute limits to future programs. However, there has been an opportunity to consider new ways of delivering the programs in the short term. It is ACIAR's intention to utilise this review in the procurement process for a service provider to manage and implement the program for at least three years.

Summary of Findings

The review has enabled a number of key findings about the JDF and ijDF programs, discussed in detail in the main body of the report, and has led to a set of recommendations for future ACIAR management and leadership training. Specific findings regarding the ijDF program are integrated throughout the report and are summarised on page 7.

Geographic and discipline distribution and inclusion

Participation in JDF has been dominated by Vietnam, Indonesia, the Philippines and PNG. This reflects geographic priorities for ACIAR's broader research programs over time. More recently, representation from agricultural professionals from Myanmar and Lao PDR has increased. However, with the data in the format currently available, it was not possible to assess the patterns of discipline and organisational representation in the JDF program over time, because Fellows' records did not routinely include discipline data, nor organisational data in a consistent format. However, the requirement that JDF applicants have a current or recent involvement with an ACIAR project would have delivered a reasonable alignment of Fellowships with ACIAR priorities and programs.

Gender and disability inclusion

Women's participation in JDF has generally improved over time, but without a requirement for equal representation, ijDF was somewhat male dominated. There has been generally increased participation of women over time, with the exception of a dip in 2016 and 2017¹. Women were best represented in JDF in 2013-2015 and in 2018-19, when they made up at least half of all participants. While there has always been an interest within ACIAR in achieving equal participation of men and women, records indicate that only from 2018 was this a requirement for JDF. Despite being delivered by the same service provider, however, ijDF did not have a requirement for equal representation of women and the cohort had two more men (nine) than women (seven). This shows that a firm commitment to equal representation is often necessary in order to achieve inclusion. Additionally, there is no scope to assess the participation of gender-diverse individuals in JDF or ijDF, as participant data has not been collected on anything other than a binary-gender basis.

There is no record of any people with a disability participating in JDF or ijDF, and there is no evidence of

ACIAR proactively enabling their inclusion. Importantly, data on disability has not routinely been sought from applications for either JDF or ijDF. Therefore, most alumni records cannot show disability status. Survey respondents universally indicated they do not have a disability.

Outcomes – individuals

Leadership skills are the most significant outcome from JDF and ijDF reported by alumni, followed by management skills, and networks and relationships. Analysis of qualitative responses to the survey shows that leadership skills were most commonly cited as the most valuable aspect of the program (n=17). Other frequent responses included networking and friendships with other Fellows (n=15), research and project management skills (n=14), and networks and relationships with Australian scientists and organisations (n=17). Other survey data reinforces this, with the top three benefits identified as skills and knowledge (97% of all respondents), relationships with other Fellows (86%), and the experience of travel and visiting Australia (84%)².

Alumni consider that their JDF and/or ijDF program has made a major contribution to their professional careers, whether they completed it a few months ago or many years ago. While there is evidence of JDF alumni moving into significant leadership roles around the world, it is not possible to attribute this career progress to the JDF program. However, there are indications that the greatest value from a JDF program can come when a Fellow undertakes the program at just the right time in their career advancement. This points to the importance of careful selection of Fellows.

For people who have completed other ACIAR Capacity Building programs, it can be difficult to determine what specific gains came from JDF or ijDF. Many JDF Fellows have a long and ongoing relationship with ACIAR, including completing a John Allwright Fellowship (JAF) as well as a JDF. For these individuals, it can be difficult to distinguish between the programs in order to attribute their professional development to one or the other. ACIAR contributions to career progression can be accumulated over many years of project work, as well as formal capacity building support through JDF, ijDF and/or JAF Fellowships.

¹ See Figure 2, and note that until 2008, the records held by ACIAR and made available to the reviewer are incomplete, so the early years may not provide a true picture of women's participation prior to 2008.

² See Annex 8

Outcomes – organisations

Through all its capacity building activities, ACIAR aims to deliver benefits to organisations/institutions, as well as the individuals directly involved. The pilot ijDF was designed with the aim of having a greater organisational impact than JDF, through the addition of the enhanced program features and the pre-program engagement with targeted organisations. Undertaking this review between two and five months after the program means that it is too early to expect evidence of organisational impact resulting from the ijDF approach. But feedback from ACIAR staff, and from JDF and ijDF alumni, is sufficient to make some initial observations about the likelihood of such impact, and about organisational change resulting from JDF Fellows as well.

Most alumni feel confident that their JDF or ijDF experience enabled them to contribute positively to their organisation, particularly JDF alumni. Survey data shows that 81% of JDF alumni feel their JDF enabled them to make a major contribution to their organisation, compared to 54% of ijDF alumni. Research and project management is where more alumni see their contributions, as well as expanded links and networks, especially internationally.

The extent to which organisational outcomes can be achieved is highly dependent on the position a Fellow holds, their level of influence and political capital, and the extent to which senior management enables or constrains the introduction of new ways of working. It is also significantly influenced by the organisation's culture and structure, where rigid structure and hierarchical authority can be considerable barriers to change. A cohort of alumni within a work group can create a sense of positive change in management and leadership at a small scale, even without organisational engagement. However, the evidence regarding this outcome shows it was not the result of a deliberate target, but rather an organic development of a critical mass of alumni.

Factors influencing outcomes

Unsurprisingly, the review identified many, often interlinked factors which affect the extent to which benefits from JDF and/or ijDF are realised. The review highlights five main influencing factors:

- program quality, structure and duration;
- program relevance and alignment with Fellows' interests and needs;
- opportunities to form and strengthen links and relationships during the program;
- Fellows' existing positions and levels of influence within their organisations; and
- the organisational culture and structure, and the extent of senior management support within a Fellow's organisation.

Future implementation of management and leadership training provides an opportunity to refine the program so these factors are enabled to the greatest extent possible.

Management and administration

While the detail of the program's content has varied over time, the leadership and management skills have consistently remained the core of the program, including with ijDF. Nevertheless, while there have always been broad, generally understood intended outcomes, they have never been documented in clear enough terms that a service provider could be held accountable for them, or for ACIAR to allocate resources or effort accordingly. Poorly defined objectives or outcomes, coupled with few or no reporting obligations, has meant that there has been neither incentive nor mechanism to manage for outcomes from JDF. When the program was managed internally, the focus – and the majority of staff time and attention – was directed towards logistics, administration and finances. There was reportedly little time available to engage with the technical and strategic aspects of the program, and little expectation of this level of management either.

There has been negligible formal monitoring and evaluation of the programs, and very limited reporting – either internally or from service providers, making an assessment of outcomes and management towards outcomes difficult. The review was able to access few program reports or evaluations, either from the period when it was ACIAR-managed (e.g. reports from service providers who delivered subcomponents of the JDF program), or from the current USC-management period.

Contracting the delivery of JDF out to a service provider was intended to improve management and delivery, but this did not eventuate. ACIAR aimed to include both logistical and strategic/technical management responsibilities within the contract obligations. However, without clear intended outcomes or any contractual obligations relating to performance or effectiveness, there is little indication of a significant shift to outcomes-focused management. With the outsourcing of management to USC for JDF and ijDF, there was a shift in management and administration responsibility out of ACIAR, and this did provide the opportunity for ACIAR staff to more closely engage

with program strategy and intent. The first indication of this was the creation of the ijDF program with its new features, and greater focus and ambition. There are further opportunities to build on this with a further reshaping of the JDF program.

ACIAR Research Program Managers (RPMs) and Project Leaders have the greatest influence over the selection of JDF Fellows, but their involvement in the design and delivery of the program itself is not always clearly defined and has tended to be somewhat variable. There are some indications that the more targeted ijDF cohort (mainly PNG Fellows) enabled a greater level of targeted engagement from ACIAR research staff compared to general JDF programs. More careful design and tailoring of each cohort's specific program could strengthen RPM and other ACIAR staff involvement in future, possibly including an expanded program at ACIAR House.

Limited opportunity for input from ACIAR Country/Regional Offices has been a missed opportunity to strengthen JDF, including program relevance, selection processes, engagement with organisations and post-program follow-up and support. Even in a JDF program, Country/Regional Offices could engage with Fellows' employing organisations to facilitate pre-program interaction between the service provider and the Fellows, so that the program could be better aligned to an individual Fellow's needs and interests. Similarly, there could be a greater role for Country/Regional Offices to support the Fellows' return to work through facilitated discussions with their managers, and an individualised debrief about the Fellows' experience and feedback. This would require only a modest input from ACIAR staff in country/region, as well as a formal process that requires collaboration between Country/Regional Offices and the service provider.

Recommendations

In order to strengthen and streamline the provision of leadership and management-focused Fellowship opportunities in future, and in response to Review Question 6 about the future implementation and management of JDF and ijDF, a number of opportunities arise from this review. It is therefore recommended that:

1. ACIAR should revert to offering a single JDF program, rather than the distinction of two similar, but not sufficiently different, JDF and ijDF programs. There was substantial ambition associated with the pilot ijDF, but in practice, much of this ambition was not realistic, particularly when it comes to organisational change.
2. Delivery of JDF should again be outsourced to a service provider, enabling ACIAR staff to focus on the strategic management and leadership of the program, monitoring and evaluation, and engagement with Fellows and their organisations.
3. In future, the JDF program should incorporate elements of both JDF and ijDF programs while being realistic about what outcomes can be achieved through a short-term professional development program, particularly in terms of any organisation or organisational changes. In particular:
 - a. The inclusion of a professional project has great potential and should be considered for inclusion in all JDF programs, if resources allow. However, the identification of each project should be done with each Fellow and their organisation at the start of the program, and before work begins. This will better ensure it is relevant and feasible within their work context.
 - b. The program should include at least a week's professional placement, and this placement should be identified in discussion with each Fellow with a view to ensuring it has greatest professional and personal value, and is linked to their work and their discipline. If a Fellow is currently involved in an ACIAR project, a work placement with their project leader may be valuable, although it will be important to retain a focus on leadership and management, rather than technical research skills.
 - c. A geographic clustering should be introduced into each cohort of JDF, most likely on a regional rather than country basis. This would balance the benefits expressed by review participants: some valued the diversity that came from an international cohort, while others (particularly PNG ijDF participants) appreciated being with other Fellows who shared culture, language and organisational understanding, and were more likely to remain in contact post-program. There would also be insufficient numbers for country-specific ijDF programs from all but four countries, meaning that a regional approach to ijDF would become necessary regardless.
- d. Regional cohorts would provide a balance of diversity and commonality within a cohort of Fellows, while also enabling more substantial tailoring of content, including of presenters, to enhance program relevance and utility.
- e. Intakes should be forward planned so ACIAR programs, projects and offices know when their region will be supported through JDF. Cohorts could be clustered for the Pacific, Mekong, South-East Asia, South Asia and Africa, and with two intakes a year (based on current budget allocations), each country/region would have a substantial place allocation in JDF every two years.
- f. Selection processes should carefully assess applicants' current position, likely career trajectory and relationship with ACIAR, to select Fellows who are best placed to utilise leadership and management skills on program completion.
4. The program should provide for comprehensive pre- and post-program engagement with Fellows and their employing organisations, to build organisational engagement and support for alumni on their return, and to enable program tailoring to Fellows' needs and interests, including with their work placement, the program of site visits and other activities. This engagement should be undertaken by the service provider and ACIAR staff so there is genuine integration into program delivery.
5. Considering both efficiency and value for money, as well as current restrictions on international travel, the program should aim to include the proactive inclusion of remote/digital-based activities as part of its design. This should, for example, include video-conference pre-departure meetings, workshops, and engagement with individual Fellows regarding specific program elements such as their professional placement and their professional project (if these are included).
6. A procurement process for a new service provider should proceed as planned, with a set of indicative intended outcomes linked to the wider ACIAR Capacity Building Program Logic and referencing the Pacific Capacity Building Strategy. A terms of reference for their services should reflect ACIAR decisions about program structure, content and focus arising out of this review.

7. Once a new service provider is contracted, the ACIAR Capacity Building Team should collaborate with the organisation to refine and confirm a detailed program design and structure, including the specific intended outcomes for the JDF program, as well as clearly defined roles and responsibilities, and lines of communication between ACIAR Canberra, Country/Regional Offices and the service provider. In this way, there will be a shared understanding and ownership of the program's intentions, strengthening implementation and management towards achieving them. The service provider should be formally held accountable for the implementation of the agreed program design, by contract amendment if necessary.
8. Service provider contract obligations should include stronger and clearer M&E and reporting obligations, linked to the Capacity Building MEF. ACIAR Capacity Building Team responsibilities should focus on the management and supervision of the service provider, with an eye on outcomes.
9. Country/Regional Offices should have a more formalised role in the JDF program design, including pre- and post-program engagement with Fellows and their organisations, and a formal role in the selection process.
10. In light of the high value alumni place on their opportunities to engage with ACIAR during the JDF program, Research Program Managers (RPMs) and other ACIAR research staff should have an expanded role in future, including with an expanded program at ACIAR House. Forward planning of JDF programs and a more comprehensive program-planning process in advance of each cohort's program should enable all relevant RPMs to ensure they are available to participate.

Institutional John Dillon Fellowship

– Summary of Findings

The new iJDF program was piloted in 2019, mainly focused on PNG.

