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**DATE OF BIRTH** 30th August 1951  
**NATIONALITY** Australian, British  
**QUALIFICATIONS** BA (Honours) Economics, Minor in  
Financial Control (Lancaster University, UK)  
1972.  
MA (Distinction) Agricultural Economics.  
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## **EXPERIENCE**

I have thirty-eight years' experience working as an economist in macro, micro, sector and project analyses, economic reform, economic management, and general development. I began my career as an Agricultural Economist with the World Bank Karonga Rural Development Project in Malawi in 1973. I have since undertaken other resident assignments in Kenya, Kiribati, UK and the USA. I was a Director of a successful private company in Sydney, Australia from 1988 to 1992. I was then employed as a Research Fellow for the East-West Center in Hawaii from 1992 to 1996. I then worked for the Asian Development Bank as an economist in various positions from 1996 to 2011. I also have extensive experience of short and medium term analytical and advisory assignments in Africa, Asia, the Caribbean, the Middle East, the Pacific Islands and South America. I am the author of several papers on economic development in Africa, the Pacific, and on private sector development, poverty and economic theory.

### **June 1996 to August 2011**

I am currently Principal Economist, Office of the Director General, Pacific Area Department (PARAD) of the Asian Development Bank. I provide assistance and advice to management and staff in country and regional strategy formulation, economic policy, economic management and development policy in general. I am a member of the department's front office and leader of the PARAD group of economists. In this position I have coordinated PARAD's annual country performance assessments, PARAD's contribution to the Asian Development Outlook, Annual Meeting preparations, and other major ADB annual exercises.

I have managed PARAD's major sector and thematic work over the past 15 years. This included leading the preparation of ADB's current strategy for the Pacific, the "Pacific Approach 2010-2014", the Pacific Capacity Development Study and the "priorities of the poor."<sup>1</sup> All these exercises have brought new approaches to ADB's work in the Pacific. I previously managed all the Pacific department's country poverty analyses. This latter work helped establish the priorities of the previous Pacific regional strategy. I have

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<sup>1</sup> ADB. *ADB's Pacific Approach 2010-2014*. 2009. ADB. *Pacific Choice Learning from Success. Capacity Development Series*. 2008. Abbott, D and Pollard, S. *Hardship and Poverty in the Pacific*. ADB. 2004. See also Laking R. *State Performance and Capacity in the Pacific*. ADB 2010. Duncan, R (ed). *The Political Economy of Economic Reform in the Pacific*. ADB. 2010. O'Meara T. *Transparency to the People*. ADB. 2010

introduced strengthened consultative and participatory approaches in country strategy and program and project formulation.<sup>2</sup> I have also mentored senior staff and interns.

I have given public presentations, including lead presentations at international conferences, on growth theory, political economy, poverty in the Pacific, ADB's programs in the Pacific, capacity development, fragile states, and on general development policy. I have published papers and articles and managed research covering a wide variety of economic, sector and thematic work.<sup>3</sup>

I have been a member of many of the ADB recent reform committees (TA Task Force, program lending, project classification, Governance and Anti-Corruption Action Plan, Managing for Development Results focal point, Consultation and Participation Committee, and Middle Income Country OCR Committee). I have contributed to the formulation of ADB policies and strategies including weakly performing states, governance and anticorruption.

I was Senior Economist, Poverty Reduction for the Strategy and Policy Department, from 2000 to 2001, responsible for helping Bank-wide implementation of the Poverty Reduction Strategy of the ADB. My work during this time included assessing the impact of ADB's assistance on poverty reduction, designing and implementing training programs in poverty reduction, preparing and presenting on ADB and the ADB's poverty reduction strategy, and preparing speeches for the President. I commented and advised on many loans and TAs at this time and also assisted country programming in Azerbaijan, Philippines, RMI, and Thailand. I also helped negotiate new Channel Funds in support of ADB poverty programs.

I was previously country program manager/ desk officer, at different times, for Fiji, the Federated States of Micronesia, Nauru and the Republic of the Marshall Islands. I joined the ADB as a Project Economist specialising in fisheries and resource projects in the Pacific islands. This included the formulation and implementation of TA that succeeded in reforming fisheries policy in the RMI and PNG and thereby helped establish profitable commercial fishing industries. A regional TA that I designed and managed also helped establish the west Pacific tuna management agency.

