



CROWN AGENTS
ACCELERATING SELF-SUFFICIENCY & PROSPERITY

WE ARE ACCELERATORS /

Impact Statement 2018



The great innovations of modern times began life as ideas – electricity, penicillin, the internet and the contraceptive pill are all ideas that changed the world. We often associate their invention with a lightbulb or Eureka moment, but many of the greatest innovations started with a single person using limited resources to pursue a grand vision.

An idea is just the beginning. For that idea to become an innovation, there is a requirement for hard work, persistence and commitment, sometimes in the face of scepticism or resistance. That's why at Crown Agents we believe that innovation requires leaders and communities as well as technology.

This is true of the mobile app our team is using in Zimbabwe to help health workers get paid on time. It was our intern, Anthony, who had the idea, but it took our team to bring it to life, and it took hundreds of health workers across the country to make it an innovation that changes lives. Similarly, our work in Nepal designing and building a new web-based accounting software system is remarkable not only because it replaced a host of time-consuming systems virtually overnight, but also because it empowered civil servants to account better for the use of public money and to support Nepal's new era of federalism.

Nepal is not alone in experiencing new leadership. This year we have seen new leaders being elected across Africa – in Ethiopia, Zimbabwe and Sierra Leone – making commitments to their people to deliver ambitious agendas filled with energy and optimism for the future.

The responsibility for innovation must be shouldered by all of us. The people of Ukraine have sustained ambitious healthcare reforms, saving money and lives, and it's why Crown Agents continue to pioneer the use of cutting-edge solar storage technology across Africa.

I'm proud that we have stood shoulder to shoulder with leaders in these countries and others for another year. I have met public sector leaders on the Crown Agents Women In Leadership courses whose strategies for change have really encouraged me for 2019. We will continue to encourage innovation whilst bringing centuries of expertise to bear on accelerating self-sufficiency and prosperity for countries and their people.

MARIE STAUNTON /

Chair

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In my first year as CEO I have been fortunate enough to witness the impact of Crown Agents' work across the globe. I've met our inspectors in Singapore as they ensure that young people in Asia can rely on condoms to make family-planning choices; driven with our lorry drivers in South Sudan taking lifesaving medicines to people in some of the most remote parts of sub-Saharan Africa; and listened to our procurement agents in Kiev driving down prices for stents and anti-retroviral drugs in Ukraine.

On all these visits I was struck by how important both partnership and leadership are to the success of our projects. Our teams rely on their local knowledge and understanding to ensure we can get results in the places we work. The funds we manage are effective because we have partners in place who are plugged into the needs of the communities we serve. We work with people who share our values of courage and authenticity, values that are increasingly cherished as existing global structures and institutions are challenged.

When we say we work with leaders, we don't just mean heads of state. We also mean local entrepreneurs, school teachers, government officials, the hard-working staff of international organisations, and all those who choose to set an example to those around them.

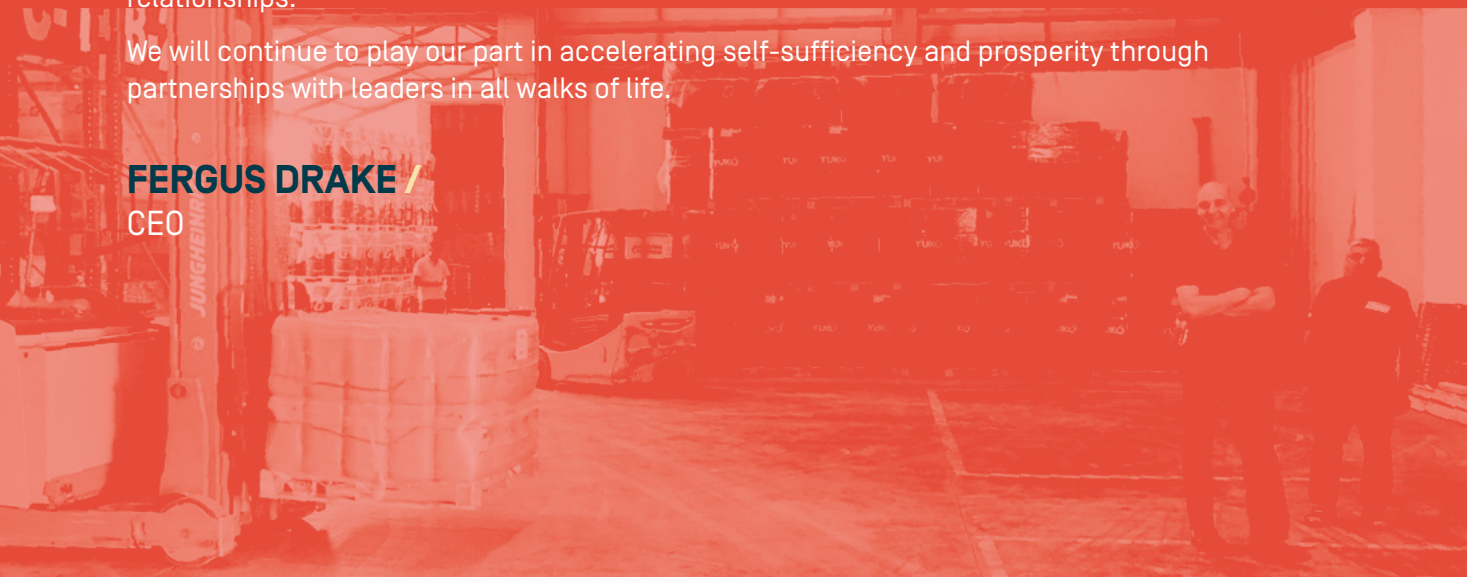
One such leader is 16-year-old Arahina Fasheini who I met in Accra earlier this year. Arahina didn't go to school as a young child; she stayed at home to help her grandmother with household chores. After her uncle found her a place on our Complementary Basic Education programme, she took up that place, and went on to finish top of her class, over and above children who had spent years in school. She is now planning a future teaching nutrition to her local community in order to fight malnutrition and disease.

