EXECUTIVE SEARCH FOR
Chief Operating Officer
for SHOFCO
ABOUT SHOFCO

Shining Hope for Communities (SHOFCO) is building a grassroots platform for Kenya’s urban slum dwellers to combat the systemic challenges that perpetuate urban poverty. Working to disrupt survival mode and build a promising future, the organisation focuses its efforts on vulnerable women and youths as the key to community transformation. SHOFCO currently serves more than 350,000 urban slum dwellers in 10 slums across the three largest cities in Kenya and is the largest employer in Nairobi’s Kibera slum.

In 2018, SHOFCO became the youngest-ever organisation to receive the Conrad N. Hilton Humanitarian Prize, the world’s largest humanitarian prize awarded to nonprofits that have made extraordinary contributions to alleviate human suffering. Over the next 5-10 years, SHOFCO will work towards the goal of mobilising 1 million slum dwellers to drive a community-led agenda for change, demonstrating a scaled model for successful slum transformation that can be replicated around the globe.

SHOFCO’s co-founder and CEO, Kennedy Odede, is one of Africa’s best-known community organisers and social entrepreneurs. He grew up in Kenya’s Kibera slum, the largest slum in Africa, where he experienced the devastating realities of life in extreme poverty firsthand. At age ten he became a street child. Still, he dreamed about changing his community. In 2004, he had a job in a factory earning $1 for ten hours of work. He saved 20 cents and used this to buy a soccer ball and start SHOFCO. Kennedy was awarded the 2010 Echoing Green Fellowship and was named to FORBES “30 under 30 list” for top Social Entrepreneurs in 2014. He is a New York Times best-selling author of Find Me Unafraid: Love, Hope, and Loss in an African Slum, co-written with his wife and partner, Jessica Posner Odede. Kennedy has published opinion articles on urban poverty in The New York Times, CNN, The Guardian, and Project Syndicate. He is a World Economic Forum Young Global Leader and a UBS Global Visionary.
The Programs

**Education**
- **521**
- Girls enrolled in SHOFCO’s two primary schools
- **96%**
- Of students achieved a passing mark on the 2018 KCPE
- **227**
- Children enrolled in pre-kindergarten and daycare programs at three Early Childhood Development (ECD) centers
- **100%**
- Of Kibera School for Girls (KSG) students transitioned to secondary school
- **223**
- Learners enrolled in adult literacy program
- **90%**
- Of adult learners achieved a passing mark on the proficiency test

**Health**
- **289,258**
- Clients reached in SHOFCO’s six clinics
- **139,665**
- Clients reached in Mathare’s clinic
- **850**
- Children enrolled in the malnutrition program
- **149,593**
- Clients reached in Kibera’s clinics
- **12,874**
- Children screened for malnutrition
- **91.9%**
- Of children in clinics are fully vaccinated

**WASH**
- **19,979**
- Individuals accessed our clean and affordable water, providing water for themselves and their families
- **7**
- Handwashing, domestic water treatment, waste disposal and general hygiene campaigns were conducted across 13 villages in Kibera
- **24**
- Water kiosks operating across Kibera. 23 have a cashless payment system

**Sustainable Livelihoods**
- **4,807**
- Beneficiaries reached through employability, entrepreneurship, and business trainings.
- **2,014**
- Youth trained with job readiness skills
- **85**
- New businesses formed after the training
- **2,036**
- People trained on entrepreneurship
- **672**
- Youths placed in internships with 222 employers

**Essential Services**
- **1,210**
- Sexual and gender based violence cases (SGBV) reported
- **103**
- SGBV clients provided with temporary safe house accommodations
- **27,921**
- People accessed library services in 7 community libraries

**SUN**
- **75,240**
- Community members reached across 8 slums
- **801**
- Social welfare groups mobilized
- **64**
- Scholarships provided to secondary school students
SHOFCO LEADERSHIP TEAM

President and CEO
Kennedy Odede

Chief Operating Officer
(Open)

Chief Advancement Officer
Katherine Potaski
- Grant Management
- Development Agency Management
- Fundraising
- Individual Giving
- Global Funding
- Global Event Management
- Marketing
- Branding & Merchandise
- Digital/online

Chief Program Officer
Caroline Sakwa (Interim)
- Program Office
- Health
- WASH
- Essential Services
- Early Childhood Development
- Gender
- Sustainable Livelihoods
- Girls Leadership & Education
- Monitoring & Evaluation

