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# JORDAN RESTAURANT ASSOCIATION PLAN

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***Jordan Restaurant Association Plan  
Final  
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# CONTENTS

1. Executive Summary.....	1
2. Vision, Mission ,Objectives & Guiding Principles .....	5
3. Organizational Development.....	6
3.1 Board Directors.....	6
3.2 Committees – Activities Role.....	8
3.3 Executive Team – New Structure.....	9
4. Strategic Management .....	14
4.1 SWOT Analysis.....	14
4.2 Strategic Planning Process.....	15
4.3 Risk Management.....	16
4.4 Monitoring, Evaluation and Impact Assessment.....	16
5. Technical Plan .....	18
5.1 Government Advocacy and Communications.....	19
5.2 Career Development and Skilled Human Resources.....	27
5.3 Investment and Business Development.....	34
5.4 Membership Development and Outreach.....	41
5.5 Finance and Administration.....	54
6. Financial Plan .....	59

**ACRONYMS**

ACOR	American Center for Oriental Research
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
BOD	Board of Directors
CBO	Community Based Organization
CoE	Centers of Excellence
DCA	Development Credit Authority
DoA	Department of Antiquities
GDA	Global Development Alliance
GOJ	Government of Jordan
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
MBR	Market Based Representatives
M&E	Monitoring and Evaluation
MICE	Meetings, incentives, conferences and exhibitions
MFI	Microfinance Institution
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
PNT	Petra National Trust
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SAVE	Scientific, academic, volunteer and educational
SIU	Strategy Implementation Unit
SSC	Strategy Steering Committee
TA	Tourism Associations
TOT	Institutional of Trainers
TSA	Tourism Satellite Account
USAID	United States Agency for International Development

## 1. Executive Summary

The Jordan Restaurant Association (JRA) is a four-year-old mandatory membership association created by the Department of Tourism to represent and serve Jordan's growing Restaurant Industry.

Since its inception, JRA created a small structure to address challenges encountered by classified food establishments that have grown in number over the past few years to reach 529 members employing over 9008 people in 2006.

With this significant growth in membership, the industry matured and witnessed an increased awareness of the specific needs of services and programs necessary for its success.

The mandatory membership structure at JRA, however, caused the association to be less responsive to the specific requirements of its members.

Throughout the past four years, JRA has adopted a reactive approach as opposed to a dynamic proactive approach dedicated to providing quality services for its growing membership base.

Meanwhile, JRA finds itself at a critical juncture. Not only is it expected to upgrade its services to raise the level of Jordan's restaurant industry, it was also identified along with other tourism stakeholders, as an active partner in the implementation of the National Tourism Strategy (NTS) that aspires to double Jordan's tourism economy by 2010.

With this challenge, JRA leadership decided to take action and strengthen the institution to enable it to cope with a growing and vigorous tourism industry.

The three-year Strategic Plan is part of this effort. It outlines new member services and programs that will take JRA to the next level and support the association's vision of transforming the restaurant industry into **a powerful and regionally competitive sector that contributes to the growth of the Jordanian tourism economy.**

The strategy articulates proposals for new services and programs discussed and approved at a board level throughout the past few months. It also proposes means for the association to generate non-dues income to ensure sustainability of its programs aimed at creating a healthy business environment for the restaurant industry.

**The five key objectives identified by this plan are:**

- Represent members in public advocacy and ensure a customer-friendly institutional and regulatory framework for restaurants.
- Enhance product development and promote skilled human resources.
- Expand JRA business development services to provide professional networking, matchmaking and research services.
- Strengthen outreach to engage members, respond to their needs and expand membership base to include unclassified restaurants and supporting industries.
- Work towards transforming JRA into a voluntary association with excellent operations, management practices and corporate governance.

**These objectives will be achieved through five strategic departments**

- Government Advocacy and Communications
- Career Development and Skilled Human Resources
- Investment and Business Development
- Membership Development and Outreach Department
- Finance and Administration

For JRA to ensure a successful and sound implementation of the five strategies, it is required to evaluate the executive structure that currently does not support the new proactive approach suggested by the strategy.

**A NEW DYNAMIC OPERATION**

A new “strategic” executive structure that supports each of the above-mentioned objectives is proposed to enable the new CEO and JRA Board to ensure member satisfaction and sound implementation of programs and services in line with the association’s strategic direction.

The association is in the process of recruiting a strong CEO who will lead all departments and support multiple member-led committees, expected to assist JRA in its effort to effectively implement its mission and goals.

It is proposed that the recruitment process takes place in two phases:

Year 1: Recruit two department leaders managing JRA’s Membership and Training programs.