## **1992 to 1996**

**Research Fellow** and **Economist** with the Pacific Islands Development Program of the East-West Center (EWC) in Hawaii, USA, responsible for research, training and advice on Pacific Island economic policy formulation, economic reform, investment policy, trade, privatisation, and private sector development.<sup>4</sup> PIDP's work program is approved and annually reviewed by the Presidents, Prime Ministers and other Heads of Government of all the Pacific Island Countries. I gave annual presentations on my research to these leaders, and also presented to the the Pacific Islands Conference of Leaders in Tahiti in 1993.

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<sup>2</sup> See *Strengthening Pacific Fragile States. The Marshall Islands Example*. ADB. 2009.

<sup>3</sup> For example, see Duncan, R and Pollard, S. *A Framework for Establishing Priorities in a Country Poverty Reduction Strategy*. ERD Working Paper Series No. 15. ADB. 2002. Also *What Works? Better Policies and Practices for a Better Pacific*. ADB. 2009.

<sup>4</sup> Research publications included: "*Pacific Economic Policy- -To Invest or to Protect?; Development Sustained by Enterprise: Toward Policies for Economic Stimulation; Commercial Profit or Community Gain? Business Culture in Micronesian Compact Countries;*"*The Culture of Palauan Business, and The Pacific Tuna - Toward Policies that Support Sustained Investment in the World's Last Great Fishery.*

Whilst at the East-West Center I assisted in public sector reform and in introducing improved public financial management in furthering the application of “strategic output budgeting” for the Governments of **Kiribati and Tuvalu**, funded by the IMF. Funded by AusAID, I also helped draft the “National Development Strategy for 1996 to 1999” and prepared terms of reference for a National Policy Office for the Ministry of Finance and Economic Planning of the Government of **Kiribati**.

I was appointed as the UK permanent representative to the **Tuvalu** Trust Fund Advisory Committee from October 1993 to April 1996. This involved biannual visits to Tuvalu to advise on Fund, budget, and economic policy and management. I relinquished this position on joining ADB.

I was the Team Leader for the ADB-funded, joint Forum Fisheries Agency/ East-West Center Pacific Tuna Investment Study in the **Federated States of Micronesia, Republic of the Marshall Islands, and the Republic of Palau** from 1994 to 1995 and I subsequently prepared an “Information Note” on Direct Foreign Investment perspectives for the Pacific Tuna Industry as a basis for further research for the Sydney office of the Foreign Investment Advisory Service of the World Bank. I was also the author of the ADB funded and Forum Fisheries Agency executed Pacific Regional Report on the Tuna Industry and I presented the findings of this study to a special meeting of Pacific Island delegates at the 1995 INFOFISH World Conference on Tuna in Manila in November 1995.

I helped the EWC to organise, facilitate and implement the Policy Analysis Training Programs in **Hawaii** (1992), **Vanuatu** (1993), and in **Tonga** (1995).

Other consultancies during my employment with the EWC included recruitment by the UK Government to advise the **Pitcairn** Island Administration Office in Auckland, New Zealand on the Pitcairn investment fund, budget and economy in May 1994. I analysed, prepared, and helped to initiate the "Strategies for integrated private sector development in **Tuvalu**" in 1992 and then prepared the "Institutional support for private sector development in **Tuvalu**", a consultancy in policy formulation in November 1993. Lastly I prepared the financial appraisal of the proposed investment in the Enewetak Transshipment Fishing Base in the **Republic of the Marshall Islands** in March 1993.

### **1988 to 1992**

**Director and Chief Economist** of Australian Planning & Training Associates Pty Ltd (APTA) from 1988 to May 1992. Responsible for a wide range of assignments including the promotion of Australia/ Fiji and Australia/ China trade and investment, the formulation of training programs, economic consultancies, policy analyses, investment studies, recruitment and management of Australians for international technical assistance programs, and the preparation of a wide range of submissions as well as the administration and management of the company.

