



## **Field Director Recruitment Pack**

### **March 2018**

UK registered charity no.: 1068123  
Sri Lanka registered charity no.: FL1 4011  
UK company registered no.: 3459486

[www.shininglife.org](http://www.shininglife.org)



## What is Shining Life Children's Trust?

Shining Life Children's Trust is a small charity registered both in the UK and in Sri Lanka. We do not work anywhere else. Private donations from the UK fund small community based projects in Sri Lanka for the direct benefit of disadvantaged children. To deliver such projects SLCT partners with local, grassroots NGOs who deliver the project implementation. There is one field director, who supports the projects in Sri Lanka, and there are eight trustees in the UK, who raise funds and direct the charity.

The aim of Shining Life Children's Trust is to work with disadvantaged children in Sri Lanka. In doing this we hold the following principles central to our work.

### The importance of the community and family

However, impoverished any family or community, they remain the principle support for the child. That is why we work to improve conditions for the whole community.

### Community participation

All our projects are carefully planned with the communities and partner organisation involved. We do not have a 'one formula fits all' or an approach that we know best. Instead, our field director will work with all the community – children, mothers, fathers, elderly etc. to help them articulate exactly what they need. In this way we can assure that our resources are being used to their full potential.

### Successful community development requires a multifaceted approach

Helping the community to improve their future is not a simple process. Their evaluation of the problem will always indicate that a wide variety of issues need to be tackled. Our projects may cover all of the following: nutrition training, pre-school provision, home-based child care service, youth clubs, micro-credit training and schemes, small business skills and more.

### Sustainability

We do not want to create dependence on foreign aid. Therefore, we work with each community for a period of approximately three years. At the end of the partnership we ensure that they have the skills and have made the necessary local connections to continue the project's principal components. Also, to ensure sustainability we will help the community access local provision of a service if available rather than provide them with the service ourselves. For example, we will help them lobby the local MP for access to proper drainage or medical provisions.

We are currently supporting two projects in Sri Lanka in the following areas:

- Angunochchiya, Anuradhapura
- Kirimetiawatte, Kandy

It is because of our small size that we are able to adopt the above approach. We feel this is what makes us different from some of the larger charities and so we will ensure that we always maintain this uniqueness. All our Trustees and the Field Director in Sri Lanka are volunteers and so we ensure that over 98% of our funds go directly to Sri Lanka. Due to the approach we take the cost of our work is minimal. On average each project costs us just over £10,000 a year benefiting a community of between 200 and 500 people.

## Objectives of Shining Life Children's Trust



- To work with local communities in Sri Lanka to help children disadvantaged by poverty.
- To provide support to children in a family-centred environment through:
  - supporting mothers' organisations
  - supporting children's clubs for children of school age
  - supporting crèches for pre-school children
  - vocational training for mothers
- To support and develop projects that build on the strengths of Shining Life Children's Trust by
  - Supporting small, unique and new projects.
  - Working across cultures and religions.
  - Ensuring that the work we undertake facilitates sustainable development.
  - Working in partnership with local organisations by facilitating and coaching local field staff in NGOs.
  - Promoting understanding and knowledge of Sri Lanka amongst supporters in the UK.



## A short history of Shining Life Children's Trust

In 1997, Juliet Brown travelled to Sri Lanka to establish a new charity working with the children of Sri Lanka, utilising her community-based experience in the country. The vision was to establish a charity that would be different from the large aid organisations, where the aim was to reach children, families and communities that would otherwise be unable to gain assistance.

Having developed the concept and gained support from the authorities and other aid agencies working in Sri Lanka, Juliet returned to the UK to register a charity and begin building the UK organisation. She set up a board of Trustees and in February 1998 the charity was officially registered as Shining Life Children's Trust.

To oversee Shining Life Children's Trust's work in Sri Lanka we employ a volunteer Field Director. Our first Field Director travelled to Sri Lanka in August 1998. For this position we chose someone who had already worked as a volunteer in Sri Lanka. His knowledge of Sri Lanka soon earned him the respect of others working in the field and he quickly built a network of high-level contacts within government organisations and other aid agencies. Juliet travelled again to Sri Lanka and together they developed a full proposal for how the newly formed charity should work.