Arahina is just one of billions of people across the world working hard to build a future for themselves, their families and their communities.

I am immensely proud of what we have achieved in 2018 and in the following pages you will read just some of this year's results from our procurement, inspections, supply chain, consulting and training work. Crown Agents is committed to transforming the future for people around the world through our technical skills, deep knowledge of the local context and the quality of our relationships.

We will continue to play our part in accelerating self-sufficiency and prosperity through partnerships with leaders in all walks of life.

FERGUS DRAKE /
CEO



US\$50m /

saved over three years on medical drug procurement for Ukrainian government

£20.9 million /

disbursed to avert famine in Zimbabwe

Over 4.2 billion /

male and female condoms procured globally

400,000 people /

vulnerable to disaster in Myanmar supported each year

14 million people /

treated for neglected tropical diseases in Nigeria

20% fewer deaths /

from heart attack in Ukraine thanks to procurement of coronary stents

4,000 aid consignments /

into Syria since the conflict began

Over 60,000 civil servants /

trained around the world

17 million emergency drugs /

distributed to 1,000 clinics in South Sudan this year

Like the rest of Europe, Ukraine is confronting a rise in non-communicable diseases such as heart disease, cancer and diabetes. Unlike most countries, Ukraine is attempting to do so with a national health system that is newly reformed after decades of crippling inefficiencies.

During these reforms the Government of Ukraine asked Crown Agents to procure child and adult oncology drugs in 2015. In that year alone, Crown Agents was able to save 40 per cent on Ministry of Health budgets. Since then we have saved the Ministry of Health a total of US\$50 million, which can be used to procure more goods and services for citizens.

Recent results have proven that quality procurement can save lives as well as money. Heart disease is the biggest killer in Ukraine. In 2017, Crown Agents was asked to procure coronary stents as part of the cardiology budget. Two years earlier Ukrainian suppliers had obtained less than 7,200 stents with that year's budget.

AS FEATURED IN:

the guardian *The New York Times* THE LANCET

In 2017, Crown Agents procured 24,000 stents, more than double the target amount. It is the first time that stents have been available for almost all the 25,000 people who require emergency angioplasties every year in Ukraine; 20% fewer patients died from heart attacks in 11 regions than the previous year as a result.

For these results to be sustainable, legislative change was needed to eliminate opportunities for inefficiency and corruption from the legal framework. We worked with the European Union (EU) in Ukraine for four years to develop new institutions and legal frameworks to bring the procurement system up to European standards.

Once a symbol of the ravages of corruption, Ukraine is now taking its place as an international leader in healthcare reform, showing how transparent, international-standard procurement can ensure the growing burden of NCDs does not put economies, and lives, at risk.

TALK TO: **STEVE GUPPY** /

Director of Procurement

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HOW A CORONARY STENT SAVED MY LIFE

Our Regional Director for East Africa, Bryan Richmond, knows only too well the lifesaving power of the coronary stent device – he was diagnosed with a blocked minor artery, and had a stent inserted to treat it.

“I am so proud of the work we are doing in Ukraine.” He says. “the day after my surgery in the UK, I was up out of bed and walking a mile. Within six weeks I was back on the football pitch. I can’t imagine being diagnosed and then not being able to get the stent that will change your life. This device saved over 400 lives in Ukraine last year and Crown Agents made it happen.”



**20% decrease in hospital
mortality rates from heart attack**

POWERING SCHOOLS AND HEALTH CENTRES WITH RENEWABLE ENERGY

In rural health clinics across the poorest parts of the world, women regularly give birth by candlelight and medical staff perform essential operations in flickering light.

Our smart solar technology is helping to turn on the lights clinics such as this in Zimbabwe. We have partnered with start-up solar organisation Africa Power Storage to pioneer the use of a smart 'SolarEnabler' that collects data on the actual consumption levels of devices, people and institutions. It works by combining a smart lithium battery with built-in charge controller, hybrid inverter and GPRS-connected computer to monitor energy consumption, giving health-clinic staff the opportunity to manage the distribution of power and choose how best to spend it.

At the Jari and Kamondhe clinics in Zimbabwe, the impact of this smart solar technology has been remarkable. The clinics are now well-lit at all hours of the day and night, enabling out-of-hours procedures to take place safely. Critical equipment such as vaccine fridges can be kept on-site. As word spread that clinics have reliable 24-hour electricity, clinic attendance has soared, with staff at the clinics noticing a 12-fold month-on-month increase in out-of-hours procedures, including childbirth. Mothers are able to have their babies in a well-lit and serviced facility, drastically reducing the chances of complications or mortality arising from births. Nurses feel able to provide a better service to patients, boosting their morale.

The data we are now able to gather has identified surplus energy that can be used to power other essential equipment such as fridges, electric sterilisers and computers.

