Appointment of CHIEF EXECUTIVE
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Welcome from the Chair of trustees

Dear Candidate,

Thank you for your interest in the role of Chief Executive at Practical Action.

It’s a really important time at Practical Action. As a board we are reflecting both on our heritage and our achievements to date. We are evaluating the rapidly changing environment and concurrently looking into the future, considering the type of role we can play in helping the world to transition to a more inclusive and sustainable way of life, keeping communities at the heart. Most importantly, we are looking for a new CEO who will lead this forward.

Of the many issues we are considering, we are thinking critically about:

- What the most pressing issues of today and tomorrow are that we can act on and bring unique advantage to.
- Where our market-led solutions approach can demonstrate different and better ways to create sustained benefit.
- How we best work with governments and other partners to bring solutions to scale.
- How we evolve our exciting strategy and underlying business model to enhance the impact we make.
- Where opportunities such as digital can increase our reach and influence from a village to a global level.
- How to make a meaningful contribution to systems change as the concept becomes mainstreamed within the sector.
- Where combined efforts in different sectoral disciplines can amplify the benefit for communities tackling climate change and make cities better suited to the needs of people.
- How we work inclusively with many different actors and partners to really scale our success.

We are really proud of our teams and our partners around the world whose passion and talent are second to none, and who constantly punch above their weight to deliver extraordinary results in challenging circumstances.

Are you a strategic doer, someone who can open doors, mobilise and unite teams and different stakeholders, have respect and enduring encouragement, have a vision for the big picture whilst simultaneously understanding the realities at the grassroots? Do you embody our values and most of all can you help transform small ideas into big and meaningful solutions?

If this sounds like you, we’d love to meet you.

With best wishes,

Dr Yvonne Pinto
Chair of Trustees, Practical Action
About us
We are an innovative international development group. We were founded over 50 years ago by radical economist EF Schumacher, who challenged the conventional aid thinking of the day. He believed in solutions suited to context, equipping people with the skills and knowledge to change their situation, economic systems that work for all, and living within the planet’s means. While development approaches have changed, these founding beliefs still drive us, and have more widely come of age.

We have a long history of challenging norms to change the systems that drive poverty and vulnerability. We have earned a reputation for developing innovative, community-powered solutions that achieve transformative change in peoples’ lives and livelihoods. And with broad expertise across clean energy, water, waste and sanitation, climate, agriculture, market systems, and gender issues, we integrate this expertise to solve complex and interconnected problems.

Our vision
A world that works better for everyone.

Our approach
We put ingenious ideas to work so people in poverty can change their world.

Improving lives and futures
Our work is grounded in the realities of people living in poverty. Our start point is focused and ‘small’ – building a deep understanding of what already works at a local level, and what could be improved. We work with local communities, especially women and marginalised people, empowering them to unlock their potential and improve their lives, livelihoods and futures.

Respecting the planets boundaries
Our development approaches are designed to work with and for the environment. The natural resources that many communities rely on are increasingly under threat. Wherever possible our solutions are planet friendly, deploy renewable resources, and reuse resources in innovative ways.

Aiming for systems change at scale
We might start small, but we think ‘big’, analysing the factors that can change the underlying systems and identifying where we are best placed to effect change. And whom we can convene and collaborate with more widely – governments, international organisations, and increasingly the private sector – to help take proven solutions to the next level of scale and sustainability.
Our aims

We know the challenges people face are significant. A rapidly changing context, the effects of climate change, environmental degradation, and the pandemic make this a critical time for many communities around the world. But we believe that there are opportunities for positive change and renewal and that Practical Action’s work, which supports nine of the 17 Sustainable Development Goals, has never been more vital.

We are stepping up our ambition across our four aims, to reflect this.

Energy that transforms

- **Our ambition:** To help more people harness the transformational power of clean, affordable energy and to reduce avoidable deaths caused by smoke from indoor stoves and fires.

- **Why it’s important:** Almost three billion people can’t cook cleanly and one billion people don’t have access to the electricity that could power their progress, improve their health, education and opportunities to earn a better living.

- **Our goal:** By 2025 our work with partners will have led to two million people in ‘last mile’ communities and a further 18 million systems beneficiaries having access to affordable low-carbon energy, for household, business and community uses.

