EXECUTIVE SEARCH FOR
Chief Operating Officer
for SHOFCO
THE OPPORTUNITY

“When I started SHOFCO as a young boy growing up in Kibera, Africa's largest slum, I never dreamed the organization would become what it is today. I am a community organizer at heart; I love to connect with people and help them to lead in making a better future for themselves. I am deeply passionate about the grassroots movement that SHOFCO is becoming. I feel the COO role represents a major step forward in SHOFCO's maturity as an organization, and I am looking for a trusted partner in this role who will fully embrace the challenge of working in the informal settlements, and who has the capability to best steer SHOFCO towards achieving my vision of community-led slum transformation at scale. Thank you for your interest in joining me, the SHOFCO team, and in being part of this incredible journey with us.” **Kennedy Odede, Founder and CEO**

The COO is primarily responsible for passionately implementing SHOFCO’s ambitious plan to achieve grassroots slum transformation and impact over one million slum dwellers at scale. The COO will lead the organization in building towards this overarching long-term goal while maintaining a balance between the expansion of the SHOFCO Urban Network (SUN) organizing platform, and service delivery (Health, WASH, Girls' Education, etc.).

The characteristics that will most define a COO’s effectiveness at SHOFCO are:

- The COO has a passion for leading towards grassroots change and advancing the interests of marginalized communities. Stays humble and good-natured in all circumstances, demonstrating a hands-on management style and pragmatic approach.
- The COO is a professional, structured worker with strong execution power, who maintains focus on SHOFCO’s high-level goal of impacting 1,000,000 slum dwellers, while also ensuring smooth daily operations.
- The COO is highly visible and reachable with all key stakeholder groups, including slum dwellers, SHOFCO staff, and key partners, bridging gaps and cultural divides to promote effective collaboration and advance SHOFCO’s ambitions.
- The COO is responsible for ensuring SHOFCO achieves long-term sustainability.
- The COO is willing to commit long term to SHOFCO, to being a strong partner for and to the CEO, and being held accountable for running and strengthening SHOFCO as a whole.

**Reports to:** Chief Executive Officer  
**Direct Reports:** Chief Financial Officer, Chief Program Officer, and Chief Advancement Officer  
**Based in:** Nairobi, Kenya
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
- **10:1**
  - Student to teacher ratio at primary schools
- **223**
  - Learners enrolled in adult literacy program
- **100%**
  - Of Kibera School for Girls (KSG) students transitioned to secondary school
- **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
- **24**
  - Water kiosks operating across Kibera. 23 have a cashless payment system
- **7**
  - Handwashing, domestic water treatment, waste disposal and general hygiene campaigns were conducted across 13 villages in Kibera

## Sustainable Livelihoods
- **4,807**
  - Beneficiaries reached through employability, entrepreneurship, and business trainings
- **2,014**
  - Youth trained with job readiness skills
- **2,036**
  - People trained on entrepreneurship
- **85**
  - New businesses formed after the training
- **672**
  - Youts 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

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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)
- Health
- WASH
- Essential Services
- SHOFCO Urban Network (SUN)
- 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

KOYA
LEADERSHIP PARTNERS

Chief Operating Officer, SHOFCO
FINANCES

Assets
$14,287,686
- Property and equipment: 24%
- Current assets: 74%
- Noncurrent assets: 1%

Expenses
$6,935,995
- Program services: 82%
- Development: 10%
- General and administration: 8%

Support and Revenue
$9,126,965
- Foundation grants: 70.7%
- Individual Contributors: 22.6%
- Investment income: 1.4%
- In-kind contributions: 1.3%
- Sponsorships: 2.9%
- Corporate contributions: 0.3%
- Project Income: 0.8%
THE ROLE

KEY RESPONSIBILITIES

Organisational Excellence

• Provide overall support to the CEO in the area of forward-work planning, execution, and evaluation; 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
• Deputise the CEO in the overall organisational performance in programs and operations; reliably and 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); ensure 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

People & Partner Development

• 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
General Management

- Manage, coach, and develop a multi-cultural and disciplined team while promoting a productive organisational culture of collaboration, trust, open communication, agility, mission alignment, and performance to the strategic and annual operating plan; responsible for effective and efficient recruitment to build and expand the team as appropriate, and as performance and growth targets dictate
- 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 organization; 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** - Ensure overall organisational effectiveness, business planning, risk management and delivering on agreed-upon business results
- **Results** - proven track record - consistently exceed goals, bottom-line impact, evidence of consistently making good decisions and solving complex problems
- **Strategic vision** - ability to think strategically, analytically and creatively, anticipate future consequences and trends, and incorporate them into 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
- **Communication** - deploying best-in-class communication styles through written and verbal comms skills are a must; knowledge of technology to work 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
- **Financial and Administrative management** - accounting, audit, financial analysis and reporting; ability to prioritise and function within 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** - operational agility, innovative and able to capitalise on opportunities
- **Agility and proactive change management** - environmental scanning, ability to recommend and execute changes to ensure change-readiness
- **Team leadership and team cohesion** - keen emotional intelligence, high humility, low ego, and service-oriented mentality internally and externally – build a trusted relationship with the CEO and the c-suite of leaders while promoting team cohesion
- **Workstyle** - the ability to work under pressure in changing scenarios, managing a heavy workload and multiple tasks, while ensuring effectiveness, and performance

QUALIFICATIONS & EXPERIENCE

- Bachelor’s degree or requisite years of experience in a relevant position
- Master’s level qualifications desirable
- Someone with a Health background could be beneficial
- 8-10 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
EXPRESSON 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.