16
Fellows

14
from PNG

2 from
Pacific Community

9
men

7
women

National Agricultural Research Institute (NARI)

PNG Science and Technology Council (PNGSTC)

Department of Primary Industries, Autonomous Region of Bougainville (DPI ARB)

National Fisheries Authority (NFA)

University of Technology (Unitech)

The Pacific Community (SPC)

High levels of participant satisfaction

PROGRAM CONTENT: 67% said highly relevant, 33% said adequate

PRESENTERS & EXPERTS: 75% said high quality, 25% said adequate

DURATION: 75% said the right duration, 25% said too short

ORGANISATION & LOGISTICS: 75% said high quality, 25% said adequate

“...And the most amazing thing was the networking, and appreciating each other from different aspects or industries that we work in. And that kind of gave me the understanding that I’m not alone: if I find something hard, I have someone who has that strength in another institution and I can ask him to help me.”

Strong perceptions of value

TOP BENEFITS: New skills and knowledge; confidence; relationships with other Fellows; links with institutions in Australia

LEADERSHIP TRAINING: Considered the major highlight

“My level of awareness has increased a lot, and I have taken bold steps in ensuring that I exercise leadership skills such as integrity, humility, and motivate and inspire my team. I am deeply rooted in supporting my team to realise their own potential and this Fellowship has helped solidify this intent for me as part of my natural skills to being a leader. The skills and knowledge I learned will help me meet this important goal of building our staff’s capacity to help us all meet the purpose of our organisation.”

ACIAR LINKS ARE IMPORTANT: Spending time at ACIAR House and with ACIAR staff is greatly valued

ENABLING CONTRIBUTIONS: 67% of alumni say they are making major contributions to their organisation

Innovations were generally not implemented successfully

New features in iJDF were generally good ideas in theory, but were not successful in practice.

INSTITUTIONAL ENGAGEMENT: Considered inadequate and not integrated into the program, with a disconnect between ACIAR staff and consultants, and USC as the program service provider

THEMATIC PROJECTS: Considered a good idea in theory, but ineffective in practice

“If the thematic project was in the middle or further towards the end, there would be a lot of impact, because most of the lectures...that were applicable to the thematic project given in the second week.”

MENTORING: Considered unsuccessful and poorly implemented, including the selection of mentors

“...they had a mentor in each of the projects. But what I experienced was that these mentors had no idea about our projects... It is a good concept, but it didn’t work.”



2 Background

The John Dillon Fellowship (JDF) was established in 2002 to support the professional development of outstanding mid-senior career agricultural scientists, economists and researchers, in recognition of Professor John L. Dillon's lifelong commitment to agricultural research. Fellows, who are from ACIAR partner countries, plus a small number from Australia, are usually taking part in or have recently worked on an ACIAR research project. The Fellowship provides them with the opportunity to participate in a blended learning experience of intensive professional training courses, visit relevant Australian organisations, and get exposure to relevant industry professionals to expand their network.

Since 2018, the Fellowship program has been managed by the University of the Sunshine Coast (USC), and has comprised a four to six-week residential stay in Australia, including one week hosted with an Australian organisation such as an Australian government department, university or research centre; formal training in leadership, media, communications, policy, and project management; a program of visits to Australian organisations across the government, public and private sector; and exposure to relevant researchers, industry experts and professionals.

Earlier programs, managed internally by ACIAR using a range of service providers, offered a more limited set of opportunities, including participation in the Melbourne Business School at Mt Eliza Business School, integrated with Australian trainees; a small group placement with a university or state-based Department of Primary Industries that included site visits; a one-week program in Canberra that included scientific writing, presentations by Canberra-based researchers and engagement with ACIAR staff; and a one-week work placement.

In 2019, ACIAR introduced a second program: the Institutional John Dillon Fellowship (iJDF) for the Pacific, which supports up to 15 Fellows from a group of organisations in the Pacific region. It was piloted for PNG organisations in 2019, and included a number of new elements, including an organisation-specific thematic project, a mentoring

program, additional engagement with organisations and activities within PNG, and a changed structure with two shorter visits to Australia with work on the project in between.

There has never been a documented design for JDF or iJDF. Since outsourcing management and delivery to USC, the contract has been the only formal document guiding service delivery, with limited guidance as to the intentions of the program. ACIAR promotional and public communication material indicates that the global JDF program aims to develop management and leadership skills for mid-senior career agricultural researchers and managers, and as such, it focuses on the individual Fellows. By contrast, the iJDF program's stated aim is to strengthen the capacity of ACIAR partner organisations in the Pacific.

Since 2003, approximately 179 men and women have completed JDFs and iJDFs. ACIAR has contact details for 149 JDF alumni from 2003-2018, and 16 iJDF alumni in PNG and Fiji. In recent years, ACIAR has also accommodated two Australian researchers in the JDF program. This initiative was launched in response to an observed ageing of the Australian agricultural research workforce. The distinctions between the three phases of JDF are captured in the two tables at Annex 2.

3 Review Overview

This review was designed to examine the extent to which both programs have achieved their intended outcomes, and the extent to which any outcomes are sustained over the medium to long term. It aimed to draw out any unintended outcomes, explore obstacles to and enablers of positive outcomes, and provide recommendations regarding the reshaping of both JDF and ijDF for 2020 onwards. As such, the primary purpose of the review is formative – intended to provide insights into the strengths and weaknesses of the programs in their current and past forms, in order to increase the effective delivery of short-term leadership and management opportunities in the future. The review also aimed, to an extent, to provide a summative assessment of the past achievements of the programs, but this purpose was secondary.

The review was finalised during the sudden shift in context associated with the COVID-19 pandemic. Data was collected mainly before the pandemic, but analysis and report writing was completed during global travel bans and workplace lockdowns. Recommendations have been made on the assumption that constraints will be medium term at most and do not provide absolute limits to future programs. However, there has been an opportunity to consider new ways of delivering the programs in the short term. It is ACIAR's intention to utilise this review in the procurement process for a service provider to manage and implement the program for at least three years.

3.1 Review Questions

The review collected and analysed data over the history of JDF and ijDF from documentary sources, as well as through primary data collection. It sought to answer the following overarching evaluation questions, which guided the evaluation design:

1. What outcomes have been achieved as a result of JDF and ijDF:
 - a. for individual Fellows;
 - b. for their organisations; and
 - c. for agricultural research (if any)?
2. To what extent were these outcomes intended, and how was the program managed by ACIAR to achieve the intended outcomes?
3. How well did the JDF program include Fellows from a range of countries, disciplines and organisations, aligned with ACIAR's priorities and programs?
4. How well have people of all genders and abilities been included in JDF and ijDF programs?
5. What factors – both positive and negative – influenced the extent to which Fellows and their organisations benefited from JDF and ijDF?
6. How well have management and implementation arrangements worked in practice, including the allocation of responsibility between ACIAR Canberra (both Capacity Building and research programs), ACIAR Country Offices and the contracted service providers?
7. How can future implementation and management of JDF and ijDF be adjusted to maximise outcomes?

The review matrix at Annex 3 maps the methods described below against these review questions.

4 Review Methodology

In the absence of clearly stated intended outcomes or objectives for the historic delivery of JDF and iJDF, the review could not assess the extent to which it was 'successful', as there is no agreed measure of success against which to assess the programs. The review therefore reflected aspects of the grounded theory approach, to extract the outcomes and implied theories of change through the evaluation data collection and analysis process.

The review collected data through four main activities: document reviews, alumni surveys, and ACIAR staff surveys and interviews.

4.1 Document Review

The reviewer examined historical documents held within ACIAR during the initial phase of the review. These documents included

ACIAR strategy documents, JDF and iJDF program documents (including applicant guidelines), contracts with service providers, meeting notes, service provider reports and program feedback data, iJDF thematic project documents, and ACIAR administrative records. These were, however, limited and not comprehensive, especially from the early and middle years of JDF delivery.

4.2 Alumni Survey

The alumni survey was deployed from within SurveyMonkey, utilising an alumni contact list consolidated from Country and Regional Office records. Survey invitations were successfully sent to 149 email addresses (56% men, 44% women), and a total of 79 valid responses, with consent, were received, representing a 53% response rate.

Table 1: Alumni Survey Response Rate

	Male	Female	Other gender	Total
Invitations sent				149
Valid responses received with consent	38	41	0	79
	48%	52%	0%	

Women responded at a higher rate than men, and alumni from more recent cohorts also responded at a higher rate. There may be some correlation between these two observations, as women were more represented in more recent cohorts of Fellows. Because no responses were received from alumni identifying as a gender other than male or female, all further data will be reported for male and female genders only.

The sample comprised 72% alumni from JDF cohorts pre-2018 when the program was managed by ACIAR, and 28% alumni from 2018 and 2019 when the program (both JDF and iJDF) was managed by the University of the Sunshine Coast (USC). Responses were received from alumni in all of ACIAR's disciplines of research and study, and from 17 countries across the Pacific, South-East and South Asia, the Mekong region, and Africa. No responses were received from the small number of Australian Fellows who had participated in the JDF program, however, so

it is not possible to examine their experiences or outcomes.

Quantitative survey data is reported using simple descriptive statistics, and simple thematic coding was completed on qualitative survey data, which is reflected in the findings below.

The survey instrument is provided at Annex 4.

4.3 ACIAR Staff Survey

This survey was deployed via emails directly by Capacity Building staff, and ultimately 16 valid responses with consent were received:

Table 2: ACIAR Staff Survey Responses

	Research Program Managers	Country/Regional Office staff	Past ACIAR staff	Total
Valid responses received with consent	2	13	1	16
	13%	41	6%	

Unlike the alumni survey, the ACIAR staff survey was designed with primarily open-ended qualitative questions. This decision reflected the expectation of a small number of responses, the heterogeneity of ACIAR staff involvement and experience with JDF, and the therefore limited scope for any meaningful quantitative data collection.

The survey instrument is provided at Annex 5.

4.4 Interviews

Face-to-face interviews were conducted with alumni from Myanmar and PNG, and with ACIAR staff. In addition, written interview question responses were received from one Samoan alumnus (part of ijDF in 2019) and one additional PNG alumnus, as follows:

Table 3: Interview Profiles

	Male	Female	Total
Myanmar interviews	1	4	5
PNG interviews	7	2	9
SPC interviews	0	1	1
ACIAR staff interviews	1	1	2

With consent, 15 interviews were recorded and transcribed using otter.ai. Two were completed in writing when it was not possible to find suitable times for face-to-face interviews.

4.5 Reporting and Case Studies

This report is based on the analysis of all available data, and provides an overview of findings about JDF and ijDF. It also provides a set of targeted recommendations which can inform the future design, management and delivery of management and leadership training for agriculture professionals from ACIAR’s partner countries. The report also includes two country Case Studies, for Myanmar and Papua New Guinea. These are available at an Annexes 6 and 7 respectively.

4.6 Limitations

There is little data regarding the JDF Fellows from the early years of the program. Country Offices consolidated contact details for as many alumni as possible, but the extent of this, plus the extent of documentary sources from early years of JDF, was limited. Therefore, the findings of the review mainly relate to the more recent years of JDF and ijDF.

Furthermore, during implementation, the number of individual alumni of JDF and ijDF who were interviewed was lower than originally anticipated, due to constraints on availability, and on international travel time to meet Myanmar and PNG alumni in person. In addition, the review visit to PNG was combined with consultations on the ACIAR Alumni Strategy which, coupled with travel constraints, meant that no interviews with targeted organisations took place. While this was a departure from the agreed review methodology, it became clear through other interviews with alumni and ACIAR staff that there had in fact been minimal organisational involvement in ijDF, so the loss of these interviews was less significant for the overall review than anticipated.

Nevertheless, the smaller number of interviews overall does mean that the country case studies are somewhat more limited than planned, particularly as they are based only on alumni data which has not been triangulated with data from other sources (employers and ACIAR colleagues).

4.7 Utilisation

The review is designed for two main audiences, one internal to ACIAR, and another external. Internally, the Capacity Building Team will be the primary user of the evaluation, applying its findings and recommendations to the reshaping of JDF and iJDF, and the planned procurement of a new service provider for both programs. More widely within ACIAR, the audience for the evaluation will include Research Program Managers, Country Offices and senior management, including those who oversee the allocation of funding to Capacity Building programs within ACIAR.

Externally, there is a wider audience likely to be interested in the findings and recommendations. This will include JDF and iJDF alumni, especially those who contributed data to the review, as well

as ACIAR's partner organisations around the world who participate in research projects and Fellowships activities.

The review team will ensure that evaluation reporting and associated communications are designed to meet the needs of these audiences, both internal and external. They will work with the Outreach Team if required, to prepare alternative documents communicating the review to internal and external audiences.



5 Findings

The findings below draw observations and conclusions from the range of data collected through this study, both qualitative and quantitative. Where relevant, they disaggregate between the three broad categories of JDF programs: JDF when managed by ACIAR, JDF when managed by USC, and ijDF which is also managed by USC. Additional data is provided in Annex 8, with table references noted throughout the discussion of findings.

Discussion of the specific management and outcomes of the ijDF program are integrated throughout the report, often providing important points of comparison and contrast with the standard JDF program. Further details are provided in the PNG Case Study where closer examination of ijDF is documented.

5.1 Geographic and discipline alignment and inclusion

Review Question 3 asked: How well did the JDF program include Fellows from a range of countries, disciplines and organisations, aligned with ACIAR’s priorities and programs?

