



# TRANSFORMING THE FUTURE

Impact Statement 2017



Built by Crown Agents at the start of the twentieth century, the Carter Bridge in Nigeria was the first bridge to connect Lagos Island to the mainland. The bridge transformed the city, helping to boost the population from 40,000 in 1901 to over 20 million inhabitants today.

This rapid growth in the urban population is happening across the globe, and it is changing what it means to do development at scale.

Today, frontier technologies such as drones and next-generation solar power have as great a potential impact as infrastructure like bridges had in the last century. That's why this year the Crown Agents Foundation has been exploring how these technologies can be used to reach the most marginalised people in the world. With over 180 years of experience solving challenges that damage millions of lives, we're able to explore new ideas without losing sight of established solutions.

Our experts continue to provide the supply chain and consultancy services for which we are renowned in dozens of countries from Albania to Zimbabwe. In Ukraine we have saved the government 40% of its annual budget for drugs to tackle cancer, and in Zimbabwe our results-based financing approach has ensured essential healthcare for 6.6 million people.

Whether saving money or saving lives, the work of Crown Agents is as essential in 2017 as it was in 1833. We can still get critical supplies to difficult places such as Syria and Somalia where conflict and state failure force misery on to millions. Where hope and optimism are more freely found, and governments are taking ownership of their own development such as in Nepal or Ghana, we're a trusted partner in achieving efficiency, value and, most importantly, impact.

Long may it continue.

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**Marie Staunton**  
CHAIR

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Crown Agents has always been about transforming the future for people around the world. Our strength lies in our deep knowledge of local context and in the quality of our local relationships. We support and develop the self-sufficiency of individuals, communities and institutions.

Whether tackling the consequences of conflict or working with our clients to turn immediate support into lasting prosperity, we are exceptionally experienced and skilled in changing lives for the better.

Our locally grounded partnerships, practical experience and strategic understanding make us world leaders in supply chain.

We provide the key support services that frontline humanitarian and stabilisation responders need to get on with the job in high-risk environments.

Where life-saving healthcare services are needed, we intervene at scale, even when institutions fail.

In emerging economies we support better governance and stronger growth by using our financial and administrative expertise to secure savings and increase revenues for clients.

In the following pages you will read just some of this year's results from our work around the globe.

The Sustainable Development Goals give the world a comprehensive universal manifesto for good development. A partnership of global skills and local knowledge will play an essential part in fulfilling that vision – and so will Crown Agents.

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## FERGUS DRAKE

CEO



# Ukraine

## Saving money in supply chains

Civil society organisations have been saying for decades that corruption was killing citizens in Ukraine by dramatically reducing the funds available to treat diseases such as cancer. Various reports have said that vested interests largely blocked existing systems for suppliers to register their pharmaceutical products in Ukraine, with near-monopoly control of the supplier market.

In January 2015, the Ukraine Ministry of Health asked us to procure drugs and medical devices for their adult and child cancer programmes. We responded by introducing an innovative, fast-stream registration process to bring more suppliers on board and ensure the best prices. We also developed an online tool, which told patients, in English and Ukrainian, exactly where their drug was in the procurement process, demonstrating transparency and building trust in Crown Agents and the government's commitment to deliver.

Our international-standard procurement procedures achieved savings of nearly 40%, dramatically increasing the volume of life-saving drugs the government could afford to supply to patients in that budgetary year. Our results have been reported by the Guardian, the Economist and CNN, and we were asked to perform the procurement on a further 12 programmes for cardiology, another key area of healthcare in Ukraine due to high rates of heart disease.

Our work in Ukraine has proven that the problem of endemic corruption is not intractable. But for this progress to be sustainable, legal reform is also necessary. That's why we have facilitated the successful adoption of a revised Public Procurement Law, and helped to set up a regulatory group called the Anti-Monopoly Committee of Ukraine. Funded by the European Union (EU), this reform programme has helped to build the legal and institutional infrastructure essential to fight corruption in public procurement across government ministries, securing a better outcome for Ukrainian citizens.

“ Missing one day of taking the drugs can cost a life...[Crown Agents] consistently delivered on time and in perfectly calculated batches ”

Iryna Golovan  
DROPS OF BLOOD

“ The procurement of oncology drugs in Ukraine achieved significant price reductions in 2015. The net price to the Ministry of Health of Ukraine decreased by an average of 37.9%. ”

Prashant Yadav  
UNIVERSITY OF MICHIGAN IN AN INDEPENDENT  
RESEARCH PROJECT ON THE PROJECT



REPORTED BY:



Current results for procurement showing savings of up to

**50%**

2015 procurement programme achieved savings of nearly

**40%**

for Ministry of Health



**\$80 million**

queried expenditure settled

# Nepal

## Securing savings & revenue

When public financial management (PFM) is done well, taxpayers' money and business revenues are used to run and provide better services for citizens – improved healthcare, better education, stronger infrastructure. Nepal is a low-income country whose management of public funds needed reforming. In 2015 a devastating earthquake claimed 22,000 lives and is estimated to have cost the country as much as \$5 billion, half of its GDP of \$10 billion. PFM reform became essential to ensure the needs of Nepal's people could be met and donor funds were used well.