Specific consultancies during my tenure at APTA included:

- (i) assistance with the design and implementation of the Trade Commissioners' Training Course for Asian trade commissioners funded by the government of Australia;
- (ii) the Dried Fish Market Study for the planned production and export of dried fish from **Tuvalu**;
- (iii) assistance with the review and analysis of Tourism Training in the South Pacific funded by AIDAB;

- (iv) author of the Australia (AIDAB) and New Zealand Government policy document on Recurrent Cost Financing in the South Pacific;
- (v) member of the team editing and finalising the policy analysis, sector and macroeconomic chapters for the Second National Development Plan for the **Federated States of Micronesia**;
- (vi) prepared the **Papua New Guinea** Development Cooperation Report for 1989 for the United Nations Development Program. This report analysed aid and public investment programs and requirements, aid policies and aid and development issues;
- (vii) **Team Leader and Economist** for the Project Identification and Preparation team that identified and prepared public sector investments for the **Federated States of Micronesia's** Second National Development Plan. Also assisted in designing and delivering the Workshop/ Training Course on Project Planning;
- (viii) **Team Leader and Economist** for the Policy Review team that reviewed selected sectors, analysed sector policies, prepared sector policy papers and conducted sector review and planning workshops for the second National Development Plan for the **Federated States of Micronesia**;
- (ix) Prepared four import market reports for the International Trade Development Centre of the Department of Foreign Affairs and Trade, Sydney, **Australia**;
- (x) Employed by the UNDP Resident Representative to **Papua New Guinea** to prepare a presentation and associated documentation for the Consultative Group Meeting on Papua New Guinea held in Tokyo in May 1989;
- (xi) **Project Economist** employed by the Asian Development Bank to assist the preparation of a Project Completion Report for the Farmers' Organisation Support Services Project in **Malaysia**. This included the reassessment of Economic and Financial Internal Rate of Return; and
- (xii) **Economist** to the UK consultancy MacAlister Elliott and Partners to undertake a performance review of the national fishing company of **Kiribati**, a financial and economic appraisal of a proposed tuna longline fishing project, and to prepare a business plan. Funded by the EEC.

### **1987 to 1988**

I was a self-employed consultant economist from 1987 to 1988 and during this time I undertook the following consultancies:

**Economist/Planner** to the UNDP/UNIFEM/UNFPA mission to determine a strategy and design a regional planning project to support the greater involvement of women in development in the Pacific. Countries covered: **Cook Islands, Federated States of Micronesia, Fiji, Marshall Islands, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, and Samoa.**

**Team Leader and Economist** for the performance review of the Te Maiku Baitfish farms in South Tarawa, **Kiribati**. Funded by the EEC.

**Team Leader and Economist** for a joint mission to evaluate the UNDP/FAO Pacific regional fisheries support programme. Also **UNDP representative and Economist** on a multi-donor review of Pacific fisheries and the constraints to and opportunities for development. Countries covered: **Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu.**

**Economist** funded by the British Overseas Development Administration to write the chapter "Economic Characteristics" for the 1985 Kiribati Population Census.

Literature review on Options and Strategies for the Development of Atoll Economies for the Australian National University, funded by AIDAB.

**Financial Analyst** for the UK consultancy Landell Mills Associates in **Zambia** where I prepared and presented an investment proposal for a commercial outgrower tobacco scheme. Also analysed the farm records and accounts and prepared a Corporate Plan for Walkover Estates Ltd, the major horticultural producer in the country.

Relief **Lecturer** for Silsoe College, Cranfield University, UK when I prepared and conducted a short course on Project Cost Benefit Analysis, Monitoring, and Evaluation.

**Financial Analyst** engaged by the Swiss agency, Intercooperation, to undertake a survey, financial analysis and the preparation of a programme for the promotion of rural workshops for the Agricultural Light Engineering Programme in Mardan, **Pakistan**.

**Agricultural Economist** on an International Fund for Agricultural Development funded project identification mission in **The Gambia**. Undertook the economic pricing, comparative crop budget estimates, macroeconomic overview and analysis of the opportunities for privatising an existing smallholder irrigated rice scheme.

