

Archer Leaders Development Program

Program Evaluation: January 2020



Introduction

- The Archer Leaders Development Program was developed in 2011 with generous funding from the Fred P. Archer trust (managed by Perpetual Trustees). The Archer Leaders Development Program aims to find and foster a new generation of leaders for Papua New Guinea (PNG) via a 12-month intensive, experiential, leadership development journey. The program is eligible to final year tertiary students studying at any tertiary institution across PNG. Only PNG citizens are eligible to apply.
- Since 2011, the cohort of Archer Leaders has grown to 58 final year tertiary students; and members of the Archer Leaders Alumni now represent all of PNG's 22 Provinces.
- The current evaluation invited the 2011 – 2019 cohorts to participate in the evaluation.
- The evaluation measured the program's impact on the students across three main areas. These were:
 1. Personal Development
 2. Community Application
 3. Continuous Aspiration

The Program

The year-long ALD program consists of the following opportunities:

- **Education investment** – the program covers the students' tertiary fees for the final year of their academic studies.
- **Resource investment** – each student receives an allowance to purchase educational and other relevant resource.
- **Student exchange period** – the cohort of students participates in a 2.5-week exchange program in Australia with a work experience program, an adaptive leadership course, and mentoring opportunities with prominent Australian leaders.
- **Mentoring** – each student is matched with a mentor who supports them with guidance and coaching during their year.
- **Community project** – Students are given an allocation of funding to invest in their own community project (existing or new).
- **Work experience placement** – the students undertake a work experience placement at the end of Semester 2 in an organisation relevant to their field of study.

Following this year, the graduates join Archer Leaders Alumni and participate in the Archer Reignite Program. This alumni community offers continuous guidance and grant opportunities from KTF, as well as the annual Archer Reignite Conference in PNG, which brings together leaders from past and present to strengthen collaboration.

The People

Applicants address the following criteria:

- **Academic Excellence** – applicants must have and demonstrate evidence of outstanding academic achievement in their tertiary (and prior) studies in PNG.
- **Leadership Potential** – applicants must demonstrate leadership potential and prior experience (via references and relevant appointment).
- **Community Work** – applicants must demonstrate a strong commitment to their community and the broader PNG society.
- **Vision for PNG** – applicants must have a personal and defined vision for their country and be able to articulate this in their application.

Applicants are reviewed, shortlisted, and interviewed in both panel and individual settings. The final cohort of program recipients is determined and announced at a function in Port Moresby.



The Process

- **Every Archer activity** utilises an immersive ALD framework to guide participants in their respective journeys.
- The **ALD program** is based on the theory of Adaptive Leadership, developed by Ron Heifetz et al. of the Harvard Business School.
- Adaptive leadership is **a practice not a theory**, defined as the 'practice of mobilising people to tackle tough challenges and thrive'. Leadership is a concept that is exercised; it is not a position of power or status. Leadership is the process of tackling adaptive challenges in our communities and societies of which there are no known solutions. Leadership requires new ways of collaborating and working together, often across differences, innovation, reflection and broadened perspectives. The yearlong journey fosters this mindset and skillset in the Archer Leaders.