This result is just one piece of a bigger puzzle. We believe that solar power has the potential to transform access to energy across sub-Saharan Africa. Last year the Financial Times ran a piece on our report 'The Solar Revolution', which showed how large-scale off-grid solar power projects can be delivered at a much lower cost than previously thought. Investment needs to follow, and the data we are gathering in Zimbabwe will add to the evidence that solar power is a smart bet for finally closing the energy gap.

TALK TO: JORDAN FAST /
Senior Energy Advisor
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DRIVING BETTER HEALTH DATA

In spite of progress over the past decade, maternal and infant mortality rates in Zimbabwe remain high. Health workers do long hours, often through the night, to deliver babies without basic equipment or proper lighting, and maintaining morale for those working in remote clinics can be difficult.

We have been working with rural health clinics throughout Zimbabwe to empower health workers and broaden access to quality healthcare through results-based financing (RBF). The backbone of RBF is better data – on demographic trends, on the impact of health interventions, and on staff. It is better data that is driving an improvement in working conditions for health workers across the country, with increased training, support and incentives to work.

RBF does this through giving health workers incentives to work full hours and to improve the quality of the medical care they deliver. We record the level of responsibility and number of hours worked by each health worker. The clinic they work for is then given a rating for the quality of healthcare. As part of a system of performance-based incentives, health workers can earn a bonus.

Earlier this year we identified the fact that this system of incentives was causing delays, as a single accountant was overwhelmed with health-worker data from clinics around the region. Some staff were waiting up to 12 months for their monthly salary payment to arrive, damaging morale and affecting the quality of patient care. The RBF team saw an opportunity to tackle the problem using mobile technology at the grassroots level.

Anthony, an intern, designed an app that allowed the nurse or doctor in charge of each clinic to calculate any incentive pay earned by their staff, which they could then send directly to the Ministry for immediate approval. This reduced the waiting time for payment to around two days.

The app, which works offline, is now being employed in more than 800 rural health clinics. The impact has been remarkable. As Anthony reflects: 'The motivation of staff has improved a lot. They are so happy to be paid, the nurses-in-charge and superintendents are so happy they can give the allowances to the health workers. The environment is better, people are ready for work.'

More than 80% of Zimbabwe's primary health clinics, which serve a population of 6.6 million, have been trained in how to use the app, and we have now handed over the tool to the Ministry of Health, who will continue to roll out its use across the country.

TALK TO: MUCHANETA MWONZORA /
Crown Agents Zimbabwe Country Director
MuchanetaM@zw.crownagents.com

'By cutting payment wait times for health workers from up to a year to two days, this app has the power to transform maternal and child healthcare, helping to save more lives, prevent disease, and allow the next generation to achieve their potential.'

Muchaneta Mwonzora,
Zimbabwe Country Director

OUR REGIONAL DIRECTOR FOR WEST AFRICA, COMFORT SAKOMA, SHARES HER VISION FOR THE REGION'S FUTURE PROSPERITY

When asked what inspired her to join Crown Agents in April 2018, Comfort told us: 'For me it was the opportunity to work more deeply with governments in West Africa and influence how they pursue growth. Crown Agents has been in these countries for 100 years. We have to play a role, to work with governments to think through strategy, and to support in the implementation. That's where I come in – as a connector to help the organisation partner with governments.'

As a Nigerian-Canadian with many years' experience in the private sector, Comfort has a unique perspective. 'Being a dual citizen gives me the ability to understand how people are truly impacted by receiving access to healthcare, education and opportunities, and being of Nigerian origin creates a sense of passion, a determination to get things done.'

It's an exciting time to be working in West Africa. 'What we're seeing across the region from a political standpoint is that, for the first time in recent history, the voice of the people is getting louder and louder, and it's being amplified by access to platforms like social media. With new administrations in Sierra Leone, Nigeria and Ghana, there's a new impetus on leaders and governments to be more transparent, more accountable, and to deliver more for their people. With our track record, the opportunity this presents is to get in there and be part of making change possible.'

The ambition of leaders in West Africa is complemented by the trade focus of the recently published UK Africa Strategy. 'As someone who has spent a lot of my life in the private sector, this new focus on trade as the foundation of aid and development is exactly what we've been asking for.' For decades, Crown Agents' focus on trade has combined our practical supply chain experience with our governance consulting expertise. For leaders and partners in West Africa to support this they must 'focus on intra-Africa trade as a strategy to build capacity for local business, grow the economy and strengthen access to information for British investors on African business opportunities'.

With so much to get her teeth into, Comfort is optimistic about the year ahead for Crown Agents in West Africa. 'In Nigeria I am very excited about continuing to support the government to expand domestic and regional trade, improve efficiency of agricultural trade and address trade facilitation constraints. There is much more we can offer in this space, including training. I am also energised by what we can do in health, solar and humanitarian & stabilisation. In Ghana, we're supporting the government to achieve its laudable objective of a 'Ghana Beyond Aid' by ensuring that funds allocated to projects are used optimally. In Sierra Leone we are working with a range of organisations

Average GDP growth in West Africa is predicted to rise to 3.9% in 2019



including the government to improve health services. Our new warehouse is a major contribution to the health infrastructure in the country and offers game-changing potential to organisations wanting to make their supply chain more secure and efficient. In one year I want presidents in the region to be saying, “we have a problem, call Crown Agents”.

TALK TO: **COMFORT SAKOMA** /
Regional Director, West Africa
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‘With new administrations in Sierra Leone, Nigeria and Ghana, there’s a new impetus on leaders and governments to be more transparent, more accountable, and to deliver more for their people.’