#### **1984-1986**

**Chief Planning Officer** with the National Planning Office of the Ministry of Finance of the Republic of **Kiribati** in the central Pacific. Responsible for the following:

- (i) the operation and development of the National Planning Office, including training;
- (ii) the reconstitution of the national system of government planning;
- (iii) the country's sixth National Development Plan which covered the period 1987 to 1991;
- (iv) coordinated and negotiated an expansion of the country's foreign aid relations, including membership of the International Monetary Fund and the World Bank group. Appointed temporary alternate governor to these two institutions in 1986;
- (v) the preparation of the country's annual Recurrent and Capital budgets;
- (vi) review and reformulation of the government's budgetary system;
- (vii) a number of managerial reviews of public sector enterprises;
- (viii) the preparation, submission, appraisal and funding, including co-financing of all the country's development projects and programmes and all major foreign investments;
- (ix) the international donor coordination meeting held in Tarawa in 1985;
- (x) all aid and trade issues; and
- (xi) policy formulation and the provision of all economic advice to the Ministry, the Minister, Cabinet and the President.

#### **1983-1984**

**Government Economist** to the same Ministry in the government of **Kiribati**. Responsible for all financial and economic advice and analysis. Particularly involved in all public finance issues including the formulation of the country's annual budgets and all major public investments and joint venture negotiations. The latter included the

establishment of the country's national commercial and development banks. Also held the positions of director of the country's national fishing company, director of the National Development Bank and member of the Foreign Investment Commission from 1983 to 1986.

### **1982-1983**

Self-employed **Agricultural Economist** with Agrisystems Limited of UK and Italy. Assisted in the identification, preparation and appraisal of a large farm investment for a private client in **Indonesia**. Particularly responsible for all agricultural marketing issues.

### **1980-1982**

**Agricultural Economist** appointed by the British Overseas Development Administration (ODA) to work with the UNDP/FAO Agricultural Equipment Improvement Project in Nakuru, **Kenya**. The work involved a series of smallholder farming systems investigations as the basis for an analysis of the smallholder farm power market and the economics of mechanisation.<sup>5</sup> I also assisted in the preparation and appraisal of a further project as well as a study of the farm power industry.

### **1979-1980**

Self-employed **Agricultural Economist** recruited by the UK consultancy, Minster Agriculture Limited, to conduct a farming systems study in the central province of **Zambia** and to assist in the identification, preparation and appraisal of a smallholder maize project for EDF funding.

### **1976-1979**

First **Economist** to be appointed to the ODA-funded Overseas Division of the National Institute of Agricultural Engineering in UK. Provided economic advice, an extensive review of the economics of farm and agricultural mechanisation in developing countries and undertook a series of short term visits to developing countries for the identification, preparation, appraisal and evaluation of agricultural projects. The latter included:

- (i) participation in a multidisciplinary team to identify and prepare agricultural mechanisation projects for ODA financing in **Jamaica**;
- (ii) a review of on-going ODA-funded agricultural projects in **Sierra Leone**;
- (iii) **North Yemen** smallholder farming systems studies and an analysis of the economics of proposed agricultural mechanisation strategies;
- (iv) review of an on-going ODA-funded dairy project in Cajamarca, **Peru**;
- (v) **Botswana** smallholder farming systems study and an economic analysis of the market for the mechanisation of post harvest processing of cereals;
- (vi) Team leader for an ODA-funded evaluation of the Tractor Hire Pools in **Swaziland**;
- (vii) evaluation of the Tinkabi tractor produced in **Swaziland**;
- (viii) farming systems study and economic analysis of the case for the mechanisation of cotton stalk pulling in the Gezira scheme in the **Sudan**; and
- (ix) member of the joint ODA/World Bank team to review the Tapakuma irrigated rice project in **Guyana**.

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<sup>5</sup> This research work was published as Pollard, S, Wainaina, C.K. 1982. Oxen or Tractors, Parts 1,2 and 3. Livestock International, June to August, 1982.

## **1973-1976**

**Agricultural Economist** with the World Bank-funded Karonga Rural Development Project in northern **Malawi**. I established and operated a Project Evaluation Unit which conducted farming systems studies that provided the basis for an on-going review and economic evaluation of the project's activities and aided the preparation and subsequent appraisal of the second phase of the project. I also undertook occasional reviews of economic issues that affected the project.