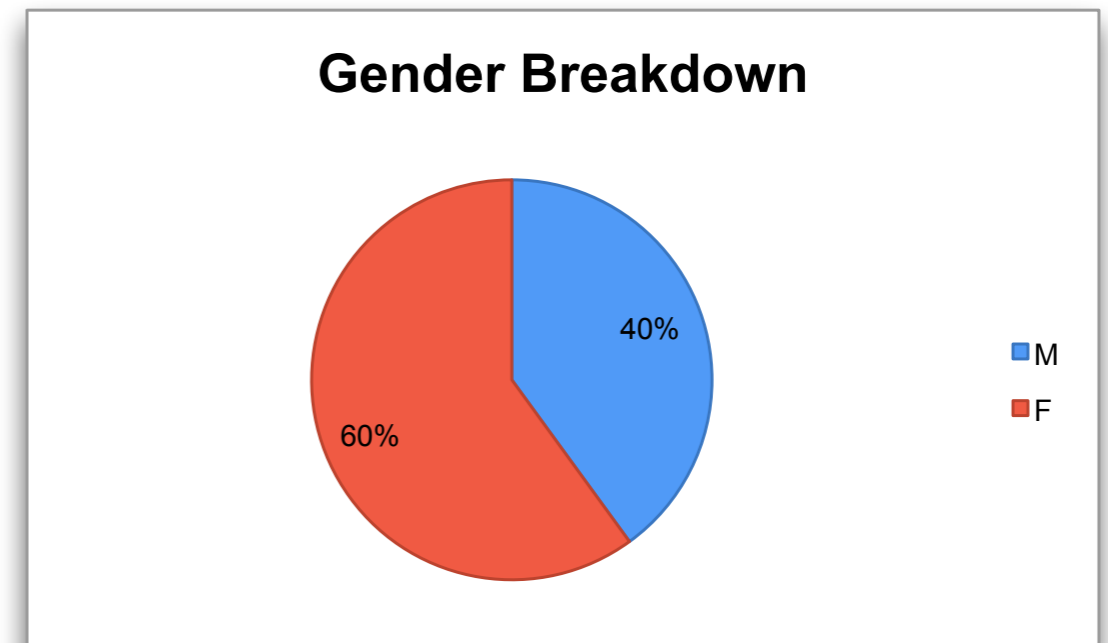
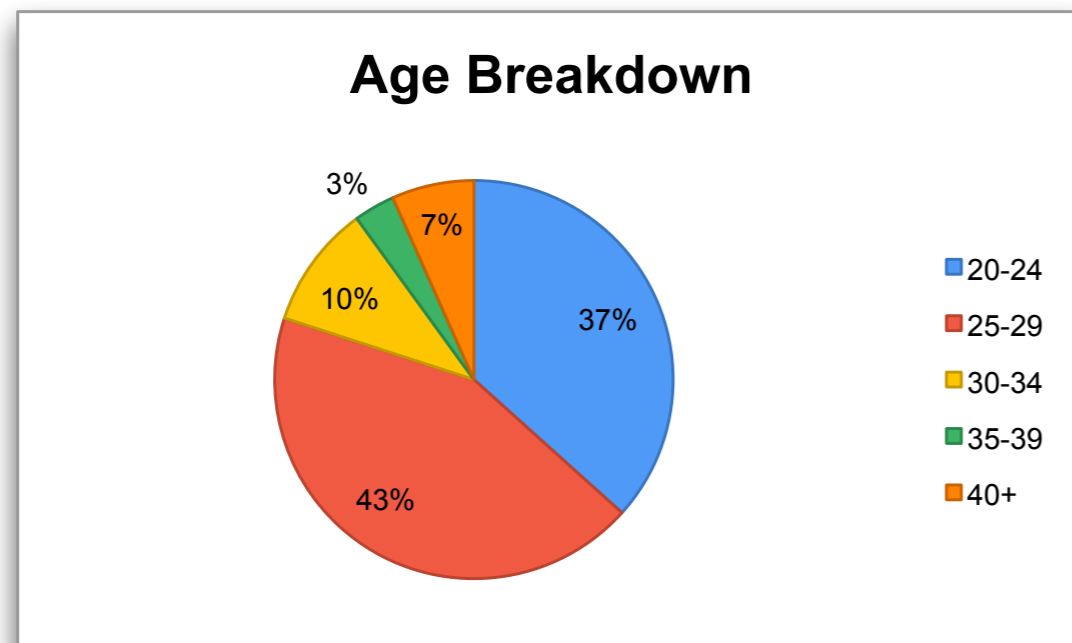


The Impact

Survey Analysis

Methodology

- An online survey, containing both qualitative and quantitative questions, was administered to the Archer Alumni over a four week period.
- 30 respondents opted to participate in the evaluation and submitted their feedback across the following survey topics: Reactions to the Archer Program, Current Professional and Community Endeavours, Future Goals for Themselves and PNG.
- The demographics of the survey participants are shown in the graphs below. The average age of survey participants was 27 years, with the age ranging from 21 to 47 years.
- The gender breakdown of the survey participants was 60% female and 40% male; however the gender split of the entire Archer alumni is 50% female and 50% male.



Personal Development

- Archers recognise the new skills, competencies, and confidence built from their experiences in the program.
- The program's rounded, immersive structure contributes to participants' growth and this was spoken about by survey participants.
- Archer Leaders highlighted a number of areas of personal growth and development that they felt the program directly contributed to.



Individual Reactions: The Archer Program...

Changed the direction of your life: 67% - Absolutely, without a doubt; average score = 4.63

Helped you set new goals: 63% - Absolutely, without a doubt; average score = 4.63

