



SOUTHERN CROSS
ADVISERS LTD

Curriculum Vitae

Name	Dr Graham Cecil SCOTT
Date of Birth	26 May 1942
Nationality	New Zealand
Education	<ul style="list-style-type: none">• Doctor of Philosophy, PhD, Economics, Duke University, minor in City and Regional Planning at the University of North Carolina, 1972• M.A., Duke University, 1969• M.Comm., Economics and Accountancy, University of Canterbury, 1966
Other Training	Advanced Management Programme, Harvard Business School, 1985
Language Proficiency	English native speaker
Professional Society Membership	<ul style="list-style-type: none">• American Economic Association• New Zealand Association of Economists• NZ Institute of Directors• Fellow of New Zealand Society of Accountants• Fellow of New Zealand Institute of Management• Fellow of New Zealand Institute of Public Administration
Awards	<ul style="list-style-type: none">• James B Duke Fellowship, 1966-1969• Fellow of the New Zealand Institute of Management (FNZIM), 1992• Fellow Chartered Accountant (FAC), 1994• Queen's Honour, Companion of the Bath (CB) for services to New Zealand public sector, 1995

- World Bank Team Performance Award for the Thailand Country Development Partnership Team, 2000

Countries in which assignments have been conducted

Afghanistan, Armenia, Australia, Bangladesh, Bhutan, Brazil, Canada, Chile, The People's Republic of China, Colombia, East Timor, Estonia, Fiji, Guyana, Hong Kong, Indonesia, Jamaica, Kazakhstan, Korea, Latvia, Laos, Macedonia, Mauritius, Malaysia, Mexico, Mongolia, Namibia, New Zealand, Papua New Guinea, Philippines, Qatar, Russia, Saudi Arabia, Republic of Singapore, South Korea, Tajikistan, Thailand, Trinidad, Turkey, Ukraine, Uganda, United Kingdom, United States of America, Vietnam

Employment Record

Current business interests

- Executive Chairman, Southern Cross Advisers Ltd, company specialising in public sector reform 1999-present. Public sector work formerly undertaken through Graham Scott (NZ) Ltd 1993-1999.
- Consulting Director of LECG Asia Pacific, providing expertise in areas of regulatory economics 1996 to present.
- Various private business interests in New Zealand and Australia

1993 to present

Selection of Public Sector Consulting Assignments:

2009

- Adviser to Minister of Finance and the Treasury in New Zealand on the form and content of accountability relations between them.
- Adviser – with Lynne McKenzie - to National Planning Authority in Uganda on developing the National Development Plan

2008

- Ongoing advice to Prime Minister and Deputy Prime Minister of Government of Kazakhstan and various ministries on public administration reform and performance budgeting
- Advice to provincial governments in Vietnam on planning and budget reform
- Work with World Bank on budget reform in Mexico and contribution to an international conference on performance budgeting in Mexico

2007

- Report to Multi Donor Taskforce in Vietnam on all the donor related activities behind financial management reform.
- Ministry of Finance Brazil on funding and management of infrastructure projects
- Ministry of Finance Chile on management of Public Private Partnerships in infrastructure.
- Ongoing work as Chief Technical adviser to Ministry of Finance in Vietnam on integrating planning and budgeting
- Ongoing work in budget reform in Armenia

2006

- World Bank:
 - report to senior management on the reform of conflict management system.

- Advised the World Bank Vice President of HR on strategy for reforming HR functions in the Bank.
 - Presented paper on internal budgeting issues
- Ongoing work as Chief Technical adviser to Ministry of Finance in Vietnam
- Ongoing work in budget reform in Armenia

2005

- On-going role as Chief Technical Adviser to **Government of Vietnam** on implementing MTEF reforms. Includes advising on roles, responsibilities, processes, implementation considerations, training of officials and assisting Ministry of Finance with wider implementation at central and local government levels.
- Advised **Government of Guyana** on ways to improve accountability for the use of discretionary powers by the Office of the President and other institutions over semi-autonomous state agencies. Includes advising on better financial management and governance arrangements for government institutions. [World Bank project with Castalia]
- Advised **NZ Treasury** on improvements to the NZ budget system to enhance the linking of policy and other medium term decisions to the fiscal forecasts for ministries and others.
- Reviewing **NZ Food Safety Authority** against best practice standards for a regulator. Involves analysing views of USA Food and Drug Administration, USA Department of Agriculture, European Commission, UK Regulator, Australian State regulators, NZ industry, ministers, consumers and others.
- Advice on NZ budgeting and accountability arrangement to the **Russian Ministry of Finance**. [World Bank]
- On going role as strategic adviser for the implementation of government-wide programme budgeting in **Armenia**, following on from a strategic role in the successful implementation of MTEF reforms in Armenia [DFID previous project 2002-2005, new project 2005-2008].

