



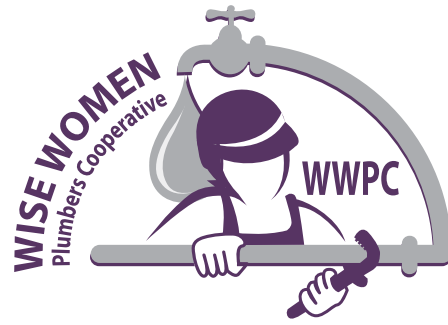
جمعية السباكات الريفيات النسائية

Wise Women Plumbers Cooperative Strategy

(2019 - 2023)

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Wise Women Plumbers Cooperative Strategy

(2019-2023)

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Field of Activity (B) Provision of services to increase water efficiency
Vocational Training and Skill Enhancement for Jordanians and Syrian Refugees in the Water Sector (VTW)
project

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Introduction

Planning has become a feature of modern life, and no nation seeks a better future unless it adopts planning as a policy and benefits from it. The world has become more in need of planning due to the complication of its lifestyles that are becoming more and more intertwined, with branched aspects and multiplied possibilities. Strategic planning is considered a management tool used by institutions in order to raise the quality of their services, by focusing their energies and making sure that all their employees are moving in the same direction, in addition to evaluating and adjusting their directions in response to changes.

Strategic Planning is a systematic and comprehensive activity that focuses on interpreting and understanding the internal and external environmental variables of the institution, identifying the strategic issues and challenges facing the administration, and formulating the appropriate policies to deal with them.

The Strategic Planning aims, in addition, to set clear goals and objectives and work to achieve them within a specified period of time, by using the available human and financial resources, in order to achieve the desired future situation. The Strategic Plan is characterized by simplicity, clarity and distance from complexity, and the objectives must be realistic, feasible and appropriate for the available resources.

This document includes the Strategic Plan of the Wise Women Plumbers Cooperative, which was developed by members of the Cooperative through consultative sessions on the challenges of the current situation, and the future aspirations for the next five years, in order to promote and institutionalize the work of the Cooperative, expand its activities and attract new members.

The participatory approach that was adopted to develop this strategy has led to the new vision of the Cooperative, that aims to unify the efforts and advance the work of the Cooperative towards "contributing to the development of the plumbing sector, in order to rationalize water consumption and empower women in the Jordan society". This can be achieved through the Cooperative's mission of providing home maintenance services, and spreading water awareness in the community, in addition of providing jobs in plumbing through programs and activities, and building partnerships with various sectors.

Accordingly, five strategic goals were agreed upon to build the capacity of the members of the Cooperative, that will enable them to provide a distinguished service, and to strengthen partnerships with various sectors. The goals will aim also to expand the scope of the Cooperative towards its Financial Sustainability. The strategic goals will be implemented over the next five years through an implementation plan, associated with performance indicators to ensure the achievement of the strategic goals.

This strategy was developed in cooperation with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), within the framework of the Vocational Training and Skills Enhancement Project for Jordanians and Syrian Refugees in the Water Sector in Jordan / field of activity (b) Provision of services to increase water use efficiency.

About the Cooperative

The idea of establishing the Wise Women Plumbers Cooperative was developed through time, by hard work of a group of women from Jordan society, who received technical training on plumbing services within the framework of the "Water Wise Plumbers" project of the Ministry of Water and Irrigation, that was implemented in cooperation with the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

The project aims at the training of a large number of women from local communities to expand their knowledge base, and to provide them with plumbing skills, which ultimately contribute to raising the level of water use efficiency and reducing water losses.

This endeavor will enhance the role of women in dealing with water issues at home, resulting in savings in water bills and maintenance expenses. This will expand the base of participation of Jordanian women in the service of water sector and water conservation, through the provision of plumbing skills that enable them to deal with domestic water work and participate in serving their local communities.

The Wise Women Plumbers Cooperative was established in the year 2014, and was registered in the Jordan Cooperative Corporation. The Cooperative is a legal entity with independent financial liability. It aims at raising the awareness of the society about the conservation of water resources, and the promotion of economic empowerment opportunities for women working in the field of maintenance and sanitation. It provide the legal base for women working in the field of plumbing.

The Management committee of the Cooperative consists of 6 members. The Cooperative conducts training programs in the field of plumbing. It provides plumbing services for ppublic and private institutions and houses, and serve in raising the awareness of local communities about the conservation and periodic maintenance of water resources.

Management Committee

No.	Name	Occupation
1	Tahani Oudeh Al Shatti	Chairperson
2	Feryal Salim Al Jahran	Management member
3	Neimah Abdul Hamid Khawaja	Treasurer
4	Aisheh Eisa Al Qusous	Secretary
5	Israa' Abaabneh	Management member

Members of the Cooperative have received a number of training programs that were held in cooperation with governmental institutions and supporting organizations as shown in the following table:

No.	Training Program	Implementing Agency
1	Drip irrigation and water filters	Shuneh Agricultural Directorate
2	Cooperatives management	Jordan Cooperative Corporation
3	Life Skills	GIZ
4	Cooperatives as a means of empowering women economically	National Committee for Women Affairs
5	Small Business Management	TWEED Project
6	Cost Calculation and Pricing	IRADAH Center for Productivity Enhancement

Projects implemented by the Cooperative in the past

No.	Project Name	Funding Agency	Fund Value (JOD)	Implementation Year
1	Training on plumbing basics/ several phases	GIZ		2015-2017
2	Supply and efficient use of water and energy projects	GIZ	2700	2016
3	Islamic Perspective Project / 7 phases	GIZ	800/phase	2016-2017
4	Basic Electricity Training	International Labor Organization	9900	2018

In addition, the Cooperative has carried out nine training programs in the field of plumbing basics and home maintenance through the vocational training centers, with the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). A cleaning campaign for water tanks in schools and mosques in several governorates was carried out in cooperation with the Ministry of Awqaf, Islamic Affairs and Holy Sites under the supervision of the Ministry of Water and Irrigation and with the support of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

Health insurance and work permits were issued for some Jordanian and Syrian members in partnership with the International Labor Organization. In addition, training programs were conducted in the field of electricity basics for the members of the Cooperative and women from local communities in Irbid and Al-Kafrein branches.

