



Position Specification

Chair

Crown Agents

July 2020

Private and Confidential

Position specification

Crown Agents – Chair

Introduction

This specification should be read in conjunction with information available on the Crown Agents website at: <https://www.crownagents.com/>, including the organisation's latest Impact Statement: <https://www.crownagents.com/impact-statement-2019/>

Crown Agents is seeking to appoint a new Chair of its Board, to succeed the incumbent, Marie Staunton CBE. The Chair plays a crucial role in supporting the growth of the organisation and in guiding the deliberation of its Board, and works to ensure that all stakeholders remain involved and able to contribute to Crown Agents strategic goals.

Together, the Chair and Board members provide counsel and strategic advice to the organisation as it seeks to fulfil its mission of empowering leaders to accelerate self-sufficiency and prosperity for their communities, businesses, institutions and countries.

Crown Agents

Crown Agents is a not-for-profit business that has been working with leaders around the world since 1833 to deliver increased self-sufficiency and prosperity. These leaders could be heads of state, government agencies, global companies or local entrepreneurs, partners or donors. The organisation works in over 50 countries across five continents, with delivery offices in 14 countries and subsidiary offices in the United States and Japan.

Crown Agents works in collaboration with others, partnering with the private sector, philanthropists, donors and investors to accelerate self-sufficiency, uniquely brings the 'know how' of operational delivery in challenging places and the ability to spot and seize opportunities to make a greater impact and innovate to deliver at scale.

Crown Agents works with governments around the world in a way that empowers them to achieve locally sustainable results: strengthening local capabilities and working with the grain of how change happens in that context. This often means paying attention to underlying challenges that could prevent government institutions from delivering the most for their citizens. When countries face huge challenges in scaling up services to meet basic needs, it is essential that they improve at mobilising the resources required or managing their money better.

The projects delivered by Crown Agents range from reforming public procurement in Zimbabwe, or strengthening financial management for decentralisation in Nepal, to delivering value in infrastructure spending in Ghana – all of these promote better use of government resources and work toward a time when foreign assistance is no longer necessary. With its long, rich history of partnering with governments to accelerate self-sufficiency and prosperity, Crown Agents has a unique perspective on what USAID calls the 'Journey to Self-Reliance'.

The organisation has transformed structurally and financially over recent years, moving from a period of net loss to projecting a £1m+ EBITDA in the current financial year. This has been achieved through the delivery of significant efficiencies, and a restructured executive team focused on high-value opportunity selection. Crown Agents works with a broad range of clients, with revenue roughly evenly split between the UK government, other national governments, and international funders such as the World Bank and Gates Foundation. As an example, Crown Agents has built a particularly deep and far-reaching relationship with the Government of Japan - after first arriving in 1967 to inspect and procure Japanese products for its overseas programmes worldwide, Crown Agents is today the Japanese government's foremost international procurement agent for overseas development.

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Amidst the Covid-19 global pandemic, Crown Agents has played a leading role in supporting countries around the world through its specialist procurement, inspections and logistics capabilities, along with its health and humanitarian programmes. To date, it has procured and delivered over 354 shipments, including 625,000kgs of medical equipment and supplies to over 45 countries.

Looking to the future, Crown Agents is pushing ahead on climate and sustainability by bringing tried and tested expertise to new challenges. It is helping governments in Africa and Asia to diversify their economies and their energy supply, by rolling out renewable energy and throughout, putting an emphasis on getting the operational details right throughout. The team's meticulous inspection of solar equipment and installations, guidance on the logistics and procurement process, and assistance in leveraging public-private partnerships to finance green initiatives are already examples of the contribution they are making to help turn political commitments into outcomes.

With the Sustainable Development Goals (SDG) deadline of 2030 less than a decade away, now is the time to harness innovation, catalytic investment and operational 'know how' to deliver impact at scale globally. Crown Agents will be at the heart of this challenge. The significant recent changes in the UK development sector, with the combination of FCO and DFID into a new Foreign, Commonwealth and Development Office (FCDO) will bring new challenges, and new opportunities, as Crown Agents works to do its part in helping countries to achieve the SDG goals.

