



Position Specification

Rockefeller Foundation

COO, The Global Energy Alliance for People and Planet

Private and Confidential

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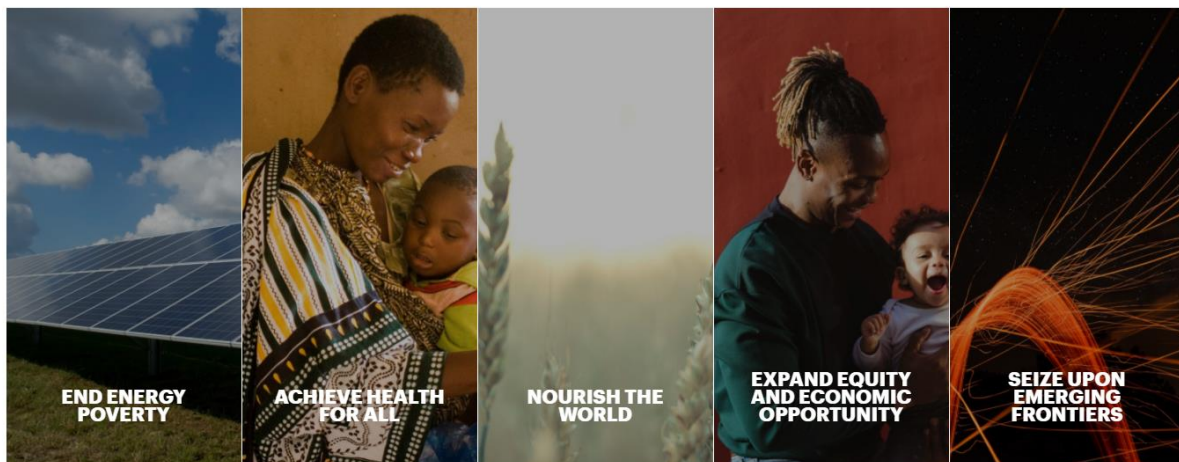
Rockefeller Foundation

The Rockefeller Foundation’s mission – unchanged since 1913 – is to promote the well-being of humanity throughout the world. Today the Foundation advances new frontiers of science, data, policy, and innovation to solve global challenges.

Over the course of the 20th Century, The Rockefeller Foundation made great progress in the fight against global poverty by tackling some of the greatest issues of the times – building the infrastructure of public health and eradicating disease, and later transforming agriculture to confront the challenges of hunger, malnutrition, and food insecurity. By harnessing the power of scientific advancements, the Foundation helped catalyze pivotal moments in the persistent efforts to eradicate poverty over the last century. Today, we are at another critical tipping point - one where energy access and consumption provide the single best opportunity for fighting poverty across the world.

As a science-driven philanthropy focused on building collaborative relationships with partners and grantees, The Rockefeller Foundation seeks to inspire and foster large-scale human impact that promotes the well-being of humanity by identifying and accelerating breakthrough solutions, ideas and conversations. From their very first grant—to the American Red Cross more than a century ago—through to today’s vast array of initiatives, The Rockefeller Foundation has built a reputation as a trailblazer that convenes unlikely partnerships and sparks innovations for transformative change. The list of greatest achievements is long. Rockefeller Foundation founded the modern field of public health, developed vaccines to help eradicate diseases such as yellow fever and malaria, funded urban visionary Jane Jacobs, and catalysed a Green Revolution.

The Foundation is focused on core commitments: to end energy poverty, achieve health for all, nourish the world, expand economic opportunity, and seize upon emerging frontiers. We are pursuing these goals through innovative partnerships and through impact investments that find new ways to leverage private capital for social good.



The Rockefeller Foundation is among the most respected and deep-rooted of American philanthropies. And yet we have retained our fleet-footedness, as seen by The Foundation's swift response to the COVID-19 crisis. As from its earliest days more than a century ago, The Rockefeller Foundation is serving as a crucial catalyst, convener and innovator, helping the private sector and government do more to ease the pain of the pandemic. All told, the Foundation has given more than \$17 billion in current dollars to support thousands of organizations and individuals worldwide.

As an organization, the Foundation focusses on six values to advance their culture and to continue their success. The Foundation is dedicated to being Transparent, Optimistic, Accountable, Collaborative, Trusted and Equitable. It operates from a strong commitment to equity, diversity and inclusion in everything that they do. It's not only the right thing to do – they believe they couldn't make an impact without the diverse perspectives and experiences of their team members. They expect all employees at the Foundation to contribute by developing their unique perspective and talent, and to challenge conventional wisdom through evidence and reason, and by amplifying marginalized voices.