### First proposal

In April 1999 the Trustees agreed this proposal. The central concept to the proposal was that Shining Life Children's Trust should always be working to ensure sustainability rather than dependency. To this end it was planned that we should work on a series of projects, each project would be run in partnership with a local Sri Lankan organisation for a three-year period. The three-year time period would enable us to provide funding and professional input to help the local organisation and the community develop skills and carry on the project work without international support after three years. Also, crucial to ensuring sustainability would be the involvement of community members in all aspects of the project from planning what would most benefit them in their everyday lives to evaluating the success of the project. Poverty has multiple causes and results in a wide range of problems; to this end each project would be multifaceted, working to tackle all areas identified as needing support by the community. Finally, the strengths of Shining Life Children's Trust lay in the newness of the organisation and succinctly defined aims. It was therefore agreed that the projects we would support should be new, small and self-contained projects that would not attract funding from larger organisations. These five aspects continue to direct and define the work of Shining Life Children's Trust:

- Partnership working
- Defined period of support
- Community involvement at all stages
- Multifaceted approach
- Small communities



## Past projects

Shining Life has been operating in Sri Lanka since 1997 and has delivered 13 major projects to over 4000 families in 50 villages in Sri Lanka, working with a range of Sri Lankan implementation partners. To find out more about the work of Shining Life please visit the website at [www.shininglife.org](http://www.shininglife.org)

## Current projects

SLCT currently has two projects running, for which the new Field Director will be responsible:

At the end of February 2017, Shining Life Children's Trust (SLCT) started a 7-month pilot project in partnership with their Sri Lankan delivery partner, the Human Development Foundation (HDF). The project worked with three villages in the Angunochchiya Gram Sevaka Division in Medawachchiya, which is on the edge of the Anuradhapura district. The community is predominantly Sinhala, with a total population of 1204 (403 families).

Levels of poverty in this region are high and there is a growing concern over the prevalence of Chronic Kidney Disease (CKD) in the area. Problems exist with access to education, as many children are not regularly attending school because of supporting family members with work or CKD. A lack of leadership and cohesion has existed amongst the community which has made it difficult to drive improvement and engage various external agencies and organisations for support. This has resulted in restricted access to various resources and facilities needed by the community, such as access to safe drinking water and health care facilities.

The project worked to build the capacity of the community through the implementation of Children's Clubs, Village Welfare Societies and a series of training and awareness programmes. Opportunities for children to participate in community, musical and sporting activities have been facilitated through the Children's Clubs. The project has also worked with various government agencies and the community to deliver a series of Chronic Kidney Disease clinics and start discussions regarding the provision of safe drinking water for the community.

The pilot project has been designed as an introduction to a longer 30-month project. The work of the project has enabled SLCT and HDF to establish a strong base in the community and develop a deeper analysis of the community's needs to guide the work of the longer project.

SLCT and HDF have now reviewed all of the evidence collected from the past 7 months to inform the plans for the 30-month project, which is due to start in January 2018.

The second project is located in Kirimetiyaawatte, home to 80 Tamil families, located in a remote, isolated village in the Central Province in Sri Lanka. It is a former tea estate, which, along with its inhabitants, has been left neglected, with little investment or change, since the 1970s. This led to a number of social, economic and environmental issues for the people of Kirimetiyaawatte; and a community that was fractured and isolated.

In early 2016 Shining Life Children's Trust (SLCT), in partnership with one of their Sri Lankan delivery partners, the Women's Development Centre (WDC) started a new project with the community in Kirimetiyaawatte. In the first six months we ran a pilot project to bring some immediate support to the communities, whilst doing further analysis to determine the best interventions to deliver long-lasting and sustainable change and empower the community.

The learnings from the pilot project enabled SLCT and WDC to embark on a 30-month project in Kirimetiyaawatte in October 2016, working to strengthen the community to build a positive future of their own. The project aims to implement a range of sustainable community-based interventions to mobilise the community. These have included vocational training programmes, educational workshops, training and awareness sessions in health and human rights, and the facilitation of sustainable community empowerment and leadership structures. Central to the design of the



project is the establishment of Early Childcare Development (ECD) Children's Club, Women's Societies, Village Development Society and School Development Society.

To find out more about the work of the project and Shining Life Children's Trust please visit our website at <http://shininglife.org> or follow us on Facebook.

### **How the Trust operates**

Over the twenty years that Shining Life Children's Trust has been operating, ten Field Directors have worked for the Trust, each bringing their unique skills to the organisation and helping to develop and nurture our projects with a diverse range of Sri Lankan communities. Statistical evidence demonstrates the extent of the difference the Trust has made.

As is evident Shining Life Children's Trust is continually developing. Back in the UK, the Trust is run by a dedicated group of six Trustees. The purpose of the Trustees is to ensure good financial management and legal governance; raise funds; communicate with donors; monitor the projects; and support the Field Director. The small size and uniqueness of the Trust means that those who support our work feel personally involved.

### **Looking to the future**

Looking to the future we will continue to identify and partner with vulnerable communities with whom Shining Life Children's Trust can undertake valuable work. However, we do not want to lose sight of the many benefits of being a small organisation; our intention is therefore to continue to undertake comprehensive projects with just a few communities at any one time.

