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APPENDIX 1

Reviews of the Australian Aid Administration

- 1973 Establish the Australian Development Assistance Agency in the Department of Foreign Affairs involving a major re-organisation of responsibilities.
- 1974 An independent Australia Development Assistance Agency (ADAA) created through an Act of Parliament. The Development Assistance Advisory Board was also created.
- 1975 Major review of development training function and organisation.
Feb. ADAA reviewed by the Administrative Review (Bland) Committee.
- 1976 Feb. ADAA functions incorporated into the Department of Foreign Affairs through the establishment of the Australian Development Assistance Bureau (ADAB); staffing levels reviewed. Further review of training and education aspects of the aid programme.
Oct. Major Cabinet review of Aid philosophy and priorities.
- 1977 Review of departmental responsibilities, aspects of education programmes.
ADAB reviewed the non-training parts of the Bureau.
- 1978 ADAB reviewed its training establishments.
- 78/79 Harries Committee considered aid delivery issues. Parliamentary Joint Committee on Foreign Affairs and Defence reviewed overseas representation, including ADAB. Auditor-General's feasibility study of an efficiency audit of the aid programme.
- 1980-81 Auditor-General's efficiency audit of the bilateral project aid programme.
- 1981 Interdepartmental review of Australia's North-South stance, including examination of the aid programme.
- 1981-82 The review of Commonwealth functions examined the scope for reducing ADAB autonomy.
- 1982 Examination by the Parliamentary Joint Committee of Public accounts of the Auditor-General's efficiency audit.
- 1983 Establishment of the Jackson Committee to review Australian aid; the first such review examining all aspects of aid policies, the program and its administration. Establishment of the Goldring Committee to review the subsidisation scheme.
- 1987 Review of ADAB and the birth of the Australian International Bureau of Development Assistance (AIDAB).
- 1993 Establishment of a Ministerial Portfolio for Official Development Assistance and Pacific Island Affairs.
- 1995 AIDAB is renamed as Australian Agency for International Development (AusAID).

Sources: Jackson Report 1994 and AIDAB-AusAID Reports.

APPENDIX 2

List of Interviewees

AIDAB

Ms Barbara O'Dwyer	also former Secretary to AHC- Apia
Mr Kerry Grove	also former Secretary AHC- Apia
Mr John Davidson	Head of Policy Division
Mr Peter Vardos	Head of Pac 11 Division
Mr Ray Marsden	Western Samoa Desk Officer
Ms Miranda Rawlinson	Head of International Policy
Ms Lyn Mathews	Western Samoa Desk Officer

AHC Staff - Apia

Mr Greg Robertson	Secretary
Ms Angela Polito	Secretary
Ms Susan Zann	EMSS Officer

ACPAC Sydney

Ms Jill McRae	Development and Training Officer
Ms Judith Taylor	Trainer
Ms Eileen Wahab	Trainer Education
Mr Bruce Graig	Head of Development and Training
Mr Greg Hancock	former Head of Training Division
Mr Michael Sheridan	Education Specialist
Dr Rodney Hill	Director of ACPAC

ACPAC Consultant

Dr Peter Bowden	Consultant and Trainer
Dr Greg Hancock	Head Pacific Regional Team, now with the World Bank
Dr John Baker	Head of South East Asia and the Pacific region at the EDI, World Bank

IDP Staff

Dr Roger King	Senior Manager, Projects Division
Ms Prue Watters	Manager, Projects Division
Ms Anne Whittle	Assistant Manager, Projects Division
Mr Rodney Cole	ANU Centre of Development Studies
Ms Calmar Annadale	Student Services

SMEC

Mr Brian Bush	Training Consultant
Mr Peter Burgen	Team Leader
Mr Wayne	Stores Co-ordinator
Mr Bob Brammer	First Team Leader

New Zealand

Mr Peter Morgan	HRD Consultant
Chief Engineer Civil	
Chief Engineer Water	
1 Land Valuer	

Asian Development Bank

Mr John Morgan Finance Consultant HRD Consultant	Telecommunication Consultant
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PWD Interim Project

Mr Peter Lowe Mr Leon Stephens Computer Specialist	Team Leader Financial Officer
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UNE IPO

Mr Ian Harris Mr Charles Wong Dr Geoff Harris	Director of IPO Officer Lecturer Economics
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EMSS Awardees