Year 2: Recruit Head of Business Development and a senior staff member to assist members and potential investors start and expand their restaurant businesses.

The association's public policy advocacy program would be carried out by an existing staff member who has demonstrated success in building a strong relationship with relevant governmental institutions and tourism stakeholders.

## JRA'S STRATEGIC DIRECTION

JRA will have a lot on its plate in the coming three years. New programs and services will be introduced, new members will be invited to join and investors will have a venue to help them explore investment opportunities in the restaurant industry.

Following is a summary of the programs and services outlined in this strategy:

### 1. Government Advocacy and Communications

With the aim of creating a healthy business environment for the restaurant industry, JRA will create an advocacy program that would track changes in legislation affecting the tourism industry and address all relevant policy issues influencing members. It will conduct regular research on issues identified by members as challenges affecting the success of their businesses. Research will be based on direct feedback JRA receives from restaurants through annual needs assessment sessions and surveys. Effective communication is critical to the success of JRA's policy efforts. The association's position on important policy issues will continuously be communicated to policy-makers and other stakeholders through strategic coalitions, the media, roundtable discussions and other communication tools.

### 2. Career Development and Skilled Human Resources

Training has been identified as a "major need" by the majority of JRA's 592 members with a workforce of over 9008 employees.

JRA's Career Development Department will be equipped to address members' training needs through the following programs:

#### JRA Training Program

- **General Training:** Training will cover general areas beneficial for the majority of stakeholders in the restaurant industry.
- **Tailored Training:** Training will be offered to individual restaurants that have specific needs.
- **Training of Trainers (TOT):** This program will be directly supported by members who would provide space and resources for such training.
- **Structured Training for Interns and New Employees:** A training manual will be developed to facilitate training of interns and new employees. The manual will reflect the formal training modules adopted by hotels.

### 3. Investment and Business Development

Through the Investment and Business Development program, the association will introduce the **JRA Info Center** that would answer inquiries from members and potential investors related to the Jordanian restaurant industry. The center, which is expected to be fully operational by the end of 2007, will develop a network of tourism investors, provide members with information about available investment opportunities and help investors identify strategic partners and funding opportunities for their ventures.

### 4. Membership Development and Outreach

This program will ensure member satisfaction through new value-added menu of services and benefits. It also suggests the introduction of new member categories targeting unclassified restaurants as well as restaurants and cafeterias located in hotels and hospitals. The membership expansion plan, which will be based on a voluntary membership system, will help JRA assess its future readiness to be transformed into a voluntary association.

#### JRA Service Menu

- **Membership Directory:** To include details on JRA members (menus, contact details, etc.)
- **Membership privilege card:** To offer privileges and special discounts at outlets in Jordan and elsewhere.
- Health Insurance Program
- **Third Party Insurance:** To provide a group rate for property/casualty insurance for restaurants.
- **Advertising through JRA website:** Each restaurant member will have a page on the website
- **"Silver Spoon" Award:** A new award scheme to acknowledge successful establishments that have been operating in line with international standards. The "Silver Spoon Award" will be offered annually to members based on specific criteria.
- **Seal of Approval:** To award every restaurant registered with the association a "JRA Certificate" or "Seal of Approval."

### 5. Finance and Administration

This program will be responsible for the association's operations (financial and human resource management). The CEO will work on developing a comprehensive Human Resources System to facilitate recruitment, staff orientation as well as evaluation of staff performance and training needs. Staff training will be conducted annually during JRA staff and board retreats.



## **2. Vision, Mission ,Objectives & Guiding Principles**

### **VISION**

The restaurant and food service industry - a powerful and regionally competitive sector that contributes to the growth of the Jordanian tourism economy

### **MISSION**

JRA is a not-for-profit business association that aims at advocating and representing the needs of its members and creating a healthy business environment for the restaurant industry

### **OBJECTIVES**

- Represent members in public advocacy and ensure a customer-friendly institutional and regulatory framework for restaurants.
- Enhance product development and promote skilled human resources.
- Expand JRA business development services to provide professional networking, matchmaking and research services.
- Strengthen outreach to engage members, respond to their needs and expand membership base to include unclassified restaurants and supporting industries.
- Work towards transforming JRA into a voluntary association with excellent operations, management practices and corporate governance.