Sri Lanka is entering quite an exciting year as the world shines a spotlight on it, there is a new government and more investment in the country but also that there are still many communities that are marginalised and need support. To work in Sri Lanka is to have an opportunity to work in and amongst communities that need the support of organisations like Shining Life Children's Trust whilst also giving the field director, a chance to immerse yourself in an extremely interesting country undergoing much development and change.



## Working for a small charity

Shining Life Children's Trust is a small charity. Working for a small organisation provides a Field Director with an exciting opportunity and unique professional development. It brings many advantages over working for a larger organisation but we also recognise that the role of Field Director presents professional and personal challenges. We hope that this is a challenge you will feel able to accept; however, it is important to consider the following points.

The Field Director is the only representative based out in Sri Lanka, they will carry the responsibility of managing and delivering the projects agreed by the trustees. They will be in charge of their own workload to deliver agreed project outcomes and organisational objectives set by the trustees. The trustees will provide a level of remote support and guidance from the UK but it will be for the Field Director to manage and direct their own workload and development on a day to day basis.

### The advantages

- *Focused* – The Trust works solely for children in Sri Lanka.
- *Influential position* – The Field Director has a great deal of influence on how the Trust develops.
- *Unique holistic opportunity* – A rare opportunity to be responsible for every part of the organisation's field work, from project initiation, financial management, monitoring and evaluation, running community workshops, working with government officials etc.
- *Learning organisation* – Shining Life Children's Trust is now 20 years old but we continue to evolve and learn from the communities and partners with whom we work and our Field Directors who are leading the work.
- *Flexibility* – The Trust can respond to challenges identified during the course of a project and adapt to new ideas very quickly.
- *Personal achievement* – Being solely responsible for the development of the Trust in Sri Lanka gives a strong sense of achievement.
- *Very small administrative overheads* – UK management is run on an entirely voluntary basis enabling almost all of the money earned to go directly to helping develop the projects in Sri Lanka.
- *Dedicated supporters* – Our donors feel personally committed and involved with the Trust's work.

### The challenges

- *Independence* – The Field Director works independently and needs to be a self-starter and self-motivated. We do not have a large network of employees and the Field Director is the only organisational representative in country; you will need to form your own networks in Sri Lanka for social support.
- *Hard work* – this is not a nine to five job; overseeing all the activities of the projects means unpredictable working hours and frequent travel to project areas.



- *Limited resources* – The Trust has an annual turnover of about £25,000. This goes a long way in Sri Lanka and will support several robust projects; however, we do not have the assets of the larger organisations at our disposal.
- *Personal reputation* – We do not have the instant name recognition of larger organisations such as Oxfam, but we are recognised locally where we are working or have worked. Our reputation is built by the hard work and knowledge of our Field Directors.
- *Bureaucracy* – resilience, patience and resourcefulness are needed when dealing with bureaucracy.



## Field Director – Job Description

Shining Life Children's Trust works with local Sri Lankan organisations to help build a sustainable and brighter

future for children. The charity is currently working with two communities in Sri Lanka based in Kirimetiya and Angunochchiya delivering a range of education and awareness programmes in health, environment and education as well as workshops on women's and children's rights and self-employment initiatives. The role of Field Director is responsible for the effective planning, delivery and monitoring of all Shining Life Children's Trust projects in Sri Lanka.

- Programme management of Shining Life Children's Trust projects; working with local delivery partners in Sri Lanka to ensure agreed outcomes are met.
- Effective management of project budgets, monitoring and reporting procedures to required local and national bodies in Sri Lanka and the UK
- Establish and implement effective monitoring and evaluation strategies for all projects
- Establish and maintain positive partnership working with local and national stakeholders
- Reporting of impact to trustees and funders on a regular basis
- Lead on appropriate recruitment of additional projects and funding in Sri Lanka as required

### Project development and management

- Work closely with local delivery partners to understand the needs of a community to develop solid objectives for a new project ensuring that our projects are well matched to all parties involved.
- Maintain the relationship and regular communication with partner organisations, visit regularly and hold monthly monitoring meetings to assess progress.
- Work with partner organisations to ascertain their training requirements and additional support needed from Shining Life Children's Trust. To provide or facilitate the provision of this support.
- Identify opportunities for working with other organisations in order to develop partner organisations' skills.
- Ensure that partner organisations' aims and work stay in agreement with the objectives of Shining Life Children's Trust.
- Work with the partner organisations to ensure the views and wishes of all community members are paramount at all times from the formulation of ideas through delivery and evaluation.
- Ensure that monitoring reports are submitted and hence that project objectives are delivered.
- Ensure that the projects are well managed financially, e.g. full management of budgets, tracking and project returns.
- Guide partner organisations and communities to ensure the sustainability of project aims, ensuring that when we withdraw from a project that communities will continue to benefit.
- Identify potential future partner organisations that meet the objectives of Shining Life Children's Trust and assess applications from potential partner organisations and make recommendations to the Trustees.
- Nurture and build new partnerships to develop robust project proposals.
- Work with new partner organisations to ensure that the objectives of proposals are met.