Further information about the foundation's impact is here: <https://www.rockefellerfoundation.org>

The Global Energy Alliance for People and Planet

One of the Foundation's core goals is to dramatically expand access to clean, reliable energy that powers enterprise-driven development. The organization seeks to dramatically expand access to reliable and clean energy that spurs an enterprise revolution that lifts a billion people – expanding jobs, local growth, income for women, and helping mitigate an existential climate crisis.

Through its pioneering work over the last decade, the Foundation has seen first-hand the transformation that energy brings. As hundreds of millions of people fall back into poverty because of COVID-19, now is the moment for the Foundation to take even bolder collective action. An expanded commitment to ending energy poverty now will create a powerful movement that allows countries to leapfrog into a more digitally enabled, gender-equitable, and climate-smart economic future.

As the world embarks on a historic recovery from a devastating pandemic, a unique global coalition is forming to halt the climate emergency and harness the full potential of green energy to create a more sustainable and equitable world.

Halting the climate emergency requires particularly urgent action in emerging and developing economies, which account for more than two-thirds of global CO2 emissions. These countries also account for two-thirds of the world's current population with the highest rates of growth, and yet receive only 20% of global investment into clean energy technologies.² Almost 800 million people in these geographies – nearly one in ten of the world's population – lack basic access to electricity and at least another 1.5 billion lack electricity that is reliable enough to secure their livelihoods. To the extent they have access to energy, these communities rely heavily on coal and diesel. As these economies grow, emissions are expected to sharply rise.

The Global Energy Alliance for People & Planet (TGEA) can forge an inflection point, turning the tide decisively in favor of a low-carbon future in the emerging and developing world. TGEA will fight climate change, improve living standards, and restart convergence and economic growth that genuinely achieves a large-scale reduction of poverty and suffering. In so doing, it will reach 1B people with high-quality renewable energy and avoid at least 1B tons of greenhouse gases.

To meet this ambition, we need to deploy an unprecedented level of philanthropic capital to galvanize cooperation and drive an expansive project pipeline, backed by commitments of investment from a coalition of DFIs, donors, private companies, and governments. By bringing together highly flexible capital at scale, we have an opportunity to build the singular global platform that can unleash at least \$50B in leveraged capital, possibly rising to \$100B of public and private investment into 50+ markets in Asia, Latin America, and Africa over the next decade.

TGEA will focus on two major pillars, both of which are critical to creating a new paradigm for green development and an equitable energy transition with maximal benefit on people and planet:

I. Grid-Based Energy Transition (G-BET)

The Global Energy Alliance will identify opportunities to accelerate energy transition and achieve near-term carbon reductions by unlocking greater levels of investment in clean power sector assets, and by phasing out planned and existing coal plants. To create the greatest carbon impact, interventions will be targeted at markets with carbon-intensive grids and a coal pipeline, and where there is a clean power generation shortfall that can be addressed by overcoming technical, legal and regulatory barriers.

Our work in G-BET includes three sub-pillars:

- **Renewable Power Plants:** Larger (10MW+) grid-tied power plants serving energy poor markets with high CO₂-intensity of electricity supply. Targeting markets with opportunity to displace planned coal pipeline through the provision of clean power to meet growing demand.
- **Large Commercial & Industrial Solutions:** Large (10MW +) grid-connected renewable projects serving manufacturing or industrial customers with potential to provide downstream economic impact, generally targeting markets with unreliable grid supply and high incumbent cost of energy.
- **Coal Decommissioning & Repurposing:** Innovative mechanisms to incentivize utilities to decommission large, aging coal plants before the end of their economic lives – and, where technically and economically viable, repurpose them for various productive end-uses, including solar and wind plants and energy storage.

II. Distributed Renewable Energy (DRE)

The Global Energy Alliance will also promote smaller-scale DRE systems, which hold enormous potential to end energy poverty by providing net-new access and ameliorating unreliable connections. DRE can also displace highly polluting diesel gen-sets and create jobs and economic opportunity through integration into downstream productive use applications. Our recent research shows that investing in DRE is 40x more job creating compared to fossil fuels, considering only the direct jobs impact.

Our work in DRE includes three sub-pillars:

- **Renewable Mini-Grids:** Decentralized systems of up to 10 MW scale that provide reliable power to underserved communities and businesses in rural, peri-urban, and urban settings.
- **Distributed Commercial & Industrial Solutions:** Smaller (generally under 10MW) stand-alone systems that bring reliable green power to small and medium-size enterprises, or provide power to schools, hospitals or marketplaces. Often linked to diesel displacement.
- **Grid-connected Distributed Renewable Generation & Storage:** Auxiliary RE capacity that feeds into and diversifies the energy mix of larger utilities, improves reliability, and / or extends coverage and connections.