### **GUIDING PRINCIPLES**

- Public-Private Partnership
- Private-Private Partnership
- Community Outreach
- Increased Involvement of Members
- Increased Involvement of Women
- Promote International Best Practices and Standards

### 3. Organizational Development

JRA is a Mandatory business association with an elected Board of Directors and a hired staff. The organizational structure of the organization is therefore divided into two parts, a Board structure and an executive structure as described below:

#### 3.1 BOARD OF DIRECTORS STRUCTURE, DUTIES & CAPACITY BUILDING

A nine-member Board of Directors elected every three years by the General Assembly governs JRA. Officers within the Board are as follows: Chair, vice chair, treasurer, secretary and five regular members. Board Members cannot serve more than two-consecutive terms in any capacity to ensure diversity and fresh thinking.

- The President and three other BOD seats come from three – five star restaurants.
- Three BOD seats come from one - two star restaurants and cafeterias.
- One BOD seat is chosen from night club members.
- One BOD seat represents other JRA interests such as theme parks.

Current duties of the Board of Directors according to the by-laws are:

- Manage the Association's administrative and financial affairs, including appointing the necessary employees, pursuant to the regulations it [Board of Directors] sets.
- Issue the regulations related to appointing the employees, determining their financial rights and taking punitive actions against them.
- Form appropriate committees and carry out their functions.
- Prepare the annual report and final accounts for the outgoing year; present estimated budget for the following year to the General Assembly.
- Look into any disputes or complaints that may rise between members, or between the members and other parties, and take necessary measures.
- Enter into affiliations, as appropriate, with other tourist related associations.
- Follow-up with collecting the subscription fees from the members.
- Take decisions on paying amounts due to any other parties, especially international associations.
- Deal with any professional related issues.

The Board of Directors meets at least once a month via an invitation by the Chairman or, in case of his absence, by the Vice Chairman. The meeting is considered legal if it is attended by at least its majority, provided that the Chairman or the Vice Chairman is present. The Board of Directors takes its decisions by majority (at least 5 votes).

The Board has been urged to explore means to generate non-dues income to expand services offered by the association and ensure sustainability of its programs.

#### Capacity Building Process

The new board members will be presented with a Board Manual that includes:

- By-Laws
- Board responsibilities and job descriptions
- Division of responsibilities of board and staff
- Financials for previous years and to-date
- Annual reports of previous years
- Plan for current and upcoming year
- Budget for current and upcoming year
- All minutes of past board meetings
- Updated members' list

Incoming Board Members will take part in several orientation sessions and meetings with:

- Outgoing board members
- JRA CEO
- Heads and members of JRA Committees
- Executive Staff

Board training is essential in ensuring a successful governance of the association. This is an area where JRA requires assistance to ensure professional and relevant training for its board on issues specific to JRA's areas of interest such as on general corporate governance issues common to all board members of associations.

These issues include:

- Public Policy Advocacy
- Best Practices in Corporate Governance for Business Associations
- The role of the Board in Business Associations
- Association Management

This will be implemented during annual board and staff retreats. JRA will identify an expert in association management who would conduct a one-

day training session for new Board Members who need guidance as they prepare themselves to assume responsibilities within the JRA Board.

### **3.2 COMMITTEES – ACTIVE ROLE**

The Board Executive Committee and the CEO will be responsible for conducting regular assessment of JRA's organizational structure to guarantee a smooth and sustainable implementation of strategies. This effort will ensure that staff growth is managed successfully and smoothly and supports the organization's development in terms of its programs and services.

#### Membership Committees

JRA must devise incentives to encourage membership to assume a greater role in the work of the association. Such incentives might include providing members with the opportunity to represent JRA in conventions and trade fairs. It is therefore recommended that JRA forms four new committees whose responsibility would be to assist JRA executive staff in implementing the strategies set forth by the association.

Each committee will be headed by a member and consist of general members. The work of the committee will be coordinated by a department/department manager. The four proposed committees are:

- Public Policy Advocacy and communications Committee
- Business Development Committee
- Training and Career Development Committee
- Membership Development and Outreach Committee

Each member responsible for a committee will be expected to report on progress achieved by his/her committee during monthly board meetings.

#### Ad-Hoc Committees

Ad-Hoc Committees stem from specific needs that arise. They consist of general and board members and are headed by general members. For example, an ad-hoc committee can be formed to implement specific programs and activities such as the Silver Spoon Award. (Details on this award are mentioned in the Membership Development and Outreach Section below).

### 3.3 EXECUTIVE TEAM – NEW STRUCTURE

JRA has recently identified a CEO who will be responsible to recruit staff and manage the full operations of the organization. The CEO will report on progress to the board during a monthly board meeting and will interact, almost on a daily basis, with the Chairman of the board. As part of the association's Strategic Plan 2007-2009, it is suggested that JRA amend its structure to operate through four proactive departments.

