



CURRICULUM VITAE

GEORGE KOJO SCOTT

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PERSONAL INFORMATION

- Date of Birth: 21st May, 1952.
- Hometown: Anomabo, Central Region, Ghana.
- Nationality: Ghanaian
- Marital Status: Married

RESEARCH INTERESTS

Public Financial Management; Public Administration; Service Delivery; Human Capital; Capacity Building; Sustainable Development; Decentralization; Public Policy; Digitisation.

EDUCATIONAL BACKGROUND

2016: PhD (Development Studies)- University of Cape Coast, Ghana.

Thesis Title: **Influence of Public Financial Management Practices on Service Delivery in Ghana's District Assemblies.**

2002: Diploma in the Study of French Language (DELF I & II) – French National Ministry of Education.

1998: Diploma in Managing Civil Service Reforms, ILO International Training Centre, Turin, Italy.

1994: Senior Management Development Course, Ghana Institute of Management and Public Administration (GIMPA).

1991: Master's Degree in Public Administration, University of Ghana, Legon, Accra, Ghana

1979: Post-Graduate Diploma in Public Administration, GIMPA, Ghana

1976: B.A. Degree (Geography, Sociology, Education), University of Cape Coast, Ghana

1973: G.C.E Advanced Level Certificate, Private Candidate.

1972: Teachers Certificate A (Post-Sec), Winneba Training College.

Other Professional Certificates

2000: Improving Public Procurement, Ghana Supply Company Ltd, Accra.

1999: Managing Financial and Administrative Controls in Administration, Ghana Institute of Management, Accra.

1998: Practical Financial Planning and Budgetary Control, Coopers & Lybrand Associates, Accra.

1997: Executive Development Programme in Public Policy Analysis, School of Administration, Legon, Accra.

1997: Contracting Out and Privatisation for the Ghana Civil Service, PriceWaterhouse Associates, Accra. 1988: Rural Development Planning & Management Course, GIMPA.

WORK EXPERIENCE

Nov. 2011 to Date: Secretary General - African Association for Public Administration and Management (AAPAM)

As the AAPAM's Secretary General, I head the Secretariat as the Chief Executive. I have the overall responsibility of ensuring the Association fulfils its mission of promoting best practices, excellence and professionalism in public administration and management in Africa. I support the strategic planning and leadership through development of policies for the effective management of the affairs of the Association. Other responsibilities include:

- Carrying out the day-to-day management of the organization including the recruitment, supervision and support of the organization's staff.
- Developing innovative modalities for mobilizing resources to support AAPAM's activities and ensuring effective utilization of the Associations funds
- Developing and overseeing the implementation of an effective communications strategy to raise AAPAM's public profile in Africa and around the world, particularly among Heads of civil service and public service in Africa, decision makers, donors, public administration capacity building organizations and research institutions.
- Representing AAPAM at high level Regional and International meetings
- Negotiating agreements with local, regional and international organizations in consultation with the executive committee

January 2022: Associate Professor Extraordinary - School of Public Leadership Stellenbosch University, South Africa.

2021 To date: Reviewer - British Medical Journal - BMJ Global Health

2020 To date: Reviewer - Scientific Research Publishing (SCIRP)

2020-2021: Contributor for the Master of Public Administration in the Post-Crisis Era Programme - The Euro-Mediterranean University (EMUNI)

As a contributor, I **reviewed the curriculum** for the compulsory course (Contemporary Approaches and Future Trends in Public Administration). I also undertook **quality assurance review** for two elective course units- Public Policy and Digital Governance where I assessed the course blueprints (learning outcomes, formative activities and lesson content).

Feb. 2009 to Oct. 2011: Chief Director (Permanent Secretary) - Ministry of Environment, Science and Technology, Ghana.

As the Chief Director, I was the coordinator within the Ministry and acted as the Chief Advisor to the Minister. I also guided, co-ordinated, monitored and supervised the work of the Director Generals of the Agencies within the Ministry.

Other responsibilities included:

- Preparing work schedules and programmes for the Hon.Minister and the Ministry.
- Supervising the budget preparation and implementation at the Ministry.
- Chief spending and accounting officer of the ministry and sector agencies including donor and partnership funds.
- Provision of leadership for policy making, implementation and monitoring at the Ministry.
- Ensuring sectoral collaboration and cooperation with other ministries, stakeholders and sectors.

