Associate Director, Monitoring & Organizational Performance

Rockefeller Foundation | New York, New York

**Background**

The Rockefeller Foundation’s mission to promote the well-being of people throughout the world has remained unchanged since its founding in 1913. Our vision is that this century will be one in which globalization’s benefits are more widely shared and its challenges are more easily weathered. To realize this vision, the Foundation seeks to achieve two fundamental goals in our work. First, we seek to build resilience that enhances individual, community and institutional capacity to survive, adapt, and grow in the face of acute crises and chronic stresses. Second, we seek to promote growth with equity in which the poor and vulnerable have more access to opportunities that improve their lives. In order to achieve these goals, the Foundation constructs its work into time-bound initiatives that have defined objectives and strategies for impact.

In addition, there are several strategic principles that guide the Foundation’s work. We seek to mobilize systemic transformations by integrating policy, financial, social, and technological solutions. We test pilot projects, spin them off, or join others to help implement successful demonstrations on a wider scale. We aim to inform public policy through support for research, advocacy, and coalition-building. Many of our interventions take advantage of tipping points and break bottlenecks that are impeding progress. We also seek to create an enabling environment for our work by fostering innovation, convening partnerships, and building networks.

The Foundation currently maintains offices in New York, a study and conference center in Bellagio, Italy, and regional offices in Bangkok and Nairobi.

**Programmatic Work**

Since 2009, the Foundation has structured its programmatic work through a portfolio of interconnected Initiatives. Initiatives are intended to unfold through four phases. The Foundation**Scans** the landscape in its four issue areas to identify pressing problems in the field. The **Search**phase is usually a short-term (four month) exploration, largely through research and convenings, of a problem the Foundation might pursue. It typically involves an assessment of the system impacting the problem and the development of a hypothesis about potential solutions. The**Development** phase (which unfolds over one to two years) tests potential interventions through demonstration projects and further research. The**Execution**phase, which requires Foundation Board approval, runs for eight to ten years with a defined strategic plan and budget.

**Job Summary**

The Foundation is in the early stages of developing a simple, technology-enabled monitoring approach that supports Foundation managers at multiple levels to capture, analyze, visualize and report on progress in delivering work and achieving results. The monitoring approach should inform management and decision-making so we can adapt more quickly and effectively as we learn what’s working and sense changes in our environment.

This new position will work under the direction of the Director of Portfolio Management and Organizational Performance to: 1) develop and implement a practical monitoring approach that meets the needs of the Foundation; 2) build the capacity of Foundation staff and key grantees to populate and use the approach; 3) create clear data visualization and reporting tools to communicate monitoring results to multiple audiences for more effective management and decision-making.

Because this role is focused on setting up and the early running of a more systematic approach to build out the monitoring function, the Foundation is seeking a 2-year, fixed-term hire well positioned to deliver on the design, early implementation and adaptation. Once the approach is established, the Foundation can determine with the candidate whether an extension of the role makes sense.

The Associate Director will therefore directly contribute to the Foundation’s agenda for impact.  The role also offers the opportunity to collaborate with the Evaluation function and work with teams across the Foundation, providing a broad view of programmatic issue areas and operational processes. The work will be fast-paced and dynamic, and the successful candidate will need to blend flexibility with disciplined execution in order to manage competing demands in an entrepreneurial way and deliver high quality work.

**Responsibilities**

**Duties and responsibilities include, but are not limited to:**

***1.      Developing and implementing a practical Foundation-wide monitoring approach, with an emphasis on:***

* Identifying existing data and information needs across the Foundation and analyzing gaps to determine optimal strategy for monitoring data for the full portfolio of programmatic and operational work.
* Designing and implementing a simple, technology-enabled approach to meet these data and information needs by collecting, storing, retrieving and analyzing progress against targets in a near “real time” way.
* Codifying and standardizing monitoring processes and tools to ensure a common approach is used across teams, while addressing customized needs where appropriate (e.g., teams working on projects on securing livelihoods in Africa vs. teams working on the Foundation’s finances).
* Partnering with Information Technology to guide the development of any basic, cost-effective technological solutions that may be needed, using an iterative and adaptive approach.
* Partnering with Managing Director, Evaluation and Senior Evaluation Officer to ensure relevant data on outcome/impact monitoring is captured appropriately and fed into the new monitoring and reporting approach in a timely way for a full picture of progress.
* Partnering with Strategic Research to incorporate scanning data on changes in the external environment to help monitor and mitigate risks.
* Partnering with the Office of Grants Management to ensure relevant data related to grants and other resources are captured appropriately and fed into the new monitoring system in a timely way for a full picture of investments made.