Across both pillars, TGEA will focus on projects where there is a clear role for philanthropic capital – for example, piloting breakthrough business models; accelerating the critical, earlier stages of PPA / project development that are often risky and expensive; or funding projects in markets that are critical from a decarbonization perspective, but still underdeveloped from the perspective of attracting large-scale commercial investment.

Across each pillar, TGEA applies five key support levers, designed to fill key political, technical, and financial resource gaps to unlocking the market and catalyzing large-scale DRE & G-BET projects.

1. **Policy, regulatory & technical support:** Advance integrated, technically sound, and politically supported approaches to scaling DRE and G-BET investments.
2. **Project development:** A core competency of TGEA will be building the pipeline of investible GBET and DRE projects.
3. **Risk absorbing capital for transactions:** TGEA will offer flexible and concessional capital to derisk projects and unlock larger capital flows from DFIs and commercial investors. This will include a mix of instruments, such as equity, subordinated debt, guarantees, and grants, including recoverable grants. To support expanded global deal flow, TGEA will pursue three channels in working with DFIs and other aligned investors.
4. **Technology & pooled procurement:** While the developed world has benefitted from cost declines in solar PV and battery storage, DRE & G-BET projects in the developing world have yet to fully benefit from these shifts.
5. **Demand and enterprise promotion (DRE only):** The success and financial viability of DRE projects have been proven to increase significantly with parallel investments made on the demand-side, focused on increasing the productive use of power by local enterprises and communities. Productive use is also key driver of local economic impact.

Global advocacy and data

In addition to the above-mentioned core support levers, TGEA will use the power of its platform to galvanize global action to end energy poverty and drive an equitable energy transition. It will serve as a powerful coalition of energy, finance, technology, and policy thought leaders and decision-makers to drive global action for an inclusive green recovery. Given its global footprint and access to project data, it will also become a hub for knowledge and insights, which it will disseminate into the field.

The Role

As a member of the The Global Energy Alliance for People and Planet senior leadership team, the Chief Operating Officer (COO) will partner closely with the CEO of The Global Energy Alliance for People and Planet to develop and lead strategic operations for a newly established multi-billion-dollar global platform. The COO will shape and deliver world-class operations capability commensurate with the vision, strategy, and operating model of The Global Energy Alliance for People and Planet, with best-in-class systems, processes, people, and culture needed to deliver our ambitious goals.

The COO, working closely with the Chief Strategy and Programs Office (CSPO), Chief Investment Officer (CIO), and regional hubs, will design, build, and oversee a strategic resourcing and business plan, support fit-for-purpose and cost-conscious operational capacities and practices across the organization, and ensure that high quality control, compliance and risk management practices are in place to deliver a highly accountable, agile and transparent organization.

The COO will play a lead role in overseeing a transparent, seamless, and effective transition of The Global Energy Alliance for People and Planet to becoming a fully independent organization - all the while ensuring that The Global Energy Alliance for People and Planet maintains the highest standards of financial management, operational rigor, and accountable engagement with contractors, grantees and investees.

Principal Duties and Responsibilities

- Set up the operating norms and functions for a new organization, working closely with The Rockefeller Foundation's leadership team, including the CFO, Legal Counsel and Head of HR to ensure The Global Energy Alliance for People and Planet delivers critical HR and finance capacities.
- Lead the development and execution of The Global Energy Alliance for People and Planet strategic resourcing and business planning, aligned with operational and program plans, to ensure the organizational capacity to deliver in an agile, high impact and cost-conscious manner.
- Deliver high quality quarterly, annual, 3-year and 10-year resourcing plans (people, budgets, facilities etc.) that facilitate responsive, evidence-based planning and decision-making across The Global Energy Alliance for People and Planet business lines.
- Lead and manage an effective organizational development and people strategy, including delivery of an inclusive HR function and performance management systems, underpinned by core values related to equity, transparency, diversity, and operational excellence.
- Build and support the execution of a positive organizational culture and a deep commitment to professional development and career growth.
- Identify operational capabilities to be built in-house vs out-sourced (e.g. Legal, Finance, IT, HR) and establish teams or partners to execute against the suite of operational needs.
- Ensure legal, due diligence and risk management capacities are tailored to support and guide The Global Energy Alliance for People and Planet operations and investments, working especially closely with the Chief Investments Officer.
- Manage The Global Energy Alliance for People and Planet's finance function, ensuring appropriate internal and external funding and overseeing audit and compliance.
- Work closely with regional offices to ensure local operating needs are met.