The development of the Strategic Plan of the Wise Women Plumbers Cooperative comes in the light of the constant endeavor to develop the Cooperative, in response to the economic and social challenges and their impacts on local communities. It will also ensure the continuation of the Cooperative in performing its vital role and excellence in providing quality services, while coping with the accelerating changes.

The institutional framework of the Cooperative

The Cooperative performs its work in accordance with its rules of procedure, which details its objectives, membership and members affairs, financial system, dissolution and dispute resolution procedures. The internal regulations of the Cooperative organize its activities and governance, including the roles of the external actors and the obligations of the members. It details the duties of the General Assembly, the Management Committee, the Monitoring Committee and the Secretary, in addition to the Treasurer and the Accountant.

The work of the Cooperative is governed by the following entities:

General Assembly

The General Assembly of the Cooperative is composed of the founding members and the current affiliates in accordance with the provisions of its rules of procedure, and shall supervise the work of the Cooperative. The General Assembly shall confer the highest power in a manner not inconsistent with the functions and power of the Cooperative Committees. The General Assembly conducts its annual meeting on a date that is defined by the Management Committee during the first six months of the year to discuss agenda items approved by the Committee.

The General Assembly shall, at its annual meeting, undertake the following tasks:

- Election of a Chairperson and Secretary for the meeting in the absence of the Chairperson or the Secretary of the Committee.
- Disposal of movable and immovable property whether by sale or mortgage and borrowing.
- Approval of the balance sheet and final accounts and review of the reports of the committees and the report of the auditor.
- Election of the Management Committee and the reserve members.
Appointing a legal auditor and determining his fees, in addition to the auditing of the Jordan Cooperative Corporation.
- Defining the financial obligations of the Cooperative.
- Disposal of the net surplus or deficit.

Management Committee

The Cooperative Affairs are governed by the Management Committee in accordance with the provisions of the laws and regulations of the Jordan Cooperative Corporation. Its functions are as follows:

- Overseeing the accounts and approving the expenses. The Cooperative accounts must be organized according to proper accounting procedures.



- Preparation of the required statements that has to be submitted to the Director General of the Jordan Cooperative Corporation on the dates specified under the Cooperative regulations and laws.
- Preparation of the balance sheet, the income and expense accounts, the final accounts for the ended year and the report of the Management Committee that has to be presented together with the auditor’s report to the General Assembly at its annual meeting.
- Preparation of the estimated budget for the new year that has to be submitted to the General Assembly at its ordinary annual meeting, which has to be binding to the Management Committee.
- Preparation of Management provisions, including staff, personnel, supplies, travel and travel regulations, and presenting them to the General Assembly for approval and ratification.
- Employees and staff shall be appointed in accordance of the regulations or employment instructions that has to be ratified by the General Assembly, including jobs, salaries, vacations, disciplinary procedures and all the rights and duties of the Cooperative employees. These regulations and instructions shall not contradict with the applicable labor law or any laws and regulations concerning employees.
- Facilitation of auditing and submittal of the required information, data and documentation to the Audit Department.
- Submittal of all the needed information about the Cooperative and its members to the investigation and inspection authorized person.
- Receiving reports from the Director General of the Jordan Cooperative Corporation or the Audit Control Department and the auditor and taking the necessary actions as appropriate.
- Managing members affairs
- Defining the procedures and methods of collecting the amounts owed by any member of the Cooperative or by others, and may impose fines on non-committed members.
- Preparing Invitations for the General Assembly meeting.
- Taking measures to allocate a sufficient percentage of the surplus funds of the Cooperative to compensate for the shortfall in its movable and immovable properties.
- Facilitating the task of checking the books, documents and records of the Cooperative by any authorized person.
- Appointing an accountant for the accounts of the Cooperative, and appointing other needed staff and employees, and determining their wages within the limits of the annual budget.
- Issuing decisions, orders and instructions necessary for the good management of the projects in all respects. These decisions, orders and instructions shall be effective for all members.

Monitoring Committee

The General Assembly shall elect from among its members a Monitoring Committee of at least three members, who shall be elected and remain in their positions in the same

manner as the members of the Management Committee. The membership of the Monitoring Committee and the membership of the Management Committee shall not be combined. The functions of the Monitoring Committee shall be as follows:

- Monitoring the management of the Cooperative's activities in accordance with the legislations and the cooperative principles, and follow up the implementation of the General Assembly decisions. It will consider and decide on the complaints from the members. It will submit its report to the General Assembly at its annual meeting or any emergency meeting.
- The Monitoring Committee shall have the power to represent the Cooperative before the courts and arbitrators in disputes between the Cooperative and any member of the Management Committee and follow up all legal proceedings.
- The Monitoring Committee may assign to the General Assembly the appointment of auditors for the Cooperative's accounts, and the estimation of their fees. It will receive copies of the accounts and reports submitted by auditors.
- The Monitoring Committee can look at all data relating to the work of the Cooperative, its records, accounts and correspondence. Its duties include warehouse inventory, and can have assistance from experts in performing its duties.
- The Monitoring Committee shall establish a special internal control system in cooperation with the auditors of the Cooperative to examine the books, records and cash deposited in the fund, banks and goods and review all the Cooperative's records periodically and systematically.
- The Monitoring Committee may request to get copies of the decisions and reports of the Management Committee. It will monitor its work and report on any discovered shortfalls and may ask for joint sessions attended by members of the two committees to express its opinion on any activity of the Cooperative.
- Loans and facilities shall not be granted to any member of the Management Committee except by a decision of the Monitoring Committee.
- The Monitoring Committee shall not be authorized to suspend or impede the work of the Management Committee, its Chairperson or any of its members or those who work for it.
- The Monitoring Committee may request the Management Committee to invite the General Assembly to meet if it deems it necessary.
- The Monitoring Committee should submit to the inspectors who are authorized to investigate and inspect the Cooperative's activities, all the required information about the Cooperative and its members.