Mr Sos Peter Ms Doreen Ms Rose Sinclair Ms Rebecca Lau Ms Helina Samuela Mr Masahiro Yosida	PhD Agriculture Economics, Kenya Postgraduate Student, Tanzania Master Agriculture Economic, Kiribati Soil Science, Malaysia LLM (ANU), Tuvalu Master Economics (ANU), Japan
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ASAS

Mr Anthony Neville Mr Anthony Higgins Mr John Standinford	Tax Inspector Revenue Advisor Macro Economic Planning Advisor
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Western Samoan Interviewees

Prime Minister's Department

Prime Minister Mr Saena Tupai Mr Simon Potoi Ms Lusia Sefo Ms Arasi Tiotio Mr Iulai Lavea	Hon Tofilau Eti Alesana Private Secretary to Prime Minister former Secretary to PSC Secretary to Cabinet Assistant Secretary, Planning Senior Planning Officer Economist at the Forum Secretariat, Suva, involved with DP7
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Foreign Affairs

Mrs Annie Meredith Mr Eneliko Seiuli Ms Noumea Simi Mr Mose Sua Mr Vito Lui Ms Doreen Leota Mr George Fepuleai Mr Feturi Elisaia	Assistant Secretary, Scholarship Div. Scholarship Officer Assistant Secretary, Economic Div. Secretary Deputy Secretary Second Secretary WS Embassy, Canberra WS Ambassador, Canberra Hans Siedel Foundation, former senior officer, Foreign Affairs
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Public Works Department

Hon Leafa Vitale	Minister
Mr Isikuki Punivalu	Director
Ms Luatala Taulealo	Acting Financial Controller
Mr Muliaga Mamaia	Training Manager
Ms Petimara Maua	Chief Administration Officer
Mr Luaiufi Tone	Former Director
Mr Iakopo Wright	Technical Trainer
Mr Sauluitoga Kupa	Manager Mechanical Plant, Vaitele

Public Service Commission

Mr Leilua Punivalu	Chairman, 1989-1992
Mr Aumua Ioane	Chairman, 1992-now
Mr Fonoivasa Ah Ching	Secretary
Mr Sapau Petaia	Former Deputy, now Director of Posts and Telecommunication
Mr Sosiaete Lene	Former Chief Training & Manpower Planning Div., now Asst Registrar at USP
Mr Elisaia Talouli	Deputy Secretary
Mr Harry Porter	Former Senior Training Officer, now Training co-ordinator for the Central Bank of Samoa

Western Samoa Technical Institute

Mr Mauiliu Magele	Principal
Mr Nick Levy	Former Principal now Registrar of NUS
Ms Rita Ah WA	former Lecturer now Lecturer t Auckland Technical Institute
Japanese Consultant	Mechanical

Education Department

Mr Tupae Esera	Director
Ms Nuufou Petaia	Assistant Director, Research and Planning
Mrs Sinapi Moli	former Vice Principal Samoa College now with Research & Planning
Mrs Elena Poloa	Curriculum and Examination Officer
Mrs Gaufa Ueese	Former Chief Curriculum and Examination Officer
Mr Tauiliili Meredith	First Vice Chancellor of NUS
Mrs Tiresa Malietoa	Former USP Centre Director, Apia

Post Office and Telecommunication

Mr Kenape Tuuau	Superintendent Telephones
Mr Talitiga Pemila	Deputy Director
Mr Asamu Ah Sam	Telecommunication Controller
Ms Onosefulu Fuatai	Chief Manpower Planning/Trainer

Treasury

Mr Epa Tuioti	Financial Secreatry
Ms Hinari Petana	Deputy Financial Secretary
Mrs Pisaina Lei Sam	Assistant Secretary Finance
Ms Penny Alama	Senior Finance Officer
Mr Herman Schwenkee	former Assistant Secretary Research and Planning, now Director of Samoa Land Board

Audit Department

Mr Rimoni Ah Chong Controller and Chief Auditor

Others

Mrs Foisaga Shon	Director of Ministry of Women
Dr Semisi Toa	Assistant Director Agriculture, Research
Mr Poufitu Fesili	Commissioner of Inland Revenue
Mrs Viliamu Alisa	Deputy Commissioner Inland Revenue
Mr Frank Fidow	Senior Cartographer
Dr Faleniu Asaua	Consultant Laboratory
Mrs Galumalemana Schmidh	former Registrar Land and Titles Court
Mr Tupai Se Apa	Attorney General
Mr Harry Schuster	Lawyer, Attorney General's Office