2000 to 2011: Part-time Lecturer for the Post Graduate Diploma in Public Administration - Ghana Institute of Management and Public Administration (GIMPA).

I developed and delivered (teaching and facilitation) of the public sector reforms curriculum. I also set and marked examinations and marked examinations. I was the facilitator for the Public Sector Reform on the Directors III Component of the Accelerated Training Programme for the Leadership of the Civil Service, GIMPA (2007-2009) where I undertook group assessments and individual certification.

June 2006 to Jan. 2009: Chief Director (Permanent Secretary) - Ministry of Aviation, Ghana.

Responsibilities included:

- The overall coordination to achieve mandate targets in the Ministry.
- Overseeing the decoupling of the Ghana Civil Aviation Authority to create the Ghana Airports Company and a Civil Aviation Authority.
- Supervision of the Registrar General's Department as the official Liquidator to oversee the assets of the defunct Ghana Airways Corporation.
- Overseeing construction of four domestic Airports, identification of six Airstrips for rehabilitation and operationalization of Ghanaian national carrier.

July 2003 to July 2006: Municipal Co-ordinating Director - Tema Municipal Assembly.

Responsibilities included:

- The general coordination of various units and sectors of the Assembly.
- CEO/Secretary to the Assembly
- Secretary to the Municipal Security Committee.
- Member Secretary to the Municipal Tender Board.
- Chief Advisor to the Municipal Chief Executive (Political Head)

2003: Visiting Resource Person- Institute of Local Government Studies, Obojo, Accra.

2003: Consulting Editor - Civil Service Journal, Special Edition, Vol. 1, Issue No. 1.

1997 to 2003: Director in Charge of General Administration Division- Office of the President, Ghana.

2001 – 2002: Member, Committee on Review of the Civil Service Law, 1993 (PNDC Law 327) - Office of the Head of Civil Service, Ghana

1994 to 1997: Director (I) - Greater Accra Regional Coordinating Council, Accra, Ghana

1991 to 1994: District Administrative Officer - Ga District Assembly, Amasaman.

1986 – 1990: General Manager - Agona District Development Company Ltd.

1985 to 1990: District Administrative Officer - Agona District Assembly.

1984: Senior Assistant Secretary- Central Regional Administration, Cape Coast.

1980 to 1984: District Administrative Officer - Twifo/ Heman Lower Denkyirah District Council, Twifo Praso.

1979: Assistant Secretary - Twifo/Heman Upper Denkyira District Council, Dunkwa-on-Offin

1978: Assistant Secretary - Volta Regional Administration, Ho.

1977: Assistant Secretary - Office of the Head of Civil Service, Accra.

1976: Tutor- St. Augustine's College, Cape Coast, Ghana

1972 to 1973: Teacher- Anglican Middle School, Anomabo, Ghana

SPECIAL ASSIGNMENTS & MILESTONES

2020 To date: Member of the team currently engaged in supporting South Africa in strengthening research capacities to support the African Union (AU) Chairship goal of pursuing universal accession to the African Peer Review Mechanism (APRM) by AU member states.

2011 To Date: AAPAM Delegation Leader and Representative to Global Events including;

- African delegations to World Government Summit
- Annual sessions of the United Nations Committee of Experts on Public Administration (CEPA)
- United Nations Public Administration Network (UNPAN) meetings

2015-2021: Coordinator - African Leaders of Tomorrow (ALT) Extension programmes

- Have ably led the implementation of the ALT Scholarship program funded by Government of Canada through Global Affairs Canada, and the MasterCard Foundation through Canadian Bureau for International Education (CBIE) in partnership with the Institute of Public Administration of Canada (IPAC). In 2021, 192 participants were awarded the ALT leadership certificate after successfully undertaking the program.

2007: Team Leader-Donors Conference

- Led a team to organise a donor's conference made up of key donors such as the World Bank, CIDA, and FAO to expose and market the programmes of the new Ministry of Aviation

2008

Member of Negotiation Team for Air Navigation Region

- Member of team that attended Ministerial meetings in Togo and Benin to negotiate the issue of the Air navigation sub region encompassing Ghana, Togo and Benin

Team Leader-Public Sector reforms

- Served as the team leader for many Public Sector Reform programmes such as the Regional Coordinating Council, Office of the President, Ministry of Aviation and the Ministry of Environment, Science and Technology

Supervision of Decoupling Programme

- Supervised the decoupling of the Ghana Civil Aviation into two separate Entities to create the new Ghana Airports Company and the new Ghana Civil Aviation Authority. This entailed sharing of assets, reassignment of staff and creating new organisational structures