Chairperson of the Management Committee

The Chairperson of the Management Committee is responsible for performing the following tasks:

- Chairing and supervising the sessions of the Management Committee with adequate skills and know-how.
- Following up the agenda items of the Management Committee meetings in each session, and taking the appropriate decisions and signing the meeting minutes.
- Presiding over the meeting of the General Assembly and declaring the completion or non-quorum and signing the meeting minutes.
- Signing the Cooperative transactions when required for signature.
- Supervising the works that have to be implemented by the committee members and the staff and employees of the Cooperative.
- Representing the Cooperative in cases and areas where no representative has been appointed.

Secretary

The Secretary of the Management Committee is responsible for performing the following tasks:

- Performing the normal work of the Cooperative, and any other duties determined by the Management Committee.
- Inviting members of the Management Committee to attend its regular sessions in accordance with its adopted mechanism.
- Preparing the agenda of the Management Committee meetings and the General Assembly meetings, and informing the elected members of the Management Committee by its decisions.
- Recording and signing the meeting minutes of the Management Committee and the General Assembly.
- Keeping, under liability, the registers of Cooperative's members, the Management Committee meetings and the General Assembly meetings. Keeping also the Cooperative's seal and related supplies, at locations assigned by the Management Committee.
- Preparing the annual report on the Cooperative's activities, and presenting it to the General Assembly.



Treasurer

The Management Committee shall elect one of its members as Treasurer, and shall be responsible for the following actions:

- Keeping all funds collected by the Cooperative under his responsibility, and disbursement according to the Management Committee's instructions. He must verify the correctness of the transactions recorded in the fund book once a week, without practicing the accounting work by himself. He shall highlight the cash balance when requested by the Management Committee, the Jordan Cooperative Corporation, the Audit Control Department and the Auditor.
- Withdrawing funds from the bank that should be signed by him and one or more of the Management Committee members who are authorized to sign on behalf of the Cooperative.
- He shall be responsible for the lack or loss of any amount from the Fund.
- It is prohibited for the treasurer to carry out accounting work in all cases.

Accountant

The Accountant is responsible for performing the following tasks:

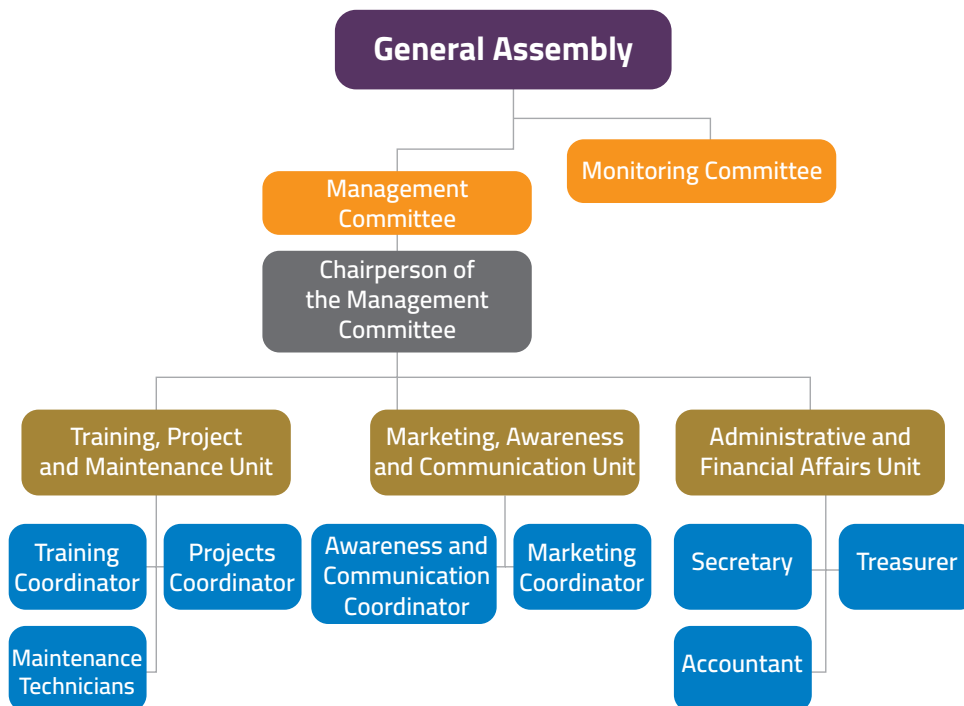
- Bookkeeping, and accounts keeping as appropriate. He has to submit a monthly summary to the Management Committee.
- He shall be responsible of keeping the records, papers and related financial documents of the Cooperative in the locations assigned by the Management Committee. He has to keep his work confidential.



- She shall be responsible for the lack or loss of any paper or financial document, and the validity of the accounts and financial records in general.

The figure below represents the proposed organization chart of the Wise Women Plumbers Cooperative, based on the functional titles defined in the Cooperative’s rules of procedure. It takes into account the institutional development of the Cooperative, and the future vision of the roles and tasks that will be carried out by the Cooperative, and the development of new functional titles suitable for the next phase.