The below departments will be responsible for the development and implementation of programs based on clear objectives and strategies:

- Government Advocacy and Communications Department
- Career Development and Skilled Human Resources Department
- Investment and Business Development Department
- Membership Development and Outreach Department
- Finance and Administration Department

The association is however, faced with an organizational challenge that does not support a smooth and professional implementation of programs and services under the above-mentioned departments.

Currently, JRA has four full time employees and one part time employee. Clearly, the current structure places more emphasis on the administrative aspect of the association's work, and does not support the new proactive approach that JRA wishes to adopt as part of this strategic plan.

A new executive structure that supports the implementation of the association's mission is therefore recommended. The Staffing Plan highlights the recommended changes in more detail.

#### Proposed Structure

A new Chairman has brought new life to the organization and is open to change. As a small organization, the JRA's CEO and other employees will each need to handle multiple duties. Given that form should follow function, it is recommended that JRA's staff responsibilities, moving forward, revolve around each of the four strategic departments proposed above as follows:

**CEO:** The CEO would be responsible for managing all departments and multiple member-led committees and will effectively implement the mission and the goals of the JRA. He/she would also be responsible for all financial, human resource and administrative matters of the association. The CEO would report to the association's Board of Directors concerning the development of annual operating budgets and programs of work.

**Head of Government Advocacy and Communications Department:** Responsible for JRA's advocacy activities. Head of this department would work with the Public Policy Advocacy Committee to promote JRA's positions with respect to elected officials and regulatory agencies. Responsibilities also include policy positions, including membership publications and communications.

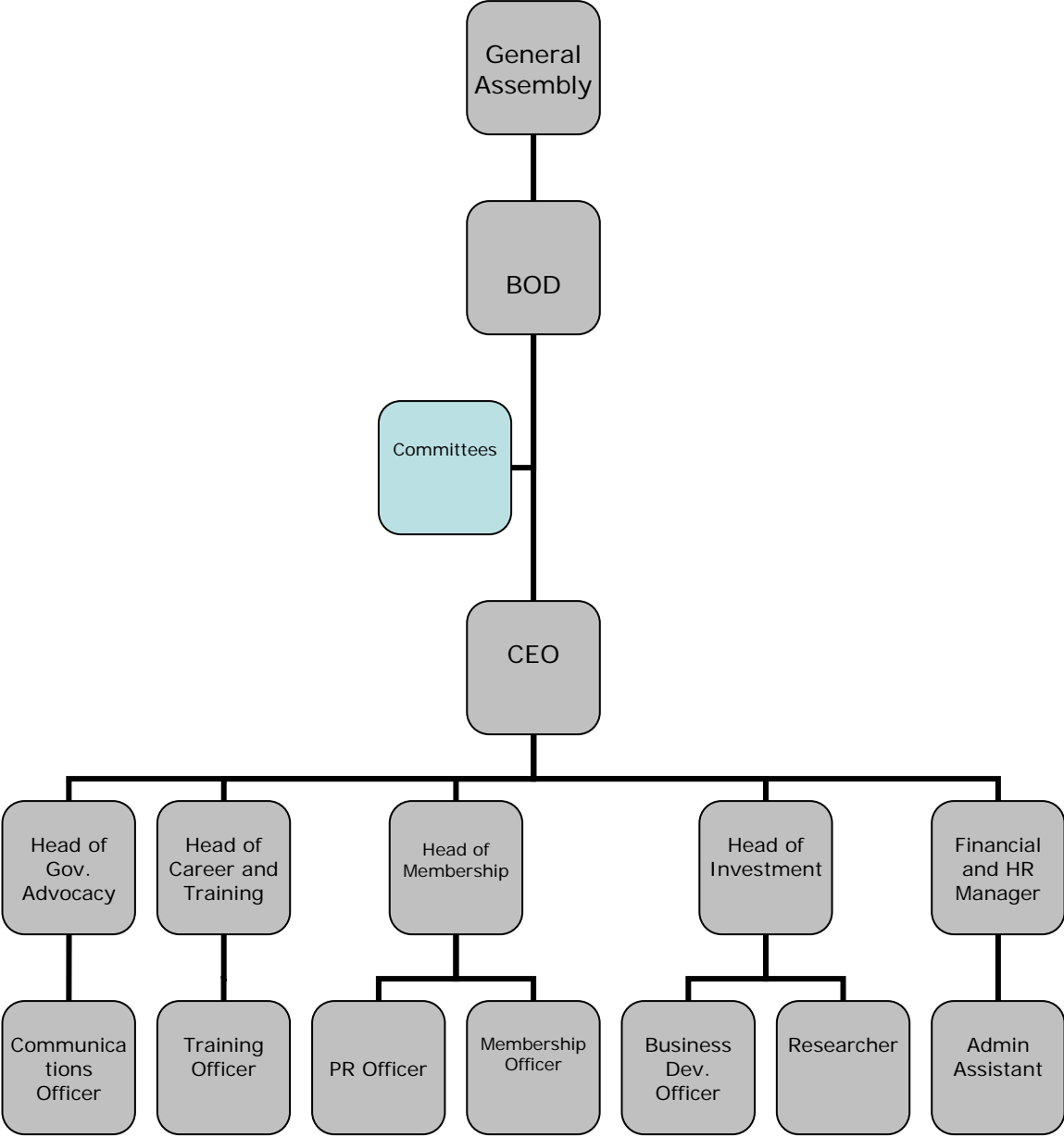
**Head of Membership Development and Outreach Department:** This employee would cover member services and outreach. This proposed position would make sure to develop and expand the association's membership base through provision of value-added services for JRA members.