Participation in JDF has been dominated by Vietnam, Indonesia, Philippines and PNG.

This reflects geographic priorities for ACIAR’s broader research programs over time. More recently, representation from agricultural professionals from Myanmar and Lao PDR has increased and – as noted in the Myanmar Case Study – these countries are likely to be a continued focus for ACIAR collaboration into the future.

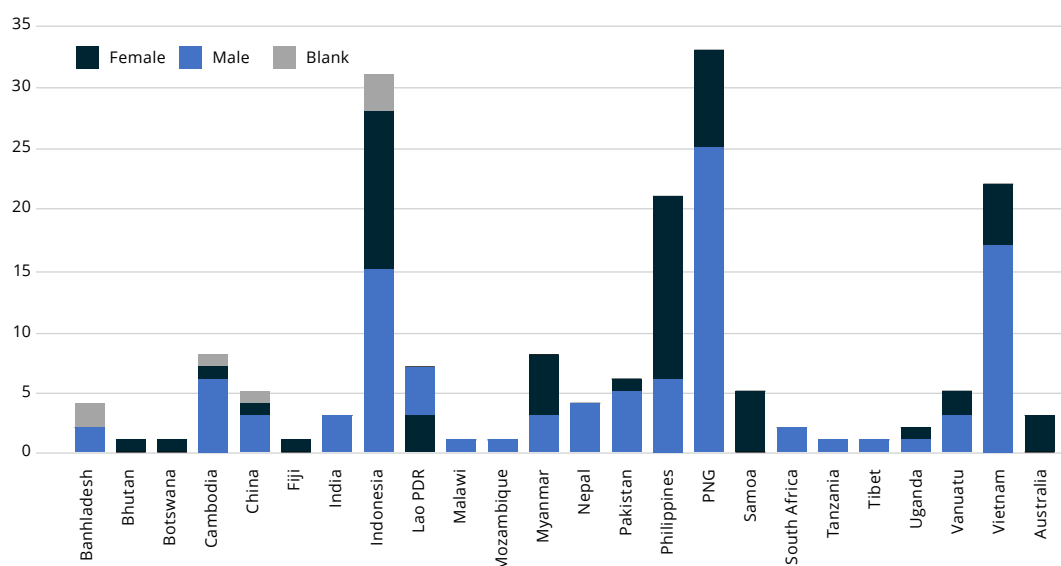


Figure 1: Country Participation in JDF and ijDF

It has not been possible to assess the extent to which JDF Fellows aligned with ACIAR’s priorities and programs. ACIAR alumni records are held in a range of formats and locations, making descriptive analysis more difficult than anticipated. A manual process of cleaning and consolidating multiple excel spreadsheets was required as part of the review process, even to deliver simple descriptive data of the JDF program over time. ACIAR has commenced developing a consistent alumni database which will make future analysis and monitoring of inclusion – across a range of variables including country

and discipline – more routine and efficient. However, with data in the format currently available, it was not possible to assess the patterns of discipline and organisational representation in the JDF program over time, because Fellows’ records did not routinely include discipline data, nor organisational data in a consistent format.

However, the requirement that JDF applicants have a current or recent involvement with an ACIAR project would have delivered a reasonable alignment of Fellowships with ACIAR priorities and programs. Until 2017, JDF selection processes aimed for a fair spread of places across countries, with a general aim of enrolling one Fellow per country in each cohort, which may have somewhat reduced alignment with ACIAR priorities by escalating places in lower priority countries rather than providing multiple Fellowships with high priority countries³.

5.2 Gender and disability inclusion

Review Question 4 asked: How well have people of all genders and abilities been included in JDF and ijDF programs?

As noted above, the progress that has begun within ACIAR to develop a single, comprehensive alumni database will make future analysis and monitoring of inclusion across genders and disability status more routine and efficient. However, the following observations can still be made about the extent to which the JDF and ijDF programs were inclusive of people of all genders and abilities.

Women’s participation in JDF has generally improved over time, but without a requirement for equal representation, ijDF was somewhat male dominated. Based on ACIAR records, which are incomplete from the earlier years of JDF delivery, there has been a pattern of increased women’s participation in JDF and ijDF over time, with the exception of a dip in 2016 and 2017, as shown below⁴. Women were best represented in JDF in 2013-2015 and in 2018-19, when they made up at least half of all participants. While there appears to have been an interest within ACIAR in achieving equal participation of men and women, records indicate that only from 2018 was this a requirement for JDF. Despite being delivered by the same service provider, however, ijDF did not have a requirement for equal representation of women, and the cohort had two more men (nine) than women (seven). This does show that a firm commitment to equal representation is often necessary in order to achieve inclusion. Additionally, there is no scope to assess the participation of gender-diverse individuals in JDF or ijDF, as participant data has not been collected on anything other than a binary gender basis.

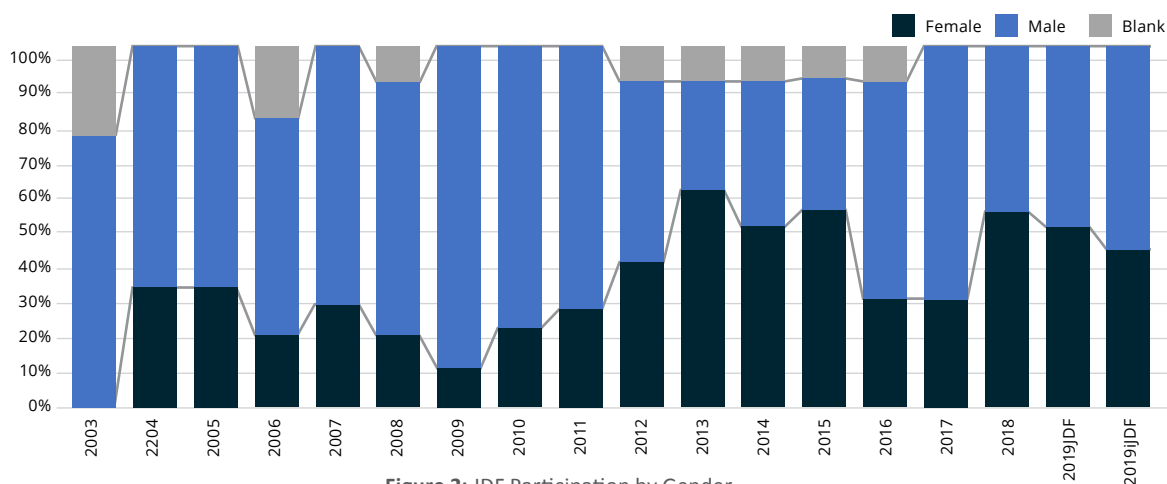


Figure 2: JDF Participation by Gender

It is not possible to assess the extent to which it was difficult to achieve women’s participation in the program. Both agriculture and scientific research are often relatively male dominated, especially in some of the countries where JDF has been offered, which is likely to have created challenges to women’s participation. However, data-enabling analysis of this is not readily available (for example, a comparison of the extent to which women applied, but were less successful than men), as records regarding applications compared to successful applications are not available.

There is no record of any people with a disability participating in JDF or ijDF, and there is no evidence of ACIAR proactively enabling their inclusion. Importantly, data on disability has not routinely been sought from applications for JDF or ijDF. Therefore, most alumni records cannot show disability status. Survey respondents universally indicated they do not have a disability⁵.

³ See table in Annex 8 for further details. This provides some insights into the discipline mix of respondents to the alumni survey, but cannot be assumed to be representative of the overall mix of JDF and ijDF alumni as this will have changed over time, and earlier cohorts are under-represented.

⁴ See Figure 2 and note that until 2008 the records held by ACIAR and made available to the reviewer are incomplete, so the early years may not provide a true picture of women’s participation prior to 2008.

5.3 Outcomes

Review Question 1 asked: What outcomes have been achieved as a result of JDF and ijDF: for individual Fellows; for their organisations; and for agricultural research (if any)?

5.3.1 Individual outcomes

Outcomes for individual Fellows were analysed in terms of the specific skills and knowledge which they report that they developed, and the contribution to career development which they ascribe to the JDF program. Outcomes for organisations are determined based on the extent to which Fellows indicated they had made a contribution as a result of their JDF, noting that (as indicated above) conclusions about organisational outcomes are limited by virtue of reliance on alumni self-reporting only.

Leadership skills are the most significant outcome from JDF and ijDF reported by alumni, followed by management skills, and networks and relationships. Analysis of qualitative responses to the survey shows that leadership skills were most commonly cited as the most valuable aspect of the program (n=17). Other frequent responses included **networking and friendships with other Fellows** (n=15), **research and project management skills** (n=14) and **networks and relationships with Australian scientists and organisations** (n=17). Other survey data reinforces this, with the top three benefits identified as skills and knowledge (97% of all respondents), relationships with other Fellows (86%), and the experience of travel and visiting Australia (84%)⁶.

“The learnings shared by experts and gained from visits were most appreciated as I can truly use some of the strategies in being a manager and leader. Next to that would be appreciating Australia’s culture and

its people, how Australia is able to feed more people in the world despite a population three times less, and being able to share my country to other Fellows and Australia.” (Female JDF Fellow from 2017)

Alumni from the pilot ijDF program were more positive across the board in their assessment of what they gained from the program than other Fellows, possibly because they are the most recently completed cohort. Notably, ijDF Fellows identified ‘confidence’ as a significant gain from the program more commonly than JDF Fellows (100%), while they identified ‘experience of travel and visiting Australia’ less frequently (73%)⁷.

Management and leadership activities, especially of research activities, are most commonly reported where alumni are applying their gains from JDF and ijDF, along with their ‘soft’ skills. Alumni most commonly report using their new skills and knowledge in managing research (n=28), followed by leadership (n=26). They also reported that they are using what they gained from the programs in ‘softer’ ways, describing changes in the way they understand other people, their ability to resolve conflict and their communication approaches (n=14).

“As a research director, I found the content very helpful in helping me manage staff to deliver on planned research outputs. Understanding my leadership style was important in making me an effective leader after the JDF.” (Male JDF Fellow from 2017)

Alumni consider that their JDF and/or ijDF has made a major contribution to their professional careers, whether they completed it a few months ago or many years ago. Across the board, 89% of alumni reported this major contribution, including 91% of JDF alumni and all ijDF alumni, despite the fact that their program only concluded in October 2019.

Table 4: Fellowship Contribution to Career Development

	ACIAR-managed	USC-managed ijDF	USC-managed JDF	Total
The Fellowship made a major contribution to my professional career	49	11	10	70
The Fellowship made a minor contribution to my professional career	6	0	1	7
(Blank)	2	0	0	2
Total	57	11	11	79

⁵ The survey instrument asked a single, simple-format disability question, rather than using the more complex Washington Group questions which are emerging as good practice around the world. This was done purposively to manage the t of the survey and reflected the low priority on disability inclusion compared to other elements of the program for ACIAR.

⁶ See Annex 8

⁷ See Annex 8

While there is evidence of JDF alumni moving into significant leadership roles around the world, it is not possible to attribute this career progress to the JDF program. There are indications instead that the greatest value from a JDF program can come when a Fellow undertakes the program at just the right time in their career advancement. This points to the importance of careful selection of Fellows. For example, as one ACIAR Research Program Manager (RPM) noted:

"[The Fellow was] recently promoted to lead that country's [sector] Research Agency, but without any formal training in research leadership and management of difficult programs. He really benefited from the JDF and when he went home, he implemented many changes and had a new level of confidence." (RPM response to ACIAR Staff Survey)

The position a Fellow held when they participated in JDF contributed to the extent to which they felt it had assisted with their career development. This further reinforces the importance of careful selection of participants, both in terms of their level of seniority and their responsibilities within their organisation, as noted above. Too junior a Fellow can mean there is less context or experience behind their engagement with the program's content, and frustration on return if they are not in a position to "act as a leader". Too senior and their experience could exceed the program's content. However, there are examples of alumni providing clear evidence of how the JDF program contributed the right skills and experience at the right time in their professional careers:

"I was already at senior management level when I attended the Fellowship program. It enhanced my abilities and skills in R&D management. The practical insights I gained were very useful in building my ability to progress through the organisation and industries that I worked in. That recognition led to my being appointed by our government to head the organisation after five years of the Fellowship." (Male JDF Fellow from 2004)

For people who have completed other ACIAR Capacity Building programs, it can be difficult to determine what specific gains came from JDF or ijDF. Many JDF Fellows have a long and ongoing relationship with ACIAR, including completing a John Allwright Fellowship (JAF) as well as a JDF. Survey data includes 17 respondents who also completed a JAF, plus seven who studied in Australia through the Australia Awards. This represents 30% of respondents. For these individuals, it can be difficult to distinguish between the programs in attributing their professional development to one or the other:

"I was a recipient of JAF and JDF more than 10 years ago, and even [though] I have moved jobs twice in my professional career, the gains are still

invaluable to me. I still apply the knowledge/skills and continue to share many of those knowledge/skills with my former and new generation of colleagues, countrymen/women that I come across in my life."