Chief Finance Officer
Ed Gachuna
- Finance
- Sacco
- Operations
- Security
- Information Technology

CEO’s Office
- Chief of Staff
- Human Resources
- Community Relations
- CEO’s support staff
FINANCES

Assets
$14,287,686

- Current assets, 74%
- Property and equipment, 24%
- Noncurrent assets, 1%

Expenses
$6,935,995

- Program services, 82%
- Development, 10%
- General and administration, 8%

Support and Revenue
$9,126,965

- Foundation grants, 92.2%
- Individual Contributions, 22.8%
- Sponsorships, 2.5%
- Corporate contributions, 0.5%
- Investment income, 1.4%
- In-kind contributions, 1.3%
- Project income, 0.5%
THE OPPORTUNITY

Working in partnership with Bridgespan, SHOFCO has developed an ambitious strategic plan that the successful candidate will be leading and driving forward. The COO provides a broad range of leadership experience, oversight and execution of enterprise-wide performance, execution and delivery of the organisation’s strategy, expansion of the model, strategic recommendations, and implementation of the overall growth and change management plan for overall effectiveness and efficiency. The COO will work with the other members of the senior leadership team to ensure there is:

- High-level support for and communications with the CEO in the pursuit of overall execution and implementation of the operating output, strategic growth plan, outcomes and impact of the organisation;
- Strategic support for potential funding opportunities and ensuring there is a robust pipeline of fundraising opportunities with high conversion rates with top potential funders, and that funding opportunities align with strategic and opportunistic program deliverables - integrating revenue opportunities with on-the-ground delivery;
- Strong financial leadership to ensure effective resource allocation and efficiency;
- Requisite enterprise-level processes and procedures for effective and consistent operational practice;
- Timely, consistent and accurate preparation and communication to the board of required governance documentation.

Reports to: Chief Executive Officer
Direct Reports: Chief Executive Officer, Chief Program Officer, and Chief Advancement Officer
Based in: Nairobi, Kenya
KEY PRIORITIES

Organisational Performance Management
- Deputise the CEO in the overall organisational performance in programs and operations
- Effectively implement and deliver the 5-year strategic growth plan
- Lead the strategic development and facilitating the business planning cycle
- Contribute to the budgeting process per the strategic plan
- Oversee the effective execution of the strategic plan through the creation and implementation of annual operating plans (towards the achievement of the board-approved multi-year strategic plan)
- Quality delivery of programs and progress towards crucial outcomes of impact, clear results framework and M&E plans achieved, and successes documented and communicated
- Integrate funding needs and opportunistic thinking with growth plans and program delivery
- Ensure effective and efficient accountable, on time and within budget execution of the strategic plan with team leaders
- Provide overall support to the CEO in the area of forward-work planning, execution, and evaluation

Resource Mobilisation & Engagement
- Ensure consistent communication to the CEO of the status of the organisation’s overall performance, gaps in performance, and emerging strategic operational and programmatic opportunities
- Develop and foster efficient avenues for collaboration among all stakeholders including partners, partner institutions, donors, and collaborators to enable increased and a more profound impact in the communities SHOFCO serves, as well as buy-in and confidence from external stakeholders
- Develop a vibrant and robust network of program partners and potential donors to promote sharing of knowledge, best practices, collaborative teamwork, and joint learning to keep SHOFCO on the cutting edge of impact
- Ensure there are robust knowledge management and communications system that can help expand the brand and be tapped for learning internally as well as sharing to a broader community of practice
- Promote the development of new initiatives and communicate results of the programme and operational best practices internally, as well as externally, to the community, key stakeholders, partners, donor communities, and potentially other practitioners in the field, as appropriate
Team Leadership

• Manage, coach, and develop a multi-cultural and disciplined team
• Responsible for effective and efficient recruitment to build and expand the team as appropriate, and as performance and growth targets dictate
• Promote a productive organisational culture of collaboration, trust, open communication, agility, mission alignment, and performance to the strategic and annual operating plan
• HR and Culture leadership to ensure employee engagement and change management leadership