Team leader to establish new Airline destination

- Led team to travel to Dusseldorf, Germany to open new destination for the Ghana International Airline

Co-chair of team to initiate Lease/ purchase of Aircraft

- Co-chaired team that initiated various liaisons in Ghana, UK and Iceland aimed at Leasing/ purchase of Aircraft for the Ghana international Airline

Member of delegation to International conferences

- Member of delegation to International Conferences including; Aviation Business in Senegal, Air Navigation in Canada, Climate Change in Denmark, Sustainable Development in US, Nuclear Energy in Austria, Public Sector Reforms in France, Biodiversity in Japan and Space Technology in South Africa.

Chairman of Steering Committee

- Served as the chairman of the steering committee of the Guinea Current Large Marine Ecosystem (GCLME) project, a UNIDO International programme to manage the Marine Ecosystem of sixteen (16) African countries.

Chairman of Special Ministerial working Group

- Chairman of Special Ministerial Working Group assigned to sort out Governance structures of the Guinea Current Large Marine Ecosystem (GCLME). Meetings held in Congo Brazzaville.

Chairman of Donor/Partnership Fund Conference

- Chairman of Donor/Partnership Conference to mobilise funds for implementation of the strategic plans for the 16-member country GCLME project. Meetings held in Cameroon in March 2011

Preparation of Key Cabinet Memo

- Lead the preparation and submission of several cabinet Memos to the Secretary to the cabinet and the President Office including ratification of conventions and draft bills.

Participation in Public Consultations for Policy Making

- Lead participation in the processes of policy making, including regional and national consultations. Key policies include Environmental policy, Plastic Waste management and the use of local raw material in the building industry.

CONFERENCES, WORKSHOPS AND SEMINARS

2011- To Date: Lead Organizer and Participant in the 33rd – 42nd annual AAPAM Round-Table Conferences.

Some select themes have included:

- Transforming Institutions in Africa for Sustainable Development (2019 – Cairo, Egypt).
- Innovation, Resourcefulness, Integration and Inclusivity; Fundamentals for the Transformation of Governance and Public Administration in Africa to Achieve the Agenda 2063 and Sustainable Development Goals (2018 - Gaborone Botswana).
- Quality Leadership for Efficient and Effective Management of Public Service in Africa (2013- Kigali, Rwanda).

July 2021: Presenter at the Consultation Session of the University of Pretoria (SPMA)/National School of Government/AAPAM Webinar Held on 16th July 2021.

November 2020: Keynote Speaker at the 1st Special AAPAM/ DPSA/ SPMA Webinar on 26th November 2020.

November 2020: Lead Organizer and Keynote Speaker. The Workshop held under the Observatory for Public Sector Innovation (OPSI) on Tuesday, 17th November 2020.

October, 2020: Webinar Organised by The United Cities and Local Governments of Africa (UCLA) Held on 27th October, 2020.

June, 2020: Lead Organizer, Virtual African Forum to Celebrate the International Public Service Day (23rd June) -Webinar. Theme: "Reopening African Public Administrations: Leading, Managing and Delivering in time of Covid-19 and beyond. Moderator- Panel 2: Rethinking Public Service Delivery.

June, 2020: Lead Organizer, Webinar on 'Leveraging Public Governance and Spearheading Innovative Solutions to Address the COVID-19 Pandemic – Responses in Africa'

February 2020: Lead Organizer, Opening Remarks - Public Lecture on Elections Dilemma in Africa at Kenyatta University, Kenya.

November 2019: Opening Remarks at the African Union, Department of Political Affairs Eastern African Regional Seminar on the implementation of the African Charter on the Principles and Values of Public Service and Administration. Theme: Fighting against corruption in the Public administration in Africa

November 2018: Presenter at Africities Summit 2018, Marrakech, Morocco.

August 2018: Lead Organizer, AAPAM Training Program, Lusaka, Zambia.

October 2017: Presenter at the 10th Annual International Conference of The School of Public Management and Administration (SPMA), University of Pretoria, South Africa.

February 2017: United Arab Emirates (UAE) Foreign Assistance Policy Launch at the 5th World Government Summit

April 2016: Observer, 15th Session of the UN Committee of Experts on Public Administration of the United Nations Economic and Social Council (ECOSOC)

April 2015: UNPAN Partners' Meeting

April 2015: Observer, 14th Session of the UN Committee of Experts on Public Administration of the ECOSOC

May 2010: Study Tour of France System of Public Administration, Paris, France. December

2009: United Nations Conference on Climate Change, Copenhagen, Denmark.