Better sense of self: 60% - Absolutely, without a doubt; average score = 4.57

Better sense of others: 70% - Absolutely, without a doubt; average score = 4.7

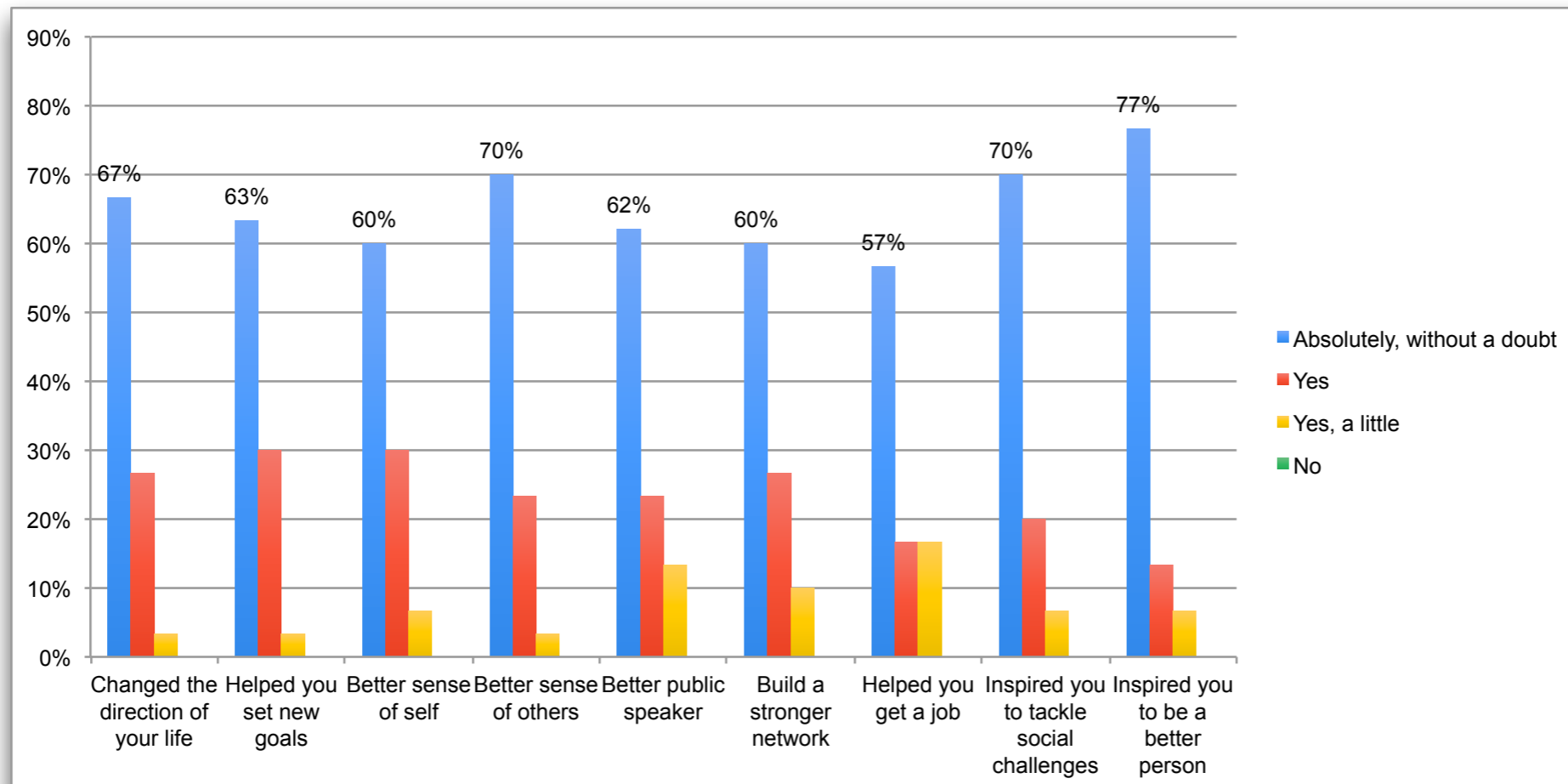
Better public speaker: 62% - Absolutely, without a doubt; average score = 4.5

Build a stronger network: 60% - Absolutely, without a doubt; average score = 4.5

Helped you get a job: 57% - Absolutely, without a doubt; average score = 4.28

Inspired you to tackle social challenges: 70% - Absolutely, without a doubt; average score = 4.63

Inspired you to be a better person: 77% - Absolutely, without a doubt; average score = 4.73



Feedback Themes

Life Direction - 67% of respondents commented that the Archer Program absolutely changed the direction of their lives. The immersive programming and financial assistance allowed Archers to experience a program unmatched in its commitment to their success.

“I wouldn’t have been able to complete my final year in 2016 and graduate if it wasn’t for the KTF scholarship that paid in full my tuition and board/lodging fees and I will always be grateful for that.”

“The Archer Leadership Program was like an opener to other doors for me. It unlocked certain opportunities and windows for me to see issues and problems not as they are but as opportunities to work from there. In saying that, Archer Leaders was THE opportunity that set the benchmark for me in my professional and personal career.”

Increased Confidence - 60% of respondents asserted an absolute better sense of self upon completion of the Archer Program. These respondents emphasised that lessons in failure, persistence, and adaptive leadership taught them techniques they would not have learned otherwise.

“Archer has instilled in me that my voice matters and it needs to be heard. And I should never shy away if I feel I have an idea that can bring change anywhere I go or in anything I do. It showed me mistakes and failures are not blockages but are signposts or lessons that need to be adhered to make progress in life or any project etc.”

“The biggest impact would be the boost in self-esteem and self-awareness, it has really helped my growth. The connections I've made through KTF give me hope for future projects.”

Feedback Themes

Networking & Opportunities - 60% of respondents expressed absolute gratitude for new networks made possible by the Archer Program. Respondents enjoyed connections with relevant external parties, as well the internal Archer Alumni base, both of which provide them with opportunities in the future.

“Being an Archer exposed me to what others are doing in the development space and inspired me to also contribute to positive development and change within the society.”

“The Archer Alumni network is a powerful resource. It's a collection of the brightest minds united by their passion for developing PNG.”

Broadened World-View - 70% of respondents commented that the Archer Program absolutely helped them develop a better sense of others. Immersive experiences, like the student exchange period in Australia, went a long way in educating Archers about understanding and collaborating with others.