Comfort Sakoma,
Regional Director, West Africa

Al Sabbah is the only children's hospital in South Sudan. In recent years, 500 children have come through its doors each day in need of urgent treatment. Malaria, pneumonia, diarrhoea and severe malnutrition are the most frequent causes of hospitalisation in a country with among the highest maternal and infant mortality rates in the world.

Dr Justin Bruno is the paediatrician who runs the hospital; he is one of the few doctors who returned to the war-torn country to provide urgent medical care for South Sudan's six million children. When Dr Bruno joined Al Sabbah almost a decade ago, the hospital had no outpatient centre, and patients travelling from across the country would be seen outside in the shade of trees.

Thanks to the Health Pooled Fund (HPF), a multi-donor fund managed by Crown Agents, the hospital now has a reliable electricity supply, an improved water source and a fully functioning outpatient centre where mothers can bring their babies. Training and mentoring of staff on everything from assessing emergency cases to maintaining hygiene throughout the hospital have also played a huge role in improving standards of care at Al Sabbah.

As part of HPF, we work with over 1,000 hospitals, clinics and community health centres in the country by managing a network of 23 international and local partners. By working closely with these partners, more than 140,000 babies have been safely delivered and over 200,000 children immunised against preventable childhood diseases.

The situation in South Sudan remains fragile. Against the odds, HPF provides the backbone of the health service across the country, and ensures millions of mothers and their babies can access the advice and medical support they need. We remain committed to working with partners to help secure a healthier, happier future for families across South Sudan.

TALK TO: OLIVIA KIRKPATRICK /

Senior Programme Manager,
Health Pooled Fund
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DELIVERING ESSENTIAL GOODS AND MEDICINES TO THE FINAL MILE

Our end-to-end supply-chain expertise allows us to source, ship and deliver the medical goods that health workers need to provide essential services. HPF trucks travel the most remote routes across South Sudan to get medications to hard-to-reach areas, so children and mothers who may not be able to travel to central medical facilities can be vaccinated and treated properly.



'The future of the country does not depend on us, we are born already. But this child that is born today is going to live for another 70 years, we need to give them a chance so that they can live to the full.'

Dr Justin Bruno

Head Doctor at Al Sabbah Children's Hospital

**Essential medicines and supplies
distributed to over 1,000 health facilities**

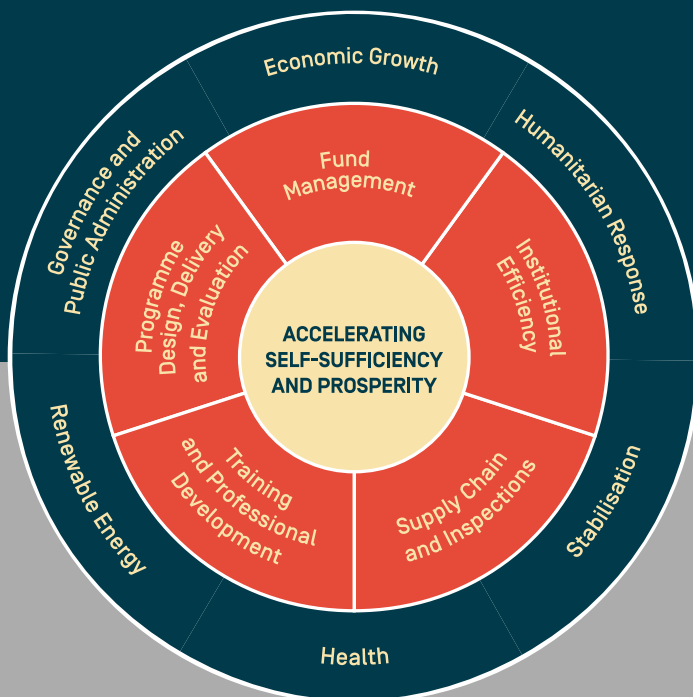
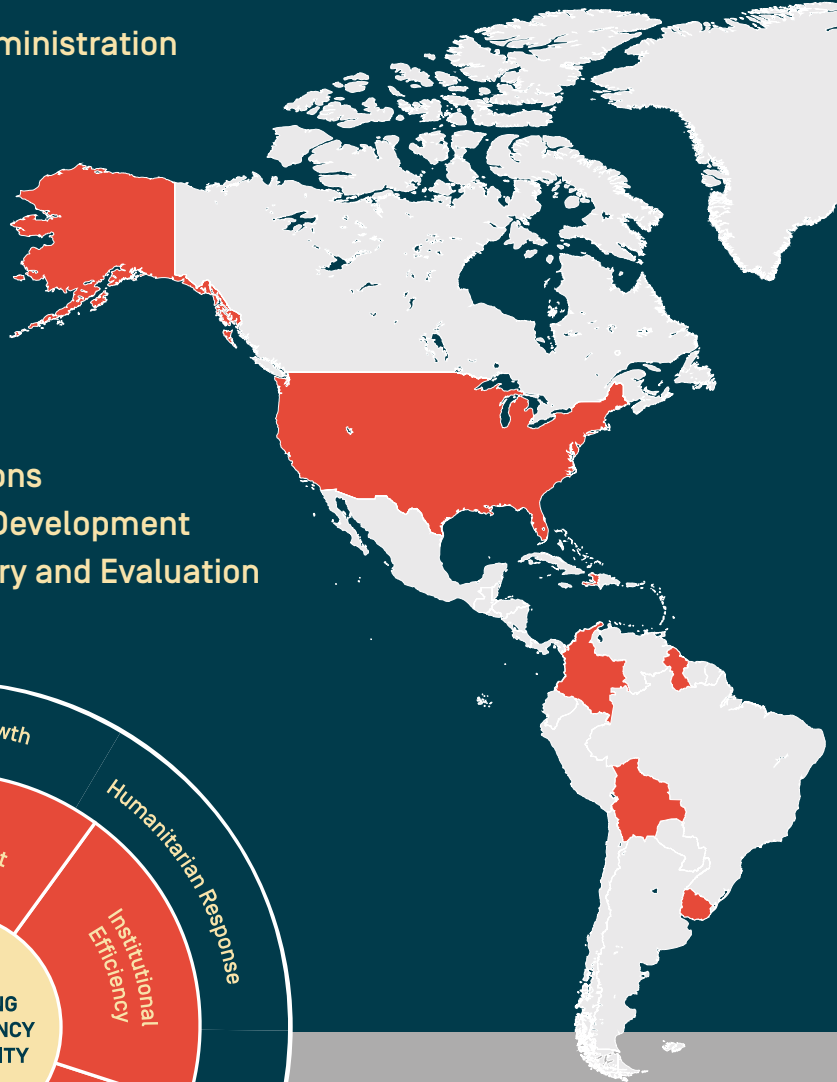
WE WORK IN OVER 50 COUNTRIES ACROSS FIVE CONTINENTS, WITH DELIVER WE HAVE SUBSIDIARY OFFICES IN THE UNITED STATES AND JAPAN.