September 2009: General Assembly Session of the International Atomic Energy Agency, Vienna, Austria.

May 2009: United Nations Conference on Sustainable Development, New York, USA. November

2008: Leader of Team of Inaugural flight of Ghana International Airlines to Dusseldorf, Germany.

September 2008: Leader of team for Ghana International Airlines negotiation for aircraft

1999: Participant, Conference of Permanent Secretaries (West Africa), Commonwealth Secretariat, Lagos, Nigeria.

PUBLICATIONS

Books and Book Chapters

Scott, G. K (2021). Linking Revenue Mobilization Practices to Service Delivery in Decentralized Governments in Ghana. In, Xiang, F. (ed). *Modern Perspectives in Economics, Business and Management, Vol. 11*. Book Publisher International. <https://doi.org/10.9734/bpi/mpebm/v11/1919C>

Scott, G. K., & Enu-Kwesi, F. (2021). Role of Budgeting Practices in Service Delivery in Ghana's Public Sector. In, Fagbadebo O. M. (ed). *Michael Modern Perspectives in Economics, Business and Management Vol. 4*. B P International, DOI: 10.9734/bpi/mpebm/v4/3075F

Scott, G. K & Wallis, M. (eds) (2020). Transformation of Public Administration. Nairobi: AAPAM.

- Scott, G. K & Wallis, M. (eds) (2017). *Quality Leadership for Efficient and Effective Management of Public Service in Africa*. Nairobi: AAPAM. Available at maktaba.aapam.org
- Scott, G. K & Wallis, M. (eds) (2015). *Performance Management for Improving Public Service Delivery in Africa*. Nairobi: AAPAM. Available at maktaba.aapam.org
- Scott, G. K & Wallis, M. (eds) (2013). *Citizen Engagement, Decentralisation and Service Delivery in Africa*. Nairobi: AAPAM. Available at maktaba.aapam.org
- Scott, G. K (2003). *Management and Control of Public Funds*. Accra: Napasvil Ventures. Available at www.researchgate.net
- Scott, G. K (2000). *Strategies for Improving Organisational Performance – A Study of Proposals of Some Selected Civil Service Departments*. Accra: WADSO Publishers. Available at www.researchgate.net
- Scott, G. K (2000). *The Public Administration of Africa in the 21st Century*. Accra: WADSO Publishers. Available at www.researchgate.net

Journal Articles

- Scott, G. K. (2019). Effects of Public Expenditure Management Practices on Service Delivery in the Public Sector: The Case of District Assemblies in Ghana. *Journal of Public Administration and Governance*, 9 (2), 71-92. doi:10.5296/jpag.v9i2.14617
- Scott, G. K. (2018). Accounting and Financial Reporting Practices as Tools for Service Delivery in The Public Service: The Case of Ghana's District Assemblies. *Researchjournali's Journal of Accounting*, 6 (1), 1-16. <http://www.researchjournali.com/view.php?id=4257>
- Scott, G. K. (2018). Influence of Revenue Mobilization Practices on Service Delivery in Decentralized Governments: The Case of District Assemblies in Ghana. *Journal of Public Administration and Governance*, 8 (4), 215-238. DOI: <https://doi.org/10.5296/jpag.v8i4.13926>
- Scott, G. K., & Enu-Kwesi, F. (2018). Role of Budgeting Practices in Service Delivery in the Public Sector: A Study of District Assemblies in Ghana. *Human Resource Management Research*, 8(2): 23-33. DOI: 10.5923/j.hrmr.20180802.01
- Scott, G. K. (2017). Implications of Public Financial Management Regulatory Framework on Service Delivery: Reflections of Ghana's District Assemblies. *Researchjournali's Journal of Public Policy*, 4 (2), 1-17. <http://www.researchjournali.com/view.php?id=4062>
- Scott, G. K. (2017). Role of auditing practices in service delivery: The case of District Assemblies in Ghana. *Researchjournali's Journal of Finance*, 5 (5), 1-17. <http://www.researchjournali.com/view.php?id=4029>