APPENDIX 3

PWDAP Terms of Reference:

- ◆ The procurement of priority heavy plant, trucks and light vehicles; the list of anticipated items to be procured under the project: this list may be revised, subject to the agreement of both Governments, following further review of the needs of the PWD during the project's inception phase.
- ◆ An equipment rehabilitation and disposal program; this will include a review and the classification of the existing PWD equipment as serviceable, suitable for repair and rehabilitation or for disposal as scrap. Appropriate spare parts for the rebuild program will then be provided. An evaluation of overhauled equipment will then be provided. An evaluation of overhauled equipment will also be undertaken.
- ◆ The upgrade of the Workshop facilities; this will consist of a review of existing maintenance equipment, workshop tools and equipment. Following the review's recommendations, the procurement of additional equipment and materials will be undertaken.
- ◆ Maintenance organisation and plant management; a review will be undertaken of the existing organisational set-up, the interrelation between workshop, plant and transport pools, division of work between sections, existing fleet management policy and repair procedures. Existing operational manuals will be revised prior to introducing a revised organisation and improved workshop and equipment management systems.
- ◆ Equipment operation and management following a comprehensive review, improved operation and maintenance procedures and a training program (including operator training), routine inspections, schedule servicing and other preventive maintenance systems for field mechanical personnel will be introduced.
- ◆ Stores management program; the program will consist of a stock control systems, accounting system and the introduction of proper stores management practices for the PWD and Treasury Department Stores.
- ◆ Training Programme; a training program will be developed for staff at all levels, on the basis of in-house training, in collaboration with the Western Samoa Technical Institute (WSTI), the Department of Labour (DOL), the Public Service Commission (PSC) and overseas training awards. The program will follow a detailed training needs assessment and include the upgrading of training facilities and counter-part trainer training. Practical training will involve PWD workshop staff and WSTI students and other personnel recruited by the Dol and the PSC, in addition to equipment supplier training. Formalised training will also be prepared by Western Samoan staff.

APPENDIX 4



MINISTRY OF FOREIGN AFFAIRS JAPANESE GOVERNMENT (MONBUSHO) SCHOLARSHIPS (1993/1994)

Applications are invited from those individuals who wish to undertake professional training in Japan for the 1993 academic year.

The following fields of study are offered:

Civil Engineering	Architecture
Electrical Engineering	Electronics
Telecommunication	Nutrition
Infant Education	Secretarial Studies
Hotel Management	Tourism
Fashion, Dress-Making	Design
Photography	

Applicants must meet the following criteria:

1. Must be Western Samoa citizens;
2. Must be at least 18 years of age and less than 22 years of age by the 1 April 1984;
3. Must have completed a 12-year regular course of School education or graduated from a school equivalent to the Senior High School in Japan;
4. Must be willing to learn the Japanese language and to receive professional training/education in the Japanese language;
5. Must be free from infectious diseases such as TB, leprosy, cholera etc., and mental sicknesses.

All applications, enclosing full scholastic/academic transcripts, a copy of the birth certificate, and other supporting references should be sent to the following address:

The Secretary for Foreign Affairs
Ministry of Foreign Affairs
PO Box L1861
APIA

Applications closes on the 7th May 1993.

Further information can be obtained from the Scholarships Division of the Ministry of Foreign Affairs.

SECRETARY FOR FOREIGN AFFAIRS

Q/No.74774

A23-30

APPENDIX 5

Table A 7.1: Case Study One: The Scholarship Scheme with emphasis on EMSS

Factors	B'ficiaries	AIDAB Staff	Managing Agency	AHC Staff	WSG policy makers
a. Inadequate consultation between participating prties	+++	++	++++	+++	++++
b. Unclear programme/project goals and weak linkage with national development	-	-	-	+	++++
c. Ineffective forward planning affecting funds and personnel	-	++	++	+++	+
d. Cumbersome bureaucratic procedures of budgeting and recruitment processes	++	+++	++	+	+
e. Interministerial disputes and clashes	+++	+++	+++	++	
f. Deficient management capacity/skills	+	++	-	++	++
g. Weak co-ordination between the policy makers, management and implementers	+++	++	++++	++	+++
h. Insufficient management support	+++	+++	+++	++	-
i. Weak legislations, policy enforcement activities and monitoring	+++	+	+++	+	+++
j. Impact of faa-Samoa on work practices	+++	+++	-	+++	-