SECTORS

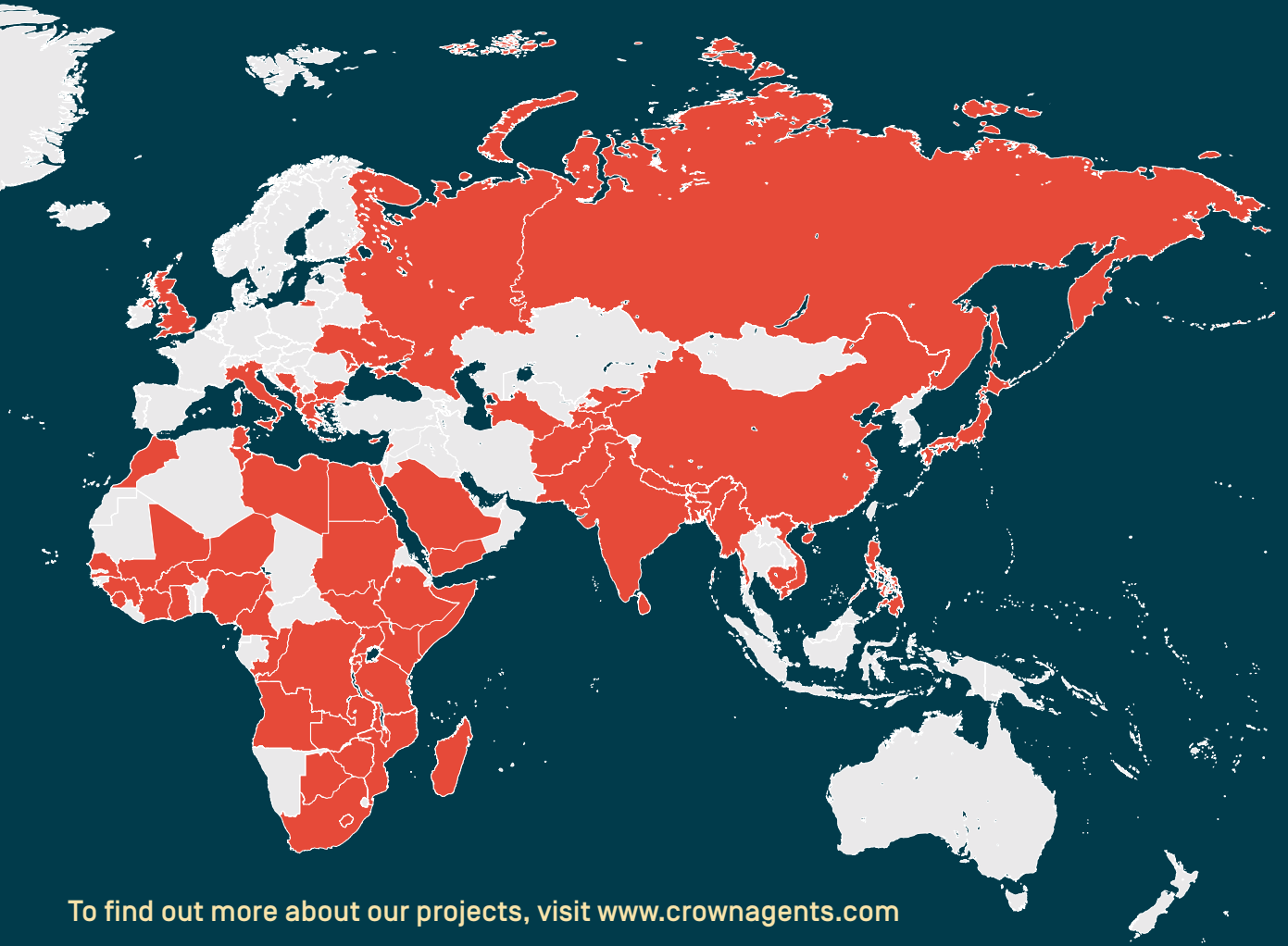
- Economic Growth
- Governance and Public Administration
- Health
- Humanitarian Response
- Renewable Energy
- Stabilisation

CAPABILITIES

- Fund Management
- Institutional Efficiency
- Supply Chain and Inspections
- Training and Professional Development
- Programme Design, Delivery and Evaluation



Y OFFICES IN 14 COUNTRIES.