**Head of Career Development and Skilled Human Resources Department:** This position would be responsible for developing a comprehensive training program for JRA. Head of this department would assess members' training needs and conduct research to provide tailored training services for members.

**Head of Investment and Business Development Department:** Head of this department would be responsible for introducing a new function focused on assisting members and non members in their effort to start or expand their ventures.

**Administrative Assistant** – This employee would be responsible for assisting the CEO and heads of departments in the implementation of activities and programs.

**Financial and Human Resources Manager:** This employee would be responsible for all financial, human resource and administrative matters of the association.



**PROPOSED ORGANIZATIONAL STRUCTURE**

## OUTSOURCING – NEW PROGRAMS

In its effort to implement special programs and activities that would require specific expertise, JRA would identify consultants who would assist the association's staff in carrying out some of their responsibilities. Such programs would include:

- **Monitoring and Evaluation System:** An M&E system would include mechanisms for monitoring and evaluation of JRA activities and programs in addition to internal evaluation mechanisms of staff performance.
- **A JRA Award Scheme:** As mentioned in the (Membership Development and Outreach Department), JRA aims at designing a new initiative that would acknowledge members' successes. This effort would require the assistance of a consultant specialized in designing award programs for business associations.
- **JRA Newsletter:** As mentioned in the (Membership Development and Outreach Department), JRA will launch a newsletter that would keep its members and other stakeholders in the tourism and food industry updated on the association's services and activities. A communications expert would work closely with the Head of Membership Development at JRA to produce a high quality quarterly newsletter.
- **JRA Membership Directory:** JRA would also work with a public relations firm to produce a high quality membership directory that includes details on the association's members (menus, contact details, address, etc).
- **Special guidebooks:** The Business Development Department would work on producing special information/guidebooks to include relevant information on the food service industry.

## CAPACITY BUILDING – JOB SPECIFIC TRAINING

JRA will work towards the development of its board and staff. It will provide them with the opportunity to receive special training to assist them in their own professional growth to be able to perform their work and serve the members in the most professional and effective manner. JRA board and staff would also have the opportunity to take part in training courses offered to members to improve their knowledge of the industry. Staff would also participate in training programs offered to Board Members during annual retreats to improve their knowledge of association management.



JRA will utilize the annual appraisal system to assess the needs of its staff to overcome their weaknesses and build on their strengths. Once the training needs of JRA staff have been identified, training courses that are common to all or a large number of staff members will be conducted to benefit all employees collectively. This will be done possibly within the framework of retreats.

Job-specific training programs would include:

- Project Management
- Time Management
- Team Building
- Effective Communications
- Public Speaking
- Presentation Skills
- Strategic Management, Planning and Marketing
- Change Management
- Public Policy Advocacy

## 4. Strategic Management

JRA's executive leadership, headed by its CEO, is responsible for developing sound plans and implementation processes in line with the association's strategic direction that will take into consideration a thorough SWOT analysis. This effort, which will be carried out through a participatory strategic planning process, will ensure the successful development of the organization both functionally and institutionally.

The process will also take into consideration management of risk and potential crises, and ensure full and active participation of the board and members. A clear and measurable impact assessment and evaluation process and the successful management of staff and programs will be included as major departments of the association's plan.