ACIAR contributions to career progression can be accumulated over many years of project work, as well as formal capacity building support through JDF, ijDF and/or JAF Fellowships. The PNG Case Study shows that a large proportion of PNG alumni who responded to the survey indicated the JDF made major contributions to their careers: 94% of alumni (17 Fellows) reported that the JDF and/or ijDF had made a major contribution to their professional career. But the deeper insights gained from the interviews further highlight ACIAR engagement. One alumnus explicitly commented that his JAF was of course much more significant, especially in terms of creating links with Australia⁸. As part of a wider, longer ACIAR relationship, the leadership and management training provided through JDF and ijDF are widely valued by alumni.

"I'll be moving up to be the CEO in March...It's thanks to ACIAR, to be honest. The experience I've gotten in managing projects, and running things, and talking to people; the JAF and the JDF - they have all contributed." (Male Fellow from 2019)

5.3.2 Organisational outcomes

Through all its capacity building activities, ACIAR aims to deliver benefits to organisations, as well as the individuals directly involved. The pilot ijDF was designed with the aim of having a greater organisational impact than JDF, through the addition of the enhanced program features and the pre-program engagement with organisations. Undertaking this review between two and five months after the program means that it is too early to expect evidence of organisational impact resulting from the ijDF approach. But feedback from ACIAR staff, and from JDF and ijDF alumni, is sufficient to make some initial observations about the likelihood of such impact, and about organisational change resulting from JDF Fellows as well.

Most alumni feel confident that their JDF or ijDF experience enabled them to contribute positively to their organisation, particularly JDF alumni.

Survey data shows that 81% of JDF alumni feel their JDF enabled them to make a major contribution to their organisation, compared to 54% of ijDF alumni.

⁸ IP2

Table 5: Fellowship Contributions to Organisations

Row labels	ACIAR-managed	USC-managed ijDF	USC-managed JDF	Total
The Fellowship enabled me to make major contributions to my organisation	46	6	9	61
The Fellowship enabled me to make minor contributions to my organisation	8	5	2	15
(Blank)	3	0	0	3
Total	57	11	11	79

Research and project management is where more alumni see their organisational contributions, as well as expanded links and networks, especially internationally. Analysis of the additional information offered by alumni through the survey provides insights into the specific areas where they see their contributions most clearly, although because fewer respondents offered data in this regard compared to other questions, conclusions are tentative. Of those who responded, the most common contributions were research and project management, and links and networks (18% of respondents to this question).

“The Fellowship has improved my skill and knowledge on science communication and research management that I can share to other researchers – for example, mentoring young researchers to run an experiment and to write scientific publications to increase their capacity building. These two areas are important issues in my institute that needed to be improved to produce more valuable outputs and outcomes.” (Female JDF Fellow from 2015)

The extent to which organisational outcomes can be achieved is highly dependent on the position a Fellow holds, their level of influence and political capital, and the extent to which senior management enables or constrains the introduction of new ways of working. These issues are discussed further in section 5.3.1 above, but the words of a former Research Program Manager capture the issue:

“Organisations benefit from the new skills individuals have, but in some situations, the returning Fellows are not able to put these into practice if there is not the appropriate management support... It only takes one very senior person to inhibit progress and new ideas.” (ACIAR Staff Survey)

A cohort of alumni within a work group can create a sense of positive change in management and leadership at a small scale, even without organisational engagement. The PNG Case Study, including interviews with a group of Fellows from the aquaculture department in the PNG National Fisheries Authority (NFA), suggests that there has indeed been change – at least in management, communication and leadership styles – in that unit⁹:

“And my boss at the time [had] already gone on the JDF. And he was the one that said, yeah, you want to do it... And then...when I came back, I pretty much had free rein.” (Male ijDF fellow)

However, this is not the result of a deliberate, extended targeting either in JDF or ijDF, but from an accumulated experience with leadership and management training for the small group of staff in that department through the JDF and ijDF programs over a number of years. ACIAR engagement in the lead-up to ijDF was with NFA more generally, and it was limited (discussed further in section 5.3.3 below). Therefore, it can be concluded that in this case, it was the gradual and organic creation of a critical mass of JDF alumni which appears to have been effective, rather than an explicit organisational targeting.

5.3.3 Organisational outcomes – ijDF

Despite the intention to link closely with target organisations in ijDF, there was little substantive organisational engagement in ijDF in practice. While the targeted organisations were reportedly supportive of staff participating in ijDF and readily nominated individuals for the program, this was generally the extent of their engagement. This affected most aspects of the ijDF program (as discussed further in the PNG Case Study), including the selection and completion of thematic projects, the mentoring, and the return to work for Fellows after completion.

Genuine organisational engagement requires substantial effort. However, in ijDF, there was little such investment and therefore little organisational buy-in. Pre-program engagement, which was led by ACIAR staff, was limited and varied between the target organisations. Some were visited in person during ACIAR staff visits to PNG, while others were limited to email exchanges. Discussions were generally a single meeting, in which the ijDF program was introduced and the request for nominations of staff for inclusion was made, as well as discussion of possible thematic programs. There is no evidence of substantive follow-up after this first interaction, and there was no involvement of the service provider. Furthermore, there was no systematic documentation of these discussions; information was only shared verbally with

⁹ IP7

the service provider. As such, the target organisations did not develop a sense of involvement and there was little foundation on which the service provider could build. The initial ambition of this part of iJDF was not resourced sufficiently and therefore not realised.

5.4 Factors influencing individual and organisational benefits

Review Question 5 asked: What factors – both positive and negative – influenced the extent to which Fellows

and their organisations (institutions) benefited from JDF and iJDF?

Unsurprisingly, the review identified many, often interlinked factors which affect the extent to which benefits from JDF and/or iJDF are realised. There are limits to the analysis of contributing factors due to the constraints already reported regarding the evidence of outcomes. However, there are many lessons arising from insights which have come from alumni feedback, and their assessment of their experiences during and after the JDF or iJDF program.

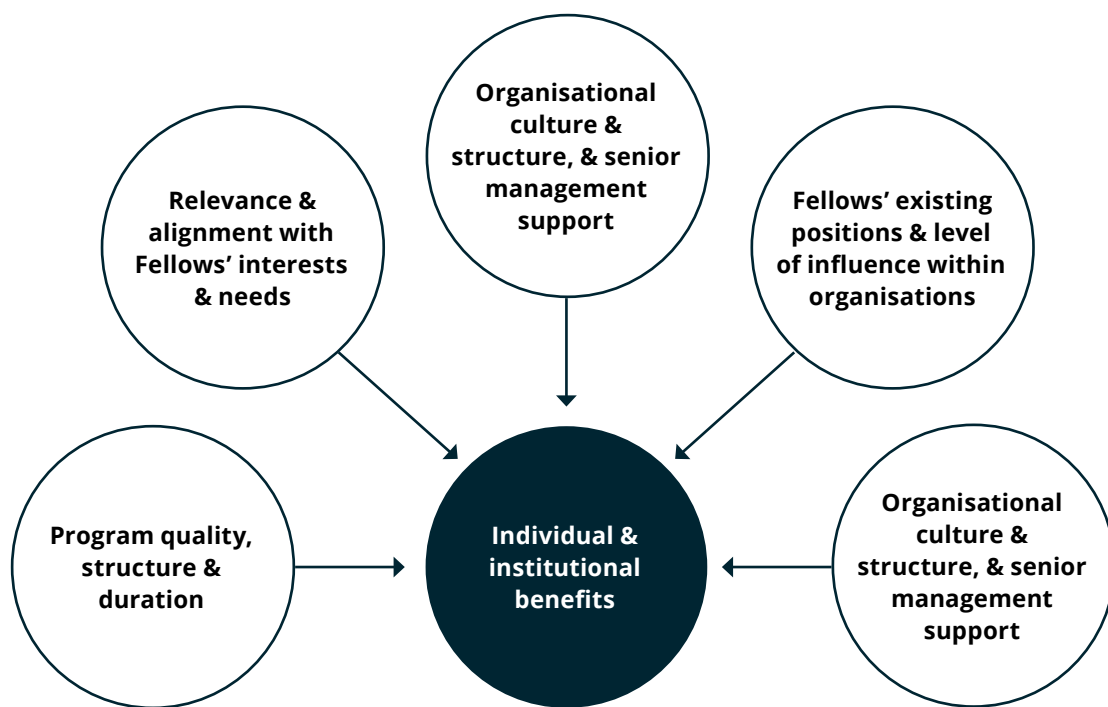


Figure 3: Factors Influencing Individual and Organisational Benefits

5.4.1 Program quality, structure and duration

The quality of the program is a key factor influencing the extent to which Fellows and their organisations benefit from JDF or ijDF, and Fellows' assessments of quality has varied over time. Alumni were invited to assess the quality of the programs in several key domains: the relevance of the program to their career,

the quality of the experts and presenters who delivered the program, the duration of the program, and the logistics and organisational aspects. The feedback collected through the alumni survey within these domains provides a striking picture of program quality – as assessed by alumni – across the three phases:

Figure 4: Quality Assessment of Programs



Relevance, the quality of the experts and presenters, and the quality of logistics and organisation, were higher when JDF was managed by ACIAR. These charts clearly illustrate that, within these three domains and in the views of alumni, JDF when managed by ACIAR was assessed more positively than JDF and ijDF as managed by USC (the red striped sections of charts a-c).

Most alumni view the duration of the program positively, including those from ijDF, which was quite different in duration and structure from JDF. By contrast, the duration of the program was endorsed by similarly high numbers of JDF (when managed by ACIAR) and ijDF alumni, but somewhat fewer JDF alumni from the USC-managed program. This is notable given the different format of ijDF, with two short visits to Australia and a six-month overall program duration, rather than a single, longer visit as in JDF.

As the centrepiece of the JDF program, leadership training was highlighted by most alumni during the case studies as the primary benefit of the program. Alumni talked at some length about the benefits of learning about different leadership styles, and understanding different ways of working and communicating. They talked about how they came away from JDF with changes in mindset, and a greater understanding of themselves and of others in their communication and working styles. Clearly, both leadership-training programs (Melbourne Business School and USC) catalysed this personal change and enabled alumni to think differently about their communication, management and leadership styles as a result.

5.4.2 Program relevance

As noted in the discussion of outcomes, leadership and management training was widely valued by alumni, although some noted it could have greater relevance to context. One PNG Fellow made observations about the approach to leadership presented in the training program, noting its focus on western notions of leadership and management which were not necessarily as well linked to PNG culture and practice.

"...The materials that were presented at the training, the conversations we had with the facilitators, it was more towards Western kind of leadership... It would be more practical to have a PNG leader, someone who...[has] led through challenges after going through studies abroad. So maybe a talk from someone like that would influence the future Fellows...so they don't think that OK, it's just all for westerners."¹⁰

How well the program's content, including site visits and work placements, aligns with Fellows' disciplines and work interests is another key factor influencing the extent to which there are benefits from the program. Alumni feedback through the survey and the two country case studies indicate that most work placements were identified in line with individuals' areas of interest, with only isolated incidents of misalignment (see for example in the Myanmar Case Study). However, there was a degree of luck associated with the extent to which the site visits matched the Fellows' areas of focus. Several alumni recollected that the field and organisational visits they did were not as well aligned with their discipline speciality or areas of interest as they would have liked. For example, when talking about field and site visits, one alumnus commented:

"Most of [the] institutions and fields visited were related with agriculture for crops, but I could not get knowledge concerned with livestock."¹¹

This individual mentioned this issue in both the interview and the survey, and described having to work extra hard to find a livestock farmer to meet and speak to during the field visits, in order to get relevant advice and experience from Australian colleagues. While there are challenges in making a program of visits relevant to a cohort of Fellows from as many as eight or more disciplinary areas, there is little evidence that site visits were selected program-by-program or varied to suit the specific composition of individual cohorts through any systematic assessment of what would best suit the specific mix of individuals. Given the gaps in available documentation, however, this may have happened but is not recorded.

Closer alignment of program activities with individual areas of interest would require more effort and resources from the service provider, but would improve program quality. There would need to be more interaction with Fellows in advance of the program in Australia, and more resources would likely be required in order to identify, negotiate, and manage a more diverse program of placements and site visits. However, if the requirement is retained that all Fellows should come into the program with a current or very recent ACIAR project link, it should very much be feasible to strengthen this aspect of the JDF program. However, this should be done in a way that retains the program's focus on non-technical and non-research skills in leadership and management.

The pilot iJDF program included several elements which are not included in the standard JDF program, which should have increased program relevance, but ultimately did not. These features include pre-program engagement with target organisations, the inclusion of a thematic project which alumni worked on with other Fellows from their organisation, and the provision of a mentor (either from PNG or from Australia) to support their learning. The pre-program engagement with target organisations also included direct nomination of applications by those organisations¹². As noted in section 5.3.3, the ambition of organisational engagement in iJDF was not realised in practice.

Given the significance of program relevance to the realisation of benefits from the program, and in light of the iJDF experience, it is clear that some increase in program tailoring would deliver greater benefits. While participant numbers from most ACIAR partner countries make country-specific programs like the first PNG iJDF unfeasible for JDF or iJDF in future, a degree of tailoring would still be possible if ACIAR created region-specific cohorts which provide a degree of common ground in culture, context and understandings. This could also deliver opportunities for Fellows to develop networks with other Fellows which are more relevant than a wholly global network (as in current JDF cohorts), and therefore which are more likely to be sustained and useful.