Proposed organizational chart of the Cooperative



Proposed additions to the institutional framework of the Cooperative

Positions and functional titles were defined on the proposed organization chart, depending on the rules of procedure of the Cooperative, and in view of the functions and responsibilities of each entity. In addition, functional units were created to separate duties and functions of the staff / members of the Cooperative, and to organize the daily operations and activities in order to achieve the objectives of the strategy.

The Chairperson of the Management Committee supervises the implementation of the work entrusted to the members of the Committee and the staff and employees of the Cooperative. It is therefore recommended to develop three functional units as follows:

1. Financial and Administrative Affairs Unit:

The Secretary of the Cooperative, the Treasurer and the Accountant are currently under the responsibility of this unit to perform all the tasks entrusted to them as described above.

2. Projects, Training and Domestic Maintenance Unit:

- This unit is responsible for the follow up of the projects activities that are the funded by donors or solicited through various tenders or partnerships with the public and private sectors.

- b. It carries out plumbing training programs or any management or technical programs related to the Cooperative's activities
- c. Under this unit, are enrolled the women who work in the plumbing profession and are well experienced in this field. It is recommended to employ such skilled women and distribute them at the geographical areas within the branches of the Cooperative. It is preferable that none of these plumbers do any management work, since it is difficult to do the field work and follow up the management procedures of the Cooperative's activities at the same time.

3. Marketing, awareness and communication unit:

- a. This unit performs the most important activities of the Cooperative, namely marketing of its activities, and launching the marketing campaigns to expand the scope of the Cooperative activities and increase the number of its members, by using various marketing tools and implementing the Cooperative's marketing plan.
- b. It is concerned with awareness raising and community outreach programs on water conservation and water awareness for local communities.

In order to obtain the best results and organize the Cooperative's activities, the following functional positions have been created, in addition to those mentioned in the Cooperative's rules of procedure:

Projects Coordinator

The Projects Coordinator performs the following tasks within the Projects, Training and Domestic Maintenance Unit:

- Participating in the preparation of project proposals and bids.
- Following up the project plan in cooperation with the concerned units.
- Supervising the procedures of project implementation, and the achievement reports as planned.
- Providing the necessary support in the preparation of technical reports and follow-up reports of achievement, and submitting it to the Chairperson of the Management Committee, and sharing it with the relevant parties.
- Any other functions assigned to her in accordance with the nature of works.
- Following up invoices and financial claims and auditing and submitting them to the Accountant / Financial Unit.
- Coordinating with the communication officer and providing her with updates and project achievements for highlighting, documenting and publishing.
- Networking and coordination of field visits, mobilization and cooperation with institutions and companies to support projects and share experiences in similar fields.
- Preparation of monthly and quarterly reports of projects.



Training Coordinator

- The Training Coordinator performs the following tasks within the Projects, Training and Domestic Maintenance Unit:
- Participating in the development of the training plan.
- Ensuring that the training and all training logistics are coordinated with the concerned units.
- Following up the trainers and communicating with them on daily basis, and guiding them to develop their training skills.
- Preparing the training reports.
- Preparing the financial claims for the training activities in coordination with the Accountant / Treasurer.
- Updating the database of the beneficiaries from the training programs.
- Developing tools to evaluate training programs and improving them periodically.
- Coordinating with the funding and supporting agencies to implement the training programs.
- Coordinating with the Communication and Media Coordinator to use media in promoting training activities.

Marketing Coordinator:

The Marketing Coordinator performs the following tasks within the Marketing, Awareness and Communication Unit:

- Proposing, participating in and implementing internal and external marketing campaigns for the Cooperative.
- Developing marketing plans to market the Cooperative services and increase its customers.
- Evaluating the services provided by the Cooperative and working to develop them in cooperation with the concerned parties, in order to improve the quality of services.
- Networking with the supporting entities to develop and support the work of the Cooperative.
- Preparing and updating a comprehensive database for different categories (customers, partners, supporters, media organizations).

Outreach and Communication Coordinator

The Outreach and Communication Coordinator performs the following tasks within the Marketing, Awareness and Communication Unit:

- Preparation of information material to introduce the Cooperative through the media, seminars and lectures.
- Coordinating with the audiovisual media and press to promote the Cooperative and its activities.
- Launching awareness campaigns on the importance of conserving water resources in local communities or other targeted groups.
- Organizing forums and meetings for members of the Cooperative periodically.
- Supervising the preparation of promotional materials.
- Supervising the updates of the social networking sites of the Cooperative on weekly basis.
- Participating in the communication activities to promote the Cooperative.

Methodology for Preparing the Strategy of the Wise Women Plumbers Cooperative (2019-2023)

The methodology of preparing the Strategy of the Wise Women Plumbers Cooperative for the years (2019-2023) was based on a participatory approach, through a collective work of the members of the Cooperative in three sites (Amman, Irbid and Al-Kafrein).

This effort was conducted in cooperation with experts specialized in Strategic Planning, according to an integrated methodology based on analysis of the Cooperative's current status, and building on its previous experiences and experiments. The Cooperative's resources were studied and analyzed through panel discussions and brainstorming sessions by the working teams and experts.