Farming that works

- **Our ambition:** To make agriculture work better for smallholder farmers, many of whom are women, so they can adapt to climate change and achieve a good standard of living.

- **Why it’s important:** Three quarters of the world’s poorest people are farmers. In the face of a changing climate, their traditional approaches to agriculture are simply not working for them.

- **Our goal:** By 2025 our work with partners will have improved food security and incomes for two million people in rural communities and a further one million systems beneficiaries.

Cities fit for people

- **Our ambition:** To make cities in poorer countries cleaner, healthier, fairer places for people to live and work, with safe water for drinking and washing and refuse and sewage safely contained, collected and processed.

- **Why it’s important:** The population of urban slums continues to grow, with the needs of the poorest and most vulnerable often overlooked. Lives are at risk from a lack of clean water services and inadequate and unsafe sewage and refuse management.

- **Our goal:** By 2025 our work with partners will have led to improved water, sanitation and waste management services for one million people living in slum communities and a further 2.4 million systems beneficiaries.

Resilience that protects

- **Our ambition:** To build resilience into the lives of people threatened by natural and climate related hazards, reducing vulnerability and minimizing the impact on their lives and livelihoods.

- **Why it’s important:** Climate change is leading to increasingly frequent and more severe hazards and disasters. Poor people are the most vulnerable and hardest hit.

- **Our goal:** By 2025 our work with partners will have enhanced risk knowledge systems so that four million people living in hazard-prone, climate-vulnerable communities are better protected.
Our delivery model

We operate in 11 countries across Africa, South Asia, and Latin America. The group consists of Practical Action, a UK registered charity delivering high quality projects and programmes, which is the largest proportion of our work; Practical Action Consulting, a specialist technical and development consulting business; and Practical Action Publishing, an independent development publishing company. This range of business lines allows us to broaden our sphere of expertise and influence and maximise our impact.

Through our development projects and programmes we remain grounded in community realities which gives us the knowledge and credibility to be influential partners with governments, businesses and international organisations, and to forge strategic alliances for broader systemic change. Our consulting division adds to our technical expertise, broadens the range of stakeholders we can engage with across sectors, and allows us to innovate within emerging issues. Our consulting and publishing businesses both expand our capability to broker and share ideas, evidence and learning from all our efforts and successes.
FINANCIAL HIGHLIGHTS

**Total annual income**

<table>
<thead>
<tr>
<th>Year ending 31 March</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total annual income</td>
<td>£30.0</td>
<td>£31.2</td>
<td>£32.2</td>
<td>£31.2</td>
<td>£36.1</td>
</tr>
</tbody>
</table>

**Total expenditure on charitable activities (£m)**

<table>
<thead>
<tr>
<th>Year ending 31 March</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total expenditure</td>
<td>£25.1</td>
<td>£26.4</td>
<td>£30.1</td>
<td>£29.1</td>
<td>£35.0</td>
</tr>
</tbody>
</table>

**2019/20**

- Donations from individuals, trusts and companies £7.9m (22%)
- Legacies from people remembering us in their will £3.2m (9%)
- Grants from governments, trusts and foundations, and companies £21.6m (60%)
- Consultancy work and Practical Action Publishing £2.9m (8%)
- Investment & Other £0.4m (1%)

**Years ending 31 March**

- 2016: 30.0
- 2017: 31.2
- 2018: 32.2
- 2019: 31.2
- 2020: 36.1

**Years ending 31 March**

- 2016: 35.0
- 2017: 33.2
- 2018: 32.2
- 2019: 31.2
- 2020: 36.1

Read our latest annual report [here](#) and our financial review [here](#).
We are seeking an outstanding Chief Executive to lead us and drive the delivery of Practical Action’s vision and strategy into the future.

Reporting to the Chair and the Board of Trustees, the Chief Executive will lead a Senior Leadership Team and over 700 staff globally, ensuring the long-term sustainability of the organisation while growing our impact.

