



Position Specification

Rockefeller Foundation

CEO, Smart Power X

Private and Confidential

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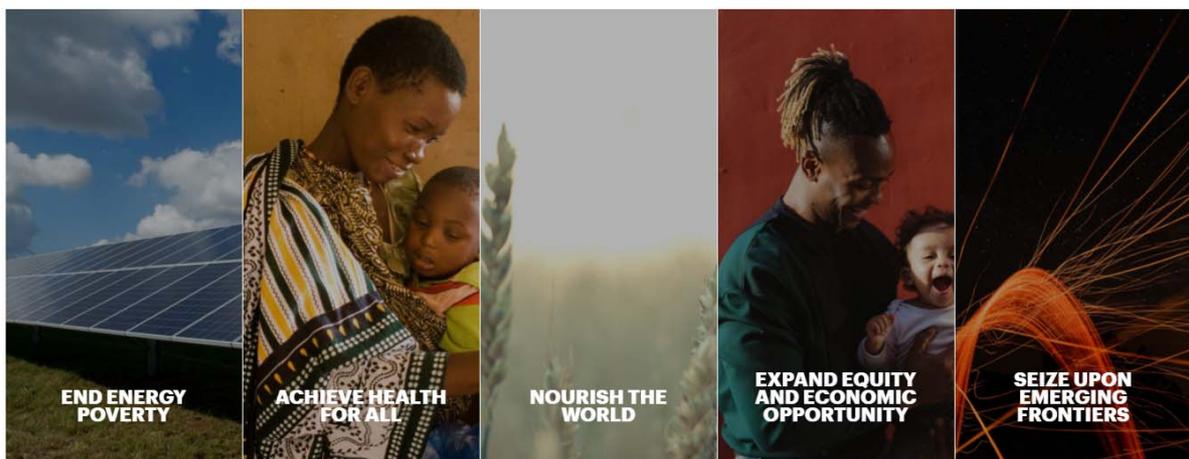
Rockefeller Foundation

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>

Smart Power X

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.

To do this, the Foundation will scale a variety of highly effective distributed renewable electricity (DRE) solutions that have widespread applicability and can enable countries to unlock truly inclusive economic development and create a win-win in terms of a global energy transition.

Many emerging and developing economies simply do not have the capacity to build out national grids through traditional public sector-led grid extension models. DRE technologies can address the urgent energy needs of the 2.3B underserved people more quickly, more cheaply, and with greater impact.

To realize the full potential of DRE technologies the Foundation aims to stimulate a major market transformation through galvanized political commitment, expanded financial resourcing, and aligned global action. If successful, it will forge a modern vision for a green, distributed, and enterprise-led development model that avoids traditional coal-based growth and refutes the notion that addressing climate change and achieving more inclusive growth and development is a zero-sum game. In so doing, it will develop green growth pathways for developing nations, particularly the underserved communities within them, and make a major contribution to the global politics of climate change. Indeed, in a high DRE growth model commissioned by the Foundation, initial results show that over 4 billion tons of CO2 would be averted (cumulative) against business as usual by 2030, equivalent to 80% of the annual CO2 emissions of the United States in 2019.

The Foundation has already demonstrated what it takes to scale DRE solutions in select markets, with data-driven insights on the business models and technologies needed to unleash them. The organization has built a unique global community of partners, including donors, investors, private DRE developers, large energy utilities, governments and NGOs who are actively engaged with the Rockefeller Foundation, and are eager to do more. Based on this experience, the Foundation believes now is the moment to harness this collective ambition via a new \$1bn global platform, “**Smart Power X**” (SPX). In launching SPX, the Foundation will position energy at the nexus of development and action on climate change, and thereby lay the groundwork to ultimately frame it as a new model for global development.

SPX will deliver tools, products, and services across three core business lines to expand energy connections, increase consumption rates of energy for productive purposes, and drive economic growth.

- **Country Programs:** Support design of scalable, high impact DRE programs in priority markets.
 - *SPX will develop viable national markets for DRE solutions by enabling stronger policy and regulatory conditions, facilitating smart subsidies to attract private players, and coordinating investments that stimulate demand and amplify economic impact (e.g., agriculture value chain and SME projects).*
- **Projects & Transactions:** Deploy concessional capital to de-risk large scale commercial DRE investments.
 - *SPX will support project development for large DRE deals, drive down project costs via pooled technology procurement and innovation, and scale financing for these by leveraging resources from key investment partners (e.g., DFIs).*
- **Data, Knowledge and Advocacy:** Mobilize global action through advocating best-in-class solutions.
 - *SPX will support world-class data analytics and demonstrate the commercial and development case for investing in DRE as a core energy, development, and climate change strategy.*

The Role

The CEO of SPX will be a leader of vision, intellectual breadth, practical entrepreneurial and partnership building experience to build the initiative along with the Board and create immediate impact and a legacy for the future. This person will create a world-class organisation with a powerful voice and champion its mission to end energy poverty.

Eventually reporting to, and working closely with the Board of Directors, the CEO will be responsible for the strategic, programmatic, financial, and operational leadership of the organisation. They will ensure that the organisation's governance, programmes, and engagement are ethical, transparent, aligned and supportive of the Rockefeller's values and core commitments.

The CEO will be an inclusive leader who will work closely with the Board, partners, senior leadership team, and staff to frame the strategy and agenda of the organisation, build its brand, establish new partnerships, and enhance its relevance, influence, and practical contribution.