“The program had given us chance to experience the ideas of the outside world or developed country like Australia. Especially the ideas and knowledge exchanged while we were there.”

“It's brought a bigger realisation that I am part of a global community and my fight to develop PNG does not have to be a solo one. Thank you KTF for everything you are doing.”

Feedback Themes

Professional Skills - 57% of respondents commented that the Archer Program absolutely helped them get a job, with the planned work placement experience being a particularly advantageous experience to their career development.

“One of the things that I really appreciated through the program was the two weeks in Australia where you had organized for me to spend a day at work in the field of my study. I was a biology major student but was passionate about education and I’m thankful that you catered for me to visit not only a work place in line of my field of study, but also an organization that worked towards what I was passionate about, education. Now reflecting back I realized that played a very significant part in guiding me towards what I really want to do.”

“On getting a job - definitely - the public speaking, understanding self put me out there and the experience with KTF programs was a great impact on jobs.”

Social and Community Work - 70% of respondents commented that the Archer Program absolutely inspired them to tackle social challenges, which reaffirms the program’s focus on community-driven leadership. Furthermore, 77% of respondents were absolutely inspired to be better people, commenting on their strong and assured sense of right and wrong going forward.

“It has given me a sense of responsibility... it has helped me to not fall victim to the norms of society, not to simply blend in, but to take courage and be set apart, standing for the truth and righteousness, being bold to be firm against inadequate practices and encouraging right standing in the community.”

“Inspired me to do more to tackle social challenges in my community. Thank you very much for everything!”

Case Study 1: Sebangaz Siming

Archer Leader **Sebangaz Siming**, completed the Archer Program in 2015. Siming testifies that her experience went far beyond lectures and coursework and had a significant impact on her outlook, confidence and future.

She describes the program as:

“The Archer Leaders program provided me with immersive experiences through the program was personally significant for me. I was involved and had responsibility of the outcome(s) set for an Archer Scholar. I wasn’t passively experiencing a program designed to build ‘leaders’ - I was provided a space to explore and learn and grow.”

The premise behind the scholarship is that intensive leadership support and resource investment during a student’s final year of tertiary studies will provide the recipient with a new platform to engage in leadership work and activities after they graduate.

Since graduating, Siming has been utilising the skills she gained in the Archer Program to engage with society in progressive ways. She is currently employed as a Corporate Affairs & Investor Relations Officer at Kina Bank, where she focuses her efforts on corporate social responsibility.

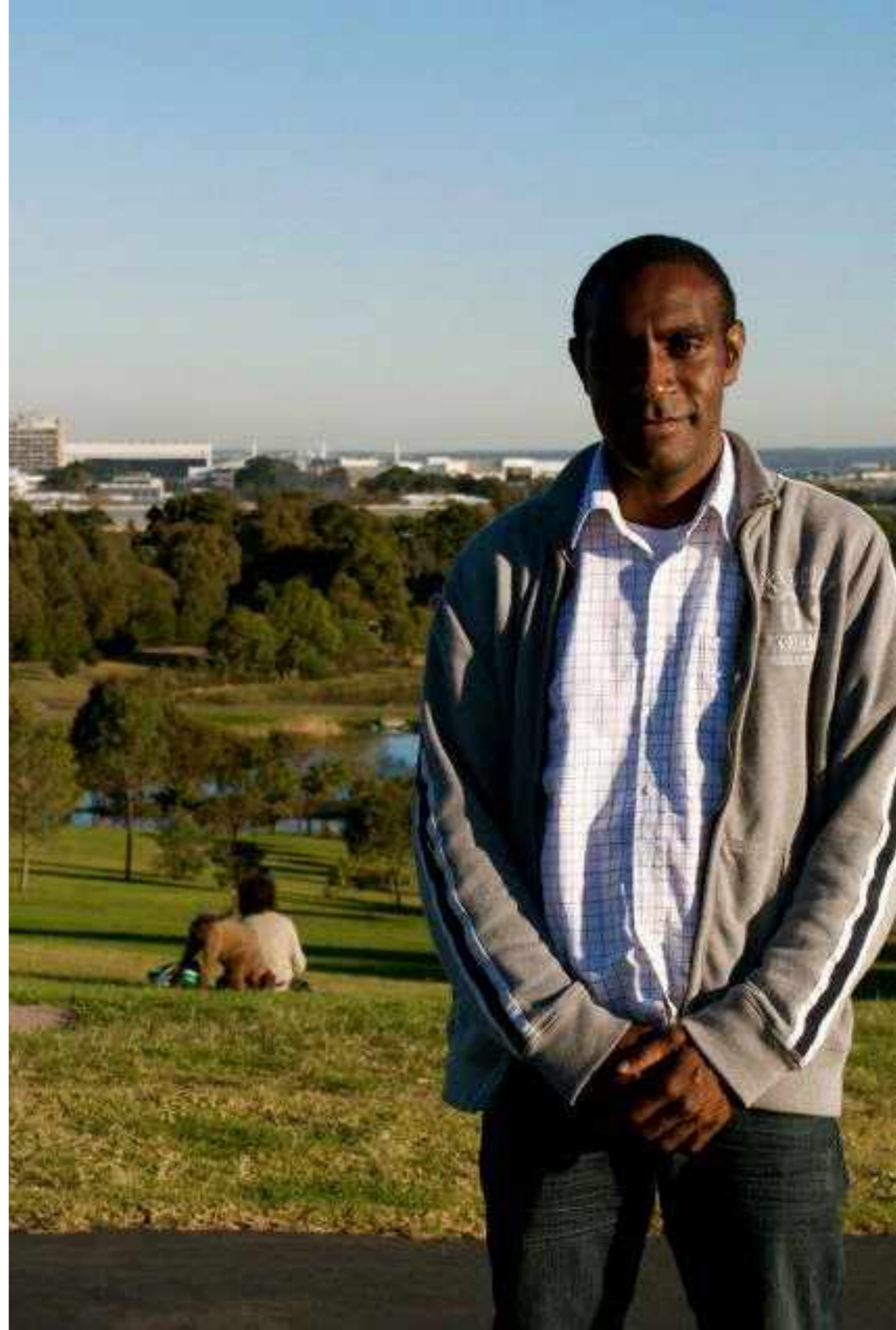
Furthermore, she is simultaneously developing a community project called BeHive Mental Health, which she hopes will provide an unprecedented online mental health resource for PNG. As part of her Archer experience, she gained further mental health experience at Black Dog Institute (pictured right).

