



Document Name:	Standard of Operations and Framework Policy
Document Version Number	1
Created on:	25 October 2023
Approved by the Board of Trustees on:	
Review Schedule	Every three years
Next review due	October 2026
Owner (Responsibility)	Mike Griffin
Pass amendments to:	Board of Trustees, Management Team
Revision History	
Document Location	Google Drive folder: Policies (TWAM)

Document Description
This policy sets out the framework for TWAM's operations with the intention that TWAM avoids 'mission creep' and remains focused on its core objective to send donated usable tools to the developing world for the sole purpose of livelihood creation.

This policy outlines our operations within the UK and Overseas and the process TWAM has adopted from receiving the donated tools to placing them into the hands of the recipient in Africa.

Implementation and Quality Assurance
Implementation is immediate and this Policy shall stay in force until any alterations are formally agreed.

The Policy will be reviewed every three years.

If you have any comments or suggestions on the content of this policy please contact Mike Griffin, mikeg@twam.uk or at Tools with a Mission, 2 Bailey Close, Hadleigh Road Industrial Estate, Ipswich, IP2 0UD 01473 210220.

Empowering people with the tools that create livelihoods and transform lives

Tools with a Mission, 2 Bailey Close, Hadleigh Road Industrial Estate, Ipswich, IP2 0UD

t: 01473 210220 e: post@twam.uk twam.uk

Registered charity No: 1104903 (England and Wales) VAT Registration Number 347292286

A company limited by guarantee and registered in England no: 5114575



Standard of Operations and Framework Policy

Purpose of Policy

Tools with a Mission must be clear about its objectives and area of service and avoid at all cost the pitfall of trying to meet every need. For example, there is a need in the developing world for bicycles, but this does not mean TWAM must meet that need when there are other charities that focus solely on this provision.

This policy therefore sets out what needs we want to meet and how we want to meet them. It also sets out the framework of how we want to operate in the UK and overseas.

Definition of TWAMs charitable activities and operation

The needs we want to meet

TWAMs charitable activities have three main objectives:

1. To equip training centres with the tools they need for training.
2. To provide graduating trainees with their own tools or sewing/knitting machine.
3. To provide tools (especially larger workshop kits) that support income generation for projects and schools that give them long term sustainability.

The vast majority of TWAM tools are used to equip training centres.

The core objective of TWAM is to support groups that train people who do not have the skills to support themselves or their families. It is to provide the initial step up of training and tools. Therefore, once a trainee has established their own business, the expectation is that they will require no further help from TWAM.

The needs we do not want to meet

TWAM will not support:

1. Businesses even if they are setting up and running training programmes. Our reasonable expectation is that they will be able to fund their own training schemes.
2. Established cooperatives, such as market traders may have applied for tools to set up their stalls after training, but once established are expected to fund and acquire tools for expansion from other sources.
3. Individuals cannot apply for tools. Groups may apply on behalf of graduating trainees for tools.

The core objective of TWAM is to help people who have no means to break free of ultra-poverty with the opportunity to do so. But, once they have done so, they do not qualify for any further support.

Financial support

TWAM offers no financial support to any project or identified need. TWAM will only provide practical support through tools.

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The Tools we send to Africa

Where we send them

In 2023 TWAM sent tools to DR Congo, Malawi, Tanzania, Uganda, Zambia and Zimbabwe. Burundi will be added in 2024. TWAM remains committed to supporting sub-Saharan Africa and any growth will either be within that region or a country next to a currently supported country.

The tools we want to send

TWAM sends tool kits for every main livelihood creating trade. These are:

1. Tailoring
2. Machine and hand knitting
3. Carpentry
4. Building
5. Electrical
6. Plumbing
7. Motor Mechanics
8. Power tools
9. Groundworks
10. Agriculture

These kits are aimed at providing all the hand and electrical tools required for one person or Self-help Cooperative* to operate their business after training. TWAM also provides larger workshop kits in carpentry and mechanics to help equip training centres and small enterprises.

**Please refer to the 'Setting up a Self-help Cooperative Guide' for details.*

Larger and specialist tools

TWAM also has a list of tools that do not apply to any specific trade kit such as welding machines, generators and lathes. These can be applied for separately or offered by Country Coordinators to groups they are confident will use them for maximum impact. But the condition remains that the tools will provide livelihood creation rather than just be useful. We also recognise that some tools have the effect of replacing a job rather than supporting a job and if this is the case they will not be sent.

TWAM also provides computers to help run the projects. We do not provide volumes of computers to set up IT labs in schools or training centres and refer such requests to our IT partner charity ITSchoolsAfrica.

We also do not supply printers as these need to be sourced locally to ensure a ready supply of replacement ink cartridges.

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The tools and equipment we do not want to send

In the past TWAM has operated on a *'if we can meet the need we will'* basis. This has meant a loss of focus and very often the supply of unsuitable equipment. TWAM is now strictly focused on providing tools in specific tradekits that will result in lives transformed through skills and tools.

Key items that TWAM used to send, but which will no longer be permitted are:

1. Bicycles. We refer such requests to our UK based charity partner ReCycle.
2. Books. We refer such requests to our UK based charity partner Books2Africa.
3. Disability equipment
4. Catering equipment
5. Donated clothes
6. Musical instruments
7. Non livelihood creating tools. These may be tools that simply are not suitable for Africa, such as electric hedge trimmers, or items that may be useful but which will not create livelihood opportunities, such as cement mixers.