"You know, because regionally speaking, the issues affecting us are different from Asia. So, I don't know how to put it, but it just makes it a lot easier to discuss things. Because you have an understanding in the background of what the issues are. So, when you're trying to say ideas, or trying to express something, you know, Asian students, they understand what's what in their region, whereas Pacific Islanders who are able to understand what you're trying to say, jump in with a different idea. So

¹⁰ IP4 19:00

¹¹ IM1

¹² More detailed discussion of iJDF features is provided in the PNG Case Study.

¹³ IP7 17:58

that sort of thing. So this creates that environment and opens up the space to be able to talk.”¹³

5.4.3 Opportunities to create links and relationships

Because links with other Fellows, with ACIAR and with Australians has been identified as a significant outcome from JDF and ijDF, the extent to which the program’s structure enables Fellows to build and strengthen these relationships is an important factor in delivering benefits. The mix of Fellows within a cohort is a key sub-factor here. Intentionally, JDF cohorts are global, with Fellows from a varied set of countries, disciplines and organisational contexts. For some alumni, this was a great strength of their JDF experience. One alumnus described how he was able to link with colleagues in Indonesia and the Philippines to identify external examiners for PhD students which he would not have otherwise been able to do¹⁴. Another explicitly stated that he felt a cohort of only PNG Fellows “is a bad idea”¹⁵ because it would be too narrow. However, there was also a recognition from some alumni that the links they initially formed with international colleagues during the program were generally not sustained or ongoing.

By contrast, a cohort of Fellows who share cultural, language, organisational and geographic understandings can bond more quickly and understand each other more easily. Some alumni from the ijDF program spoke about how a group of PNG Fellows together could discuss their issues and challenges in a shared understanding of context, or “in their comfort zone”¹⁶. Another reflected on the fact that bringing a group of PNG Fellows together provided opportunities to link with colleagues in other organisations who they may not otherwise have met. For example:

“...And the most amazing thing was the networking, and appreciating each other from different aspects or industries that we work in. And that kind of gave me the understanding that I’m not alone: if I find something hard, I have someone who has that strength in another institution and I can ask him to help me.”¹⁷

The relevance of site visits and work placements, discussed above, will also influence the extent to which they provide opportunities for Fellows to develop, or strengthen existing relationships with Australian researchers and organisations, including in the private sector.

Alumni, many of whom have extended relationships with ACIAR, greatly value the opportunity to spend time at ACIAR House and with ACIAR staff. A number of alumni interviewed highlighted how much they appreciated the opportunity, and how it strengthened

their link with ACIAR and their understanding of how ACIAR works. As many of them continue to be involved in ACIAR projects, both new and ongoing, they found it useful to better understand ACIAR expectations and management approaches, and reported that this made it easier for them to work effectively with ACIAR. The requirement that JDF applicants have a link with an ACIAR project contributed to building and strengthening existing ties with ACIAR, and a sense of connectedness, and although this link was not a requirement for ijDF applicants, many Fellows brought this connection anyway.

5.4.4 Fellows’ position and influence

Where Fellows work within their organisations, including their level of formal and informal authority and influence, affects the extent to which they and their organisation benefit from their leadership and management training. As noted in section 5.3.1 above, there is limited evidence that a six-week program such as JDF and ijDF has delivered substantial career benefits to alumni, the perception amongst Fellows notwithstanding. The process of selecting individuals to participate in the Fellowships is an important factor in ensuring that the Fellows selected are those who are most likely to benefit. This can entail both an individual’s organisational position, and their level of seniority and management responsibility, as well as their level of informal influence and authority¹⁸, which can be more difficult to assess. It is therefore important for ACIAR to drive a selection process that carefully considers applicants’ position and responsibilities, and which considers the timing of their Fellowship relative to their likely career advancement.

5.4.5 Organisational culture, structure and management support

Organisational culture and the degree of flexibility within organisations, as well as the extent of senior management support for new ways of working, play key roles in influencing how much alumni can utilise their new skills and ideas within their organisations, and their experiences with this varied substantially between alumni from different organisational cultures and structures. The alumni survey asked for feedback about the challenges alumni faced on their return to work, when they tried to utilise their new skills, knowledge and ideas about leadership and management. Of the 79 survey respondents, only 36 (46%) provided comments about challenges, suggesting that a substantial proportion of alumni do not recall facing major challenges on their return to work. Analysis of the types of challenges

¹⁴ IP1

¹⁵ IP7 14:22

¹⁶ IP3 21:20

¹⁷ IP6 09:03

¹⁸ See, for example, the Myanmar Case Study for one example of a Fellow’s experience of achieving increased responsibility even when a formal promotion was not organisationally possible, reflecting their level of influence and institutional value.

alumni described showed that the most common were obstructive or resistance senior managers (22%); inadequate resources, facilities and access to scientific journals i.e. technical challenges (17%); and colleagues' and staff's fear of change (14%). The more in-depth data collected through the Myanmar and PNG Case Studies provided insights into quite varied experiences on return to work after the Fellowship: Myanmar alumni often struggled with returning to work in an authoritarian organisational context, while few PNG alumni identified major challenges to working in new ways after JDF or ijDF¹⁹.

5.5 Management for outcomes

Review Question 2 asked: To what extent were these outcomes intended, and how was the program managed by ACIAR to achieve the intended outcomes?

There have only ever been broad or implied intended objectives for JDF or ijDF. ACIAR has indicated over many years, through many documents from Strategic Plans to contracts, that the aims of its capacity building programs are founded on a fundamental intention to strengthen agricultural research capacity and organisations in its partner countries. The JDF program is part of that, with an emphasis on non-technical, non-research skills – instead focusing on leadership, management, scientific writing, and communication skills. Certainly, there appears to be consistent understanding within ACIAR that this is the focus for JDF, in addition to a secondary aim of bringing agricultural professionals to Australia to connect with Australian researchers and organisations. While the detail of the program's content has varied over time, the leadership and management skills have consistently remained the core of the program, both with JDF and ijDF. Nevertheless, while there have always been broad, generally understood intended outcomes, they not never been expressed in clear enough terms that a service provider could be held accountable for them, or for ACIAR to allocate resources or effort accordingly.

Poorly defined objectives or outcomes, coupled with few or no reporting obligations, meant that there was neither incentive nor mechanism to manage for outcomes from JDF. Feedback from ACIAR staff indicates that when the program was managed internally, the focus – and the majority of staff time and attention – was directed towards logistics, administration and finances. There was reportedly little time available to engage with the technical and strategic aspects of the program, and little expectation of this level of management either.

Contracting the delivery of JDF out to a service provider was intended to improve its management and delivery, but this did not eventuate. ACIAR aimed to include both logistical and strategic/technical management responsibilities within the contract obligations. However, without clear intended outcomes or any contractual obligations relating to performance or effectiveness, there is little indication of a significant shift to outcomes-focused management. As one ACIAR staff member commented:

“The contract is for the contractor to deliver six-week programs with five topics in them, which they are doing... [the] contractor gets paid regardless of [program quality].”²⁰ ACIAR feedback further noted that USC presented a strong approach to JDF delivery, with a sharp focus on achieving learning outcomes. However, there is little evidence of the extent to which these were delivered in practice and a number of key academics were not involved as originally promised.

There was more investment in conceptualising ijDF through consultant inputs and consultations in PNG. However, this was not translated to a program design with clear outcomes, nor into contractual obligations on the service provider, so there was no management for outcomes with ijDF either. It is clear that ijDF had more developed or ambitious intentions – specifically about achieving organisational changes – and this was reflected in how it was conceived and the introduction of several new program elements (mentors, thematic projects, etc). However, ijDF delivery was added to the existing JDF service provider's contract. This therefore replicated or retained much of the weakness in that contractual arrangement, in term of the lack of outcomes' focus or accountability for program effectiveness.

There has been negligible formal monitoring and evaluation of the programs and very limited reporting, either internally or from service providers, making an assessment of outcomes and management towards outcomes difficult. The review was able to access few program reports or evaluations, either from the period when it was ACIAR-managed (e.g. reports from service providers who delivered sub-components of the JDF program), or from the current USC-management period. For example, although service providers did generally seek participant feedback via evaluation forms, there was either no aggregation or analysis of these data. Or, if there was aggregation, there is no evidence of it being used to inform program improvements or for management decision-making. This reflects a significant gap in the contracting and management of JDF and ijDF across all phases of implementation. A combination of more robust program design with clear intended outcomes and a stronger, performance-focused contract with the

¹⁹ See attached Case Study reports for more details.

²⁰ ACIAR staff interview

service provider(s) is required to address these issues in future.

5.6 Management and implementation arrangements

Review Question 6 asked: *How well have management and implementation arrangements worked in practice, including the allocation of responsibility between ACIAR Canberra (both Capacity Building and research programs), ACIAR Country Offices and the contracted service providers?*

As noted above, there is relatively little management information available within ACIAR regarding the management, administration and implementation history of JDF, especially in its earlier years. Document analysis during this review was limited as a result, and mainly relied on documents from 2016 onwards, but ACIAR staff feedback and reflection on management arrangements was invaluable.

There has been reasonably clear allocation of responsibilities within ACIAR, but the focus of management effort has not sufficiently considered strategic and technical issues. Instead, the focus has been on logistics, finance and administration issues, as discussed above, as this was the priority within the available time and resources. With the outsourcing of management to USC for JDF and ijDF, there was a shift in management and administration responsibility out of ACIAR, and this did provide the opportunity for ACIAR staff to more closely engage with the program's strategy and intent – the first indication of this was the creation of the ijDF program with its new features, and greater focus and ambition. There are further opportunities to build on this with a subsequent reshaping of the JDF program.

ACIAR Research Program Managers and Project Leaders have the greatest influence over the selection of JDF Fellows, but their involvement in the design and delivery of the program itself is not always clearly defined. ACIAR staff feedback suggests that research program staff have had somewhat ad hoc involvement in the JDF program. During programs in ACIAR House – which were identified by alumni as a valued component of the program – there has been inconsistent availability from Research Program Managers (RPMs) and other senior staff, in light of their many competing commitments. There are some indications that the more targeted ijDF cohort (mainly PNG Fellows) enabled a greater level of targeted engagement from ACIAR research staff compared to general JDF programs. More careful design and tailoring of each cohort's specific program could strengthen RPMs' and other ACIAR staff's involvement in future,

possibly including an expanded program at ACIAR House.

Limited input from ACIAR Country/Regional Offices has been a missed opportunity to strengthen JDF, in areas including program relevance, selection processes, engagement with organisations, and post-program follow-up and support. Country/Regional Offices have a limited role in the selection of Fellows, although the extent of this involvement varies from office to office, and it may be a relatively recent development as ACIAR has elevated the level of Country/Regional Office responsibilities. Staff feedback also indicates that Country/Regional Office roles changed with the outsourcing of JDF/ijDF delivery. While this reduced the workload associated with deployment and logistics for Fellows, it also reduced their engagement with Fellows across the board and meant they were often less aware of program implementation. There is likely to be a range of informal contact between Country/Regional Offices and their Fellows during programs, but there is no formal expectation in this regard and no requirement for the service provider to remain in touch with Offices, or advise them of Fellows' return home. Many Country/Regional Offices indicated that their main focus now is bringing returned Fellows into the general ACIAR alumni network.

A more defined role for Country/Regional Offices which focuses on engaging with and supporting JDF and ijDF Fellows before and after their Fellowship could offer a low-cost opportunity to improve program outcomes.

“The program should involve country office in identification, selection and communications with JDF prior, during and after the course. Would be beneficiary to both country programs and the Fellows...” (Country Office staff, ACIAR Staff Survey)

Even in a JDF program, Country/Regional Offices could engage with Fellows' employing organisations, and facilitate pre-program interaction between a service provider and the Fellows so that the program can be better aligned to individual Fellows' needs and interests. Similarly, there could be a greater role for Country/Regional Offices to support Fellows' return to work with facilitated discussions with their managers and an individualised debrief about the Fellows' experience and feedback. This would require only a modest input from ACIAR staff in country/region, as well as a formal process that requires collaboration between Country/Regional Offices and a service provider.