Siming continues to be a leader that makes positive changes based on her internal drive and the foundational experiences had during her Archer year.



Continuous Aspiration

- Archers set high goals for themselves, their communities, and all of PNG.
- KTF plays a vital role in supporting Archers beyond the one-year program, with various funding opportunities, a strong alumni community, and continuous guidance.
- The Archer Leaders program connected participants to mentors, networks and opportunities that often led to formal employment opportunities after they graduated.

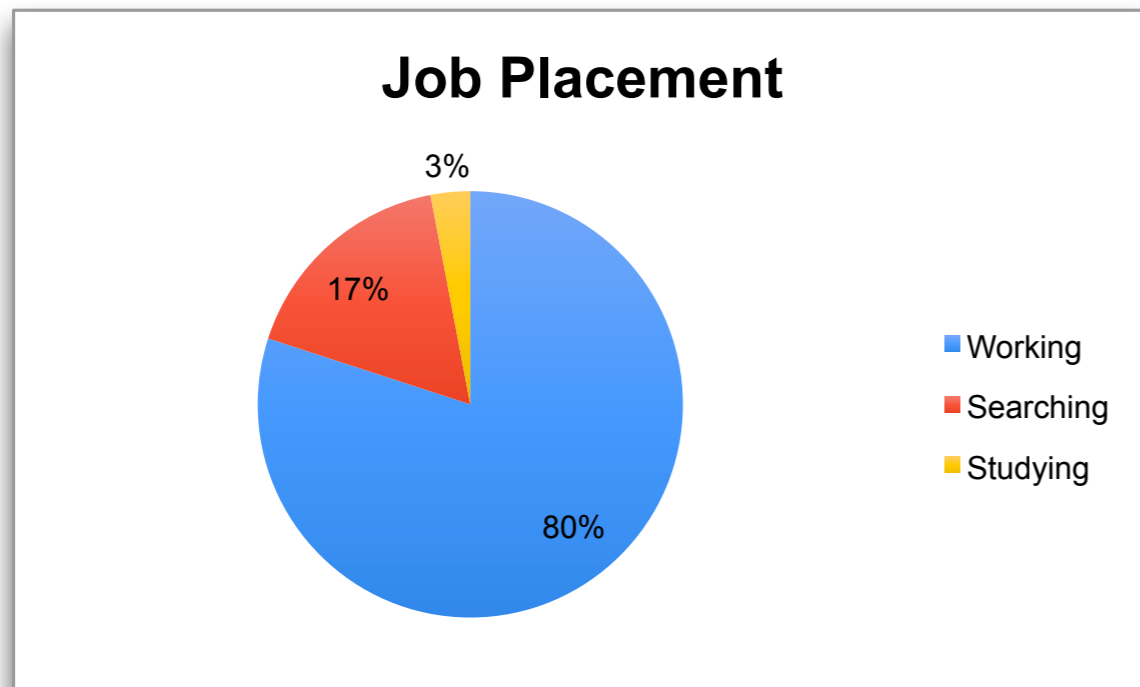


Job Placement

When Archers graduate from the program, they are well-equipped to continue their leadership journeys in progressive establishments around PNG. Responses indicate that 80% of Archers are currently working in official settings, with respondents hailing from a diverse set of occupations and sectors. 17% of Archer Leaders were either still completing their final year of studies (in the final year of the program) or searching for a job; with 3% undertaking further post-graduate studies including masters and PhDs.

Occupations: Lawyers, Communications, Analysts, Consultants, Accountants, Legal Officers, Pharmacists, Managers, Media Trainers, Service Officer

Sectors: Private, NGOs, Government



Where do you see yourself in 5 Years?