Operational Excellence

• With the CFO and CPO, provide overall management oversight to programmes and operations, including the budget process, accounting of expenses to budget, due diligence to programme operations, and assurance of risk mitigation of potential threats to effective and efficient programmes and operations
• With the CFO, ensure there is a robust system poised for growth of internal controls, policies, and procedures to strengthen the infrastructure of the organisation
• Establish and continually execute operational initiatives that improve programme impact and effectiveness
• Manage risks through regular and selected site visits and/or field program reviews with or by internal staff and/or external consultants
CANDIDATE PROFILE

Core Competencies

• Business Acumen - successfully ensure multi-stream revenue and balanced expenses through complex and large budget management. Ensure overall organisational effectiveness, business planning, risk management and delivering on agreed-upon business results

• Results-proven track record - consistently exceeded goals, bottom-line orientation and impact, evidence of the ability to always make good decisions and solve complex problems through a combination of agility, analysis, wisdom, experience, and judgement

• Strategic vision - ability to think strategically, analytically and creatively, anticipate future consequences and trends, and incorporate them into the process of organisational strategy, plans and budget

• Execution - ability to take concepts and turn them into plans that deliver accountable results on-time and accurately

• Capacity building - ability to ensure effective organisational development, building staff capacity, developing a top-notch workforce and the processes that ensure staff can do the work with the tools they need to get results at a top-notch level

• Communication - understanding of internal and external best-in-class communication styles and strategies positioning the organisation well – written and verbal comms skills are a must, knowledge of top communication technology to promote working smarter not just harder – ICT

• Action-Oriented - enjoys working hard, looks for challenges and opportunities; able to act and react as necessary – even with limited information at times; courageous, willing to take charge of a situation when necessary, can overcome resistance to leadership and take unpopular stands in alignment with the CEO for the benefit of the organisation when necessary

• Strategic Financial Thinker - ability to understand effective resource allocation to priorities

• Administration - ability to prioritise workload, and function within and outside the office in a cross-cultural, interdisciplinary environment

• Service-oriented - understanding the needs of the organisation and proactively willing and capable of setting the CEO up for success

• Integrity and confidentiality - a trusted advisor to the top leader/CEO of the organisation

• Proactive initiative and entrepreneurial - trend analysis, operational agility and successfully self-starting with results, opportunistic and able to capitalise on opportunities

• Agility and proactive change management - environmental scanning, ability to recommend and execute changes to ensure the organisation is change-ready for opportunities and hedging against risks

• Team leadership and team cohesion - keen emotional intelligence, humility, low ego, and service-oriented mentality internally and externally – willing to provide the highest level initiative to build a trusted relationship with the CEO and the c-suite of leaders that promotes team cohesion

• Workstyle - the ability to work under pressure, in changing scenarios, managing a heavy workload and multiple tasks, while ensuring organisational effectiveness, and performance
Qualifications and Experience

- Bachelor’s degree or requisite years of experience in a relevant position
- Master’s level qualifications desirable
- 12+ years’ of progressive experience including five (+) years in management roles particularly in leadership positions in support of the CEO and ensuring overall organisational performance
- Experience in Kenya or another African context highly desirable
- Non-profit management experience strongly desired
- Travel – ability to travel up to 30% of the time locally, nationally and internationally as required
EXPRESSION OF INTEREST

Koya Leadership Partners, part of Diversified Search Group, has been engaged by SHOFCO to advise on this pivotal COO leadership hire. Leading the search is Nicole Kamaleson, Managing Director of the Global Practice.

If you have recommendations for suitable and potentially interested individuals, please let us know by adding them to our talent portal here.

Should this be of interest to you personally, please submit your expression of interest and application here. Your completed application will include both a compelling cover letter (addressing motivation and suitability per the role specifications). Only completed applications will be presented to the client.

SHOFCO is an equal opportunity employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, national origin, disability status, protected veteran status or any other characteristic protected by law.

About Koya Leadership Partners

Koya Leadership Partners, a member of the Diversified Search Group, is a leading executive search and strategic advising firm dedicated to connecting exceptionally talented people with mission-driven clients. Our founding philosophy—The Right Person in the Right Place Can Change the World—guides our work as we partner with nonprofits & NGOs, institutions of higher education, responsible businesses, and social enterprises in local communities and around the world.

Koya is an equal opportunity employer fully committed to creating an environment and team that represents a variety of backgrounds, perspectives, styles, and experiences. We encourage all to apply because we believe a diversity of voices leads to better discussions, decisions, and outcomes for everyone.

For more information about Koya Leadership Partners, visit www.koyapartners.com.