To find out more about our projects, visit www.crownagents.com

SOME OF OUR CLIENTS

African Development Bank / Asian Development Bank / Bill and Melinda Gates Foundation /
Children's Investment Fund Foundation / Commercial Bank of Ethiopia /
Department of International Trade, UK / Department for International Development / European Union /
Foreign and Commonwealth Office / Government of Ghana / Government of Lebanon /
Government of Nigeria / Government of Tajikistan / Government of Ukraine / Government of Zimbabwe /
Millennium Challenge Corporation / United Nations Children's Fund (UNICEF) /
United Nations Development Programme (UNDP) / United States Agency for International Development /
United States Trade and Development Agency / World Bank /

OUR COUNTRY REPRESENTATIVE FOR UKRAINE TANIA KOROTCHENKO LEADS OUR WORK SUPPORTING THE MINISTRY OF HEALTH IN UKRAINE. WE ASKED HER WHAT IT TAKES TO SUPPORT SUCH BOLD REFORMS.

'Right after the Revolution of Dignity here in Ukraine, the coalition in parliament was looking for very fast solutions to fight corruption, and the area of healthcare was one of the most corrupt,' she says. 'The government introduced changes to legislation to move the role of procurement agent to international organisations instead of the same Ukrainian suppliers that had been doing it in previous years. They had heard about Crown Agents on the global market. We were trusted with two programmes - child and adult oncology.'

Ukraine has cancer rates approaching that of its European neighbours but faces major challenges in screening and treating the disease, so the oncology procurement programme was of high interest to all Ukrainians. 'This is something that touches almost every person in the country.'

Coming into a closed system and opening it to the global market was always going to be challenging. Entrenched interests instantly began to fight the shift to international standards. 'The system strongly opposed any changes, so when we said Crown Agents has standards and we will never compromise, they started trying to undermine us,' Tania remembers. In that first challenging year for the Ukraine team, Crown Agents saved 40% on their Ministry of Health budgets, allowing more funds to be funnelled into desperately-needed cancer drugs and supplies.

Three years on, we are working with the government to embed strong procurement practice within the Ministry of Health and talking with Ukrainian suppliers about the

importance of transparency, due diligence and procedure. 'We are seen as the professionals. Now, we are also trying to teach society the principles of effective public procurement and new trends and standards in supply chain management,' says Tania.

Wider legislative reform was needed to support these long-term changes. Crown Agents delivered an EU-funded programme to support this. 'We were high-level strategic advisers to the Department of Public Procurement on the exciting journey to make Ukrainian legislation compliant with European legislations - not an easy task! All the recommendations we provided were incorporated; Ukrainian public procurement is now completely in line with European guidelines.'

The reform effort is by no means over. But the great successes that have been achieved, as recognised by the New York Times, are turning money saved into lives saved. 'I cherish in my heart the fact as a Ukrainian citizen that my company is helping my country become a trusted partner for many multinational companies across the globe, and helping my people get access to better treatment,' Tania says.

Tania's advice to other countries looking to reform their public procurement is that trust is key. 'You can achieve self-sufficiency only through getting the trust of citizens in everything you do. In Ukraine, all reforms were initiated on the ground level by citizens. Our government just learned to listen to us.'



'We helped Ukraine to become a trusted partner in international trade, by being a trusted partner ourselves.'

Tania Korotchenko
Country Representative for Ukraine

Cardiovascular disease is responsible for 68% of all deaths in Ukraine – one of the highest mortality rates from heart disease in Europe.

The aspiration of all Crown Agents programmes is to achieve long-term, transformational change that lasts beyond our involvement. From the outset, the UK and US-funded Ghana Complementary Basic Education (CBE) programme aimed to strengthen the policy environment around out-of-school children in Ghana. Not only did it get almost 250,000 children back into education, it also helped the government to roll out CBE for itself.

The CBE programme has a remarkable success rate – 90% of participants re-enter the formal school system. For each of those children, education is a route to greater prosperity and self-sufficiency. This result was achieved through exceptional programme design, delivery and evaluation, and outstanding partnerships. We formed one management unit with our partners Associates for Change, operating as one team to support our 10 implementing partners to deliver the programme within communities.

Our fund management capability allowed us to pre-finance our implementing partners every quarter of the programme so that our partners, non-governmental organisations with very small budgets, could deliver activities without any delay between each disbursement. We also provided grants and fund management expertise alongside monitoring and evaluation tools, helping them to be more effective and efficient. To keep the programme delivering smoothly, we carried learning from cycle to cycle, supporting our implementing partners to continually drive improvement.

Our close relationships with the Government of Ghana and the Ghana Education Service meant that we were able to support the government to start rolling out their own CBE delivery before the programme closed, transferring the skills and expertise needed through training and support. At the close of the project the Government of Ghana has announced that they will be ringfencing funds to reach the remaining 450,000 out-of-school children in Ghana using CBE. The government has rolled CBE out to 20,000 learners in 14 districts, and Crown Agents along with our partners are helping to co-ordinate the new programmes, using our expertise and the exceptional local knowledge of our implementing partners to ensure the programme's success.