The vast majority (80%) of respondents are already working in their communities. When asked about their future goals, these Archers consistently categorised their professional and social objectives as linked visions.

“Experienced tax consultant who is trusted and has a strong community relationship.”

- Jetta Caleb, Consultant at PwC

“In 5 years time I see myself working in the area of policy or research if possible because I would like to contribute to PNG's development and nation building.”

- Joshua Sialis, Program Office at The Voice Inc.

“Impacting 1 million kids with my charity.”

- Nellie Hamura-Oa, Clinic Manager at Blue Sky Medical and Dental Clinic

“I see myself working as a project manager in an organization that works towards enhancing quality education in Papua New Guinea because I believe that in order for PNG to change and move forward is through education”

- Petra Totome, Media Trainer at SIL-PNG (Education for Life)

Community Application

- Archer Leaders directly utilised their newfound skills, knowledge, connections and networks to accelerate progress in their communities.
- Archers occupy prominent roles in their communities in various fields in both public and private sectors.
- Archers embarked on a range of social and community initiatives aimed at educational, health and wellbeing change across PNG.



Community Projects

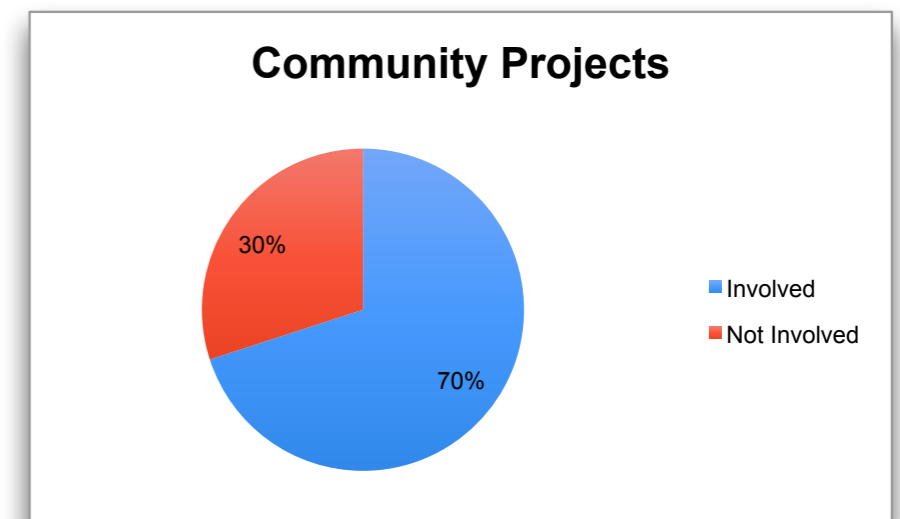
70% of respondents are involved in community endeavours. The Archer Program encourages participants to tackle issues that most impassion them and equips them with a financial investment to do so. The breadth of community projects in action today is a testament to the empowerment and diversity of past Archers.

Projects aim to solve community issues across all of PNG, from PoM to remote provinces. Examples include:

- Financial literacy for communities
- Climate change programs (mangrove planting)
- Women's ministers
- School libraries
- Involvement in NGOs (e.g. The Voice, Equal Playing Field, Transparency International, KTF, SolarBuddy)
- Student associations
- Health and education awareness
- Mental health initiatives
- Tutoring
- Peace organisations (Bougainville)

Project outputs are quantifiable, wide, and impressive. Examples include:

- 500 participants in financial literacy training
- Mangrove project – rolled out to 4 villages, 30 mangroves; 1000 trees planted
- 140 students with access to books
- 1000+ youth participants
- 20 people with access to legal aid
- 30 students in tutoring program
- 20 children in safe houses
- 85 youth groups in peace program (50 youths per group)



Project Highlights

Archer leaders take pride in bringing positive changes to their communities. Since each Archer approaches a unique problem, the results of these projects are often just as interesting - described below:

“The timber for kids project **addresses the issue of deforestation, climate change** as well as investing for the future benefits of young village people in terms of providing timber for their houses.”

- Evangelista Apelis, c/o 2019

“It is helping to **provide legal aid to witnesses of corruption in PNG** who wish to step forward which is having positive social impact because it is the only one of its kind.”

-Jerome Sesega, c/o 2016

“This has **built up self-esteem and confidence in students** encouraging to strive to do better and instilling hope for their future. We’ve also seen that those 8th grade students that have been committed to coming to the tutoring sessions have passed their exams and have been accepted to high schools this year.”

- Petra Totome, c/o 2016

“More than 10,000 citizen became **knowledgeable about the laws that exist for children**. More than 20 kids were rescued and referred for counselling and safe places.”

-Nellie Hamura-Oa, c/o 2011

“The mentioned projects above with Bougainville Partnership has **created a pathway for the youths to have their livelihood projects** such as piggery, grass cutting and inland fish farming at a smaller scale.”