2004

- Advising **Emir of Qatar** on education policy and funding, including costing education benefits and advising on governance arrangements for the proposed education fund.
- Joint Chief Technical Advisor to the Public Financial Management Reform Project, **S.R. Vietnam**. Involves advising on the development of a medium term fiscal framework and assisting with the piloting of medium term expenditure frameworks in four sectors. [World Bank project]
- Advised Ministry of Finance and Economy in **Armenia** on capability development. [DFID project]
- Advised **Royal Government of Bhutan** on the development of new financial management arrangements to support the move from a monarchy to a constitutional democracy. This included drafting a Public Finance Act and advising on the design and implementation of reforms associated with this Act. [World Bank project]
- **New Zealand Parliament Select Committee** submission on the legal basis for the NZ electricity regulator and the compliance of

proposed arrangements with principles of good practice in public management including roles, responsibilities, powers and principles for fees and charges. [Electricity industry project]

2003

- Invited by the **United Nations**, the Government of Mexico and the World Bank to be a panelist and speaker at the Fifth Global Forum on Re-inventing Government “Innovation and Quality in the government of the 21st Century” in Mexico City.
- **Office of the Public Sector Development Commission, Thailand** in cooperation with the World Bank - Case Study on Thailand’s Public Sector Reform. Writing a case study for inclusion in a book on the Royal Thai Government’s Public Sector Reform to assist other developing countries, particularly Asian countries, contemplating public sector reform.
- **Royal Government of Thailand** and the World Bank - Public Expenditure Reform in Thailand. Acting as resource person for the Public Sector Development Commission (PDC). Provided comments on draft budget reform laws and identified implementation issues regarding translating ongoing and proposed budget reforms into real improvements in service delivery.
- World Bank - Governance Reform in **Lao PDR**. Writing a background report on governance reform in Lao PDR as input for the Lao PDR Country Policy and Institutional Assessment.
- **OECD, Paris**. Technical adviser and keynote address to the Symposium on Learning Government at OECD Headquarters in Paris on how to make governments adaptive.
- KPMG Advisory (**Thailand**) Limited. Advice to the Royal Government of Thailand on design and implementation of a government-wide financial management information system.
- Advised **Government of Latvia** on financial management reforms including reforms to the budget process (MTEF etc). Assisted Ministry of Finance and Ministry of Economy with development of new programmes, strategic plans and the linking of this work to the budget and reporting systems.
- Advised **Latvian** Ministry of Finance and Economy on the concepts and implementation of MTEF approach to budgeting. Included advice on roles and responsibilities in the MTEF process, programme design, legal matters, timing and information requests and processing.

2002

- Advisor to the *World Bank* on the public expenditure review for **Mongolia**.
- Advisor to **Ukraine Government** on financial management reforms. Advisor to Minister of Telecommunications on reform.
- Advisor to **Guyana** senior government staff on public sector reform experiences.
- Participated in seminars for President Putin’s economic advisors and top government officials on economic and public sector reforms (*USAID project for Russia*). Gave public lectures and seminars in various universities, research institutes and professional groups on

reform of public administration, regulation of network industries and state enterprise policy in addition to giving seminars on the experience of New Zealand in public sector and economic reform. He addressed the plenary session of the Institute of Economies in Transition on the topic of the importance institutional reform for economic development.

- Speaking engagements with UN and other organisations.
- Advisor to *NZ Community Trusts* on options for development of trust policies and practices.
- Adviser to *Government of Chile* on management of contingent liabilities in the financing of road projects as member of a World Bank team.
- Adviser to *State Chancellery of Latvia* on developing capability and systems to support financial and economic impact assessment of proposed policy and regulation. [UNDP project]

2001

- Advisor to *State Chancellery, Government of Latvia*, on implementing strategic planning in ministries and aligning planning with the budget process.
- Assignments with the *World Bank* to assist public sector reforms in **Thailand, Indonesia, Macedonia and Turkey**.
- Advisor to *Royal Thailand Government* on public sector reforms in Thailand.
- Advisor to *Ministry of Finance in Macedonia* on reforms to financial management and organisational developments within the Ministry of Finance, including implementing strategic planning processes.