6 Recommendations

In order to strengthen and streamline the provision of leadership and management-focused Fellowship opportunities in future, and in response to Review Question 6 about the future implementation and management of JDF and ijDF, a number of opportunities arise from this review. It is therefore recommended that:

1. ACIAR should revert to offering a single JDF program, rather than the distinction of two similar, but not sufficiently different, JDF and ijDF programs. There was substantial ambition associated with the pilot ijDF, but in practice, much of this ambition was not realistic, particularly when it comes to organisational change.
 2. Delivery of JDF should again be outsourced to a service provider, enabling ACIAR staff to focus on the strategic management and leadership of the program, monitoring and evaluation, and engagement with Fellows and their organisations.
 3. In future, the JDF program should incorporate elements of both JDF and ijDF programs while being realistic about what outcomes can be achieved through a short-term professional development program, particularly in terms of any organisation or organisational changes. In particular:
 - a. The inclusion of a professional project has great potential and should be considered for inclusion in all JDF programs, if resources allow. However, the identification of each project should be done with each Fellow and their organisation at the start of the program, and before work begins. This will better ensure it is relevant and feasible within their work context.
 - b. The program should include at least a week's professional placement, and that placement should be identified in discussion with each Fellow with a view to ensuring it has greatest professional and personal value, and is linked to their work and their discipline. If a Fellow is currently involved in an ACIAR project, a work placement with their project leader may be valuable, although it will be important to retain a focus on leadership and management, rather than technical research skills.
 - c. A geographic clustering should be introduced into each cohort of JDF, most likely on a regional rather than country basis. This would balance the benefits expressed by review participants: some valued the diversity that came from an international cohort, while others (particularly PNG ijDF participants) appreciated being with other Fellows who shared culture, language and organisational understanding, and were more likely to remain in contact post-program. There would also be insufficient numbers for country-specific ijDF programs from all but four countries, meaning that a regional approach to ijDF would become necessary regardless.
 - d. Regional cohorts would provide a balance of diversity and commonality within a cohort of Fellows while also enabling more substantial tailoring of content, including of presenters, to enhance program relevance and utility.
 - e. Intakes should be forward planned so ACIAR programs, projects and offices know when their region will be supported through JDF. Cohorts could be clustered for the Pacific, Mekong, South-East Asia, South Asia and Africa, and with two intakes a year (based on current budget allocations), each country/region would have a substantial place allocation in JDF every two years.
 - f. Selection processes should carefully assess applicants' current position, likely career trajectory, and relationship with ACIAR, to select Fellows who are best placed to utilise leadership and management skills on program completion.
4. The program should provide for comprehensive pre- and post-program engagement with Fellows and their employing organisations, to build organisational engagement and support for alumni on their return, and to enable program tailoring to Fellows' needs and interests, including with their work

placement, and the program of site visits and other activities. This engagement should be undertaken by the service provider and ACIAR staff so there is genuine integration into program delivery.

5. Considering both efficiency and value for money, as well as current restrictions on international travel, the program should aim to include the proactive inclusion of remote/digital-based activities as part of its design. This should, for example, include video-conference pre-departure meetings, workshops, and engagement with individual Fellows regarding specific program elements such as their professional placement and their professional project (if these are included).
6. A procurement process for a new service provider should proceed as planned, with a set of indicative intended outcomes linked to the wider ACIAR Capacity Building Program Logic and referencing the Pacific Capacity Building Strategy. A terms of reference for their services should reflect ACIAR decisions about program structure, content and focus arising out of this review.
7. Once a new service provider is contracted, the ACIAR Capacity Building Team should collaborate with the organisation to refine and confirm a detailed program design and structure, including the specific intended outcomes for the JDF program, as well as clearly defined roles and responsibilities and lines of communication between ACIAR Canberra, Country/Regional Offices, and the service provider. In this way, there will be a shared understanding and ownership of the program intentions, strengthening implementation and management towards achieving them. The service provider should be formally held accountable for the implementation of the agreed program design, by contract amendment if necessary.
8. Service provider contract obligations should include stronger and clearer M&E and reporting obligations, linked to the Capacity Building MEF. ACIAR Capacity Building team responsibilities should focus on the management and supervision of the service provider with an eye on outcomes.
9. Country/Regional Offices should have a more formalised role in the JDF program design, including pre- and post-program engagement with Fellows and their organisations, and a formal role in the selection process.
10. In light of the high value alumni place on their opportunities to engage with ACIAR during the JDF program, Research Program Managers (RPMs) and other ACIAR research staff should have an expanded role in future, including with an expanded program at ACIAR House. Forward planning of JDF programs and a more comprehensive program-planning process in advance of each cohort's program should enable all relevant RPMs to ensure they are available to participate.



Annex 1. Acronyms

Acronym	Explanation
JDF	John Dillon Fellowship
ijDF	Institutional John Dillon Fellowship
ACIAR	Australian Centre for International Agricultural Research
DFAT	Department of Foreign Affairs and Trade
JAF	John Allwright Fellowship
NARI	(PNG) National Agricultural Research Institute
PNG	Papua New Guinea
NFA	(PNG) National Fisheries Authority
ANU	Australian National University
RPM	(ACIAR) Research Program Manager

Annex 2. JDF Comparison Tables

Table 7: JDF Review Content Comparison

	JDF (to 2017) – Melbourne Business School – 5-6 weeks in Australia	JDF (2018-20) – the University of the Sunshine Coast – 5 weeks in Australia	JDF (2019) – the University of the Sunshine Coast – 6 weeks spread over 6 months. Twice in country, twice in Australia.
	Content	Content	Content
	Format	Format	Format
	Delivery by	Delivery by	Delivery by
Science/ research communication	<p>Scientific writing Communication and audience focus, including policy makers Academic writing for journals</p>	<p>Science communication for policy influence and communicating the benefits of science (including social media training)</p>	<p>Science communication for policy influence and communicating the benefits of science (including social media training)</p>
	2 days	2 days	2 days
	The University of Adelaide: Kate Cadman and Margaret Cargill	USC science communication	USC science communication
Executive leadership; leadership self- awareness	<p>MBS New Leaders Development Program: insights and tools to build personal, team and organisational effectiveness; effective delegation; conflict management; leadership with confidence; realistic goal setting and coaching others; and interpersonal and personal development</p>	<p>Leadership skills including: steering and implementing change, and dealing with uncertainty; engaging with risk and showing personal courage; culturally appropriate negotiation; strategic awareness and thinking; mentoring and developing others; the 360 feedback method; and self-awareness of personal leadership style</p>	<p>Leadership skills including: steering and implementing change, and dealing with uncertainty; engaging with risk and showing personal courage; culturally appropriate negotiation; strategic awareness and thinking; mentoring and developing others; the 360 feedback method; and self-awareness of personal leadership style</p>
	5 days	5 days	5 days
	Mt Eliza Business School	iJDF Program Coordinator	iJDF program coordinator
Project management	<p>Research Management Workshop</p>	<p>Formal project management: scope definition and scope creep; budget and financial management; scheduling and planning; and quality control</p>	<p>Less formal project management: conversations from ACIAR project leaders about real projects they had managed Some formal project management material</p>
	4 days	4 days	4 days
	The University of Sydney: Professor Robyn McConchie and Ms Emma Walters	ACIAR project leaders/retired professors	ACIAR project leaders/retired professors

	JDF (to 2017) – Melbourne Business School – 5-6 weeks in Australia		JDF (2018-20) – the University of the Sunshine Coast – 5 weeks in Australia		iJDF (2019) – the University of the Sunshine Coast – 6 weeks spread over 6 months. Twice in country, twice in Australia.	
	Content	Format	Delivery by	Content	Format	Delivery by
Study tour	Research management in operation: field visits to projects and programs, and looking at priority setting, project management, and interactions between research and industry	5 days 2 groups, hosted by 2 agencies	Charles Sturt University, Charles Darwin University, the University of Tasmania, UWA, etc.	Site visits to agricultural research facilities in Queensland: Gatton research facility, QDAF Uni, JCU Farm, Maleny Dairy, one agribusiness which uses research in its business	3-5 days	Conversations facilitated by USC researchers. When available, a retired academic toured with the group to facilitate useful discussion.
Work placement	Some Fellows were working on projects at the host organisations	Included in study tour	Fellows typically hosted by an Australian organisation e.g. ABARES, CSIRO, a university department, a cooperative research centre, or a state department of Agriculture)	Fellows shadowed a senior leader in an organisation to experience firsthand how leaders spend their time. Placements were based on a best-fit scenario and coordinated in consultation with ACIAR Research Program Managers (RPMs).	4 days	Various agencies
				Site visits to agricultural research facilities in Queensland	3-5 days	Program coordinator/admin assistant Conversations facilitated by USC researchers

	JDF (to 2017) – Melbourne Business School – 5-6 weeks in Australia	JDF (2018-20) – the University of the Sunshine Coast – 5 weeks in Australia	JDF (2019) – the University of the Sunshine Coast – 6 weeks spread over 6 months. Twice in country, twice in Australia.
	Content	Format	Delivery by
Thematic project	N/A	N/A	N/A
	Content	Format	Delivery by
	The intention was that Fellows work as a team on an agreed workplace management project, to make connections, and interchange between learning and the workplace. However, in practice, there was no formal organisational process to identify and agree on a project. The project was homework, which was not incorporated into the program schedule.		ACIAR provided support to identify agreed projects with organisations and Fellows USC intended to link Fellows with relevant USC staff during the time at USC, to assist with projects. This did not occur.
ACIAR House workshop	Visits to ABARES, RIRDC in Canberra; ACIAR CEO welcome; evaluating research projects to achieve practical impact; round table with research program managers; all-staff lunch; and individual time with relevant RPMs	s.1 day	Capacity Building Project Officer, with senior staff: Dr Andrew Alford, RPM Impact Assessment, and Dr Peter Horne, GM Country Programs
	Content	Format	Delivery by
	Briefing about ACIAR; interactive session; all-staff lunch; and individual time with relevant RPMs	1 day	Outreach and Capacity Building Team, with senior staff, including RPMs, ARPMs and senior management
	Briefing on ACIAR; tailor-made PNG-specific interactive sessions; and all-staff lunch	1.5 days	Outreach and Capacity Building Team with senior staff, including RPMs, ARPMs, and senior management

	JDF (to 2017) – Melbourne Business School – 5-6 weeks in Australia	JDF (2018-20) – the University of the Sunshine Coast – 5 weeks in Australia	iJDF (2019) – the University of the Sunshine Coast – 6 weeks spread over 6 months. Twice in country, twice in Australia.
	Content	Content	Content
	Format	Format	Format
	Delivery by	Delivery by	Delivery by
Public policy	Influencing government policy	Nil	Policy essentials: using evidence and data, understanding policy process, development and communication Prosocial Polycentric Governance: workshop on policy engagement, research planning and management, and designing fieldwork
	1-2 days		1 day
	The Australian National University: Trish Mercer and Wendy Jarvie		The Australian National University: Trish Mercer and Wendy Jarvie
Structured foresighting	N/A	N/A	Introduction to strategic analysis and thinking, priority setting, and coping with change and uncertainty – what will your world look like in 10 years, and what is one small step you can take to get to a preferred future?
			3 days (usually 1-2 weeks)
			The Australian National University: Robert Styles, delivered in PNG
Return to workplace	Part of MBS program	Discussed within leadership components	Planning for return to work: strategies, analysis and implementation discussions with the program leader
			½ day
			The Australian National University: Robert Styles
Gender, ethics in research	Gender, ethics in research	Gender, ethics in research	Gender, ethics in research
			½ day
			The Australian National University

	JDF (to 2017) – Melbourne Business School – 5-6 weeks in Australia	JDF (2018-20) – the University of the Sunshine Coast – 5 weeks in Australia	JDF (2019) – the University of the Sunshine Coast – 6 weeks spread over 6 months. Twice in country, twice in Australia.
	Content	Content	Content
	Format	Format	Format
	Delivery by	Delivery by	Delivery by
Media engagement/ coverage	Included some media (radio interviews)	Yes, mostly in Queensland	Yes: radio interviews, magazine coverage
Official welcome	Visit to Parliament House to attend Question Time Presentation by Foreign Minister to Fellows	Official opening in Canberra with various officials from the JDFs' embassies, etc.	Official opening and closing in Queensland with various officials including PNG. PNG HC invited to PNG opening.

Annex 3. Review Matrix

Review Question	Methods/Sources
1. What outcomes have been achieved as a result of JDF and iJDF: a. for individual Fellows;	Alumni survey
b. for their organisations;	Alumni survey Country case studies ACIAR staff survey
c. for agricultural research (if any).	Alumni survey Country case studies ACIAR staff survey
2. To what extent were these outcomes intended, and how was the program managed by ACIAR to achieve the intended outcomes?	Document review ACIAR staff interviews
3. How well did the JDF program include Fellows from a range of countries, disciplines and organisations, aligned with ACIAR's priorities and programs?	Document review Alumni survey
4. How well have people of all genders and abilities been included in JDF and iJDF programs?	Document review
5. What factors – both positive and negative – influenced the extent to which Fellows and their organisations benefited from JDF and iJDF?	Alumni survey Country case studies ACIAR staff interviews
6. How can future implementation and management of JDF and iJDF be adjusted to maximise outcomes?	Alumni survey Country case studies ACIAR staff interviews
7. How well have management and implementation arrangements worked in practice, including the allocation of responsibility between ACIAR Canberra (both Capacity Building and research programs), ACIAR Country Offices and the contracted service providers?	Document review Alumni survey Country case studies ACIAR staff interviews

Annex 4. Myanmar Case Study

JDF in Myanmar

The first JDF Fellows from Myanmar joined the program in 2016, with the first three scientists selected from an overall global cohort of 10. Since then, a total of nine men and women from Myanmar have completed JDFs, with at least two Myanmar Fellows in every cohort.

Myanmar was chosen for a country case study mainly for a mix of purposive and opportunistic reasons. First, ACIAR expects to continue its involvement in Myanmar at a substantial level in future, in line with broader Australian aid priorities. Also, the alumni cohort is fairly homogeneous in the timeframes of their JDF experience: unlike many other countries, all Fellowships have taken place in the last four years. But also, it was possible to do face-to-face interviews by virtue of the fact that Fellows were joining the Mekong Region Alumni Workshop in Bangkok and the reviewers were also attending this meeting.

Myanmar Fellows have come from at least four organisations, all within the government sector, and represent a range of disciplines, including livestock, soil science, horticulture, agribusiness and fisheries. Some of the alumni spoken to had extensive international experience in study, research and other work, while others had spent little or no time outside Myanmar at the time of their Fellowship. Some had supervisory responsibility for up to 25 staff, while others had no direct reports, meaning there was quite varied management and leadership experience as they came into the JDF program.