The Strategic Planning methodology included the formation of working groups from the Cooperative's members, to develop the Strategic Plan and build the capacity of the working groups in the field of Strategic Planning. A training workshop on the basics of preparing the Strategic Plan was conducted for the working groups in accordance with the following steps:

- A. **Analysis of Strengths and Weaknesses, Opportunities and Threats (SWOT)**
- B. **Development of vision and mission**
- C. **Formulation of strategic goals**
- D. **Identification of key activities and operational plan**
- E. **Development of M & E plan**
- F. **Risk management**



Analysis of Strengths and Weaknesses, Opportunities and Threats (SWOT)

Analysis of the internal environment	
Management factors	
Weaknesses	Strength points
<ul style="list-style-type: none"> • Failure to activate the job description of the employees in the Cooperative • There is no system in the Cooperative to measure and evaluate the performance of employees / members • There is no clear written system or mechanism to distribute work between members and sites • Lack of qualified members with expertise to support the work of the Cooperative in the fields of (English language, Advanced Computer, Writing Project Proposals and Bids) • Unclear mechanism to document and share the Cooperative's activities and programs between members. • Unclear mechanism for internal communications and decision-making leads, in many cases, to conflicts among members • Technical and managerial skills of members need to be developed 	<ul style="list-style-type: none"> • A monthly meeting of the Management committee • Good and sustainable relations with the Ministry of Water and Irrigation and the Deutsche Gesellschaft für Internationale Zusammenarbeit • Financial, Management and meetings records • There are branches of the Cooperative in Irbid and Al-Kafrein • Linking the projects of the Cooperative closely with its objectives • There is a location for the Cooperative

Analysis of the internal environment	
Financial factors	
Weaknesses	Strength points
<ul style="list-style-type: none"> • Exhaustion of the financial resources of the Cooperative due to the disbursement of transportation allowances to members in order to attend the meetings. In addition, there is no consideration of the geographic distribution of members in the implementation of the Cooperative's activities. • There is no permanent income source for the Cooperative such as periodic maintenance contracts to cover its operation expenses. • Annual distribution of profits to members leads to the decline of the Cooperative's capital. • There is no unified pricing system for plumbing services. 	<ul style="list-style-type: none"> • The existence of audited financial reports in accordance with the accounting principles of the Jordan Cooperative Corporation • The Cooperative follows the financial regulations of the Jordan Cooperative Corporation Clearly and accurately • There is an external auditor



Analysis of the internal environment	
Human factors	
Weaknesses	Strength points
<ul style="list-style-type: none"> • Weakness in some of the specialized management skills of the Management Committee (marketing, communication, correspondence, writing proposals, computer skills, documentation and reporting) • Some members are not satisfied with the prevailing work environment • Provision of the Cooperative's services is limited to a specific geographic areas at the members residence. • Reluctance of carrying out maintenance individually for social considerations 	<ul style="list-style-type: none"> • The presence of qualified plumbers at the Cooperative. • The staff skills were developed at the establishment of the Cooperative.

Analysis of the internal environment	
Technological factors, tools and equipment	
Weaknesses	Strength points
<ul style="list-style-type: none"> • There is no web site for the Cooperative • There is no special page for the Cooperative on the social media • Absence of special means of transport to facilitate the carrying of tools and equipment that are needed to provide plumbing services • Available equipment are basic, and there is a need for modern and sophisticated tools to provide high-quality services • Computers are not available. 	<ul style="list-style-type: none"> • Availability of basic plumbing equipment that can be used for the Cooperative work

Analysis of the external environment	
Financial factors	
Threats	Opportunities
<ul style="list-style-type: none"> • The economic situation and the cost of living • The high price of some plumbing equipment • Concurrence by experienced male plumbers • Existence of a women's plumbers Cooperative that provides training services for women in the field of plumbing • Individual contracting with members of the Cooperative by donors 	<ul style="list-style-type: none"> • Availability of the legislative environment that allows the Cooperative to receive external funding and implement projects that serve their objectives • Support from the Deutsche Gesellschaft für Internationale Zusammenarbeit, the Vocational Training Corporation and the Ministry of Water and Irrigation • The idea of trained plumbers women in the Cooperative is most welcomed by donors, and could be an incentive to support the Cooperative

Analysis of the external environment	
Social factors	
Threats	Opportunities
<ul style="list-style-type: none"> • High poverty and unemployment rates in the society • Plumbers women have not proven their efficiency yet in the society 	<ul style="list-style-type: none"> • Some conservative groups of society prefer plumbers women to provide maintenance services during the daytime when the family male head is outside the house • Appreciation by the society to the Cooperative and its objectives that serve a respected and sympathetic class of society • Community groups are oriented towards NGOs and believe in their importance • Implementing awareness programs for local communities

Analysis of the external environment	
Technological factors	
Threats	Opportunities
<ul style="list-style-type: none"> • Technological revolution increases the intensity of competition, especially the use of application programs 	<ul style="list-style-type: none"> • The Internet and communication facilities the availability of means for the Cooperative to communicate with external and internal donors • The possibility of benefiting from the social media to promote the work of plumbers women and convince the society of the importance of the women's role in providing plumbing services • Utilizing advanced technology and advanced equipment to raise the quality of services provided by the Cooperative • The existence of electronic applications to provide maintenance services can be used to increase the customers database (such as the applications of "Aoun", "Aounkum", "Settat Byout",etc)

Vision, Mission and Values of the Cooperative

Vision

Contribution in the development of the plumbing sector to rationalize water consumption and empower women in the Jordan society.

Mission

the Wise Women Plumbers Cooperative works to provide in-house maintenance services, raise water awareness in the local communities, provide plumbing jobs through programs and activities, and build partnerships with various sectors.