The CBE programme demonstrates the importance of designing programmes that can become self-sustaining. CBE is now contributing to the President's agenda of a 'Ghana Beyond Aid', equipping Ghana's young people to take their part in building Ghana's bright future.

TALK TO: NAYOMI DHARMATILEKE /

Senior Project Manager, Governance
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'If it wasn't for CBE classes I would have found myself around the house helping my grandmother with the house chores. Or by now I would have been married off.'

At 12 Arahina Fasheini had never attended school. Four years later, now 16, she is attending an English-language formal school. She now wants to be a food and nutrition teacher.



50% of all CBE graduates are girls

The break-up of Yugoslavia in the early 1990s resulted in a conflict that left hundreds of thousands without food or basic supplies and unable to contact friends and family. Amidst this growing humanitarian crisis, a Crown Agents logistician called Alan Matthews and his team were asked to run Britain's aid-convoy operation into Bosnia. With Alan's expertise and the support of Crown Agents, the British convoy of civilian drivers quickly went from a couple of sets of trucks to a fleet of around 80 vehicles. By the end of the conflict, their truckers had delivered nearly 200,000 tonnes of aid to places as far apart as Goražde, Srebrenica and Banja Luka.

Alan's team was a forerunner to a humanitarian operations team that would not only help to lead the emergency aid relief effort for the British government, but also go on to build and shape the international disaster response system in use today. From being one of the first organisations on the ground after the Indian Ocean tsunami in 2004, to sourcing and delivering the stocks needed to build the first Ebola treatment centre in Freetown within 72 hours of the outbreak in 2014, we've moved critical supplies across the world at a moment's notice, putting support on the ground hours later.

Alongside the critical work of disaster response, we were committed to sharing the lessons we learned from developing the International Humanitarian Partnership, inventing the Triplex training simulation that has become a leading exercise in helping humanitarians 'build back better'.

Today's crises look very different to the conflict that tore through Bosnia in the 1990s. Eighty per cent of conflicts are now chronic. Levels of displacement across the globe are higher than ever. Despite these growing challenges, our optimism is undimmed. Progress in technology and international coordination presents a tremendous opportunity for humanitarian work. In 2018 and beyond, there are opportunities to deliver disaster relief faster, better, and with access to remote communities. Today we're planning for the future of disaster response in increasingly protracted crises so we can continue to provide the backroom services that frontline responders need, getting essential supplies to where they're needed most.

TALK TO: TOBY SEXTON /

Acting Director, Humanitarian and Stabilisation
Toby.Sexton@crowนางents.co.uk

'We offer the solutions needed for back-office support when people are responding on the frontline. We make sure goods are being tracked, finances are being tracked, and goods are getting deployed at the right time, where they're needed, when they're needed. In short, we understand the complexities of working in chronic complex settings and in first-phase emergency response.'

Toby Sexton
Acting Director
Humanitarian and Stabilisation



Picture: Alan Matthews

During the Ebola epidemic, we set up the first treatment centre in Freetown within 72 hours of being engaged

In 1878, Crown Agents employed its first female clerks, some of the very first women in white-collar jobs in the UK. Over a century later, women are leading nations, running businesses and changing the course of science and technology.

We know that men and women are equally capable of becoming accelerators, leading their organisations and countries towards prosperity and self-sufficiency. Yet research shows that the path to leadership is often less straightforward for women than it is for men, with gender parity still estimated to be up to 200 years away.

Since 1960, Crown Agents Training and Professional Development has trained some 58,000 professionals. In the past five years alone, we have built the management and leadership skills and capacity of almost 800 men and women worldwide. We help grow their confidence in their own abilities and guide them to apply the practical lessons learned to their own organisational and cultural contexts.

Our Women In Leadership course is a women-only programme that provides an open and accepting space in which to build new skills and share the unique challenges many women leaders face. Delegates learn from highly qualified trainers, but they also benefit from hearing how other inspiring female leaders have approached the challenges they've faced along their own career paths.

Our alumni range from senior civil servants and banking professionals to a Ugandan Supreme Court Justice.

One of the most powerful benefits of the Women In Leadership course is that ambitious and talented female leaders come together to learn from one another, creating a cadre of women around the world united in accelerating self-sufficiency and prosperity.

And we know that when women prosper, their families and communities prosper too.

TALK TO: PENNY GRUBER /

Head of Training and Professional Development
Penny.Gruber@crowนางents.co.uk

'I loved the training and my life will never be the same again. Learning leadership styles, emotional intelligence and most of all interacting with leaders... was greatly enriching.'

Jennifer Karina

Chairman, Central Bank of Kenya Pension Fund, a delegate on Women in Leadership, September 2018

'[The training] helped me to 'up' my confidence level. It's all about engaging the women more. In most cases, most women when they have issues don't like to speak up. We need to hold ourselves up and share knowledge and share experience with one another.'

Salamatu Lami Yusuf

Principal Manager at Central Bank of Nigeria, a delegate on an all-women customised leadership course run for the Bank



Crown Agents' Training and Professional Development team provides senior-level capacity building services to over 2,000 men and women globally every year. Our training programmes give leaders the tools to deliver transformation, particularly in public services, and covers a range of areas from corporate governance through to justice and law.

INSPECTIONS: THE QUIET HERO OF THE SUPPLY CHAIN

Quality assurance and inspections services are often only noticed when things go wrong; that's why it's so important they get things right. Like the moment a young parent opens a pack of water-purification tablets in a refugee camp during an outbreak of cholera, or when a young woman is deciding on family planning at her local health centre. Ensuring the quality of the products is critical to protecting lives.