Specifically, the CEO will:

- Setup and operationalize SPX to be a world-class institution, providing strategic vision and oversight to achieve core impact outcomes and enable sustainability over the longer term:
 - Recruit, hire, and manage a high performing team of 40+ based in the US, India, and Kenya.
 - Institute (along with the COO) key systems and processes to effectively and efficiently deliver results from day one.
- Identify, develop, and manage strategic partnerships with traditional as well as unconventional actors in the energy sector, securing core / founding partners and cultivating new ones:
 - Manage core partners, ensuring strategic alignment and adaptation to processes and arrangements as needed.
 - Establish new partnerships including with key gov'ts and political / advocacy entities, major co-investment and leverage opportunities, as well as support for SPX operating expenses.
- Ensure SPX's long-term value and additionality in the evolving energy, climate change, and global development space through 2030 including maintaining SPX's financial health and ability to operate and grow:
 - Develop and deliver on a 10+ year sustainability plan, including possible innovative revenue generating approaches.
- Engage effectively with SPX's Board, Advisory Network, and RF leadership where necessary.
- Serve as highly visible champion and leader within the DRE sector, promoting and demonstrating SPX's unique value proposition and ability to achieve results:
 - Elevate DRE as a disruptive solution to poverty alleviation through strategic influence campaigns in collaboration with partners.
 - Represent SPX at high-level public and political engagements.
 - Build a network of committed actors that will create and maintain a thriving energy market.

Candidate Profile

The successful candidate will bring strong strategic insights and diverse leadership experiences, and partnership building experience from across the nonprofit, public or private sector. They will have a strong affinity and understanding of the energy space. This individual must provide vision and solid judgment coupled with the ability to integrate teams and opportunities across a diverse set of issues in order to ensure clarity of purpose, operational coordination, and improved leverage. Senior management experience in complex, matrix and global organisations that indicates the capacity to work collaboratively in a team environment across disciplines is important. They will ideally have been involved in starting and scaling up new ventures or bring other entrepreneurial experience and have strong relationship cultivation and influencing skills to use internally and externally.

Skills and Experience

The successful candidate will bring:

- An excellent record of accomplishment as a senior international executive with a minimum of 15 years of progressively responsible experience. This should include at least five years working at a foundation, and/or a global civil society organisation, and/or global business corporation as the chief executive or at a senior management level.
- International work experience preferably with several years spent working with partners in the Global South.
- A deep understanding of the energy space or related areas in global development and/or climate change.
- Experience leading and operating within complex organisational environments and leading multi-stakeholder initiatives.
- Experience in building complex, cross-sector platforms and partnerships, such as Gavi, the Vaccine Alliance or The Global Fund.
- Ability to create, manage, and strengthen a variety of strategic partnerships - externally and internally.
- Strong business networks across key strategic geographies, including Africa and Asia;

Key Competencies

Additional performance and personal competencies required for the position include the following:

Strategic Capability

- An entrepreneurial mindset and approach to organizational development and field-building with the ability to execute and build while designing for the future;
- A strong analytical mind and the ability to lead SPX's overall efforts;
- Ability to capture and synthesize emerging trends and ideas and incorporate them into propositions for action in a changing environment and world;
- The capacity to work collaboratively with a large philanthropy in the development arena and articulation of its vision and in the translation of that vision into tangible results and longer term impact;
- A clear focus on organisational goals amid multiple competing risks and demands and a capacity to prioritise effectively in order to deliver results.

Operational Leadership Skills

- Demonstrated leadership skills in the stewardship of people, finances, and systems, with a proven capacity to motivate and lead a multi-disciplinary, diverse, management team to achieve organisational goals;
- Team-building ability and the capacity to instil a culture that values knowledge, optimism, determination, diversity, and engagement;
- Proven track record translating strategy into concrete operational plans and executing successfully. Ability to proactively adapt keeping a perspective on short- medium- and long-term perspectives.
- Excellent interpersonal skills, an 'open-door' style vis-à-vis ability to communicate effectively and inspire all staff within SPX, including strong relationships with Board members;
- An ability to make difficult decisions when required on organizational development, balanced by experience in constructive engagement with staff on change management processes and their value to the organisation as a whole.

Building Relationships and Using Influence

- Existing relationships / credibility and ability to influence and raise capital from a range of stakeholders (including public and private sector) in the global development sector.
- A skilled communicator with the ability to diplomatically bring ideas and concepts together;
- Ability to exert influence internally and externally, in a diplomatic, inclusive, and informed fashion;
- Diplomacy, flexibility, warmth and sensitivity, drive, passion, and determination; and
- Cultural sensitivity and commitment to diversity.

Personal Attributes

- A powerful intellect; strong analytical and conceptual skills; can identify and understand the impact and implications of new information and events; quickly grasps the essentials in complex situations; a thinker and a doer;
- Has a confident and entrepreneurial spirit;
- A convener and bridge-builder; able to bring different parties together in a constructive conversation; implicit commitment to diversity, equity, and inclusion;
- Empathetic; attentive and responsive listener demonstrating genuine interest for the views and values of different constituencies in a debate;
- Has excellent judgment; makes decisions that fairly balance a variety of factors and points of view; navigates confidently in ambiguous situations;
- Strong interpersonal skills and high emotional intelligence;
- Confidence, maturity; has a strong, healthy ego and the humility to admit failures and identify learnings gained from them; is resilient in the face of setbacks;
- Familiarity and ease with a variety of cultures, ideally gained living and working internationally across the developed and developing world;

- Energetic and motivated with a high capacity for work; maintains strategic focus in the face of multiple priorities;
- Accessible, engaging, visible, and connective; generous and gracious; likely has a healthy sense of humour;
- Sound judgment and confidence, combined with humility and a focus on personal development and continued learning.

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 ("SPX"). This position will begin at the Foundation and may be transferred or assigned to SPX. 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 2103-009L 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.

2103-009L