Values

- Cooperation and partnership: The work is based on cooperation and coordination between all parties, whether at the governmental level or at the level of civil society institutions and donors, which are the best ways and means available to communicate with the target groups
- Integrity, transparency and credibility: By adopting the values of integrity, transparency, and accountability in all activities and implemented projects, and the continuous pursuit of development and innovation

- **Social Responsibility:** The Cooperative believes that it has a prominent and effective role in the society, by raising awareness about the conservation of water resources and addressing the behaviors that cause water losses
- **Culture of teamwork:** It is based on the spirit of team work, brotherhood and participation in responsibilities among the employees of the Cooperative and its branches
- **Justice and equality:** The belief that each member has the right to benefit from the opportunities of the Cooperative without any consideration or distinction in accordance with the agreed standards
- **Commitment:** Believing that mutual trust is the basis for success, and that trust is generated by the commitment of the Cooperative in word and deed to members and society
- **Innovation and Creativity:** creating opportunities for creativity and encouraging distinctive ideas and reward (moral or material / as agreed in the rules of procedure) renewal and development
- **Professional and objective:** The work should be based on a clear and smooth professional methodology known to all the Cooperative's contacts at different social and economic levels



Requirements for the implementation of the strategy

1. Identify clear and measurable objectives at all the organizational levels
2. Formulate policies as a guide for action
3. Distribution and balanced allocation of resources to achieve the defined goals
4. Build and create the appropriate organization chart that suits the strategy
5. Effective management of regulatory processes "Incentives - Penalties"
6. Formation and development of Management and leadership capacities and competencies
7. Prepare the timetable and define responsibilities for the implementation of the Strategic Plan
8. Create an encouraging regulatory environment for the implementation of the Strategic Plan
9. Existence of effective management information systems to prepare the required data in a timely manner



Strategy Monitoring, Evaluation and Review

Three levels to be monitored

- Strategic control: It aims to control the Cooperative's strategy during and after implementation
- Tactical control: It aims to ensure that activities in administrations are carried out according to the set functional plans
- Operational control: It aims to control the performance of employees to ensure the proper implementation of tasks and duties

Stages of strategic assessment and review

- Review strategy assumptions: To see if the circumstances remain as they were when the strategy was formulated, or there are changes in opportunities and threats or strength points and weaknesses
- Setting performance standards: such as quantitative, qualitative, cost, implementation time
- Measurement of organizational performance: Comparison of expected results with actual results in order to identify deviations
- Making decisions and corrective actions: The stage of restoring conditions to normal

Strategic goals

Cooperatives live in a highly complex and changing environment. There is no doubt that the variables of the political, social, economic and technological environment are becoming more and more complex, and the opportunities are changing in an escalating manner. That is why the management task in achieving the goals of the Cooperative is not easy. The lack of financial resources and the existence of challenges that prevent stable or relatively stable financial resources are challenges that have to be met by the Cooperative in order to expand its business and services. As such, any planning should consider providing viable solutions to assure external or internal sustainable financing.

The Wise Women Plumbers Cooperative is implementing household awareness campaigns, and providing plumbing maintenance services in three target areas (Amman, Irbid, Al-Kafrein). The following are the five goals of the Cooperative's Strategic Plan for the next five years, based on the analysis of the internal and external environment strengths, weaknesses, opportunities and threats:



Goal 1: Institutional development, building the capacity of the members of the Cooperative, enhancing the spirit of cooperation among them and exchanging experiences

Sub-Goals:

- Developing the organization chart of the Cooperative to ensure the activation of channels of communication and coordination within the Cooperative, and enhance the participation of members in decision-making
- Developing a periodic and continuous evaluation tool to assess the performance of members and identify their training needs
- Building the capacity of the employees of the Cooperative to enhance their ability to deal with the work requirements
- Developing the business plan of the Cooperative

Goal 2: Achieve financial sustainability and enhance the revenues of the Cooperative

Sub-Goals:

- Building the capacity of the Cooperative's members in writing projects and attracting funds
- Working towards the creation of sustainable financial resources for the Cooperative
- Developing an action plan to provide revenue generating services and products
- Networking the Cooperative with businesses to seek co-operation opportunities

Goal 3: Provide a distinctive and diverse service in advanced methods (high technical quality)

Sub-Goals:

- Studying and evaluating the services currently provided by the Cooperative, and setting standards to ensure high quality service
- Networking with entities and businesses specialized in plumbing in order to acquire knowledge about the developments in this sector
- Keeping abreast of the new developments in plumbing practices and tools at the global level and in the Arabic region

Goal 4: Build and promote sustainable partnerships with various sectors

Sub-Goals:

- Developing a networking mechanism to strengthen partnerships with various sectors

Goal 5: Expanding the Cooperative by attracting new members and enlarging its working areas

Sub-Goals:

- Accessing areas that have potential members (trainees in plumbing with practice certificates)
- Promotion of the mission and objectives of the Cooperative by using social media

Plan for the implementation of the Strategic Plan

Hereunder is the plan to be adopted by the Cooperative for the implementation of its Strategic Plan for the period 2019-2023. It includes the adopted performance indicators to measure these objectives, the measurement tools and defining the responsibilities at the sub-goals level:

Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
Goal 1: Institutional development, building the capacity of the members of the Cooperative, enhancing the spirit of cooperation among them and exchanging experiences						
1.1 Developing the organization chart of the Cooperative to ensure the activation of channels of communication and coordination within the Cooperative, and enhance the participation of members in decision-making	1.1.1 Convening a meeting for the members of the Cooperative to review and develop the organization chart based on the required tasks and functions	<p>The old organization chart,</p> <p>The rules of procedure,</p> <p>The tasks of the Management Committee and Other committees</p>	Draft Organization chart and job description		<ul style="list-style-type: none"> - Organization chart and job description - System / mechanism of communication - Letter / circular letter to members - Members meetings to follow up the development of the organization chart and the mechanism of communication - Commitment to the job description and communication mechanism - Members satisfaction 	<ul style="list-style-type: none"> - Organization chart approved and circulated to all members - Job description for all the Cooperative functions - Document of the communication mechanism
		<p>1.1.2 Preparing the proposed organization chart, developing the job description, tasks and communication mechanism between branches and members</p> <p>1.1.3 Dissemination of the mechanism of communication, organization chart and job description for members to review and express their opinions</p> <p>1.1.4 Approving the organization chart, the job description, the communication mechanism and dispatching them to all members</p>		<p>Management committee,</p> <p>Consultant</p> <p>Mechanism and procedures for communication between branches and members</p> <p>Organization chart and job description adapted according to feedback from members</p> <p>Final organization chart approved</p> <p>Communication mechanism and job description in its final form</p>		

Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
1.2 Developing a periodic and continuous evaluation tool to assess the performance of members and identify their training needs	1.2.1 Developing a tool to help in identify the training needs of members	List of previous training activities for the Cooperative members 1.2.2 Identification of the Cooperative members needs 1.2.3 Analysis of results to measure the availability of skills required for the work of the Cooperative	Training Needs Assessment Tool	Management committee, Monitoring Committee List of members subject to evaluation Results of assessments analysis, and preparation of a list of required skills	- Evaluation Tool - Evaluation sessions for members - Members satisfaction	Evaluation forms for all members Staff assessment results / list of training needs
1.3 Building the capacity of the Cooperative employees to enhance their ability to deal with the work requirements	1.3.1 Designing a capacity building program for the Cooperative employees annually in order to enhance their abilities to deal with the work requirements	List of training needs Curriculum and training programs 1.3.2 Implementation of the program to ensure the capacity building of members in skills and experience	Capacity building program for staff and members designed and ready for implementation	Trainers, Training unit Training reports	- Number of beneficiaries from training - The Cooperative performance level - Members performance level - Quality of service	- Capacity building program - Training reports
1.4 Developing the Business Plan of the Cooperative	1.4.1 Conducting a training session for members of the Business Plan development team to introduce the plan development methodology	Presentation on development Methodology of the Business Plan Previous financial and technical reports Cooperative Strategy 1.4.2 Preparing the draft Business Plan 1.4.3 Circulation of the draft Business Plan to the General Assembly for feedback and approval of the final version	Business Plan of the Cooperative	Business Plan Development Team Consultant Management Committee	Number of meetings for the Business Plan development The level of performance of the Cooperative	Business Plan approved by the General Assembly Achievement reports
Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools

Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
Goal 2: Achieve financial sustainability and enhance the revenues of the Cooperative						
2.1 Building the capacity of the Cooperative members in writing projects and attracting funds	2.1.1 Training members of the Cooperative to write proposals and quotations	Specialized training program for writing funding proposals 2.1.2 Preparing a list of donors in Jordan and gathering information on their areas of interest	-Training Report - List of names of donors in Jordan	Consultant, Training Unit, Projects Unit	- Number of donors - Sources of funding	Training program report Number of developed proposals
2.2 Working towards the creation of sustainable financial resources for the Cooperative	2.2.1 Workshop for members with specialists to develop project ideas that can be implemented by the Cooperative in line with its objectives	Projects proposals Networking meetings 2.2.2 Feasibility study of project ideas and study of possible financing 2.2.3 Networking with various funding agencies to seek funding opportunities for the proposed projects	Workshop report	Management Committee Projects Unit Cooperative members Feasibility study Meetings program and meetings minutes Number of contracts and memoranda of understanding	- Productive projects proposals emanating from the objectives of the Cooperative - Services developed within the Cooperative - Funding value	Training reports Feasibility studies Meetings with supporting agencies Finance and loans agreements
2.3 Developing an action plan to provide revenue generating services and products	2.3.1 Conducting a market study to study competitors and marketing opportunities for the services of the Cooperative	Financial reports and sales Customers list Price list 2.3.2 Developing an action plan to promote the Cooperative and its services using a variety of marketing methods 2.3.3 Implementing and following up the Marketing Plan	Market study	Management Committee, Consultant, Maintenance Unit, Marketing Unit, Projects Unit Marketing Plan (Promotional) Implementation Plan Achievement reports	- Service size - Number of beneficiaries - Income ratio of the Cooperative - Number of beneficiaries - Number of Projects	Marketing Plan Statistics and questionnaires Achievement reports Financial reports and sales

Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
2.4 Networking the Cooperative with businesses to seek co-operation opportunities	2.4.1 Conducting a series of meetings and communication activities with donors and governmental institutions that support women empowerment, to enhance the communication with them and to inform them of the successes of the Cooperative	Customers list	Proposals for grants and maintenance contracts for new customers	Chairperson of the Management Committee, Marketing and Awareness Coordinator	- Funding proposals - Participation in activities and meetings - Expansion of customer database	Meeting minutes MOUs Financing Agreements
Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
Goal 3: Provide a distinctive and diverse service in advanced methods (high technical quality)						
3.1 Studying and evaluating the services that are provided by the Cooperative, and setting high quality service standards	3.1.1 Developing a tool / questionnaire to measure satisfaction with the services provided by the Cooperative	Field visits Satisfaction survey questionnaire 3.1.2 Analyzing the questionnaire results and coming out with recommendations for the development of Cooperative services 3.1.3 Developing standards for the Cooperative services, and training service providers on these standards to maintain the quality of services 3.1.4 Periodic follow-up with the service providers	Tool / Satisfaction measure questionnaire	Maintenance unit, Project coordinator, Training coordinator, Marketing and communication coordinator Findings and recommendations report List of developed standards and training report Periodic reports and service evaluation forms	- Satisfaction of assessment and measurement system - Customer satisfaction - Provided services comply to quality standards -Performance of service providers	Customer satisfaction survey questionnaire /tool Recommendations report Interviews and observations Periodic reports
3.2 Networking with entities and businesses specialized in plumbing in order to acquire knowledge about the developments in this sector	3.2.1 Preparing a list of companies working in the field of plumbing	Networking sessions and meetings Promotional and advertising materials for the Cooperative 3.2.2 Conducting meetings and exchange of experiences	List of specialized companies working in the field of plumbing	Marketing and Communications Coordinator, Chairperson of the Management Committee Lectures and visits reports	- Networking methodology - Service level / practices and developments - Job opportunities size and continuity	Meeting minutes that were held with the businesses specialized in plumbing Reports of visits and exchange of experiences Partnership contracts

Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
3.3 Keeping abreast of new developments in plumbing practices and tools at the global level and in the Arabic region	3.3.1 Periodic use of the Internet to explore the most important developments in the field of plumbing	High quality internet service Visual display tools	Adopted practices or developed tools	Maintenance Unit, Projects Unit	Number of seminars and group meetings	Reports including most important developments and new tools adopted by the Cooperative
Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
Goal 4: Build and promote sustainable partnerships with various sectors						
4.1 Developing a networking mechanism to strengthen partnerships with various sectors: - Civil society Institutions - Public sector - Private sector - Supporters - Financiers - Water utilities (MEYAHUNA, Yarmouk Water Company)	4.1.1 Identifying a list of potential institutions for which partnerships may be established and conducting identification visits to these institutions	4.1.2 Active participation in sessions and meetings of non-governmental and private organizations and institutions	Institutions list Sessions and meetings	Marketing and Communication Coordinator / Consultant, Awareness Unit, Chairperson of the Management Committee Invitations Projects ideas and cooperation activities	- Reputation and image of the Cooperative - Number of media events - Number of joint activities - Number of invitations to attend and represent the Cooperative	Media and communication reports Field visits
		4.1.3 Implementing joint activities with institutions that deal with empowerment of women and water conservation	Sessions and meetings			
Specific Goals	Activities	Inputs	Outputs	Responsibility	Performance Indicators	Measurement tools
Goal 5: Expanding the Cooperative by attracting new members and enlarging its working areas						
5.1 Accessing areas that have potential members (trainees in plumbing with practice certificate)	5.1.1 Site visits of focus groups to the residence areas of certified female trainees to attract new skilled members for working in the Cooperative	Collecting information from vocational training centers about trainees who have practice certificates	List of new members	General Assembly Management Committee Coordinator of Awareness and Communication	- Meetings schedule - Availability of information	Meetings reports Focus groups reports Applications for new members List of members wishing to join the Assembly
5.2 Promotion of the mission and objectives of the Cooperative by using social media	5.2.1 Implementing Marketing Plan and communication tools with regard to the subscriptions and the activities of the Cooperative	Updates of the activities of the Cooperative and the benefits of membership	Multimedia promotional campaigns	Awareness and Communication Coordinator	Number of multimedia and promotional campaigns	Percentage of access and spread of the Cooperative's circular Number of members and new customers

Time frame for the implementation of the Strategic Plan

Strategic Goals	2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019	2020	2021	2022	2023
Goal 1: Institutional development, building the capacity of the members of the Cooperative, enhancing the spirit of cooperation among them and exchanging experiences									
1.1 Developing the organization chart of the Cooperative in order to ensure the activation of channels of communication within the Cooperative and enhance the participation of members in decision-making									
1.2 Defining the training needs of the members of the Cooperative									
1.3 Building the capacity of the employees of the Cooperative to enhance their ability to deal with the work equipment									
1.4 Developing the business plan of the Cooperative									
Goal 2: Achieve financial sustainability and enhance the revenues of the Cooperative									
2.1 Building the capacity of the Cooperative in the field of promoting projects and attracting funds									
2.2 Working towards the creation of renewable financial resources, specific for the Cooperative									
2.3 Developing an action plan to provide revenue generating services and products									
2.4 Networking the Cooperative with businesses to seek co-operation opportunities									
Goal 3: Provide a distinctive and diverse service in advanced methods (technical and high quality)									
3.1 Studying and evaluating the services currently provided by the Cooperative, and setting standards to ensure high quality service									
3.2 Networking with specialized entities and companies in the field of plumbing in order to acquire knowledge about the developments in this sector									
3.3 Keeping abreast of the evolution of what is new in the practices and tools of the plumbing industry at the global level and in the Arabic region									
Goal 4: Build and promote sustainable partnerships with various sectors									
4.1 Developing a networking mechanism to strengthen partnerships with various sectors									
Goal 5: Expanding the Cooperative by attracting new members and enlarging the work areas									
5.1 Accessing areas where possible members are available (certified trainees in the field of plumbing)									
5.2 Promotion of the mission and objectives of the Cooperative by using social media									

Risks and mitigation measures

Risks	Mitigation Measures
Inability to compete with similar institutions	<ul style="list-style-type: none"> - Ensuring capacity building for members to ensure quality of service - Building partnerships with competing parties
Lack of access to appropriate funding	Networking and sustainable partnerships with donor or funding institutions and agencies
Withdrawal of some members of the Cooperative because they do not believe in its work	Stimulation and continuous follow-up, enhancing the participatory role of members and engaging members with any new developments or suggestions
Inability to attract new customers and members	<ul style="list-style-type: none"> - Continuous networking and coordination to facilitate the work of the Cooperative through partnerships - Continuous communication to promote the Cooperative and its activities using various promotional methods
Non-compliance of some members of the Cooperative, whether to pay the membership fees or commitment to the work entrusted to them	<ul style="list-style-type: none"> - Follow-up of financial collection - Conduct periodic meetings and sessions to discuss and follow-up the developments in order to improve the image of the Cooperative and highlight its benefits - Activate the role of the Monitoring Committee
Faltered financial situation of the Cooperative	Wise and sustainable financial management and planning



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