### 4.1 SWOT ANALYSIS

Results of JRA's **SWOT** Analysis based on discussions between the association's board and expert consultants are:

#### Strengths

- Good ties with regional tourism organizations
- New, strong and committed leadership
- Open to change
- Very good relationship with the government
- Healthy work environment (staff, board and chairman)
- Large membership base

#### Weaknesses

- Mandatory membership makes the association dependent on enforced funding and less responsive to member needs
- Lack of awareness among members on JRA philosophy
- Members do not feel they receive sufficient value
- Not performing to potential for industry & their associations
- JRA is confused as yet another government agency
- Membership not supporting JRA beyond membership fees.
- Limited number of professional staff
- JRA does not operate through a clear strategic plan

#### Opportunities

- Large membership base can be used as an opportunity to engage more members as volunteers supporting the work of JRA
- Room to grow, strengthen and legitimize organization
- Availability of potential grant funding

- Potential efficiencies, economies of scale, and additional resources through alliances
- A National Tourism Strategy in place
- Expansion of JRA program to make it comparable to restaurant associations internationally
- Anticipated sector growth
- Detailed three-year operational plan will ensure deliverables and enhance credibility with members and stakeholders

### **Threats**

- Lack of interest among Jordanians in service-related jobs especially in the restaurant industry
- Lack of skilled workforce
- Restrictive government regulations
- Diversity of JRA membership can challenge a unified voice
- Regional instability
- economic challenges - VAT/service charge costs

## **4.2 STRATEGIC PLANNING PROCESS**

JRA's three-year strategic planning process is an effort that should involve the JRA membership, previous and current boards of directors, JRA executive staff and key stakeholders.

During an annual staff and board retreat, the CEO and his/her team will engage in strategic brainstorm sessions aimed at evaluating the association's strategic direction. The JRA team (CEO and executive staff) will develop an amended strategic plan following a thorough review of the progress achieved by the association and the challenges encountered throughout the implementation of the plan. The final plan will be presented to the JRA board for review and approval. This is then presented to members at the association's annual General Assembly meeting to get their feedback and approval. Such a presentation is extremely essential to engage members as active participants in working groups and ad-hoc committees. Members' input will be incorporated and the plan further developed.

During this session, an updated SWOT analysis will be conducted and included in the plan. Improvements and developments within the organization, both institutionally and in terms of programs will be further expanded to cover the weaknesses identified and to account for the threats that exist. Strengths and opportunities will be further built upon through the various parts of the plan.

Each department will then be asked to further develop the operational section of their individual plans by producing detailed Standard Operating Procedures and checklists for each single JRA activity, event and service.

### 4.3 RISK MANAGEMENT

JRA operates as part of a very competitive and vigorous tourism sector, which aims at doubling its economy by 2010 through an ambitious strategy. Several stakeholders from the private sector, public sector and civil society will be involved in the implementation of this strategy through different programs and activities that might complement JRA's efforts or compete with some of its initiatives. Therefore, JRA might be faced with several challenges that may affect its ability to conduct its programs and activities in accordance with the plan. It is very important for the association to identify the potential risks that may arise before or during the implementation of initiatives and activities.

Risk management will help JRA maintain a positive image and credibility among members and stakeholders. This section highlights mechanisms to avoid risks that may arise or future events that may hinder JRA's ability to accomplish its mission of maintaining its positive image and ability to serve its members.

#### Risk Management Process

When addressing risks, the following steps will be taken into consideration:

- **Identify Potential Risks**
- **Evaluate and Prioritize Risks**
- **Develop a Risk Management Plan**  
A short risk management plan will be developed if a certain risk is expected. Each risk management plan should take into consideration the following:
  - Competition/Media Coverage
  - Human Resources
  - Political Crises

### 4.4 MONITORING, EVALUATION AND IMPACT ASSESSMENT

JRA has not yet developed a mechanism for monitoring and evaluation. It currently relies on direct feedback from members who are involved in the different activities.

The association is aware of the importance of devising a formal monitoring and evaluation mechanism that will not only help assess the impact of its services, but will also determine the nature of future programs and initiatives.

Monitoring and evaluation of JRA programs will be conducted through various means including:

- Surveys
- Evaluation forms
- Personal meetings with members and stakeholders
- Assessment retreats with members and stakeholders

This effort requires the assistance of a professional consultant who would help JRA in developing a formal monitoring and evaluation system to be used by all departments to measure their performance and, by management, to predict the need for change and enhancement of activities and services.

This will be implemented as follows:

- Hire a consultant to design an impact and evaluation system
- Implement a formal monitoring and evaluation and impact assessment system (database)
- Training staff on system
- Implement the impact and evaluation system

## **5. TECHNICAL PLAN**

This section highlights JRA's plan to achieve its mission and objectives. It describes in detail the association's programs and activities that will be implemented during the upcoming three years through its five departments and supporting committees and working groups.