Core activities of the organisation

- **Supply chain** – providing the knowledge, systems and last-mile expertise needed to source and move goods in a way that accelerates prosperity through supply chain solutions, procurement expertise and last-mile logistics.
- **Health** – working with governments and partners designing, building and delivering stronger health systems for productive and resilient societies through its specialised expertise in supply chain management and logistics, fund management and health systems strengthening.
- **Renewable energy** – working with institutions and governments broadening energy access and mitigating the impact of climate change in some the remotest regions in the world through its innovative off-grid solar solutions and governance expertise.
- **Humanitarian** – helping governments and agencies deliver lifesaving and life-changing results through its supply chain solutions, back office support to frontline responders and food security expertise.
- **Governance and public administration** – helping governments be more effective in delivering high quality, transparent public services through supporting public sector reform, improving public financial management, and working closely with civil society to deliver essential services.
- **Stabilisation** – acting as a trusted specialist with a long history of working with governments across the globe to build strong, accountable institutions in some of the world's most conflict-prone and politicised environments through state-building, peacebuilding and security sector reform.
- **Prosperity** – helping governments benefit from enhanced access to global value chains through its economic growth work, providing and advice, and delivering solutions that address the practical problems faced by the private sector and governments, as they seek to grow trade and public revenues.

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Governance

Crown Agents was founded in 1833 and operated as a British statutory corporation before being privatised in 1997. Now operating as a social enterprise, Crown Agents is currently a limited company owned by a non-profit-making foundation. The Crown Agents Foundation is the sole shareholder in Crown Agents Limited and oversees the organisation's ethos and activities. The Crown Agents Limited Board is responsible for the company's corporate governance.

Crown Agents is currently establishing a new charitable arm to undertake philanthropic and donor funded projects in line with its mission and strategic goals. Crown Agents Limited will be the sole member of this new charity, which is expected to be operational towards the end of 2020.

At the same time, the Crown Agents Foundation is expected to devolve its oversight functions to a new, smaller group of Crown Agents Limited 'mission shareholders' who will provide advice and guidance to the Board. The Foundation is then expected to be dissolved, leaving Crown Agents Limited as the 'Topco' of the group, with both commercial and charitable capability, and opening a new and exciting chapter in Crown Agents long history.

Current non-executive Board members:

Marie Staunton, Chair



Marie Staunton, CBE joined the Board in January 2013 and replaced Paul Batchelor as Chair in July 2015. She has had a broad career in the public, private and NGO sectors. Having qualified as a lawyer, she has worked on many human rights issues and held senior positions at a Pearson company and UNICEF UK. She has also served as Chief Executive Officer of the child-centred development agency, Plan UK and Plan Canada. Marie currently chairs SOAS University and has been on the Boards of a variety of local, national and international organisations including the Disasters Emergency Committee, the EU Fundamental Rights Agency and Amnesty International.

David Richardson, Senior Independent Director



David has been a non-executive Board member since September 2017 after stepping down as CEO of Crown Agents, a role he held for three years. He is an experienced international CEO with a track record in both supply chain services and consultancy and in successfully leading a business post-privatisation. Prior to Crown Agents, he was CEO of the LGC science group, where he doubled turnover, and CEO of British Mediterranean Airways, a privately-owned airline flying as a franchise carrier for British Airways. He has experience of working with governments in the UK, Africa and Central Asia and of running businesses in challenging locations.

Ian Dalton, Non-Executive Director



Ian Dalton, CBE joined the Board of Crown Agents in May 2016. He has a track record as one of England's most senior healthcare leaders, and was formerly President of Government and Health at BT. He has 27 years' experience in the NHS and social care including service as COO and Deputy CEO for NHS England, as Chief Executive of NHS North of England and as Managing Director of Provider Development at the Department of Health. He has significant experience of development work in fragile and conflict affected states gained while working on health service reconstruction in post war Iraq.

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The role

The Chair of Crown Agents is a critically important role, having a dual purpose in both managing the affairs of the Board, including ensuring the Board is organised properly, functions effectively, and meets its obligations and responsibilities, and also functioning as an advocate for Crown Agents and acting as one of the organisation's primary representatives, not just within UK government and public policy circles, but also on the international stage. As an "ambassador" for Crown Agents and its mission, the Chair is likely to deliver speeches at major conferences and perform high level outreach to partner agencies, governments and other key stakeholder groups.