- Play an anchor role in designing and executing the transition of The Global Energy Alliance for People and Planet from a team inside the Foundation, to a hosted entity to a fully independent organization – ensuring effective cooperation with teams to deliver a seamless experience for staff and partners.
- Support the CEO in overseeing necessary resourcing, structural, staffing and execution shifts required in order to build a fit-for-purpose organizational strategy that can drive results.
- Directly supervise Directors and others, as needed, to build a cohesive, high-performing operations team.

Education, Experience and Skills

- MBA or advanced degree in public management or administration, finance, organizational development, public policy or related field is strongly preferred.
- Minimum of 15 years of management experience, and proven experience overseeing comparable complexity and scale of operations (i.e., over \$1bn budget, 50+ staff, global operations etc). Deep knowledge of strategic finance with experience in managing growing organizations with a track record of effectively managing budgets and forecasts.
- Deep experience in developing and managing relationships with complex, geographically diverse, global organizations of all sizes.
- Track record of successfully meeting or exceeding organizational targets, achieving ambitious goals, and driving significant impact.
- Proven ability to leverage financial and operational metrics to drive organizational decisions and achieve strategic objectives.
- Proven ability to lead organizational change, with a keen sense for getting to an enduring result and through a process that strengthens trust and organizational relationships.
- Experience in building organizational capacity, infrastructure, and strategic planning.
- Demonstrated experience in a fast-paced, growth-oriented, or early stage global organization where the operations functions needed to be developed and built.
- Proven ability to build and manage high performing teams.
- Excellent interpersonal skills and ability to engage effectively with a wide variety of people and organizations, and across teams, with an ability to inspire trust and to motivate staff and partners.
- Committed to using software and data to produce outputs, track outcomes and deliver results, independently and proactively.
- Ability to travel regularly both domestically and internationally and has done so in previous roles successfully.

Qualifications and Competencies

- **Communication:** Has excellent interpersonal abilities including strong listening, writing and verbal skills; demonstrates assertiveness and effectiveness in presenting their ideas to a variety of internal and external audiences and for multiple and diverse purposes.
- **Decision-Making:** Has the ability to evaluate risks and opportunities; uses analytical and problem-solving skills; takes initiative and drives for results; is able to prioritize their own work and the work of others and understands how their work fits into the team and the overall work of the organization.
- **Execution:** Has strong project management skills; manages their own time well and provides the necessary guidance and direction to others that allows them to successfully meet deadlines; has a sense of urgency and takes responsibility for their work and how it impacts the rest of the team; can juggle multiple tasks simultaneously; is able to multi-task and works well under pressure; employs attention to detail with their work and has high standards for accomplishing their work.
- **Integration:** Accesses functional and substantive expertise organizationally and accomplishes their work with inclusiveness and collaboration.

- **Leadership:** Thinks innovatively and creatively about their work, has strong negotiation skills which enable them to work effectively and efficiently across a large amount of work, people and all internal and external constituencies and demonstrates accountability for their work.
- **Partnership and Relationship Building:** Has strong professional presence and can be seen as a key representative of the organization; has intercultural knowledge and appreciation; and possesses strong strategic partnership-building skills.
- **Strategic Ability:** Anticipates future opportunities and consequences, demonstrates an innovative and flexible approach to work, and has the ability to organize chaos into a coherent plan and implement it well.
- **People Management:** Has the skills to manage a team of administrative staff and approaches managing people as one that employs teambuilding, skill-building and overall staff development and engagement.
- **Diversity, Equity and Inclusion:** You are committed to the mission of the Foundation, to inclusion, equity and diversity in every aspect of your work, and to challenging conventional wisdom through evidence, reason, and amplifying dissenting, unconventional, and marginalized voices.

Further Information

The role will be based at the Rockefeller Foundation's office in New York or Washington, DC.

The Rockefeller Foundation intends at present to form, establish and launch a global initiative for ending energy poverty ("The Global Energy Alliance for People and Planet"). This position will begin at the Foundation and may be transferred or assigned to The Global Energy Alliance for People and Planet. Such transfer or assignment, if at all, would in all aspects be subject to the Foundation's sole discretion.

How to Apply

The Rockefeller Foundation has retained Russell Reynolds Associates to advise on this appointment. To apply for this role please send a copy of your CV and a Statement of Suitability to responses@russellreynolds.com, including the role title and reference 2107-077L in the email subject line.

The Rockefeller Foundation is committed to the principles of equal employment opportunity and to compliance with all federal, state, and local laws concerning employment discrimination, including the Americans with Disabilities Act. To this end, the Foundation ensures equal opportunity to all employees and applicants regardless of race, color, age, gender, sexual orientation, religion, marital status, national origin or ancestry, citizenship, lawful alien status, physical, mental, and medical disability, veteran status or liability for service in the United States Armed Forces.