Job profile

HEAD OF RESTRICTED FUNDING STRATEGY
About us

Our vision is for a world that works better for everyone.

We are an international development group, putting ingenious ideas to work so people in poverty can change their world.

We help people find solutions to some of the world’s toughest problems. Challenges made worse by catastrophic climate change and persistent gender inequality. We work with communities to develop ingenious, lasting, locally owned solutions for agriculture, water waste management, climate resilience and clean energy. We share what works with others, so answers that start small can grow big.

Our aims

• Farming that works: making agriculture work better for smallholder farmers, many of them women, so they can adapt to climate change and achieve a good standard of living
• Energy that transforms: helping more people harness the transformational effects of clean affordable energy and reduce avoidable deaths caused by smoke from indoor stoves and fires.
• Cities fit for people: making cities in poorer countries cleaner, healthier places to live and work.
• Resilience that protects: building disaster resilience into the lives of people threatened by hazards, reducing their risks and minimising their impact on lives and livelihoods.

How we work

We work on holistic solutions to change systems and have a framework to help us achieve our aims:

• Analyse the root causes of a poverty and vulnerability
• Define the change at scale we need to make
• Develop activities along three complementary paths: Demonstrate, Learn and Inspire.
  o Demonstrate that our solutions are sustainable in the real world
  o Learn by capturing evidence and adapting our approach
  o Inspire wider support to multiply our impact.

Our organisation

Practical Action is an unconventional, multi-disciplinary change-making organisation

• A highly innovative community development charity operating in Africa, Asia and Latin America. Practical Action community projects use ingenious ideas to design, test, refine and prove new ways to overcome poverty and disadvantage and then ‘open-source’ knowledge of what works so that it can be implemented at a greater scale by others.
• A world-class consulting operation that helps socially responsible business, government policy makers and other development organisations. This draws on learnings from our own development work as well as the combined brainpower of a roster of over 2,000 expert consultants. Practical Action Consulting helps to extend the reach of our influence by providing the best advice to others, whose work can make a bigger difference.
• A well-respected specialist development publisher. Practical Action Publishing brings together development practitioners, researchers and thought leaders to create publications that stimulate discussion, strengthen peoples’ capabilities and inspire sustainable change.

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Practical Action

ABOUT THE ROLE

Our Vision
Practical Action’s vision is of a world that works better for everyone.

About the Role
This is an exciting and highly strategic role, based in our Fundraising, Marketing and Communications Directorate. In a rapidly evolving donor and political context, you will take the lead on planning and coordinating group wide efforts to increase our restricted income from a wide range of funders. In such a fast changing funding climate, it will require sustained and focused leadership to maintain and grow and diversify Practical Action’s funding base. This role had been developed to provide dedicated leadership and innovation to achieve our ambitions, and to support teams working in different countries to meet their goals.

The Head of Restricted Funding Strategy plays a leading role in:

- Developing and overseeing our group wide strategy for restricted income generation
- Driving future direction of our funding strategy, informed by commissioning market intelligence
- Ensuring the whole organisation is working to clearly defined business development and funding priorities with effective collaboration between local and global teams
- Coordinating approaches with major multi-lateral and bilateral funders with direct responsibility for managing group-wide relationships with key institutional donors
- Leading our global business development network to build skills, capabilities, share learning and improve our overall fundraising performance and ensure teams globally are equipped to generate business in a changing funding landscape.
- Proposal development and relationship management – especially focused on building organisational competence in developing proposals for emerging new funding streams

You will be a member of the Marketing Area Senior Management Team and will work with the Director, The Head of Partnerships and Philanthropy and other senior colleagues to ensure we have a diversified income portfolio and that we are pursuing the best funding strategies for each of the markets in which we operate. You will lead the Business Development network to build skills and capabilities and a culture of shared learning, of fundraisers across Practical Action to successfully fund our change ambitions and deliver strong propositional fundraising. As a result of these efforts we should grow our income, improve our bid success rate, develop strategic donors, including ones that we do not currently engage with and effectively pursue larger and more strategic opportunities.

The post holder will work closely with the International Directorate, Practical Action Consulting and Finance as well as with business development teams in all the countries in which we operate. You will also work closely with the global Heads of Change Ambition, to ensure that strategic offers are developed to significantly progress our impact goals and that are attractive to key donors.

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### Team Structure

![Team Structure Diagram]

### Scope

<table>
<thead>
<tr>
<th><strong>Title</strong></th>
<th>Head, Restricted Funding Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Directorate</strong></td>
<td>Marketing Area</td>
</tr>
<tr>
<td><strong>Reporting to</strong></td>
<td>Director of Fundraising, Marketing and Communications</td>
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<tr>
<td><strong>Direct reports</strong></td>
<td>Institutional Fundraising Manager</td>
</tr>
<tr>
<td><strong>Groups</strong></td>
<td>Member of Marketing Senior Management Team, Member of UK Managers Group</td>
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<tr>
<td><strong>Relationships</strong></td>
<td>Global/UK teams, Country office SMTs, Key institutional donors, Sector organisations such as BOND, Close working with International Directorate</td>
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<tr>
<td><strong>Financial scope</strong></td>
<td>Annual expenditure budget of £100k (not including team salaries)</td>
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<tr>
<td><strong>Location</strong></td>
<td>Potential for this role to be based in a number of locations where Practical Action has an entity. The candidate must have the pre-existing right to work in the country in which they apply. If UK based, the role will be based in offices in Rugby, Warwickshire, with significant scope for agile and flexible working by arrangement.</td>
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<tr>
<td><strong>Duration</strong></td>
<td>Long term, permanent or rolling contract depending on country</td>
</tr>
<tr>
<td><strong>Grade</strong></td>
<td>Grade and salary will be in accordance with the country in which the role is recruited.</td>
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<tr>
<td><strong>International Travel</strong></td>
<td>Expected approximately 4-6 weeks per annum</td>
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Accountabilities