2000

- Speaking engagements with **APEC** in Singapore and South Korea and other international conferences and seminars for OECD, World Bank and others.
- Provided advice on public sector reforms to advisers to the Russian President, for the **US State Department**.
- Contributed to work on the reformation of the **Namibia** State finance legislation.
- Submission for *Treasury Subcommittee UK House of Commons* on the NZ accountability system.
- Advised **Royal Thailand Government** on the policy development work required to support changes to the financial management laws. Included advising on devolution issues.

1999

- Participated in **World Bank Institute** seminar in Washington DC on issues in reforming budget management.
- Assignments with the *Fiscal Policy Office, Ministry of Finance, Government of Thailand* provide public sector reform advice. Advised the Prime Minister and the Deputy Prime Minister on Thailand's public management reform programme.
- Contributed to a **World Bank** study of changes to public management in East Asia following the financial crisis.

- Assignments with the **Bureau of the Budget of the Royal Thailand Government** to advise on concepts and implementation for devolution of financial management to the **Office of Civil Service Commission**. Tasks were to advise on establishing standards for performance reporting, identify gaps, advise on processes for financial management, costing and performance monitoring and to build capability in these areas.

1998

- Contract in conjunction with Lynne McKenzie with the **New Zealand Ministry of Agriculture and Forestry** to review the performance of the Ministry's functions in regulating food safety and biosecurity issues.
- Commission from the **New Zealand Ministry of Foreign Affairs and Trade** under the auspices of the NZ Official Development Assistance programme in Thailand to undertake a project planning mission into technical assistance for Thailand. Several seminars on aspects of public management were presented.
- Presentations at the Government Reorientation: New Bank Approach to Administrative Reform Workshop held in Washington DC.
- Assignment from the **World Bank** to review the use of the corporate form for **hospitals in New Zealand**. This was published as a chapter in a World Bank book in 2001. Also involved presenting seminars on reform of health systems.
- Assisted in the preparation of a cabinet paper on public management reform in **Thailand**. Helped to facilitate the negotiation of a World Bank public sector reform loan with Thailand.

1996

- *World Bank* assignment to be one of 3-4 principal advisors to the team preparing "The World Bank's **World Development Report 1997**". The report focused on the Role of the State in a Changing World.
- *World Bank* assignment to take part in a Fiscal Management Seminar to lead a session on budget reporting and evaluation covering the best practices in this area.
- Advised **Mongolian government** on restructuring. Contributed to discussions at a symposium on public administration reform in Ulaanbaatar.
- Provided advice to **Thailand's Ministry of Finance** on revenue administration functions.
- Contributed to the Public Sector Modernization Project of the *Office of the Prime Minister, Jamaica* as an advisor and participant in a retreat of senior government officials and politicians.

1995

- Assignment for the *World Bank* to contribute to an international study led by Pradhan and Campos on the impact of public management reforms on budgetary outcomes.
- Assignment with a *World Bank* team to assess the overall public sector management framework in **Columbia** and the role of the

Government's program for promoting improved public sector performance.

- Assignment with the **OECD** to participate in an experts' group to discuss a statement on the outlook of the future of governance in the public sector.

1994

- Assisted *the Latin American Technical Department of the World Bank* to prepare a paper on public management reform and to review public sector reform projects.
- *World Bank* assignment for **Bangladesh** on redefining the role of the government through privatisation and improving the management of the core state sector.

1993

- Advisor to the *Office of the Auditor General of Canada* on the examination of the public service reform initiatives- also 1994,1995.
- Visiting Scholar to *the Fiscal Affairs Department of the International Monetary Fund*. Produced paper for publication- "Government Reform in New Zealand". Occasional paper No 140, International Monetary Fund, Washington DC, October 1996.