Country data

Four Myanmar alumni provided feedback through the online alumni survey, representing 44% of the total population. Complementing this data, the review team interviewed five Myanmar alumni – four women and one man, during the Mekong Region Alumni meeting in Bangkok, Thailand in December 2019. This represents 55% of Myanmar alumni. All the individuals interviewed also completed the survey. There is therefore a reasonable basis for compiling a

narrative about the experiences of Myanmar with JDF since 2016.

Interviews were conducted on 21 December 2019 in Bangkok, recorded with consent and subsequently transcribed using otter.ai transcription software. Interviewees are not identified in this report, in line with the confidentiality and consent agreements made with them, and quotes are de-identified.

From the four survey responses, Myanmar Fellows indicated that:

- the content was highly relevant;
- the duration of the Fellowship was the right length;
- the presenters and experts were of adequate quality (three responses) or high quality (one); and
- organisation and logistics were adequate (two) or high quality (two).

The most common benefits reported were:

- new skills and knowledge;
- relationships with other Fellows; and
- experience with international travel and visiting Australia.

Observations and conclusions about JDF in Myanmar

While the volume of data from the small number of Myanmar alumni is limited, a number of key observations arise which provide insights into the experiences of JDF for the men and women of Myanmar.

Leadership and communication

As the centrepiece of the JDF program, leadership training was highlighted by all alumni as the primary benefit of the program. All alumni interviewed talked at some length about different leadership styles, and understanding different ways of working and communicating. They talked about how they came away from JDF with changes in mindset, and a greater understanding of themselves and of others in their communication and working styles. Clearly, both leadership-training programs

(Melbourne Business School and USC) catalysed this personal change, and enabled alumni to think differently about their communication, management and leadership styles as a result.

Some alumni faced challenges putting new ways of working into practice. Several of them reflected on the leadership and management styles they were exposed to during JDF, and how different they are from the usual management and leadership styles in the Myanmar system, which tends to be quite top-down and authoritarian. For some alumni, this created challenges to put their new ideas into practice, as they were keen to work differently, but the established work and management cultures constrained them. For two alumni, their learning and leadership styles enabled them to understand their own managers differently. For example, when describing a quite authoritarian-style individual who was their direct manager, one alumnus commented that:

"I have more patience. To understand the professor, not only the professor, but also all the colleagues [who] behave as the manager."²¹

Further, this alumnus suggested that leadership training such as JDF should be offered to senior managers, not just mid-career professionals, as it would greatly assist with shifting from a 'top-down' management style in Myanmar organisations.

Others found it easier to change their leadership and management styles. The extent to which alumni faced this challenge really varied according to the styles of their direct managers, and the level of seniority of their own position. Some found it easier than others to lead and manage differently on their return to Myanmar. For example:

"So now I [have] changed my leadership style and all the decisions I make are really more flexible now."²²

Structure

Coherent program design is essential to ensure greatest value. Some alumni described overlaps between different components of the program. Most notably, they described an apparent disconnect between the content delivered during their time at ACIAR House, and the rest of the program. For example, one interview discussion included the observation that the sessions at ACIAR House – which were designed and delivered by ACIAR – covered some of the same ground as the leadership training, which she felt was repetitive. A design refresh by a new service provider, done in close collaboration with ACIAR, should address this issue.

Alumni who attended the leadership training at the Melbourne Business School at Mt Eliza spoke highly of the program.

Alumni from the University of the Sunshine Coast also spoke positively of their leadership training, but one alumnus from the Mt Eliza program made strong comments about the relative quality of the USC program, saying:

"When I talked with the other people who did that [leadership training] in the Sunshine Coast, it is quite different, and they didn't really learn – that is what I found."²³

Relevance

While the program's duration was about right, the relevance of key program elements could be improved by aligning more closely with Fellows' interests and discipline areas. As already reported, Myanmar alumni felt the duration of the JDF program was about the right length. Two interviews included discussion of the challenges in securing release from work responsibilities to be able to participate and emphasised that it would not be possible to join any longer a program. However, several alumni recollected that the field and organisational visits they did were not as well aligned with their discipline speciality or areas of interest as they would have liked. For example, when talking about field and site visits, one alumnus commented:

"Most of [the] institutions and fields visited were related with agriculture for crops, but I could not get knowledge concerned with livestock"²⁴

This individual mentioned this issue in both interview and survey, and described having to work extra hard to find a livestock farmer to meet and speak to during the field visits, in order to get relevant advice and experience from Australian colleagues.

Another alumnus had a similar experience with their work placement. After arriving at the University of the Sunshine Coast, she learned from other Fellows that they were going to work with their existing research partners, while she had been placed elsewhere. She advocated for a change in her placement, talking to both her existing ACIAR project leader and the USC program manager, ultimately securing a more relevant placement. While she appreciated this, her experience was "only just three days, so it was just talking, not really practical"²⁵.

The practical work placements were highly valued, especially when linked to Fellows' current work and research interests, and many would have liked a longer placement. The opportunity to work in modern

²¹ IM4 23:52

²² IM3 10:20

²³ IM3 23:34

²⁴ IM1

²⁵ IM2 18:29

research facilities, to observe and discuss lab and research management, and to build and strengthen direct relationships with Australian researchers was a highlight for many alumni. In fact, three alumni indicated that they would like much more of this experience, counterbalancing the theory components of the training.

"I would also like to stay at a university or laboratory for a longer time, maybe two or three weeks to learn about their work, or how to manage the laboratories. Because we [have been] very weak over many years in laboratory management. And also designing laboratories. So my opinion was that if I can stay for two or three weeks, I can look and network."²⁶

Closer individual alignment would require more effort and resources from the service provider, but it would improve program quality. There would need to be more interaction with Fellows in advance of the program in Australia, and likely require more resources to identify, negotiate and manage diverse placements. However, if the requirement that Fellows must have a link with an ACIAR project is maintained, this should continue to be feasible.

Career outcomes

The extent to which skills development will contribute to professional advancement is partly dependent on the organisational system and culture in which alumni are working. The Myanmar system described by alumni is a regimented one, with rigid rules for promotion and job placements. Promotions are linked to a specified duration of service at each level in the hierarchy, in addition to performance assessments and formal exam-style

assessments. So, for example, one alumnus described how she could not be promoted because she had not served sufficient time at her current level. Two reported securing promotions, one adding that her specific placement was based on her performance as judged by her number of publications, and that she secured a better geographic location than her colleagues because her publications were more numerous. Another Fellow described how she could not be promoted (due to rigid rules about time required in current position), but her senior manager had reshaped her role to ensure she was challenged and satisfied with career progression. In these circumstances, the extent to which enhanced skills through training such as JDF will contribute to career advancement may be more limited than in other organisational systems and cultures.

²⁶ IM1 18:27

Annex 5. PNG Case Study

JDF and ijDF in PNG

Participation by Papua New Guinea Fellows in the John Dillon Fellowships (JDF) dates back to the start of the program in 2003, with two men from PNG in that first JDF cohort. There have been PNG Fellows in most JDF cohorts since then, with 19 PNG Fellows overall – five women (26%) and 14 men. Within this group, two PNG Fellows have participated in JDF since it was under management by the University of the Sunshine Coast (USC), while the remainder completed their program when it was managed by ACIAR and included leadership training at the Melbourne Business School at Mt Eliza.

In addition, ACIAR created the new Institutional John Dillon Fellowship (ijDF) in 2019, aiming to achieve more substantial outcomes for organisations (not just individual Fellows) through a closer link with organisations and an enhanced program structure, including a thematic project and mentoring support. ACIAR, through its service provider USC, piloted ijDF with PNG organisations and Fellows, as well as two Samoan Fellows from SPC²⁷. There were 14 PNG Fellows in the ijDF program; five women (36% of PNG Fellows) and nine men (64%). They represented five targeted organisations in PNG:

- National Fisheries Authority (NFA)
- University of Technology (Unitech)
- National Agricultural Research Institute (NARI)
- PNG Science and Technology Council (PNGSTC)
- Department of Primary Industries, Autonomous Region of Bougainville (DPI ARB)

As part of the review of JDF, ACIAR is reviewing and reflecting on the ijDF program so it can refine future delivery based on lessons from the PNG pilot. The inclusion of both JDF and ijDF Fellows in the country case study provides an opportunity to compare the experiences of Fellows in both programs.

Country data

18 PNG alumni provided feedback through the online alumni survey, including eight JDF alumni, eight ijDF and alumni, and two who had completed both JDF and ijDF programs. 12 respondents were men (70%), six were women (30%) and none identified as having a disability. There were 14 PNG Fellows in the ijDF program, so the survey responses (10 ijDF alumni) represent 71%, a strong sample for analysis. The 10 JDF Fellows in the survey sample represent 53% of all JDF alumni, which is an equally sound sample for analysis.

11 of the 18 survey respondents have also completed other international education, training or professional development programs, including nine John Allwright Fellowships. They work in diverse discipline areas: agribusiness, fisheries, forestry, livestock, policy, social sciences and horticulture.

Complementing the survey data, the review team interviewed nine PNG alumni – seven men and two women, during the PNG Alumni meeting in East New Britain in February 2020. Eight interviews were conducted between 4-6 February 2020, recorded with consent and subsequently transcribed using otter.ai transcription software, while the ninth was completed in writing when time for interviews was short. Interviewees are not identified in this report, in line with the confidentiality and consent agreements made with them, and quotes are de-identified. While it was hoped to also interview organisational representatives to explore organisational experiences and outcomes from the ijDF (as noted in the main report), this was not possible. The limitations are further addressed in the review report.

²⁷ Data provided by SPC alumni is not included in this PNG country case study, but is considered in the main review report.

Survey data shows that generally, alumni were satisfied with the JDF and ijDF programs, although there is a pattern of relatively lower levels of satisfaction amongst ijDF Fellows compared to their JDF counterparts. Specifically, survey data indicates that:

- The content was highly relevant (67%) or adequately relevant (33%);
 - There was no difference between JDF and ijDF alumni.
- The program duration was right (78%) or too brief (22%);
 - ijDF alumni more commonly indicated the program was too short (25% compared to 12% of JDF alumni).
- The presenters and experts were of a high quality (67%) or at least of adequate quality (33%); and
 - ijDF alumni more commonly indicated that presenters and experts were only of adequate quality (25% compared to 12% of JDF alumni).
- Organisation and logistics were high quality (72%) or adequate quality (28%).
 - ijDF alumni more commonly indicated that organisation and logistics were adequate (25% compared to 12% of JDF alumni).

The most common benefits reported consistently across JDF and ijDF Fellows were:

- new skills and knowledge (100% of respondents);
- confidence (94%);
- relationships with other Fellows (89%); and
- links with institutions in Australia (89%).

Observations and conclusions about JDF and ijDF in PNG

The volume and coverage of data collected from PNG Fellows, both from JDF and ijDF, provides a sound basis to make observations about their experiences, and the contributions the program may have made.

Leadership and communication

Leadership training – the centrepiece of the program – was noted by many alumni as a major highlight. The alumni interviewed described both personal and professional changes as a result of the leadership training, from both the Melbourne

Business School and the University of the Sunshine Coast programs. There were many aspects to the benefits alumni talked about. Firstly, there were changes relating to instrumental leadership skills and understanding, such as:

“It has really helped me...just to understand the different models of engagement, with different stakeholders”²⁸

Other lessons were linked to new and better understanding of leadership as a concept, rather than a position in an organisational hierarchy, which gave some alumni confidence to apply their learning in practice. For example:

“Discovering I can be a leader no matter what position I am in. Be able to influence change without being in a position of authority in an institution.”²⁹

Furthermore, a number of alumni reflected on the significance of their personal development and understanding of self, which has changed the way they work. For example:

“One of the great things about the training was doing a 360 so you better understand yourself. That was key to me, because I was able to understand what I love and my strengths - and we are able to thrive.”³⁰

“But the authentic part of leadership was what I’m really building on. It helps me lead and manage, while being myself.”³¹

Alumni who attended the leadership training at the Melbourne Business School at Mt Eliza spoke highly of the program, while others described the value of their USC training and the training at ANU.

“The session on leadership, visioning and partnership brokering were very great...that was at ANU and also at ACIAR House.”³²

It is not possible to determine which leadership training program was better quality or more successful on the basis of the evidence available. However, there were two alumni in this review who had the rare opportunity to compare them directly, as a result of completing both JDF and ijDF. One of these who had completed both JDF and ijDF put it most plainly:

“The original JDF was better than ijDF in terms of program and degree of the content and presentations.”³³, also commenting in their interview that: “It was not only JDF, we were put in a program that all other managers in Australia and others, Asians, they came in together and sharing not only with JDF recipient, but the whole big managers

²⁸ IP3 27:18

²⁹ Survey Q18 response

³⁰ IP7 5:30

³¹ IP4 2:14

³² IP112:53

³³ Survey Q13 response

³⁴ IP1 5:46

there. The interaction with them, the discussion and the training was a bonus on the program.”³⁴

PNG alumni did not describe significant frustrations on their return from JDF, and few talked about facing challenges putting their new skills and ideas into practice. Alumni from PNG had less to say about the challenges they faced on return from the JDF program compared to their Myanmar counterparts. The alumnus who had most to say about facing challenges – including trying to work in rigid organisational structures and with inflexible colleagues – was an early JDF fellow³⁵. It may be that more recent Fellows are already working in more modern organisations, or with more colleagues and supervisors who work in more flexible ways, although in the absence of other data, it is difficult to draw conclusions about this.

