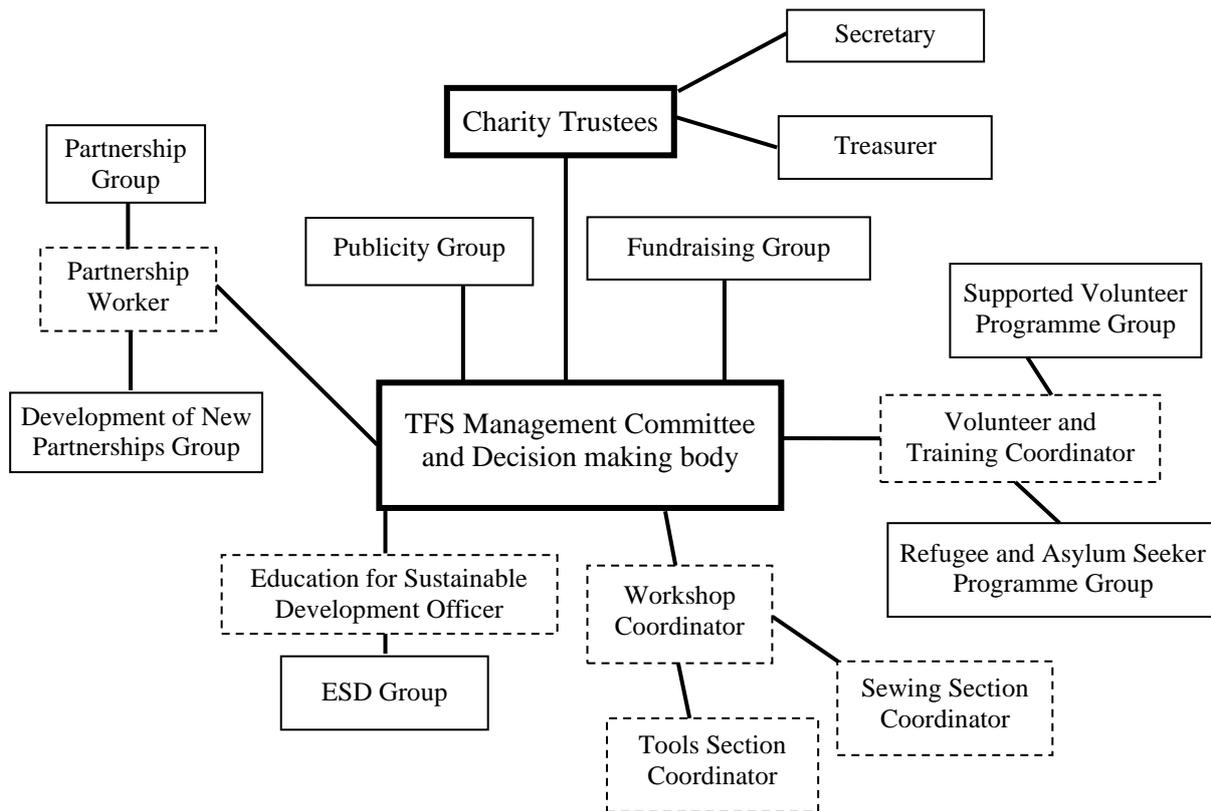


Organogram of Tools for Solidarity



Office bearers and staff

1. The Charity Trustees have ultimate responsibility for the oversight of the charity, and in particular dealing with safeguarding policy, financial policy and issues arising.
2. The Chairperson chairs meetings and AGM
3. The Secretary deals with all inquiries and passes on information to the various sub-groups. These sub-groups deal with all issues relating to funding, partnership, publicity, and our ESD programme (Education for Sustainable Development).
4. The Treasurer keeps the accounts and presents them to Companies House and NI Charity Commissioners.

Tools for Solidarity has six part-time paid staff, one of whom sits in each sub-group. These groups plan the work of the organisation and if major decisions are needed report to the TFS Management Committee which meets every 4-6 weeks.

The six part-time paid staff are:-

- Workshop Coordinator – 10 hours/wk
- Volunteer and Training Coordinator – 10 hours/wk
- Education Officer – 20 hours/wk
- Partnership Worker – 20 hours/wk
- Sewing machine section coordinator – 10 hours/wk
- Tools section coordinator – 8 hours/wk

Strategic Plan 2020-21

The last full Review of the Strategic Plan was undertaken during three days of discussions and planning meetings in May-June 2018. That review looked forward three years to the shape of Tools for Solidarity in 2021. There will be a further full Review of the Strategic Plan in 2021.

Many of the issues raised in 2018 have been addressed in the interim, though others are still on-going. For example, we have established and maintained funding for six part-time staffing posts, as proposed in 2018; on the other hand the full implications of the Brexit vote for TFS are still not clear. This document presents the updating of the Strategic Plan for 2020-21 to take account of the changing environment in which Tools operates.

Mission Statement

Tools for Solidarity supports self-reliance by providing high quality refurbished tools to working people overseas, promoting international solidarity, and challenging global inequalities through critical examination of development issues, environmental sustainability and ethical working practices.