The key duties and responsibilities of the Chair include:

- Providing leadership to the Board, ensuring the Board focuses on its key tasks and that the organisation operates to the highest ethical standards at all times;
- Acting as an ambassador for the organisation and providing strategic fundraising support;
- Developing and managing relationships with funders, partners, and other stakeholders, including trustees of the new Crown Agents charity, and mission shareholders;
- Ensuring proper information is collected and disseminated to the Board;
- Reviewing outcomes and metrics on the impact of the organisation, and regularly measuring its performance and effectiveness using those metrics;
- Planning and conducting Board meetings effectively;
- Involving all directors in the Board's work and consulting with Board members on their roles;
- Appraising Board members and ensuring that the Board's effectiveness is regularly evaluated;
- Overseeing the induction and development of directors;
- Supporting the CEO as he / she develops and implements the organisation's Strategic Plan;
- Coordinating an annual performance evaluation of the CEO;
- Taking responsibility for meeting all, legal and fiduciary requirements;
- Driving Crown Agents' commitment to a diverse Board and staff;
- Ensuring that Crown Agents safeguarding agenda is delivered to the highest standards.

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Candidate profile

This is an exciting opportunity for an individual who is passionate about driving long-term social impact and the long-term success of Crown Agents. The Chair will be a highly sophisticated individual with the capacity and experience to develop important relationships valuable to the organisation's mission. He / she will lead a small, well-functioning Board, and must be comfortable straddling the strategic and the tactical, engaging in operational and commercial matters where required.

Experience

The successful candidate will demonstrate the following background and experience:

- Considerable leadership experience at Board level, preferably as a chair, gained in business, government, philanthropy, or the non-profit sector, and with a clear appreciation of the division between executive and non-executive responsibilities;
- Relevant experience of the interface between commerce and government, i.e. government contracting;
- Exposure to the business of international development;
- A track record of working with senior stakeholders in UK government / beneficiary governments / donors / high-net-worth individuals;
- International experience, preferably in African and/or European emerging markets;
- Experience of ethical governance in complex organisations or environments;
- Leadership of organisational reputation management.

Competencies

The successful candidate will possess the following personal attributes:

- *Cultural alignment* – an understanding of and commitment to Crown Agents' purpose, values and ethics; along with a strongly international perspective, an understanding for the issues and perspectives of a wide range of emerging markets/developing countries and developed economies, and the ability to operate effectively in both settings.
- *Strategic and tactical capacity* – a grasp of the big picture, including strong intellectual, management and analytical skills with a broad-based and long-term view of strategic and organisational goals. But combined with this, an ability and appetite to 'roll sleeves up' and engage in the commercial details of major deals and/or operations where required;
- *Influencing and communicating skills* – an ability to develop an effective and constructive relationship with the Board and executive management team, as well as key external influencers. As a key ambassador for Crown Agents, the Chair must have the ability to communicate effectively and meaningfully with a variety of stakeholders, advocating with passion on behalf of the organisation, and show an affinity for public speaking. He / she must bring a high emotional intelligence – namely, to be perceptive to people issues, a good listener and to win 'hearts and minds'.

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- *Collaborating and teamwork* – a willingness to participate in robust, rigorous debate and then work with others to drive new solutions; an ability to encourage partnerships between others; openness to be challenged on assumptions, beliefs or viewpoints, and a willingness to re- examine these where necessary.
- *Independence and integrity* – a measured and fair-minded critical friend, who brings the highest standards of integrity, probity, ethics and diplomacy. An ability to formulate a balanced and impartial view independently of organisational positions; an ability to articulate and defend his/her own position objectively and persuasively; and a commitment to speaking openly and respectfully in defence of a position or principle.

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Term and time commitment

The Chair is selected initially for a three-year period and may be reappointed for up to two further three-year terms, at the Board's determination.

The Board meets once a month and the remaining 2020 dates are shown below. In addition to chairing these meetings, it is expected that the Chair will participate in the work of at least one of the Board's sub-committees. The time commitment is variable but is expected to be approximately one day per week on average.

Remuneration is £35k per annum.

Remaining Board dates for 2020 are:

- 30 October 2020
- 27 November 2020

How to apply

To apply, please send a full CV together with a supporting statement, briefly highlighting your experience and skills against the requirements of the role, to responses@russellreynolds.com including the reference number 2006-070L and the job role in the subject title. All applications will be acknowledged.

The closing date for the receipt of applications is **23.59 on Monday 10 August 2020**.

Indicative Timeline

The provisional timetable is as follows:

Closing date:	23:59 on Monday 10 August 2020
Long-listing:	w/c 17 August 2020
RRA Interviews:	w/c 24 and 31 August 2020
Short-listing:	w/c 7 September 2020
Assessments:	w/c 14 and 21 September 2020
Panel Interviews:	w/c 5 October 2020