Bibles

The only exception is the provision of Bibles. TWAM is a Christian charity and we recognise that improving people's lives is not solely achieved through skills training and tools. We recognise the need for a holistic approach that meets the practical, social, emotional and spiritual needs of a person.

Rarely is the only need in a person's life just skills training and tools. Therefore, we want to support projects that offer spiritual care and healing by providing the 'tool' that achieves this, namely the healing, restoring and life transforming work of the Gospel as set out in the Bible. Therefore, while we acknowledge that the Bible is not a 'tool kit' we also recognise it is vital to the holistic spiritual care requested by many trainees and groups.*

**Please refer to our Core Values statement*

Third Party Shipping

TWAM will not ship goods for any third party, irrespective of what those goods may be. TWAM containers will only be packed with TWAM tools. If third parties wish to donate tools to TWAM that are on our standard application list we will send them with the shipping costs covered in the normal way.

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Overseas Operational Structure

Overseas activities

Tool Application Process

Applicants apply online through our dedicated application website 'applytotwam.uk'.

Applications undergo a two stage assessment:

1. Applications are reviewed by the UK Country Coordinator.
2. If they pass stage one they are passed to the in-country team to carry out a phone or visit based assessment.

If both the UK Country Coordinator and in-country team, usually a Regional Development Manager approve the application, an 'offer of tools' is made.

Once the applicant has paid their shipping contribution their tools will be allocated to the next available container.

Impact Assessment Programme

One year after the tools have been received, TWAM's Impact Assessment Team will assess the project and how it is using the tools TWAM provided.

The UK based Impact Assessment Manager will work with the in-country assessment team to carry out mainly phone based assessments.

National Training Programme

TWAM is setting up (as of 2023) a National Training Programme initially in Uganda, Zambia and Zimbabwe. In 2026 this will be extended to all countries where TWAM works. The intention is to 'train the trainers'. They will be offered residential training in:

1. Power tool maintenance and repair
2. Sewing Machine maintenance and repair
3. Safe use of power tools
4. Book-keeping
5. Entrepreneurship skills

They will then return to their own district and offer this training to all groups who have received TWAM tools and after that any group in the area who would benefit from the training.

In-Country Partners

TWAM appoints a partner in each country that receives tools: They are generally recommended by a trusted UK contact. The criteria for their appointment is:

1. A trusted partner with ease of communication
2. Easy road access for lorry and recipients
3. Secure premises to receive and store tools prior to recipient collecting them
4. Capacity to provide administrative support for TWAM.

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5. Ability to offer a local bank account to receive recipient payments and make international transfers
6. Be a Christian based charity.

**Refer to 'In-Country Partner Guidelines' and 'MOU' documents*

The partner will receive the container, work with the shipping agent to process it through customs and where applicable apply for a tax exemption certificate. They will then contact all recipients of tools on the container inviting them to visit the distribution centre to collect them. They will also receive payments from recipients into their local bank account and as per the Financial MOU transfer them with accurate accounts to the UK.

In-Country Teams

In larger countries TWAM has in-country teams which include:

1. Country Leader*
2. Regional Development Managers, who promote our work, support groups applying for tools and carry out initial application assessments*
3. Impact Assessment Managers, who carry out the annual assessments*
4. National Training Managers, who oversee the in-country training programmes.
5. Distribution Centre administrators, who contact recipients and work with them to distribute their tools.

Financial remuneration

The in-country partner receives a quarterly payment to cover the cost of representing TWAM and also an additional payment to cover the cost of handling each container.

The in-country team operate as volunteers, but they also receive a quarterly payment along with an annual travel budget. The amount paid is agreed with the CEO and Lead Country Coordinator.

**Refer to the 'In-Country team MOU' documents*

Renewing MOUs

The Country Partner and every member of the in-country team, along with District Development Teams in Zambia have MOUs which are reviewed and renewed every three years.

Overseas Operational Structure

TWAM operates in England and Wales and has two main Refurbishment Centres located in Ipswich, Suffolk and Rugby, Warwickshire. Both refurbish tools and ship containers. In addition there is a small specialist centre in Halstead, Essex that produces Mechanic's and Plumber's kits.

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In 2024 it is planned that Ipswich will ship 16 x 20ft containers and Rugby 10 x 20ft containers. Those sent to Zambia are combined into one 40ft HiCube.

These centres are supported by a network of smaller TWAM Local Groups collecting and sorting tools alongside a nationwide team of around 240 volunteer tool collectors. Five van teams collect tools from the collectors to bring to the main centres.

In addition TWAM is supported by independent workshops and collection points across England and Wales.

Selling excess tools

Unsuitable or excess tools are sold to raise funds for the charity.

Volunteer workforce

TWAM relies on volunteers in all areas of operation and as of 2023 has a team of around 520.

Staff Structure

Refurbishment Team

Ipswich Refurbishment Centre has two full time staff, a Head of Refurbishment and a Supervisor. Rugby Refurbishment Centre also has two full time staff, a Manager and an Apprentice.

Head Office Team

The head office team are based in Ipswich and consist of four full time staff; the Chief Executive Officer, an Office Manager, Fundraising and Communications Officer and Volunteering Coordinator. There is also a part time Finance Manager. They are supported by a team of volunteers.

In summary

The Board of Trustees works with the CEO on the strategic direction of the charity. TWAM has seen significant growth in line with the objectives of the 2020-2025 Strategic Plan. The charity has undergone a complete transformation over the past eight years and this policy sets out the results of that transformation and the operational structure and framework the CEO and Trustees have put in place for the long term sustainability of the charity.

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