Governments need assurance that the medical items they procure for their citizens are of the right quality. And when a United Nations (UN) aid agency procures humanitarian items in a crisis, they need to know that all items are safe, effective and fit for purpose. In contexts like these, it could be a matter of life or death.

Crown Agents has been delivering inspections services for more than 40 years. Our centre of excellence in Singapore delivers a full quality assurance, inspections and procurement service to clients around the world, from UN agencies to national governments to private sector organisations. As an international leader in end-to-end supply chains, our world-class standards of ethics and compliance help our clients safeguard against national and international supply chain risks.

We match each client's requirements with an inspector specialising in that product or service, and provide training to our inspectors to ensure they are at the forefront of best practice. Our global network allows us to move fast, helping our clients to respond quickly to emergencies.

From appraising vendors, to pre- and post-shipment inspection, to supervising loading and unloading, our inspectors work behind the scenes to check products at every point in the supply chain.

Every item we inspect matters, because the people at the end of the supply chain matter.

TALK TO: CHRIS CAVENDISH /

Head of Inspections and Quality Assurance
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15,000 hand pumps inspected in Bangladesh /

funded by the government, bringing clean drinking water to millions of people in rural areas

Over 75 million long-life insecticide-treated nets inspected /

protecting people from malaria in countries including Nigeria, Ghana, Democratic Republic of Congo and India

HARNESSING RENEWABLE POWER TO TREAT NIGERIA'S WATER

Nigeria is the seventh largest producer of oil in the Organisation of Petroleum Exporting Countries (OPEC), and holds among the largest reserves of natural gas in the world. But climate change is reducing water flow in the Niger river system, and power generation at hydropower plants – a major source of power – is falling. As the world begins to move towards sustainable energy sources, Nigeria's energy policies need to look to renewable sources of energy such as solar and wind power. To tackle this, Nigeria is introducing policies promoting targets for renewables, with an aim that 10 per cent of the share of the energy landscape will come from renewable energy by 2025.

The Japan International Cooperation Agency is utilising Japan's access to advanced photovoltaic solar power technology to work in partnership with emerging economies that are looking to invest in sustainable energy infrastructure, under the Ministry of Foreign Affairs' Cool Earth Partnership.

As the Japan International Cooperation Agency's nominated implementing partner in Nigeria, Crown Agents provided procurement, supply chain and programme management expertise to power the Usman Dam. Solar engineering and procurement specialists defined specifications and conducted a full and competitive tender process, and our

local supply chain specialists worked closely with the equipment supplier and the water authority team. We provided the Usman Dam with almost 1,200 kWp of clean energy, which means at least 700 fewer tonnes of CO2 may be generated annually.

The Usman Dam development is the biggest solar plant in Nigeria and provides purified drinking water for the entire Abuja area. The plant also makes it cheaper to produce water, with the money saved being invested in better infrastructure. The project demonstrates the value of building partnerships based around the sharing of technology to achieve a joint aim: tackling climate change.

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After the devastating 2015 earthquake, which cost the country nearly half its GDP, Nepal is on a journey to become a more prosperous state. The government is pursuing an ambitious federalisation agenda, creating three new levels of federal, state and municipal government, in order to bring governance closer to the needs and priorities of Nepal's people. However, these fledgling institutions must be strengthened quickly to take on new responsibilities for managing public funds and delivering services, and further natural disasters endanger any potential for growth.

In Eastern Nepal the earthquake caused geological shifts that have made Western Nepal highly vulnerable to further tremors. Crown Agents is working with a range of institutions, from central government in Kathmandu to school management committees in the remotest Western regions, to build greater resilience to earthquakes, floods and landslides through the DFID-funded Nepal Safer Schools Programme [NSSP].

Delivered in partnership with the Nepali National Society for Earthquake Technology [NSET], Save The Children and Arup, NSSP is preparing communities for disaster in three ways; through building safer schools, raising awareness of risks amongst teachers through hazard-awareness programmes, and working with local communities to plan for future disaster responses.

The programme will make 240 schools more structurally resilient to disaster. By training local-government engineers in resilient construction, the programme is also helping to boost resilience in communities across Western Nepal beyond the school gates.

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SUPPORTING LOCAL BUDGETING

In 2017 local government in Nepal was handed much greater responsibility for financial planning and reporting. As part of the Department for International Development [DFID]-funded Public Financial Management and Accountability Programme [PFMA2], Crown Agents and partners designed and launched an innovative computerised financial-management information system called SUTRA to help these new autonomous levels of government take on their fiduciary responsibilities of budgeting, accounting and reporting. Take-up of the technology has been high, with around half the municipalities using it across all seven states by September 2018, aided by the fact that the technology is delivered in the local language. We also provided training and capacity-building at state level, and a helpdesk function allows users to troubleshoot any issues using the software. Through SUTRA, federal government can monitor state expenditure, strengthening accountability and building trust in the new system of government.



Due to its location and climate, Nepal is one of the most disaster-prone countries in the world. More than 80 per cent of the total population of Nepal is at risk from natural hazards like earthquakes, floods and landslides.

OUR FREIGHT-FORWARDING ARM /



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Final Mile Logistics

AWARDS /



Winner
Kaduna Solar as
Best Third Sector/
Not-for-Profit Project



Winner
CILT Environmental
Improvement Award



Winner
Global Freight Awards
Service Innovation



Shortlisted
International Impact
category



Finalist
Extreme Logistics

PARTNERS /



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