



Position Specification

Rockefeller Foundation

CEO, The Global Energy Alliance for People and Planet

Private and Confidential

Position Specification

Ref: CEO, The Global Energy Alliance for People and Planet
Rockefeller Foundation

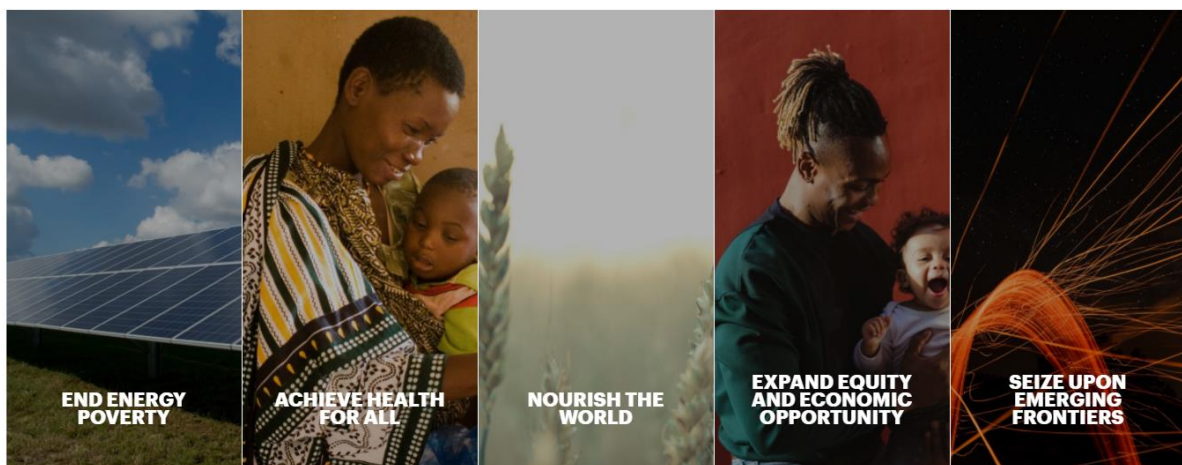
Rockefeller Foundation

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

The CEO of The Global Energy Alliance for People and Planet 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 The Global Energy Alliance for People and Planet 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 50-75 initially 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 The Global Energy Alliance for People and Planet operating expenses.
- Ensure The Global Energy Alliance for People and Planet's long-term value and additionality in the evolving energy, climate change, and global development space through 2030 including maintaining The Global Energy Alliance for People and Planet'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 The Global Energy Alliance for People and Planet's Board, Advisory Network, and RF leadership where necessary.
- Serve as highly visible champion and leader within the DRE sector, promoting and demonstrating The Global Energy Alliance for People and Planet'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 The Global Energy Alliance for People and Planet 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 The Global Energy Alliance for People and Planet'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 The Global Energy Alliance for People and Planet, 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 ("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 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