

WORKING BEHIND THE SCENES TO IMPROVE HOW GOVERNMENTS FUNCTION AND DELIVER BETTER SERVICES

Crown Agents' Governance, Stabilisation and Economic Growth capabilities

At the core of the Crown Agents approach is a belief that, for the countries we serve, governments are the primary driver of inclusive economic growth, the sustainable management of local resources and, ultimately, the achievement of the SDGs.

Through our longstanding relationship with governments globally and the breadth of our technical capabilities, we can play a key role in strengthening government systems, supporting their mandate to deliver better results for their citizens.

We are skilled in deploying institutional strengthening in fragile and conflict affected states, in more stable but

resource-constrained low-income countries, and in middle-income settings where governments are committed to undertaking crucial reforms to maximise the impact of public expenditure.

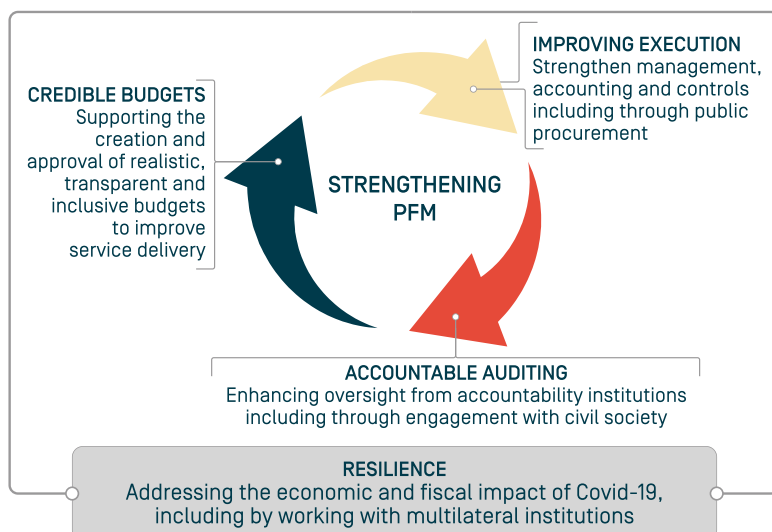
Having worked in a variety of different contexts we understand the specific needs of countries in very different situations – including those experiencing conflict, emerging from conflict, and in various states of fragility. Our competitive advantage comes from our ability to add value as partners of government by 'working with the grain' of local reforms and change processes and bringing technical skills and contextually appropriate solutions.

OUR SPECIFIC CAPABILITIES

Public Financial Management

Crown Agents has a strong track record of working at every level of the public finance system and can support a range of interventions to plan and execute effective budgeting, enhance value for money and ultimately support better service delivery. We support our partners with fiscal planning and management at all levels, through to reform of public procurement systems, ensuring that every item of expenditure to the most local level is based on transparent and accountable processes.

Our services include:



Value for Money (VFM) Auditing of Public Procurement

Crown Agents' VFM auditing provides an independent, third-party value for money assessment of contractors' proposals for large scale public infrastructure and other capital projects. These assessments are seen as critical to ensuring that these investments represent value to taxpayers.

Our capabilities in this area include:

- 🔍 Reviewing contracts prior to their finalisation
- 🔍 Mid-contract audits
- 🔍 Monitoring and auditing specific contracts and general procurement, to develop value for money criteria and a set of indicators which formed the guidelines for future contracts and procurement
- 🔍 Parallel bid-evaluations
- 🔍 Providing technical assistance to governments to increase local capability
- 🔍 Helping to oversee the implementation of reforms to improve performance of the public procurement system

Our reputation for integrity and public procurement excellence provides decision makers in government ministries with reassurance that these projects, which represent a significant portion of government expenditure on public infrastructure, have been subjected to independent and transparent reviews executed to the highest standards of professionalism.

Tax Reforms

Improving domestic resource mobilisation is critical for low- and middle-income countries that face severe challenges in securing the public funds necessary to provide essential public services. By helping tax authorities to adopt good practices we can raise revenue receipts, enhance the cost-effectiveness of the system, and improve transparency and accountability in the way that revenue is generated by the government.