Working closely with the government of Nepal, we undertook analysis of Nepal's PFM systems across six key sectors, including health and climate change. We then developed and put in place measures to mitigate fiduciary risks in the form of Financial Management Improvement Plans, which were adopted by the relevant ministries. All stakeholders including the government of Nepal agree that the programme has increased accountability and effectiveness for the future. The project also worked within a politically tense environment to clear a backlog of over 7,000 audit observations, settling \$80million in queried expenditure.

The work to rectify the damage to infrastructure and the economy done by the 2015 earthquake continues. Crown Agents have been awarded the second phase of the PFM reform programme, and we will work with the government of Nepal to deliver better outcomes for the Nepalese people as reconstruction takes place.

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“ *The strongest performing output of the programme continues to be...the component delivered by Crown Agents. This output scored an A+, reflecting the very high quality of technical assistance and analysis delivered in the areas of fiduciary risk assessment, safeguarding and mitigation, and capacity building and policy support to multiple sector/line ministries* ”

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Annual Review - Report Author: Matt Clancy

DEPARTMENT FOR INTERNATIONAL  
DEVELOPMENT (DFID) 29/10/2016



# South Sudan

## Ensuring life-saving healthcare

South Sudan is a state in crisis. Political violence, disease and famine continue to threaten the stability of vitally needed public-health services. With the highest maternal-mortality rate in the world – a shocking 2,000 deaths for every 100,000 live births – mothers and children are particularly at risk when services are in short demand or non-existent.

The South Sudan Health Pooled Fund (HPF) provides hundreds of thousands of citizens, especially women and children, with quality healthcare, delivering services across 80% of South Sudan. We are leading a consortium working with the government to strengthen its capacity to deliver health services on its own, with funding from DFID, USAID, the EU, Canada and the Swedish International Development Cooperation Agency (SIDA). Crown Agents manages the funds and partners of HPF across complex and unstable geography, ensuring no interruption in quality service delivery, even when war broke out again in June 2016. We are also responsible for the procurement, storage and distribution of life-saving drugs to health

facilities throughout the country. Through freighting goods by air and road, we ensure that even the most insecure and inaccessible regions are reached. When humanitarian crises emerge, HPF works through its 23 locally embedded partners to tackle the most pressing challenges. In May 2017, for example, funds were leveraged quickly from HPF to support the local response to a cholera outbreak, minimising the impact of this dangerous disease.

The results achieved through HPF not only mean maternal and child lives saved today, with over 150,000 babies delivered in health services; they also signal a shift in behaviour, away from risky home births towards safe deliveries in facilities with trained staff. Mothers are learning to trust that they can bring their children to the clinic when they suffer diarrhoea or fever. Local staff receive practical training in the treatment of common childhood illnesses, cold-chain storage to keep drugs effective, and water, sanitation and hygiene (WASH), to ensure the results continue long after HPF ends.

**4.7 million**

children received preventive services for childhood diseases, fever and diarrhoea

**150,000**

babies safely delivered in health facilities since 2015

almost  
**270,000**

women attending at least one antenatal clinic

# Our projects around the world

We work in over 100 countries across 5 core areas.  
Here are some other examples of our work in 2017:

## Health

Improving maternal and child health in Zimbabwe  
Strengthening the Bangladesh health system through technical assistance  
Widening access to injectable contraceptives in Nigeria, Tanzania, Uganda, Madagascar and Burkino Faso

## Supply Chain

Procuring specialist ambulances for the Kenyan Ministry of Health  
Improving transparency and accountability in the Public Procurement regulatory body in Mozambique  
Modernising and decentralising public e-Procurement in Zimbabwe

## Humanitarian & Stabilisation

Making Myanmar more resilient to crises  
Managing funds to facilitate grain imports to avert a hunger crisis in Zimbabwe  
Strengthening human rights compliance in counter-terrorism in Iraq

## Economic Growth

Implementing a Single Window system for trade in Kyrgyzstan  
Facilitating the implementation of a Single Window system for trade in Tajikistan  
Building the capacity of public servants in Libya

## Governance

Supporting the Somali government to improve the quality of public spending  
Technical assistance to make public administration more transparent and effective in Lebanon  
Improving healthcare through public financial management in Nepal



## Some of our clients

African Development Bank

Asian Development Bank

Bill & Melinda Gates Foundation

Commercial Bank of Ethiopia

Department for International Trade

Department for International Development

European Union

Foreign & Commonwealth Office

CIFF

JICA

UNDP

Unicef

USAID

The World Bank

Government of Ghana

Government of Lebanon

Government of Nigeria

Government of Tajikistan

Government of Ukraine

Government of Zimbabwe

# Ghana

## Improving education through fund management

Tamale is the regional capital of northern Ghana, with a population of just over 350,000 people. The countryside around the city, where farmers rear livestock and grow yams and cereal crops, is one of Ghana's breadbaskets.