Presentations, Proceedings and Papers

- Scott, G. K. (2021, July). Public Service of the Future in Africa. Remarks during the Consultation Session of the University of Pretoria (SPMA)/National School of Government/AAPAM Webinar Held on 16th July 2021. <https://www.researchgate.net/publication/353636964>
- Scott, G. K. (2020, November). Anchoring and Strengthening Research Capacities and Capabilities to Support The African Union (AU) Chairship Goal of Pursuing Universal Accession to The African Peer Review Mechanism (APRM). Opening Remarks Delivered at the 1st Special AAPAM/ DPSA/ SPMA Webinar on 26th November 2020. <https://www.researchgate.net/publication/346655184>
- Scott, G. K. (2020, November). Embracing the Digital Age: Digital Transformation for Citizen Engagement and Service Delivery. Opening Remarks at the Workshop held under the Observatory for Public Sector Innovation (OPSI) on Tuesday, 17th November 2020. <https://www.researchgate.net/publication/347571967>
- Scott, G. K. (2020, October). Promoting The Engagement of Local Governments and Citizens for the Cities We Need in Africa, In Times of Covid-19 And Beyond. Remarks Delivered at the Webinar Organised by The United Cities and Local Governments of Africa (UCLA) Held on 27TH October, 2020. <https://www.researchgate.net/publication/346080546>
- Scott, G. K. (2020, June). Management (PFM) Emerging Issues in Public Financial and Budgeting for the Sustainable Development Goals Management. <https://www.researchgate.net/publication/341979569>
- Scott, G. K. (2020, February). Reflections on Elections Dilemma in Africa. Opening Remarks during Public Lecture held on 13th February 2020 at Kenyatta University, Nairobi Kenya. <https://www.researchgate.net/publication/340174119>
- Scott, G. K. (2020, February). Reflections on Public Administration and Management Issues in an Era of Multiple Challenges and Constraints. Guest Speaker Address at the 10th Annual International Conference of The School of Public Management and Administration (SPMA), University of Pretoria, Pretoria, South Africa. <https://www.researchgate.net/publication/322792014>
- Scott, G. K. (2019, October). Building Partnerships to Advance the Regional Initiatives of Schools of Public Administration Presentation at UNDESA/GOK Symposium Held at Kenya School of Government, Nairobi, Kenya. <https://www.researchgate.net/publication/336702140>
- Scott, G. K. (2018, November). Fostering innovations in the Public Service of Africa- Role of AAPAM. AT Presentation at the Africities Summit Held in Marrakech, Morocco. www.researchgate.net/publication/330512108

- Scott, G. K. (2018, November). Investing in Human Capital in Africa- the Role of African Association for Public Administration and Management (AAPAM). AT Presentation at the Africities Summit Held in Marrakech, Morocco. <https://www.researchgate.net/publication/330512070>
- Scott, G. K. (2018, August). The Role of Public Administration and Management in Promoting Peaceful and Inclusive Societies. Opening Remarks during the Opening Ceremony of the AAPAM Training Program, Lusaka, Zambia. <https://www.researchgate.net/publication/340023523>
- Scott, G. K. (2018, June). Synergies Between the United Nations Sustainable Development Goals with African Union Agenda 2063, And The Programmes of the African Association for Public Administration and Management (AAPAM). A Presentation at The Conference of the International Institute of Administrative Sciences (IIAS) Held in Tunis, Tunisia June 25-29, 2018. www.researchgate.net/publication/341979611
- Scott, G. K. (2016, April). The Role of Professional Associations in Capacity Building towards the Achievement of the Sustainable Development Goals. Presentation at a Students symposium, University of Pretoria, South Africa.

Policy Documents

Scott, G. K. (2014). AAPAM Gender Policy. Nairobi: AAPAM. Available at maktaba.aapam.org

BOARD MEMBERSHIP

- 2010 – 2011 Board Member- Council for Scientific and Industrial Research (CSIR)
- 1985 – 1990 Board Member- Swedru Bakery Ltd (Central Regional Development Corporation)
- 1981 – 1984 Committee Member Twifo Oil Palm Plantations Ltd (Out-Growers Unit)

PROFESSIONAL ASSOCIATIONS

- Secretary General: African Association for Public Administration and Management(AAPAM)
- Executive Director: African Centre for Enhanced Policy and Development (ACPD)
- Kenya School of Government – General Affiliation
- Member, Ghana Association of Consultants.
- Member of Governing Body, ExecNet.

LANGUAGES

- English
- Fante / Twi
- French

AWARDS RECEIVED

- Distinction – National Service (Ghana), 1972.