***2.      Building the capacity of Foundation teams and key grantees to populate and use the monitoring approach***

* Supporting program and operations teams to populate and use the monitoring approach to track progress and manage their work by extracting useful, relevant information that can help them learn and adapt.
* Engaging with individual teams in developing the short-term monitoring indicators related to strategy and plan delivery (typically connected to inputs, activities, and outputs) that will be integrated with outcomes and impact data in the monitoring approach.
* Ensuring the ability of the Portfolio and Organizational Performance Team, as well as the Evaluation function, to use data for integrated reporting.

***3.      Creating clear data visualization and reporting tools to communicate monitoring results to multiple audiences for more effective management and decision-making***

* Developing tools to analyze and communicate progress for teams and at a Foundation-wide level using clear narratives and compelling data visualization.
* Customizing content at a range of levels for different stakeholders, including different sets of program and operations staff, managers, and the Executive Team, as well as the Board of Trustees and external stakeholders.
* Partnering with Program teams as well as our Strategy and Planning functions on ensuring analysis informs dynamic strategy shaping.
* Collaborating with the Associate Director, Portfolio and Organizational Performance to identify patterns and implications for the work of the Foundation and to advise the Director, Portfolio Management, the Managing Director, Evaluation, the Chief Operating Officer and other senior managers of the Foundation accordingly.

***4.      Organizational and team responsibilities***

* Under the direction of the Director for Portfolio and Organizational Performance, and in collaboration with the Evaluation function and the Chief Operating Officer, linking monitoring and evaluation results and lessons with the Strategy and Planning function of the Foundation.
* Contributing as appropriate to departmental, group, and cross-Foundation activities designed to help the Foundation pursue its mission.

**Qualifications**

* **Leadership:** Ability to develop a vision, spot opportunities and turn a broad set of ideas and insights into action with limited resources, using an entrepreneurial, constructive, and adaptive approach.
* **Partnership and Relationship Building:** Ability to engage with a diverse range of teams and partners (e.g., teams, managers, executive leadership, Board of Trustees; grantees and consultants; related to programmatic work in the field as well as internal operations). Comfort building informal working relationships, quickly establishing credibility in new areas of work, and mobilizing people at all levels towards collaborative goals.
* **Strategic and Decision-Making Ability:** Ability to identify patterns and trends in dynamic, complex systems across a wide range of content domains and to evaluate opportunities and risks using analytical and problem-solving skills.
* **Execution:** Strong project management skills, deadline management, sense of responsibility and accountability and the ability to effectively multi-task. Exceptional commitment to accuracy and attention to detail. Ability to design work and tools to evolve and improve over time.
* **Communication:** Excellent oral and written communication skills to convey complex information appropriately to stakeholders with different backgrounds and needs into clear, visually compelling reports for use in management and decision-making (including info-graphics or other multi-media displays). Comfort working with, deriving insights from, and communicating about a range of qualitative and quantitative data, as well as use of strategic analysis tools.
* **People Management:**High level of self-confidence with a direct, honest, respectful, and empathetic approach and ability to effectively provide feedback.
* **Global Outlook:**Basic knowledge and broad curiosity about issues that the Foundation seeks to positively impact.  An appetite for and sensitivity to working with and in diverse cultures.

**Requirements/Other**

**CRITERIA FOR SUCCESS**

Successful applicants will demonstrate:

* An action-oriented, entrepreneurial person who is a self-starter, and can work independently as well as in teams
* Exemplary communication skills
* Sound, mature judgment and integrity
* Commitment to the Rockefeller Foundation's mission and core values - effectiveness, equity, integrity, innovation and leadership

**Education, Training and Experience**

* Substantial experience (preferably 5 years or more) building a technology-enabled approach to monitoring progress and using near “real-time” data provision.
* Substantial experience (preferably 5 years or more) managing strategic monitoring of progress and/or analyzing performance data with at least some of it an enterprise-wide level rather than a project level.
* Experience advising and briefing senior executives using distilled data to inform management and decision-making.
* Experience applying common approaches for tracking and communicating programmatic and operational performance, results-based management approaches including theories of change, and partner engagement.
* Experience with and inclination toward innovative approaches and technological tools to capture, aggregate, and communicate data for a range of stakeholders including management and teams.
* Experience in engaging and collaborating with a wide range of teams, preferably in both for-profit and non-profit environments.
* Experience working in developing countries.
* Master’s degree or equivalent in an area requiring integrative and analytical thinking, including the practical application of data (e.g. Management, Social Sciences, Economics, Statistics, Organizational Development).

**How to Apply**

***Please submit in confidence a resume through the Foundation’s Website application***