-Eleanor Maineke, c/o 2013

Case Study 2

Jetta Caleb

Archer Leader Jetta Caleb, undertook his Archer Leaders journey in 2018 and wasted no time in giving back to his home village in Buakap. Upon graduating, Caleb proposed the founding of a non-profit poultry business that would fund scholarships for the village's top ten grade eight students to pursue higher education.

Caleb submitted a full business proposal to KTF and was soon awarded community resource Archer funds to start-up the business. After arranging logistics for the Buakap Community Poultry Project (BCPP) with his fellow villagers, Caleb has had a successful first year of operating and providing resources to worthy students.

On KTF's role in the implementation of this project, Caleb commented:

“KTF role has been through imparting the adaptive leadership skills that enable me to apply creative solutions to address lower income issue in my community. Thanks to KTF role in securing the fund for my community project , providing me with a good mentor, supporting me with necessary tools needed to implement the community based program.”

Impressively, Caleb continues to spur progress in PNG following his successful BCPP, as he and a small team of fellow Archers have just won KTF's first Archer Reignite grant of K20,000 to construct a covered-marketplace for vendors who travel to the village. Caleb commented:

“I was motivated to do the community market because of the struggles the hardworking men and women went through in accessing market to sell their produce. I believed by creating that market will put income in people's pocket and they can be able to buy other things to improve their living standards.”



Existing Projects

There is a common desire among Archers to extend project goals and reach into new areas. It is meaningful to see Archers, both seasoned and young, continue to improve and/or establish their projects as time passes.

“With my current pursuit in financial freedom I would very much like to educate the youths on the importance of money management and how to generate more than one income flow.”

“My focus remains on Health - Mental Health advocacy. I intend to continue with The BeHive Project.”

“To build up from the project Tutoring 101 and to focus on helping primary school students not to just strive academically but socially as well by helping shift their mentality towards sharing information, ideas, knowledge and working collaboratively in order to help build one another up towards success. From this I hope to create a module that can be easily implemented in other communities as well. Where high school\university students or graduates are encouraged to help tutor and mentor the younger students within their communities.”

“The next idea is to continue to reach out to the youths in Bougainville to create pathways for a sustainable development in their own ways and with collective inputs.”

New Projects

Many Archers also aim to implement completely new community projects in the future. Ranging from innovative solutions in education, mentorship, and business, these new Archer projects demonstrate the continuous passion and creativity with which Archers approach strengthening the community.

“Modular design libraries that could have a community to put everything together to build partnership and work together. Address gender equality and education.”

“Apart from the Salamaua Market Project that I will be doing with my fellow Archers, I am working on a small project involving young men and boys in Lae City helping to build their capacity and provide an avenue for mentoring.”

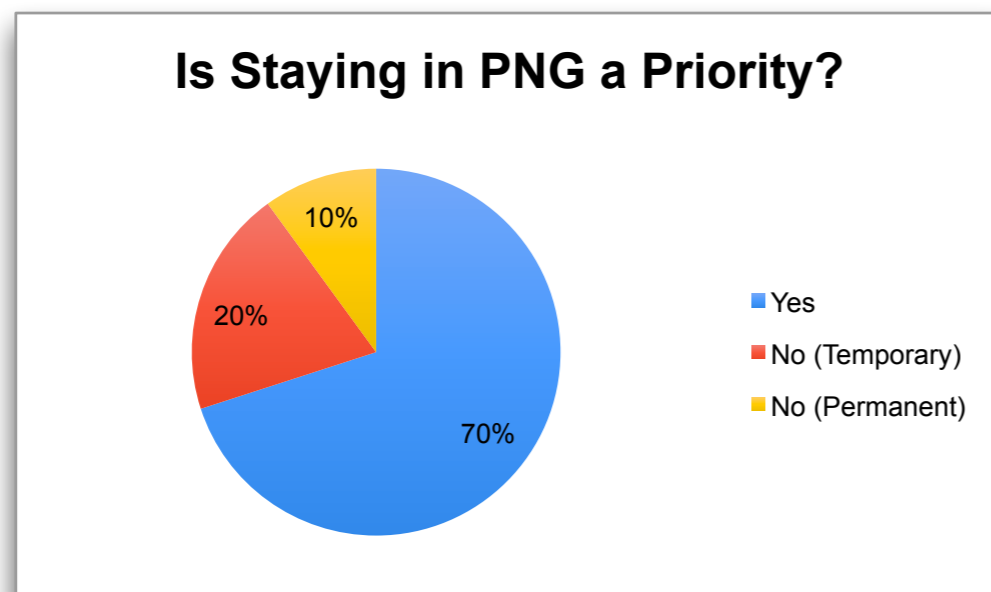
“Engaging children & youths in my community to provide a learning space addressing their challenges around GBV - I was inspired by a sharing from the conference.”

“I really want to create time to mentor more young PNGeans through a mentorship/leadership type model which will help a lot of disillusioned young people realize their potential and go after their dreams. In fact my mentor from my Archer Scholar journey way back in 2016 still keeps in touch and we have developed a bond that I know will be life long- In fact Mark Nizette and I just met up for coffee yesterday wherein I told him about my new job opportunity and my daughter and he gave me a present for my daughter after providing me with some really good advice! Imagine if more Archers and young PNGeans had more of those sorts of relationships!”