Other Appointments 1993-2000

1. August 1993 to March 1999 independent Chairman with role to set up the Electricity Market Company (EMCO) to establish a functioning wholesale electricity market. Led the development and implementation of the wholesale electricity market, which is the only market in the world that is not under the control of a government regulator.
2. April 1995 appointed Chairman of the Central Regional Health Authority (CRHA), one of four regional health authorities in New Zealand at that time. 1997-January 2000, Chairman of the Health Funding Authority, responsible for a health purchasing budget of NZ\$6 billion.
3. February 1999 to 2001 part-time Assistant Commissioner to the New Zealand State Services Commission. This involved working with the Commissioner and staff on continuous improvement of the public sector management system.

1986 to 31 March 1993

The Secretary to the Treasury, Government of New Zealand

The chief executive of the Treasury responsible for providing policy advice on a broad range of economic, financial and commercial issues. The significant work achieved during this time included:

- Design and implementation of approaches to fiscal policy and public management which revolutionised the way New Zealand governments manage their financial affairs.
- Development of the State Sector Act and the Public Finance Act which brought about the devolution of financial authority to government departments and agencies and pioneered the concepts of output-based budgeting and performance management.
- Initial development of New Zealand's pioneering Fiscal Responsibility Act which strengthened the accountability of the executive to

parliament for sound principles of fiscal management on a medium and long-term framework.

- Design and administration of New Zealand's corporatisation programme which created State-owned enterprises out of many departmental functions and incorporated them under New Zealand company law. Privatisation of most of these activities.
- Redesign of the functions of the New Zealand Treasury, including privatising the management of pension funds and other functions.
- Establishment of the Debt Management Office, an office which holds responsibility for the policy and administration of the government's official debt. This has become a world leader in the application of modern portfolio management techniques to government debt management.

- 1979-1986** **Senior positions in New Zealand Treasury with responsibility for economic policy, tax policy, fiscal policy and debt management,** Involved in assignments to assist other countries including a seminar in **Mauritius** was run by the **Commonwealth Secretariat** on curriculum development for the training of civil servants and the employees of state enterprises.
- 1976-1979** **Economic Policy Adviser in the New Zealand Government's Department of Prime Minister and Cabinet,** responsible for reports to the Prime Minister on the economic situation and economic policy.
- 1974-1976** **Private economic consultant,** undertaking contract research and advice both individually and in association with firms of consultants, engineers, planners, and the New Zealand Institute of Economic Research. Specialized in energy policy, commercial regulation and city and regional planning.
- 1969-1973** **Research Centre, National Planning Association, Washington DC.,** responsible for research on macroeconomic forecasting and policy, regional planning.
- 1967-1968** **Duke University and University Of North Carolina,** specialising in economic theory, econometrics, and urban and regional planning.
- 1965-1966** **Lincoln College, Department Of Agricultural Economics,** Canterbury working on an input-output model of New Zealand, conducted an econometric investigation of investment in New Zealand and taught international trade and macro economics.

Publications: Graham Scott

"After the Reforms: Some Questions about the State of the State in New Zealand", Policy Quarterly, Institute of Policy Studies, Victoria University of Wellington, Vol 4, number 2 June 2008

"The Treasury and the Government", with Howard Fancy in Margaret Clark (ed), The Bolger Years 1990-1997, Dunmore Publishing, 2008

"Fiscal policy challenges, sustainability of public finances and EU accession: the case of Turkey" in the proceedings of a conference on "Macroeconomic Policies for EU Accession" 5-6 May 2005, Ankara, Edward Elgar Publishing Ltd. 2006

"One Advisor's View of the Economics and Politics of Economic Policy", in Margaret Clark (ed), For the Record; Lange and the Fourth Labour Government, Dunmore Publishing 2005

"The Learning Government" in OECD Journal on Budgeting Volume 3, No 2. Pages 55-69 ISSN 1608-7143. OECD 2003

"Public Management in New Zealand: Lessons and Challenges", Australian National University Press, 2001.

"Government Reform in New Zealand", Occasional paper No. 140, International Monetary Fund, Washington DC, October 1996.

Co-author with Lynne McKenzie of the NZ chapter in World Bank report for Russian Government on public sector reform lessons, 2001.

With Lynne McKenzie and James Webster "Maladjustments in the Corporatization Model: Hospital Reform in New Zealand", in Alexander S. Preker and April Harding eds. Innovations in Health Service Delivery – the Corporatization of Public Hospitals, World Bank, 2003.

"Strategic Planning and the Transformation of the Ministry of Finance", with Lynne McKenzie, Ministry of Finance Bulletin, Macedonia, No. 5, 2001.