Each department will be responsible for achieving an objective as follows:

### **Government Advocacy and Communications Department**

Objective: Represent members in public advocacy and ensure a customer-friendly institutional and regulatory framework for restaurants

### **Career Development and Skilled Human Resources Department**

Objective: Enhance product development and promote skilled human resources

### **Investment and Business Development Department**

Objective: Expand JRA business development services to provide professional networking, matchmaking and research services

### **Membership Development and Outreach Department**

Objective: Strengthen outreach to engage members, respond to their needs and expand membership base to include unclassified restaurants and supporting industries

### **Finance and Administration Department**

Objective: Work towards transforming JRA into a voluntary association with excellent operations, management practices and corporate governance.

## 5.1 Government Advocacy and Communications

**Objective: Represent members in public advocacy and ensure a customer-friendly institutional and regulatory framework for restaurants**

### INTRODUCTION - POLICY ADVOCACY

Since its inception, JRA has been successful in establishing a good relationship with several governmental institutions and was able to respond to members' needs and address challenges faced by restaurants on a regular basis. The association aims at expanding this service and adopting a more proactive approach that addresses specific challenges faced by members especially those related to legislation that regulate the work of restaurants.

The association has produced several policy papers and is in contact with relevant governmental bodies for follow up. The three papers that have been developed and are still in process include:

- The Investment Law so that it includes the restaurant sector and obtain appropriate customs exemptions to improve services in the tourist restaurants.
- Health and Safety Regulations
- Tourism legislation and restaurant classification principles in cooperation with the SIYAHA project and NTS

### SUPPORTING THE NATIONAL TOURISM STRATEGY

Through the Government Advocacy and Communications Department, JRA will be an active partner in the implementation of pillar four of the National Tourism Strategy that focuses on conducting a holistic review of Jordan's legislative and regulatory environment pertaining to tourism sector development. It also calls for reforms that ensure a highly efficient legal environment, clear mandates, an empowered role for the private sector, and favorable investment conditions capable of attracting both domestic and foreign investors.

JRA is also expected to support the implementation of several programs highlighted in pillars two and three.

The following are six action items mentioned in the National Tourism Strategy that require the support of this department at JRA.

- Include restaurants of certain threshold to investment promotion exemptions. (JRA is required to champion this task)
- Support revision of system of classification for restaurants and other classifiable tourist service-provider establishments.

- Revisit licensing qualification standards for all tourism service providers
- Lift restrictions of alcohol sale in 1-2 star restaurant establishments.
- Introduce incentives such as tax exemptions and long term loans to encourage development of outlets with adequate food and beverage quality
- Support minimum standards for pay and conditions for workers and restaurants.

## **DEPARTMENT OBJECTIVES**

This Department will work to achieve the following objectives:

- Conduct regular research on relevant policy issues and solicit a list of advocacy issues critical to the industry
- Form active coalitions with stakeholders to identify and address policy issues critical to the industry
- Educate members and relevant governmental institutions on legal requirements, standards and conditions
- Establish and maintain a good relationship with public sector organizations.
- Establish and maintain a good relationship with the media to effectively communicate policy issues that influence the restaurant industry.

**It is worth noting that effective communication is very critical to the success of this department. It is therefore suggested including communications as a sub-function focusing on producing strategic messages that articulate the position of JRA through the media, JRA website and other communications tools.**

Throughout the upcoming three years, JRA will build its public policy capacity through the following programs:

## **PROGRAMS AND ACTIVITIES**

### **1. Establish an effective Government Advocacy and Communications Department**

In order to create an effective public policy program, JRA will identify members who are interested in serving as part of a committee to advocate policies on behalf of JRA. Members, who should serve in this committee should have experience in key issues faced by JRA and those who have personal connections with policy-makers. The structure of the committee will be as follows:



- Chairperson (Board Member)
- Interested member(s) of the Board
- Interested JRA members
- JRA's CEO
- JRA's Head of the Public Policy Advocacy Department
- Outside consultants (when necessary)
- Members or executives of other relevant business associations (when necessary)

The department will work closely with a consultant to conduct training for members of the PPA Working Group. The training will focus on necessary steps that should be taken to implement an advocacy program.

The department, with the help of the public policy advocacy working group, will create a public policy advocacy manual to include operating procedures necessary for facilitating the communication of JRA's position towards any policy issue. The manual will include the following departments:

## **2. Policy Research**

JRA will conduct extensive research on all relevant policy issues influencing the restaurant industry. Such policies include tourism and investment legislation and other legislation critical to the success of restaurants in Jordan.

Research will be primarily based on the specific challenges faced by members and on the direct feedback JRA receives from restaurants through annual needs assessment sessions and surveys.

The department will also make sure to track changes in legislation affecting the tourism industry. Any changes and/or amendments will be communicated to members regularly.