Alumni, many of whom have extended relationships with ACIAR, greatly value the opportunity to spend time at ACIAR House and with ACIAR staff. A number of alumni interviewed highlighted how much they appreciated the opportunity, and how it strengthened their link with ACIAR and their understanding of how ACIAR works. As many of them continue to be involved in ACIAR projects, both new and ongoing, they found it useful to better understand ACIAR expectations and management approaches, and reported that this made it easier for them to work effectively with ACIAR.

Specific features of ijDF

The pilot ijDF program included several new elements which are not included in the standard JDF program: alumni worked with other Fellows from their organisation to undertake a thematic project and were provided with a mentor (either from PNG or from Australia) to support their learning. There was also pre-program engagement with target organisations, and direct nomination of applications by those organisations. Both survey data and interviews with ijDF alumni provided significant insights into the extent to which these new features were successful, and ultimately it is clear that neither was.

Thematic projects were ineffective, although alumni broadly considered them a good idea in theory. While commenting that time was wasted on the thematic projects because they were not established well, one alumnus did also acknowledge that it was the first time such a program element was being attempted and reiterated that it was a useful idea³⁶. Another alumnus reflected that the projects were identified too early and with insufficient organisational involvement, and that they were too ambitious. He was also allocated a project in a discipline area entirely unrelated to his

area of expertise and interest, which was something reported by other alumni too.

“If the thematic project was in the middle or further towards the end, there would be a lot of impact, because most of the lectures...that were applicable to the thematic project were given in the second week.”³⁷

Even with a group of Fellows from a single-target organisation, it was difficult to identify a logical shared thematic project. In most cases, the Fellows from each organisation came from quite different areas of the organisation or from different discipline areas, making collaboration challenging.

Similarly, the mentoring component of the ijDF was ineffective. Mentors were not necessarily identified well, and their role and expectations were not always clear. Alumni reported variable levels of engagement from their mentors – in one case, there was almost no engagement or support, and the consensus amongst alumni and the ACIAR staff interviewed was that the mentoring component did not deliver what was hoped.

“...They had a mentor in each of the projects. But what I experienced was that these mentors had no idea about our projects... It is a good concept, but it didn't work.”³⁸

Organisational impact

Through all its capacity building activities, ACIAR aims to deliver benefits to organisations as well as the individuals directly involved. The pilot ijDF was designed with the aim of having a greater organisational impact than JDF, through the addition of the enhanced program features and the pre-program engagement with organisations. Undertaking this review between two and five months after the program means that it is too early to expect evidence of organisational impact resulting from the ijDF approach. But feedback from ACIAR staff, and from JDF and ijDF alumni, is sufficient to make some initial observations about the likelihood of such impact, and about organisational change resulting from JDF Fellows as well.

Most alumni feel confident that their JDF or ijDF experience enabled them to contribute positively to their organisation, particularly JDF alumni. In terms of organisational influence, overall 78% (14 Fellows) responded through the survey that the Fellowship had enabled them to make major contributions to their organisation(s). However, it is not possible to validate these perceptions in the absence of organisational feedback or data. There was a marked difference between JDF and ijDF Fellows in response to Review Question 5: 62% of ijDF Fellows felt they were able to make a major contribution to their organisation,

³⁵ IP5 7:58

³⁶ IP1

³⁷ IP6 16:31

³⁸ IP1 10:07

compared to 100% of JDF Fellows. However, this is likely to be significantly linked to the time since completing the Fellowship, as the survey was undertaken only two months after the ijDF program had finished.

Despite the intention to link closely with target organisations, evidence from alumni and from ACIAR confirm that there was little organisational engagement in the ijDF program. While the targeted organisations were reportedly supportive of staff participating in ijDF and readily nominated individuals for the program, this was generally the extent of their engagement. This affected the selection and completion of thematic projects (as discussed elsewhere in this report).

Genuine organisational engagement requires substantial effort. However, in ijDF, there was little such investment and therefore little organisational buy-in. Pre-program engagement, which was led by ACIAR staff, was limited and varied between the target organisations. Some were visited in person during ACIAR staff visits to PNG, while others were limited to email exchanges. Discussions were generally a single meeting, in which the ijDF program was introduced and the request for nominations of staff for inclusion was made, as well as discussion of possible thematic programs. There is no evidence of substantive follow-up after this first interaction, and there was no involvement of the service provider. Furthermore, there was no systematic documentation of these discussions; information was only shared verbally with the service provider. As such, the target organisations did not develop a sense of involvement and there was little foundation on which the service provider could build.

A cohort of JDF/ijDF alumni within a work group can create a sense of positive change in management and leadership at a small scale, even without organisational engagement. Feedback from interviews with a group of Fellows from the aquaculture department in the PNG National Fisheries Authority (NFA) does indicate that there has been some change, at least in management, communication and leadership styles within that unit³⁹.

“And my boss at the time [had] already gone on the JDF. And he was the one that said, ‘yeah, you want to do it’... And then...when I came back, I pretty much had free rein.”⁴⁰

However, this is not the result of a deliberate, extended targeting either in JDF or ijDF, but from an accumulated experience with leadership and management training for the small group of staff in that department through the JDF and ijDF programs over a number of years. ACIAR engagement in the lead-up to ijDF was with NFA more generally, and it was limited (as previously

discussed). Therefore, it can be concluded that in this case, it was the gradual and organic creation of a critical mass of JDF alumni which appears to have been effective, rather than an explicit organisational targeting.

Relevance

While program duration was about right, the relevance of key program elements could be improved by closer alignment with Fellows’ interests and discipline areas. This is a challenge with a program comprised of individuals from many countries and different discipline areas, as is the case with JDF. With a group of mostly PNG Fellows in ijDF, there was still a wide range of disciplines represented, including within organisational groups.

The right work placement and site visits, aligned as much as possible to Fellows’ discipline and research focus, makes the program far more valuable. Some Fellows had very positive experiences in this regard, such as:

“With the whole JDF...the program was kind of well designed and organised... We visited key agricultural institutions in Australia, not only in one region. They put us in our line of work, they identified our background and work duties, and aligned us with those institutions that [matched], rather than taking the whole group and visiting the same [places].”⁴¹

But for others, the visits and placements were less well matched to their areas of interest and expertise, suggesting that there has been an element of chance in the extent to which individual Fellows found close alignment with their interests in the program.

Closer alignment of program activities with individual areas of interest would require more effort and resources from the service provider, but would improve program quality. There would need to be more interaction with Fellows in advance of the program in Australia, which would likely require more resources in order to identify, negotiate, and manage a more diverse program of placements and site visits. However, if the requirement that all Fellows should come into the program with a current ACIAR project link, it should very much be feasible to strengthen this aspect of the JDF program.

A country-specific program should enable genuine content tailoring and cultural alignment, but this did not happen in the pilot ijDF. One PNG Fellow made important observations about the approach to leadership, which was central to the training program, noting its focus on western notions of leadership and

³⁹ |P7

⁴⁰ |P7 11:00

⁴¹ |P1 4:25

management which were not necessarily as well linked to PNG culture and practices.

“...The materials that were presented at the training, the conversations we had with the facilitators, it was more towards Western kind of leadership. So, I see that maybe during the planning of the next ijDF, it would be more practical to have a PNG leader, someone who...the alumni could probably, you know, put forward some was a prominent leader, someone whose lead through challenges after going through studies abroad. So, maybe a talk from someone like that would influence the future Fellows. So they will have an open mind and they attend in the Fellowship. So they don't think that OK, it's just all for westerners.”⁴²

Other alumni mused that there would be valuable if more PNG and Pacific-specific content and presenters were included, as well as the international perspectives. In the ijDF cohort, there turned out to be an interesting mix of Fellows, from quite senior officials to more mid-level personnel, and as a result, some of the senior Fellows played dual roles, offering their experiences, advice and perspectives alongside the trainers and experts. Future programs could either recruit cohorts with the deliberate aim of achieving such a blend of participants, or could ensure that experts from participants' own countries and regions are included, as well as Australians.

Many JDF alumni valued the opportunity to mix with an international cohort of Fellows, and gained new insights and relationships as a result.

One alumnus described how he was able to link with colleagues in Indonesia and the Philippines to identify external examiners for PhD students which he would not have otherwise been able to do⁴³. Another explicitly stated that he felt a cohort of only PNG Fellows “is a bad idea”⁴⁴ because it would be too narrow. However, there was also a recognition from some alumni that the links they initially formed with international colleagues during the program were generally not sustained or ongoing.

By contrast, a cohort of Fellows who share cultural, language, organisational and geographic understandings can bond more quickly and understand each other more easily.

Some alumni from the ijDF program spoke about how a group of PNG Fellows together could discuss their issues and challenges in a shared understanding of context, or “in their comfort zone”⁴⁵. Another reflected on the fact that bringing a group of PNG Fellows together

provided opportunities to link with colleagues in other organisations who they may not otherwise have met. For example:

“...And the most amazing thing was the networking, and appreciating each other from different aspects or industries that we work in. And that kind of gave me the understanding that I'm not alone: if I find something hard, I have someone who has that strength in another institution and I can ask him to help me.”⁴⁶

Ultimately, the ACIAR decision whether to deliver global or country-specific cohorts in a short-term Fellowship program will require trade-offs between these benefits and challenges.

Career outcomes

Some JDF alumni attribute significant contributions from ACIAR support to their career achievements, although this has usually been accumulated over multiple years of project work, as well as capacity building support, including John Allwright Fellowships (JAF) and JDF programs.

A large proportion of PNG alumni who responded to the survey indicated the JDF made major contributions to their careers: 94% of alumni (17 Fellows) reported that the JDF and/or ijDF had made a major contribution to their professional career. But the deeper insights gained from the interviews, into extended ACIAR engagement, mean that it is difficult to conclude that JDF or ijDF programs on their own make major career contributions. One alumnus explicitly commented that his JAF was of course much more significant, especially in terms of creating links with Australia⁴⁷. However, as part of a wider, longer ACIAR relationship, the leadership and management training provided through JDF and ijDF are widely valued by alumni.

“I'll be moving up to be the CEO in March... It's thanks to ACIAR, to be honest. The experience I've gotten in managing projects, and running things, and talking to people; the JAF and the JDF – they have all contributed.”⁴⁸

⁴² IP4 19:00

⁴³ IP1

⁴⁴ IP7 14:22

⁴⁵ IP3 21:20

⁴⁶ IP6 09:03

⁴⁷ IP2

⁴⁸ IP7 22:09

Annex 6. Data Annex

Table 8: Gender of JDF and iJDF Fellows

	Male	Female	Blank	Total
2003	3	0	1	4
2004	2	1	0	3
2005	4	2	0	6
2006	3	1	1	5
2007	5	2	0	7
2008	7	2	1	10
2009	8	1	0	9
2010	7	2	0	9
2011	8	3	0	11
2012	5	4	1	10
2013	3	6	1	10
2014	4	5	1	10
2015	4	6	1	11
2016	6	3	1	10
2017	7	3	0	10
2018	11	13	0	24
2019 JDF	7	7	0	14
2019 iJDF	9	7	0	16
Total	103	68	8	179

Table 9: Alumni Survey: Respondents' Profiles

Country	Male	Female	Total
Botswana		1	1
Cambodia	2	1	3
China	1	1	2
Fiji		2	2
India	1	1	2
Indonesia	1	7	8
Lao PDR		3	3
Mozambique	1		1
Myanmar	1	3	4
Pakistan	2		2
Philippines	4	12	16
PNG	13	5	18
Samoa		1	1
South Africa	1		1
Uganda	1	1	2
Vanuatu		1	1
Vietnam	9	2	11
(blank)	1		1
Total	38	41	79

Table 10: Discipline of Alumni Survey Respondents

Discipline	Male	Female	Total
Agribusiness	3	4	7
Broad acre crops		2	2
Fisheries	3	4	7
Forestry	3	4	7
Horticulture	7	11	18
Livestock	9	2	11
Policy	3	1	4
Social sciences	2	5	7
Soil	2	5	7
Water resources and climate change	3	1	4
(blank)	3	2	5
Total	38	41	79

Table 11.a: Q17: “What did you gain?”

	All responses
Skills and knowledge	97%
Relationships with other Fellows	86%
Experience of travel and visiting Australia	84%
Confidence	80%
Understanding of Australia and Australians	76%
Relationships with people in Australia	70%
Links with organisations in Australia	68%
Practical, hands-on experience	65%

Table 11.b: Q17: “What did you gain?” (by program phase)

	ACIAR-managed	USC-managed ijDF	USC-managed JDF
Skills and knowledge	95%	100%	100%
Practical, hands-on experience	66%	73%	45%
Confidence	74%	100%	82%
Relationships with other Fellows	83%	91%	91%
Relationships with people in Australia	62%	91%	82%
Links with organisations in Australia	69%	82%	45%
Experience of travel and visiting Australia	81%	73%	100%
Understanding of Australia and Australians	72%	73%	91%



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