- Develop the work of Shining Life Children's Trust to ensure resources are best employed to meet the needs of children in Sri Lanka who are disadvantaged by poverty.

### **Development of the Sri Lankan office**

- Manage the office and apartment so that it is adequately furnished and equipped.
- Link with the landlord to ensure his obligations are met and our rent is paid on time.
- Ensure that the official documentation that the Trust and the Field Director requires to operate in Sri Lanka is kept up to date, including ensuring that adequate back-ups are made of data.
- Explore potential Sri Lankan funding sources e.g. British High Commission in Sri Lanka.
- Manage and build knowledge base of other organisations working in Sri Lanka.

### **Liaison with Sri Lankan Government organisations**

- Ensure that all documentation that is required by organisations such as the NGO Secretariat is submitted in a timely manner.
- Assist in acquiring the visa for the following Field Director.



## Networking

- Develop and maintain appropriate contacts with aid agencies, government departments and other organisations.
- Represent the Trust on inter-organisation committees as invited.
- Promote the work of the Trust in Sri Lanka.

## Communication with the UK

- Communicate regularly with the Trustees in the UK by e-mail and telephone.
- Produce field reports for the Trustees' meetings, which are held every six weeks.
- Send copies of documentation that is submitted to organisations such as the NGO Secretariat to the UK
- Keep up-to-date accounts of expenditure and submit monthly reports to the Trust's treasurer in the UK.
- Contribute to the Friends' newsletter and provide financial analysis, photographs and other information to facilitate fundraising in the UK.
- Host Trustees and other Trust visitors to Sri Lanka.
- Keep a record of meetings held and contacts made to ensure a smooth transition to the following Field Director.
- Contribute to the Shining Life website.
- Manage social media.
- Contribute to funding proposals.

## Additional Duties

- Undertake any further duties in line with the role and responsibilities of Field Director.

## Person Specification



	<b>Essential</b>	<b>Desirable</b>
<b>Personal Characteristics</b>	<ul style="list-style-type: none"> <li>• Self-starter, an ability to work independently</li> <li>• Self motivated</li> <li>• Self confident</li> <li>• Innovative and resourceful</li> <li>• Enthusiastic</li> <li>• Organised</li> <li>• Articulate</li> <li>• Culturally sensitive</li> </ul>	
<b>Skills and Knowledge</b>	<ul style="list-style-type: none"> <li>• Project/Programme Management</li> <li>• Evaluation and Monitoring</li> <li>• Problem solving skills</li> <li>• Decision making skills</li> <li>• Financial awareness and budget management experience</li> <li>• High Level interpersonal skills – ability to communicate with people of all levels and backgrounds</li> <li>• Business planning skills</li> <li>• Well versed in techniques of participatory decision making</li> </ul>	<ul style="list-style-type: none"> <li>• Aptitude for languages</li> <li>• Knowledge of Sri Lanka</li> </ul>
<b>Qualifications and Experience</b>	<ul style="list-style-type: none"> <li>• Educated to degree level or equivalent</li> <li>• Qualification in International Development or similar</li> <li>• Previous overseas experience</li> <li>• Awareness of current issues in International Development</li> <li>• Familiarity with participatory monitoring and evaluation processes</li> </ul>	<ul style="list-style-type: none"> <li>• Previous management experience</li> <li>• Volunteer Management</li> </ul>



## Benefits

### Accommodation

A one-bedroom flat is provided that serves as both accommodation and an office.

### Living Allowance

All basic living and work-related expenses i.e. accommodation, food, travel are met by the Trust. This is done by the Trust paying a living allowance to the Field Director, who keeps accurate expenses and the allowance is monitored and adjusted as appropriate.

A laptop is also provided to the Field Director, and financial support is provided to learn the local language.

### Personal Allowance

A personal allowance of £110 per month is paid. This is in keeping with the small nature and objectives of the charity.

This allowance is to recognise the work and commitment of the role, and is intended to be used for personal expenses while in country.

### Flight

A return flight to Sri Lanka is provided for each twelve-month period of the posting. This allows the Field Director to return to the UK for a break at the end of the first twelve months.

### Insurance

Comprehensive travel and medical insurance is provided.

### Holiday

The Field Director receives twenty-five days paid holiday each year and other leave e.g. sick leave, compassionate leave, in discussion with the UK Trustees. In addition to this, Sri Lanka has many public holidays each year.

### Child Protection

A final offer to the successful candidate is dependent upon the candidate satisfactorily completing a vetting check by the Disclosure and Barring Service (DBS) and signing up to Shining Life Children's Trust's Child Protection Policy and Child Protection Code of Conduct.