The Aims of Tools for Solidarity

- Promote self-reliance by furnishing overseas projects with high quality recycled hand tools and sewing machines.
- Involve individuals, organisations and the public in Development Education and environmental issues.
- Utilise working methods that develop and support a sense of international solidarity and promote volunteering and ethical working practices.
- Tools For Solidarity will have appropriate premises, personnel and funding to meet the agreed outputs and objectives of the organisation

Challenges in 2020:

- **Brexit:** Leaving the European Union has major implications for TFS because our international volunteers form the core of the refurbishment and other work at the Belfast Workshop.
- **Coronavirus:** Has caused the workshop to be closed for a period, and reduced the number of volunteers able to return to work. The Tanzanian projects were closed for some weeks, though they have since re-opened. The Education Officer was unable to visit schools for workshop sessions for several months.
- **Funding:** There are challenges to funding due to Brexit, coronavirus and the general economic climate. The funding of the ESD post by a single individual has been renewed for several years, but future funding remains uncertain.
- **Partnerships:** The 2019 field trip to Tanzania showed up issues with the Mwanza project which are only partly addressed. The new projects in Ruvuma and Njombe provinces require further development. To develop resilience in the organization, we need to find a major partner in a different country.
- **Storage:** The lack of space in the Belfast workshop is becoming an urgent problem; if not addressed, we will be unable to accept donations of tools and sewing machines in the near future.

Strengths

- **High profile:** TFS has a high standing in the local community, and is well respected in the voluntary and community sector.
- **New partnerships:** The new projects in Ruvuma and Njombe provinces, Tanzania have both made very encouraging beginnings.
- **Strong financial position:** Notwithstanding the possible challenges to funding, the current financial position of TFS is strong. Resources are available to address the storage issue and maintain current activity levels, and we have a number of committed funders with relationships stretching back many years.
- **ESD programme:** The new Education Officer (appointed 2019) has continued to develop the ESD programme despite the difficulties caused by coronavirus. She has been able to take the programme in new directions, and has attracted a number of new volunteers to assist the work.

Actions for 2020-21

- **Brexit:** Our international volunteers are recruited and funded through the European Voluntary Service (EVS) scheme, now transforming into the European Solidarity Corps (ESC). The extent of the UK's future commitment to ESC is not yet clear. If TFS cannot attract volunteers through this route, or an alternative, it will not be possible to maintain the same level of tool and sewing machine refurbishment.

TFS has taken a leading role in coordinating the response of the voluntary sector in NI to the current situation with regard to the ESC. We will continue to press local and national agencies to give clarity on the way forward, and maintain contacts with representatives at Stormount and Westminster to ensure the continuation of the scheme or an adequately funded alternative.

- **Coronavirus:** A Risk Assessment has been carried out and a variety of mitigation steps taken, so that the workshop could re-open. However many of our Supported Volunteers are classed as vulnerable to covid-19 and have not been able to return to the workshop. We must explore what further steps could be taken, and sources of funding for the materials required. In the meantime we must keep in touch with all those volunteers who cannot currently attend the workshop.
- **Funding:** The EVS/ESC scheme has provided a substantial part of the funding for TFS over many years, and has allowed us to purchase and maintain our volunteer house. Without this funding, and even though we will not have to support the same number of international volunteers, there will be a substantial shortfall.

Coronavirus has also had an impact on fund-raising; our usual events (marathon relay team, autumn sale....) have not been able to take place and some of the larger funders have diverted their resources from their usual areas of concern to focus specifically on those affected by the pandemic.

We will need to explore other sources of funding for the year ahead; the fund-raising group will need to be pro-active in approaching new funders. We will also need to explore possibilities for partnership with suitable local businesses.

- **ESD:** The ESD programme has had to adapt to the new situation with coronavirus. During the main lockdown, the Education Officer and team developed on-line resources which have been much appreciated by schools. New Modules have been written and new local volunteers have been recruited and trained to help with delivery to adult community groups, when visits are able to start again. The Education Officer hopes to arrange for the translation of the materials into Irish for use with Irish medium schools – some are already involved. The fund-raising group need to explore new sources of funding for this work for the near future.
- **Partnerships:** The Partnership worker will continue to keep in close touch with the three Tanzanian projects. Mwanza continues to be of concern though communications with them have generally improved. The other projects are developing well, but still need considerable support. Coronavirus had some impact on the projects at the start of the pandemic, but seems to have receded as an issue there. The recent shipments to all three need to be followed up to ensure best use of resources. A further field trip is planned for early in 2020 to provide training support, particularly for Njombe as it opens for initial business in the new year.

We will continue to look for a new partner elsewhere in Africa, particularly for sending tools rather than sewing machines. The potential project in Ghana appears not to be coming to fruition so we will need to put out another call for proposals.

- **Storage:** A suitable new storage unit on the Antrim Road has been identified, and finance is in place to purchase the property. It is hoped that the paperwork will be concluded soon and we will be able to commence the requisite fitting out work during 2020, freeing up space in Sunnyside Street early in 2021.