It is in these rural communities that Crown Agents is working with partners to deliver the complementary basic education (CBE) programme. This programme is developing the basic maths and language skills of over 200,000 children who had dropped out of, or never attended, school; half of these children are girls.

Across the world there are over 130 million girls out of school – a shocking waste of potential. The Malala Fund estimates that if every girl went to school for 12 years then low- and middle-income countries would generate more than \$90 billion a year in revenue.

CBE classes are taught in 12 local languages in facilities provided by the local community. Over nine months students have the chance to learn the skills they would have acquired in school, and to develop further.

Crown Agents, with Associates for Change, manages both the funds and the delivery of CBE for DFID and USAID, from contracting the 10 local partners to ensuring quality delivery and reporting. We selected organisations to ensure the right talents are used to tackle the different elements of the programme – whether that is translation, logistics or methodologies for learning. Through training we improved the financial reporting of our partners, helping them to attract funding in the future.

The newly elected Ghanaian government is expected to begin delivering free secondary-school education for all children in the autumn of this year. We will continue to work with leaders across government through our fund-management and training programmes and the provision of audit and inspection services, to meet the country's vision for development in years to come.



*“ I make sure that each of the partners submit a great financial report. I provide grants-management training on a yearly basis and that has improved the quality of reporting to DFID and USAID ”*

**Benjamin Kofi-Quansah**

FINANCE AND GRANTS MANAGER ON THE CBE PROGRAMME, AND FIRST INTERNATIONAL RECIPIENT OF THE NATIONAL GRANTS MANAGEMENT ASSOCIATION NEWTON AWARD



# 182,000

children enrolled across Northern Ghana

# Our Foundation

## Exploring the frontiers of technology

### The Crown Agents Foundation in 2017

In 2017 the Crown Agents Foundation, the non-profit sole shareholder of Crown Agents, focused on the potential of innovative technologies to save and improve lives. It applied effectively Frontier technologies such as drones, blockchains and smart solar could help communities access basic services, inform humanitarian response, hold their governments to account.

### Advancing the debate on drones

The development community has only just started to explore seriously the potential of drones to deliver crucial services from humanitarian aid to healthcare. In Rwanda, for example, drones have helped organisations to deliver vital

blood supplies to regional health facilities when roads were flooded during the rainy season, and in Sierra Leone drones helped to map areas hit by the devastating mudslides in Freetown in July 2017.

In January, we partnered with Foundation member the RSA to explore further the potential of drones, staging a public debate titled 'Drones: The Next Game-changer for Development Aid?' Experts gathered to establish what has been achieved so far using unmanned aerial vehicles in development and humanitarian contexts, and to discuss what else might be possible. The discussion was viewed online around the world including by groups in Sierra Leone and Washington DC, and in March was reviewed with senior health stakeholders in Harare, and in July was extended to students in Nigeria at an event co-hosted with Baze University in Abuja.

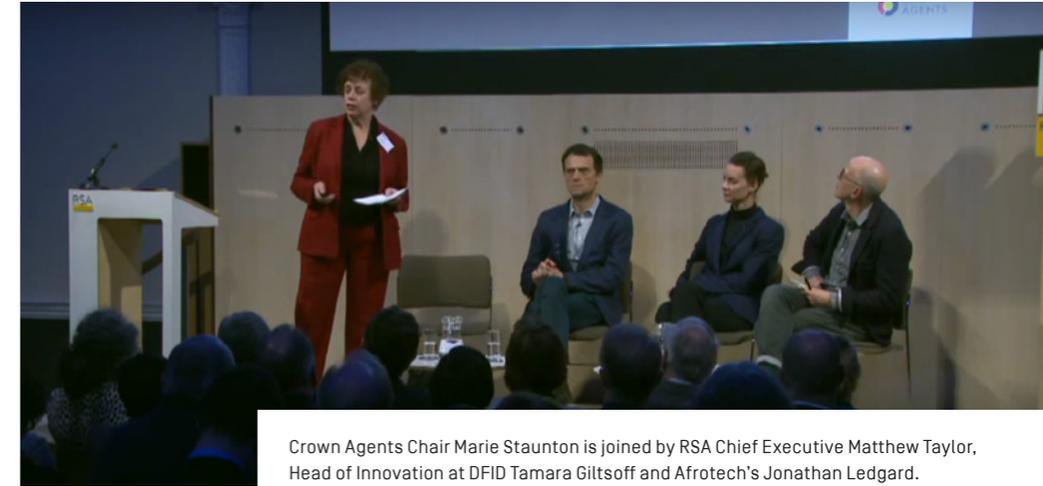
### Powering and empowering communities through solar energy

Six hundred million people in Africa live without electricity, the majority in rural and remote areas. Lack of access to electricity limits quality of life, and when it affects hospitals and health clinics, it can make the difference between life and death.