APPENDIX 5

Table A 7.2: Case Study Two: The Australian Staffing Assistance Scheme

Factors	B'ficiaries	AIDAB Staff	Managing Agency	AHC Staff	WSG policy makers
a. Inadequate consultation between participating parties	++++	+++	+++	+++	+++
b. Unclear programme/project goals and weak linkage with national development	++	+	-	++	+
c. Ineffective forward planning affecting funds and personnel	+++	+++	+++	+++	-
d. Cumbersome bureaucratic procedures of budgeting and recruitment processes	+++	+++	++	++	+
e. Interministerial disputes and clashes	+	++	+	++	-
f. Deficient management capacity/skills	+++	++++	+++	++++	+++
g. Weak co-ordination between the policy makers, management and implementers	+	++	++	++	+++
h. Insufficient management support	++	+	+	+	-
i. Weak legislation, policy enforcement activities and monitoring	+++	++++	++	+++	++
j. Impact of <i>faa-Samoa</i> on work practices	++	++	++	+	+

APPENDIX 5

Table A 7.3: Case Study Three: The Public Works Department Assistance Project

Factors	B'ficiaries	AIDAB Staff	Managing Agency	AHC Staff	WSG policy makers
a. Inadequate consultation between participating parties	+++	+++	+++	+++	++
b. Unclear programme/project goals and weak linkage with national development	+	-	-	-	-
c. Ineffective forward planning affecting funds and personnel	++	+++	+++	++	-
d. Cumbersome bureaucratic procedures of budgeting and recruitment processes	+++	++++	++++	+++	++
e. Interministerial disputes and clashes	++++	++++	++++	+++	+++
f. Deficient management capacity/skills	+++	++++	+++	+++	++
g. Weak co-ordination between the policy makers, management and implementers	+++	+++	+++	++	+
h. Insufficient management support	+++	+++	+++	++	-
i. Weak legislation, policy enforcement activities and monitoring	++	+++	++++	++	-
j. Impact of <i>faa-Samoa</i> on work practices	+	++	++++	++	+

APPENDIX 5

Table A 7.4: Case Study Four: The Western Samoa Polytechnic

Factors	B'ficiaries	AIDAB Staff	Managing Agency	AHC Staff	WSG policy makers
a. Inadequate consultation between participating parties	++	++++	+++	+++	++
b. Unclear programme/project goals and weak linkage with national development	+++	+++	-	+++	-
c. Ineffective forward planning affecting funds and personnel	++	+++	+	++	+
d. Cumbersome bureaucratic procedures of budgeting and recruitment processes	++	+++	++++	++	++
e. Interministerial disputes and clashes	++	+++	++++	+++	+
f. Deficient management capacity/skills	+	+++	+	+++	++
g. Weak co-ordination between the policy makers, management and implementers	-	+++	++	++	++
h. Insufficient management support	-	+	-	-	-
i. Weak legislation, policy enforcement activities and monitoring	++	++	++	++	+
j. Impact of <i>faa-Samoa</i> on work practices	-	+	-	-	-

APPENDIX 5

Table A 7.5: Case Study Five: AIDAB's Training Centre - ACPAC

Factors	B'ficiaries	AIDAB Staff	Managing Agency	AHC Staff	WSG policy makers
a. Inadequate consultation between participating parties	++	++	+++	+	++
b. Unclear programme/project goals and weak linkage with national development	++	-	-	-	++
c. Ineffective forward planning affecting funds and personnel	-	+	++	+	-
d. Cumbersome bureaucratic procedures of budgeting and recruitment processes	-	-	-	++	+
e. Interministerial disputes and clashes	++	+	++	-	-
f. Deficient management capacity/skills	+	-	-	-	-
g. Weak co-ordination between the policy makers, management and implementers	++	+	+++	+	++
h. Insufficient management support	-	+	++	-	-
i. Weak legislation, policy enforcement activities and monitoring	+	+	++	++	-
j. Impact of <i>faa-Samoa</i> on work practices					