The Chief Executive will bring leadership experience with a proven track record in multi-function commercial and not-for-profit organisations. You should be a true “internationalist” with significant professional or lived experience in the global south.
Our next Chief Executive will be a visionary leader and an effective, inspirational, cross-cultural communicator, with the following attributes:

**Sector knowledge:**
- Deep understanding of the drivers for human and economic development in fragile and conflict affected, low, and middle-income countries.
- Experience of a range of sectors and development approaches including NGOs, national and local government, foundations, social enterprises, think tanks, consortia, incubators, private sector and multilateral and bilateral agencies.
- Keen awareness of the radical shifts the international development sector is experiencing and the potential approaches that can effectively respond to these changes.
- Ability to maintain relevance in the face of changing north/south power dynamics, geopolitics and the climate emergency.

**Strategic focus:**
- Excellent strategic thinker able to link external realities and trends with horizon scanning and conceptualise, analyse and articulate bold and imaginative visions for Practical Action now and in the future.
- Ability to translate the vision into fit-for-purpose business models grounded in current and potential future organisational strengths while harnessing a talented team to cultivate a culture of innovation and breakthroughs.

**External focus:**
- Possess a profile and networks across key stakeholder groups – institutional funders, governments, local and international partner community.
- Ability to leverage current, and develop new, networks to build relationships and amplify access.
- Effective and active in stakeholder engagement and external representation.

**Leadership:**
- Highly ethical with integrity and resilience.
- Openness, humility and a collaborative style.
- Clear commitment to diversity, equity and inclusion, with a demonstrated ability to work inclusively, promote greater voice, and enhance diversity and equity within leadership, teams and stakeholders.
- Ability to lead, inspire, motivate and listen to a high performing diverse team in multiple countries.
- Ability to harness collective intelligence to develop and implement solutions amidst ambiguity.
- Effective relationship builder; ability to build trust and forge consensus within and outside the organisation.
- Clear, transparent and timely decision maker.

**Management:**
- Experienced senior leader, director or C-level individual, preferably within an organisation operating with a number of different business models.
- Strong, adaptive management skills with the ability to identify and implement structural and process change as necessary, particularly in a geographically dispersed, cross-cultural organisation.
- Effective people manager: ability to identify, attract, retain and develop high-performing staff.

**Board relations:**
- Clear understanding of the role of the CEO and that of the Board, and the interface/interaction between the two.
- Clear understanding of the nature and practice of the working relationship with the Chair.
- Ability and desire to foster proactive relationships with the Board beyond formal meetings to develop a culture of transparency and sharing of knowledge and ideas.
Practical Action wishes to encourage applications from experienced senior leaders from a variety of backgrounds, who have experience of working in a complex context at an international level, and with Boards. Candidates must be of exceptional calibre with deeply held personal values that align with Practical Action’s purpose and values.

While we welcome candidates of all nationalities and from all locations, candidates must be eligible to work in the UK, either by having UK nationality or be viable for a successful UK work permit application. They must be fluent in English and will undergo a mandatory basic DBS check, PEP compliance screening and training in safeguarding.

To apply, please submit a CV and covering letter, detailing how you fulfil the role description and personal specification to https://candidates.perrettlaver.com/vacancies/ quoting reference 5057. The deadline for applications is 9am BST Monday 26th April 2021.

The salary for the role is commensurate with experience and the role is based in Rugby, UK.

**Additional Information**

We treat all applications for employment on their merits and do not take into consideration any factors that are not relevant to the job such as disability, race, age, religion, gender, gender reassignment or sexual orientation.

Data protection

Practical Action are committed to protecting the privacy of our supporters and stakeholders. We act in accordance with the General Data Protection Regulations (GDPR). This is reflected in our website terms and conditions, and Privacy Policy, which together explain how we collect, manage, use and protect personal information.

Protecting your personal data is of the upmost importance to Perrett Laver and we take this responsibility very seriously. Any information obtained by our trading divisions is held and processed in accordance with the relevant data protection legislation. The data you provide us with is securely stored on our computerised database and transferred to our clients for the purposes of presenting you as a candidate and/or considering your suitability for a role you have registered interest in.

Perrett Laver is a Data Controller and a Data Processor, as defined under the General Data Protection Regulation (GDPR). Our legal basis for much of our data processing activity is ‘Legitimate Interests’. You have the right to object to us processing your data in this way. For more information about this, your rights, and our approach to Data Protection and Privacy, please visit our website http://www.perrettlaver.com/information/privacy-policy/.