Crown Agents work with Africa Power Storage on a solar tool that provides a unique data set on energy consumption, enabling right-sizing of off grid solar with potential to generate huge savings. By designing and delivering off-grid and grid-interactive solar solutions, Crown Agents are powering basic services for remote communities in unstable and impoverished regions, including residents of refugee camps. In Nigeria, we have widened access to schools and hospitals for hundreds of thousands of people in Lagos and Kaduna states. Cheap, renewable power means more children can get an education. It keeps essential drugs at the right temperatures to be effective, and powers diagnostic



Jiru Bako, Crown Agents Nigeria Country Manager speaking at Baze University



Crown Agents Chair Marie Staunton is joined by RSA Chief Executive Matthew Taylor, Head of Innovation at DFID Tamara Giltsoff and Afrotech's Jonathan Ledgard.

machines, allowing more patients to be treated. In the capital, Abuja, we enabled the provision of clean water to the entire city by installing the largest solar project in Nigeria at the Usman Dam Treatment Centre.

The small town of Kakuma in north-western Kenya is home to a long-standing refugee camp which houses 185,000 people, a large proportion refugees from the South Sudan war. Thousands of young people have grown up in the camp. We're building solar-powered ICT hub in Kakuma, which will provide learning opportunities for residents, including formal education, life skills and vocational training. Once complete,

smart, low-power laptops and a charging wall for mobile phones and devices will allow residents to stay connected. The space will also provide a forum for building relationships with the Kenyan host community through events such as film and football-match screenings, helping to build community cohesion.

### Our Foundation members

Our members come from the public and private sector, non-governmental organisations (NGOs) and civil society, and include Unilever, Christian Aid, Practical Action and Transparency International.

### Off-grid solar delivered to

**172** schools and **45** health centres in Nigeria

### Energy access extended to

**250,000** people worldwide

“ In 2017 the Foundation has led dynamic discussions around the world from Almaty to Zimbabwe. We explored how drones can disrupt supply chains, create jobs, transform disaster response and deliver medicines. We continue to work with our partners to explore the potential of smart solar to replace diesel generators ”

Kate Wilson Hargreaves

CROWN AGENTS FOUNDATION  
PROGRAMME DIRECTOR



CIPS award nominee

# Training and empowering leaders around the world

Government leaders, NGOs and private and public institutions know what challenges their organisations face, and often have the solutions. Our training division has been building the capacity of leaders across the world for nearly 60 years. In 2017, we offered more than 70 scheduled courses on 170 dates in 10 global locations, including Dubai, Ghana, Kenya, Singapore, UK and USA. In addition to our scheduled courses, we work closely with clients to design bespoke training solutions that meet their needs. Our network of global experts allows us to deliver not only training but also skills-gap analyses, design of competency frameworks, training strategies, and coaching and mentoring programmes.

## Our nine training portfolios

- Leadership, Management and Development
- Project Management and Evaluation
- Financial Management
- Financial Services and Pensions
- Parliamentary and Justice
- Government, Policy and Justice
- Governance and Strategy
- Communications
- Procurement and Supply Chain

e: [trainingenquiries@crowngents.co.uk](mailto:trainingenquiries@crowngents.co.uk)  
 w: [www.crowngents.com/training](http://www.crowngents.com/training)



“ A fantastic and memorable experience. It will have a lasting impact on nationals and organisations worldwide. Bravo to Crown Agents for their excellent resources and staff ”

Director General, Ghana Education Service

A DELEGATE ON FINANCIAL MANAGEMENT OF DEVELOPMENT PROJECTS

“ This is the best HR-related training I have attended. It's been a fantastic learning experience ”

Head of Human Resources

NATIONAL SOCIAL SECURITY AND INSURANCE TRUST, SIERRA LEONE, A DELEGATE ON DEVELOPING HR STRATEGY

## We've moved!

You can now find our headquarters at:  
 Crown Agents, Blue Fin Building, 110 Southwark St, London SE1 0SU

Find your nearest international office on our website: [www.crowngents.com/our-work/where-we-work](http://www.crowngents.com/our-work/where-we-work)

## Awards



Winner BIFA Ocean Freight Award



Shortlisted International Impact category



Shortlisted in three categories



Shortlisted as a Finalist for the CILT Environmental Improvement Award

## Partnerships



Our freight forwarding arm:





Printed on FSC-certified paper  
using vegetable inks

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