Our expertise includes:

- 🔍 Developing and delivering policies and strategies for systems reform of tax authorities
- 🔍 Business process re-engineering and rationalising of tax laws and procedures
- 🔍 Helping to prepare Systems Requirements for the procurement of IT solutions for tax administration



Digitising Government

We assist governments to plan and implement strategic programmes aiming to digitise government to improve the efficiency and effectiveness of public administration. By using local knowledge, combined with our global experience, we can provide impartial advice and guidance to institutions, helping them to avoid pitfalls and facilitate coordinated cross-government approaches.



Our expertise includes:

- 🔍 “Single Window” trade facilitation solutions that reduce burdens on businesses by allowing them to engage with multiple government agencies through a single portal
- 🔍 Business process re-engineering – re-thinking how services can be provided, assisting citizens in their dealings with government, and making IT solutions work in service of real-world outcomes, not as an end in themselves.
- 🔍 Working with local partners to design and manage individual projects as part of an over-arching programme
- 🔍 Managing the conception and adoption of automated budget management systems nationally and subnationally

Stabilisation

Our stabilisation portfolio is focused on institutional strengthening and has achieved high levels of client satisfaction and tangible results on the ground. Our approach recognises that work to support partners emerging from conflict requires an in-depth understanding of the political economy of the society in which interventions are planned, and an adaptive and flexible approach that can navigate through complex challenges.

Current examples of our stabilisation support include:

-  Governance and institution building in conflict affected contexts
-  Security sector reform to assist with rebuilding from conflict and insurgency



Improving Public Sector Service Delivery



Our approach to strengthening government systems recognises that interventions need a rounded approach, working simultaneously with central government institutions in a partner country, such as the Ministry of Finance, or the Planning Commission, as well as line ministries, devolved authorities, and local-level institutions. We are able to work in any sector, deploying our specialist skills in public finance, e-governance, and other expert disciplines.

Our main areas of expertise include:



Health systems strengthening, and effective management of public finance for health outcomes.



Climate change mitigation and adaption, with a focus on equitable access and effective management of climate finance, and other resources available to government for meeting climate ambitions.

Training and Professional Development

Through innovate training and professional development programmes, we harness people's potential to accelerate positive change in their organisations and play a greater role in their nation's progress. Since 1960, Crown Agents has delivered high quality learning experiences to 60,000 professionals in over 100 countries who have returned to their governments or organisations better equipped and inspired to drive and lead change.

We offer more than 79 different courses throughout the year in eight global locations, delivering a broad range of subjects including leadership, governance, procurement and financial management. Alongside this comprehensive portfolio of scheduled courses, we also work with organisations to develop customised training programmes on a range of bespoke topics to meet their specific capability building needs. These tailored programmes are developed to meet particular skills-gaps or to address issues unique to the organisation's business or cultural context.

EXAMPLES OF OUR GLOBAL PROGRAMMES



Lebanon: Technical Assistance Facility (TAF)

The Lebanon TAF is working to reinforce accountability, stability and good governance in Lebanon's public administration.

In line with the European Union's policy of mainstreaming local and democratic ownership, TAF is a demand-driven programme. This means government ministries lead the process of identifying areas in which they require technical assistance. Crown Agents then mobilises technical experts who are embedded within government departments.

This collaborative approach ensures all projects have government ownership and engagement throughout their projects' lifecycle. During TAF's inception phase in 2017, Crown Agents' team built trusted relationships with 93 ministries, government agencies and autonomous public institutions.

TAF continues to work to increase cohesion between government agencies as well as government and the private sector. Despite the significant challenges that remain, TAF has been able to improve the accountability of public servants, assisted with the development and strengthening of operating procedures and standardising policies, and promoted ownership amongst beneficiaries.

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93

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Ghana:

Conducting Value for Money Audits



We have been working in partnership with the Ghana Ministry of Finance for over 10 years to evaluate large public infrastructure projects in the country and provide an independent assessment of their value for money (VFM) – before precious public resources are committed. Crown Agents' VFM auditing provides an independent, third-party assessment of contract documentation between the government and its suppliers, ahead of sole-sourced projects being finalised.

This verifies whether what's being proposed will meet the government's requirements and do so in a way that ensures value for money to the Ghanaian taxpayer.

Since 2018 we have completed post-audit VFM assignments for the Government of Ghana for hospital and services' contracts that included:



Recommending sound commercial terms to balance risks and rewards between contracting parties



Calculating the completed works, and confirming outstanding contract prices



Strengthening technical requirements to effect value for money



Assessing contract claims to support the employer's contract administration decision

Between 2019 and 2022, Crown Agents' auditing service reviewed \$1.3 billion worth of public contracts to build hospitals, colleges and houses. As part of our services, across these projects, we have supported the Government of Ghana to negotiate \$107 million in savings.