Leadership and Management

- Responsible for developing and monitoring Practical Action’s strategy for restricted funding generation in the context of the overall group funding strategy based on:
  - a deep understanding of Practical Action’s strategy, and strategic goals for the change ambitions at global level
  - the operational and impact goals and challenges at country level
  - and informed by commissioning and maintaining a bank of market intelligence on the trends affecting us globally and in the places in which we work
- Leads the development of clear funding priorities for the group, with responsibility for ensuring there is clarity of what teams are working on globally and locally, so that Business Development staff across the world are working to a coordinated and common set of priorities to collectively contribute to the group-wide impact and funding targets
  - Leads on coordinating with International Operations and Finance teams, to set Business Development goals by country so that each country programme is viable; and
  - Ensures that we also set priorities by our aims and impact goals, developing these into strategic offers that are attractive to donors and funders and facilitating the development of these offers by putting in place the resources and budgets at annual planning
- Responsible for regular reporting and review of progress towards our restricted funding strategy and targets, proposing adjusting course where needed. Conveying this in an easy to understand set of Business Development KPIs that are regular shared with internal stakeholders
- Oversees growth of funding from bilateral and multi-lateral funders and pooled funding streams.
- Serves as a key member of the of Marketing Area Leadership Team and UK managers’ team providing strategic input into organisation direction and ensuring flows of information
- Leads the Business Development Network – identifying key skills required to meet the income generation strategy gaps in restricted fundraising, especially in country offices and works with the Learning and Development team to build training and capacity building resources

External Engagement

- Takes a lead role in scanning the market for new funding mechanisms and works with the Marketing Director, and with Head of Partnerships and Philanthropy, and Impact and International Directorate, to determine how and when to test and pursue such opportunities.
- Determines through market intelligence findings, the relationships we need to be building locally and globally to be able to respond to the kinds of opportunities we plan to pursue
- Ensures global strategic plans for key donors and funding partners exist and that all such funding partners have a relationship management plan at appropriate levels across the group
- Takes direct responsibility for relationship management for a prioritised list of institutional funders that we work with in multiple countries. Works with Head of Partnerships and Philanthropy to ensure that private sector funder relationships are similarly well managed.
- Champions at senior level effective use of CRM to facilitate good relationship management.
- Promotes our change ambitions with donors and in external forums, seeking to engage institutional donors both as funders and as shapers of policy and development priorities
- Represents Practical Action and our international work in multiple external and internal forums including with BOND, and, where appropriate, at boards.
Generating and enabling effective restricted fundraising

- Puts in place and ensures the effective operation of a streamlined intelligence gathering system that allows for opportunity identification and screening.
- Builds and maintains critical knowledge about donor requirements, approaches, strategies and makes these easily available to business development colleagues in the countries where we work.
- Working closely with the International Directorate and Practical Action Consulting ensures that our registrations and compliance requirements with key donors are kept up to date.
- Develops strong and effective communication flows with Country Offices on key donor opportunities, liaising closely with the International Operations Managers.
- Facilitates joined up ways of working with global and local teams developing processes and proactively working to unblock issues as they arise for all restricted fundraising.
- Coaching business development colleagues around the world to develop ambitious, strategically aligned and realistic funding plans relevant to their local market conditions.
- Focused development of key proposals and strategic support for key proposal areas (e.g. multi-country opportunities, or those where institutional learning will be key).
- Build and maintain roster of specialist consultants to resource various business development proposals when needed.
- Coordination of offer development – between local teams in countries, Heads of Change Ambitions, other technical experts, brand team, Partnerships and Philanthropy Unit and others.
- With the marketing team, develops resources for inspiring prospects and donors with our story and ensuring that business development and marketing materials exist to support “selling” our change ambition and impact offers to potential donors and funders.

Experience, Knowledge and Skills

- Considerable professional experience as a leader in securing and managing donor relationships with particular expertise with multi-laterals, bilaterals and/or pooled funds. institutional fundraising within an international development context or similar.
- Leadership capabilities and ability to represent the team, the organisation and our work.
- Degree level qualification, or equivalent - required.
- Experience of managing a high performing team to drive excellence and nurture leadership.
- Knowledge and experience of working in a complex environment, including remote working, working with people from diverse backgrounds and working with multiple teams.
- Ability to manage multiple responsibilities and to set priorities.
- Proven track record of making sound decisions, based on evidence, opportunities and risks.
- Ability to work collaboratively across teams, influence and enable where direct line management does not exist, and to contribute strategically.
- Extremely strong skills in verbal and written communication and report writing.
- Fluency in English required. Competence or fluency in Spanish, French and/or Arabic, desirable.
- Commitment to development principles and Practical Action’s vision, mission and ambition.

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