"Public Management Reform and Lessons from Experience in New Zealand", in Learning from International Public Management Reform, Research in Public Policy Analysis and Management Volume 11-A, Chapter 10 pages 161-176, Elsevier Science Ltd, Oxford, 2001.

"Public Management Reform and Lessons from Experience in New Zealand", International Public Management Journal, issue 3, 2000.

"Managing Operational and Policy Risks", in Risks and the Institutions of Government, pp 14-34, edited by Alex Sundakov and John Yeabsley, Institute of Policy Studies and New Zealand Institute of Economic Research, Wellington, 1999.

"Challenges Facing Governments Around the World", presentation to Vice President Gore's Global Reinvention Forum 14-15 January 1999, published in US General Services Administration, Office of Government-wide Policy Newsletter, Reinvention Edition, issue 6, February 1999, pp 14-16.

"New Zealand's Public Sector Management Reform", with Ian Ball and Tony Dale, in Reforming the Public Sector: Problems and Solutions, pp 53-78, edited by Colin Clark and David Corbett, Allen & Unwin, NSW, Australia, 1999.

"Continuity and Change in Public Management: Second Generation Issues in Roles, Responsibilities and Relationships", in Future Issues in Public Management, pp 15-26, Proceedings of a State Services Commission conference held at Plaza International Hotel, Wellington, 26 March 1997.

"The New Institutional Economics and Reshaping the State in New Zealand", in The New Contractualism? pp 154-163, edited by Glyn Davis et al. Macmillan Education Australia Pty Ltd., 1997.

"The State in a Changing World", World Development Report No. 16376, 1997, member of the panel of external experts.

"New Public Management in New Zealand and Beyond", with Ian Ball, in the Journal of Policy Analysis and Management, volume 16, number 3, summer 1997.

"The Use of Contracting in the Public Sector", National Conference Perspectives: Public Sector Directions, in the Australian Journal of Public Administration, volume 55, number 3, pp 97-104, September 1996.

"Some Issues in Institutional Reform for Improved Performance in Government-Owned Water Utilities", with Penelope Brook Cowen, The World Bank, August 1996.

"New Zealand's Fiscal Responsibility Act" in Agenda, volume 2, number 1, 1995, The Australian National University.

"Public Sector Human Resource Management: Experience in Latin America and the Caribbean and Strategies for Reform", with Gary J Reid, Public Sector Management Division Technical Department, Latin America and the Caribbean Region, The World Bank, Report No. 12839, March 14, 1994.

"Reflections about the New Zealand Budgetary Process. Decision Making in New Zealand Government", Federalism Research Centre, The Australian National University, Canberra, 1993.

"Strengthening Institutional Capacity in Government: The New Zealand Experience". Presented to the World Bank, May 1993.

"What's Wrong with Managerialism?" in Public Sector, volume 15, number 1, March 1993.

"Reform of the Core Public Sector: New Zealand Experience", with Peter Bushnell & Nikitin Sallee, Governance - An International Journal of Policy and Administration, volume 3, number 2, April 1990.

"Reform of the Core Public Sector: The New Zealand Experience", with Peter Gorringer for The Treasury, Wellington, New Zealand. Paper published in the proceedings of the Bicentennial Conference of the Royal Australian Institute of Public Administration, October 1989.

"Devolution and Accountability: An Economic Perspective", with Peter Bushnell, in Devolution and Accountability, edited by John Martin and Jim Harper, New Zealand Institute of Public Administration, Wellington, July 1988.

"The Basis for a Regional Policy for Economic Development: New Zealand", in Ekistics, volume 4, number 267, February 1978.

"The US Economy in the Coming Decade", in Projection Highlights, volume 2, number 10, National Planning Association, Washington DC, December 1972.

"The Long Range Outlook for the American Economy", commentary on papers by Clopper Almon, John Meyer & Michael McCracken, in Proceedings of the American Statistical Association, Montreal Conference, 1972.

"The Evolution of the New US Economic Policies" in Elizabeth McGovern and Graham Scott (eds), The New Economic Policies, Washington DC, National Planning Association 1972.

"An Economic Model for Long Range Projections of the US Economy", with Ahmad Al-Samarrie in Proceedings of the American Statistical Association (Detroit Conference 1970).

"A Technological Explanation of Investment in New Zealand Manufacturing", New Zealand Economic Papers, volume 1, number 3.