Working in partnership with the Ghanaian Ministry of finance for over

10 years
we have identified savings of over
\$1.3 billion
on contracts worth
\$5.6 billion

75% of users

surveyed reported that SuTRA data on social inclusion and COVID-19 spending is influencing planning and budgeting decisions

SuTRA is now used by all

753

local governments in Nepal



Nepal: Improving Public Financial Management and Accountability ('PFMA2')

PFMA2 is a UK Aid-funded programme that aims to increase the effectiveness of Nepal's public financial management and revenue systems and reduce opportunities for corruption.

The programme has developed the Subnational Treasury Regulatory Application (SuTRA), a financial management system now used by all 753 of Nepal's local governments. The local governments came into being after Nepal implemented a new constitution in 2015, which sought to address two decades of conflict by devolving power from Kathmandu. Quickly demonstrating the effectiveness of the new governance arrangements was imperative, yet many of the local governments were entirely new entities without experience of public service delivery or established systems for financial management. To meet this challenge, PFMA2 developed the core modules of SuTRA within only a few months and has since been enhancing the system with new features in response to user feedback.

Implementation of the SuTRA system has enabled better-informed planning and budgeting decisions, improved control of public expenditure and enhanced transparency.

Iraq:

Supporting the Iraqi Security Forces for a safer, more prosperous country

In Iraq we are enabling the government to better counter terrorism threats by building resilience in the security sector.

Since 2015, we have been supporting the development of a human rights-compliant counter terrorism strategy, legislation and coordination measures. This involves working closely with the Government of Iraq and across its intelligence apparatus. Our work was described as "one of the most successful international support programmes provided to the Iraqi security sector" by the Iraqi National Security Adviser in 2018.

We are also supporting the Iraq military to strengthen the capability of its leadership cohort as well as the legitimacy of the military and the integration and interoperability of Iraqi forces through improved officer education.





Malawi:

Supporting the Government of Malawi with Integrated Tax Solutions

To contribute to making Malawi less reliant on foreign aid and better able to finance programmes from its own revenue, Crown Agents managed the delivery of an Integrated Tax Administration system (ITAS) for the Malawi Revenue Authority (MRA). As of May 2022, this is being rolled out across the country. Enabling the MRA to get accurate data on their taxpayers has made it much easier for citizens to fulfil their responsibilities quickly and easily by filing their taxes and payments online. This has greatly reduced the time and cost for taxpayers of complying with their obligations – time and money which can be better used in carrying out their business activities.

The system will also automate compliance action against defaulters and assist in risk-based selection of taxpayers for audit purposes, which will greatly improve the efficiency and cost-effectiveness of the MRA. In addition, it will allow taxpayers to access to their own records; it is anticipated that this will greatly reduce disputes between citizens and the tax authorities.



Fiduciary Risk Assessments

Crown Agents has considerable international experience of successfully managing fiduciary risk assessments (FRAs) on behalf of donor agencies. These involve assessing the risk to donor funds routed through national government PFM systems, including as a result of corruption, and recommending safeguards for the mitigation of these risks.

In Nepal alone, we have conducted over 20 FRAs for the British Embassy Kathmandu (BEK) since 2013, advising our donor clients on how to use the assessment findings in their engagements with government. Some of these assessments have focused on specific spheres of government (e.g. federal, provincial and municipal), others have examined particular sectors (e.g. health), agencies (e.g. the Investment Board of Nepal) or programmes (e.g. the Safer Schools Programme).

Beyond our portfolio of work in Nepal, we have delivered a number of FRAs for the FCD0 in recent years, including for Ghana's health and education sectors, Tristan da Cunha, St Helena and Montserrat, Zambia's central government PFM systems, education sector and social cash transfer programme, and the Occupied Palestinian Territories.



Crown Agents is an international development company with a global reach and a long history of delivering programmes that positively impact the lives of millions of people around the world. Over many decades we have worked patiently with governments to strengthen their systems. Our approach combines private sector agility with a public service ethos.

Our work supports countries in making progress against SDG16 to promote more peaceful, just and inclusive societies. We help develop effective institutions in all contexts, encouraging more participatory processes, and routinely embedding more transparent and accountable practices.

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