Is Staying in PNG a Priority?

Archers are equipped to positively shape the future of PNG via strong leadership and community commitment. Most Archers assert that staying in PNG will allow them to best serve the country; others plan to contribute from strategic locations abroad.

- 70% of respondents stated that committing to PNG is a priority for them. This group asserted that helping from home is of utmost importance to their missions and goals.
- Those who did not view it as a priority cited productive reasons for wanting to spend time abroad, such as gaining experience, broadening perspectives, and becoming experts in their fields. Most expressed that their time abroad would be temporary and strategically planned to improve themselves and/or utilise other countries as resources for PNG.
- Only 10% overall suggested permanently relocating outside PNG, which reaffirms the vision for most Archers to lead PNG after their experience in the ALD program.



Dreams for PNG

Archers are clearly committed to leading their careers and communities to new heights. When asked to describe their dreams for PNG as a whole, they conveyed similar sentiments for the nation as well - responses included:

- Financial change – at individual and national level; a desire to see and support PNG’s journey towards a strong economy and the rights of all to prosper from PNG’s significant natural resources.
- Increased empowerment of people – to enable informed and better decision making; to have access to education; and to benefit from opportunities that improve livelihoods and income generation.
- Self-sufficiency and innovation – a view that PNG is abundant in natural resources (in the ground, the seas, the forests and the people) and that PNG can play a leading role globally in innovation and change.
- Corruption-free PNG – there was a strong desire to see major change at the macro and micro level in terms of tackling corruption and PNG becoming a nation that is transparent, equitable and fair.
- Improved education and access to education for all – education is a fundamental human right that all children must have free and fair access to.
- Safety – improved safety and security for all of PNG’s citizens, especially women and girls who must be free from physical, sexual, emotional, financial and sorcery-related violence and safe and secure in the homes, communities and broader society.
- Remote and rural areas to access basic services – education, health, water and sanitation, energy and power must all be improved.
- Ownership of PNG’s resources – this will ultimately lead to development.

Dreams for PNG - in their own words:

“My dream for PNG citizens is to be **more efficient in the work, school or any environment** for that matter. To have a generation of driven and hard working population. My role would be to be an example, using the principles KTF and my life have given me. I will begin by doing this in every situation I am and will be in.”

“A **strong economy for PNG**. We need a resilient financial system, flexible fiscal policy framework, deep economic base, financial sector inclusion and participation. I intend to build that for PNG.”

“I see a PNG where my daughter can walk the streets **without fear of being harassed**, I see a PNG where the social delivery mechanisms run in sync with government policies and services are delivered to our people on time without fear nor favour, I see a PNG where our elected members of Parliament are intellectuals who really are more focused on creating proper legislative structures to allow for policing and implementation of government policies other than the obsession with DSIP grants.”

“My dream for PNG is for it to be a country that is not people can have **equal opportunities** and have equal access to basic services such as health and education. The role I play to realize this dream is to help people realize the opportunities that they can tap into, be it employment or business start-ups.’

“My dream is to see an **innovative and hardworking generation rise up** and take ownership of resources and develop them as well as to help one another be successful through sharing information, ideas and knowledge by working together. My role in this vision is to first start in my community helping primary students academically and instilling in them the vision to continue to help encourage and build others up towards success.”

“My dream is to see an increase in Papua New Guinea’s literacy rate, to have **a more informed population**. My role in this vision is to contribute towards quality education by encouraging a reading culture.”

Case Study 3

Perryson Miori

Archer Leader Perryson Miori, completed the Archer Program in 2019, and is a prime example of an Archer planning to use his talents to spur positive change in the future. By combining his finance background with his leadership skills, he hopes to increase financial literacy in PNG. He comments on his goals below:

***“As a result of being so inspired by this program, I am passionate about implementing a community project in Barola community, Kainantu District, Eastern Highlands Province. The community project will be a Financial Literacy Workshop. It is specifically aimed at (1) educating the people to be more aware of how they can better manage their money; (2) to create awareness on the different financial products and services that are suitable for them with the hope of making them financially included.*”**

I believe that these days money talks. Whether you live in towns, cities or rural places, you will need money. When people are equipped with these knowledge and relevant information, I believe they can make better financial decisions to sustain their livelihood; afford medical care, pay for school fees, and other necessities.”

Miori will improve his community service as he improves his own skills. Upon joining an established banking company in a role that will allow him to grow further, he had this to say of KTF’s influence:

“I just thought I'd share this excitement with you all. Today was my first day of work with Westpac Bank through its Graduate Development Program. I am proud to say that I made use of some of the skills and knowledge I acquired through the Archer Leadership Program to help me secure employment.”



Conclusions

- The immersive Archer Leadership Development Program directly enhances the trajectory of promising young PNGeans.
- Archers leverage unique program experiences and resources to better achieve personal and community goals.
- Archers embrace leadership roles long after the one-year program concludes, setting continuous goals for themselves and staying connected with KTF's mission.



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