## **3. Strategic Coalitions**

JRA will work towards forming active coalitions internally and externally to advocate policy issues affecting the restaurant industry. Through an internal Public Policy Advocacy committee, department staff will empower members to represent the association in advocating policy issues. This committee will then identify and empower strategic allies from the government as well as other stakeholders who share similar challenges and have a stake in legislative changes influencing the tourism industry as a whole.

The committee will conduct annual needs assessment surveys and sessions that would help JRA focus on priority issues affecting the industry.

#### **4. Policy Papers – Advocacy Program**

Once policy priorities are identified, the association would develop policy papers that clarify JRA members' position on critical issues. Members' position will be communicated to policy makers through strategic coalitions and the media.

It is worth mentioning the below policy issues identified by the association as policy priorities that need to be addressed:

##### Abolition of Security Committee

One of the major challenges encountered by restaurant owners is the Security Committee that carries out surprise inspection visits during night time. Members do not see a need for such a committee as long as there is another **Joint Inspection Committee** that carries out inspections on a regular basis.

##### Night Clubs

This category of membership is the most that needs continuous attention from JRA. Complaints from Night Club owners have been very frequent and members feel that this "preoccupation" has influenced the association's ability to offer meaningful services for its members. It was therefore recommended removing this category from JRA membership structure to give the association space to focus on the real needs of members.

#### **5. Communications and Media Relations**

As mentioned above, this function is extremely important in ensuring the success of the association's policy efforts. The committee and JRA leadership will communicate JRA messages through:

##### JRA Spokesperson

JRA Chairman will act as the association spokesperson to communicate members' positions publicly through regular interviews and/or press conferences. In the case of the Chairman's absence, the CEO will take over.

##### Media Relations

JRA will build and maintain a good relationship with members of the media who would be contacted regularly to cover the association's activities.

#### Media Roundtable Discussions

A roundtable with the media will be organized annually followed by a press conference on the association's position on issues.

#### Annual Media Iftar

In its effort to maintain a credible relationship with the media, JRA will invite members of the media to an iftar annually. Such interaction is necessary to keep the media informed on the association's activities and position on issues. It is important for JRA spokespersons to attend all media-related activities.

#### Other Communications Tools

JRA strategic position and messages will also be articulated through the traditional communications tools such as the JRA website, newsletter and press releases. *(Refer to Membership and Outreach Department)*

### **6. Education and Awareness**

JRA will build on its effort to educate members, policy and law-makers on the rules, regulations and requirements that restaurants should abide by.

The association has prepared a draft of a **Condition and Standard Manual** that clarifies all such requirements in cooperation with Ministry of Tourism. The manual is expected to be published and distributed by the end of September 2006.

In cooperation with the Membership Development and Public Relations Department, annual roundtable sessions will also be conducted to educate members on critical policy issues affecting their industry as follows:

#### Safe Food Handling Campaign

Food handling is a very important part in the overall tourism process and a key tourism product that plays a key role in attracting tourism. JRA will develop a plan of action for the implementation of a comprehensive campaign that would ensure the adoption of best practices and industry standards when handling food in tourist outlets, hotels, restaurants and training facilities. The campaign will be developed in cooperation with Siyaha Project.

#### Roundtable - JRA Policy Papers

Once a JRA policy paper is developed, members will be invited to a roundtable discussion to review the paper and give feedback. This annual meeting is essential for members' buy-in and support. Such meetings will also give JRA leadership and staff the

opportunity to keep members' engaged, informed and most importantly reminded of the association's value-added and impact.

Roundtable – General Policy Issues

JRA will organize roundtable discussions quarterly with policy-makers from the tourism industry and other stakeholders to educate members on developments related to tourism and other sectors affecting their industry. Such roundtables will not only provide members with the opportunity to stay updated on important developments, they will also give them a chance to interact with policy-makers and share each other's experiences and challenges.

**7. Charter of Business Rights**

On the long term, JRA will work with all relevant stakeholders from the tourism industry to develop a Charter of Business Rights that clarifies the rights of investors wishing to contribute to the growth of the industry. A focus group will be formed to develop a policy paper that would suggest a mechanism to identify, articulate and generate government support of such a charter.

*Note: All activities to be implemented by this department should ensure the effective participation of women.*

<b>JORDAN Restaurant Association</b>																
<b>Strategic Action Plan, 2007</b>																
STRATEGIC OBJECTIVE: 1. Represent Members in public advocacy and ensure a customer friendly institutional framework for restaurants																
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Resources Fin; Tech, Hum; Mat.	Resp.	Time Frame in Months											
					1	2	3	4	5	6	7	8	9	10	11	12
<b>1.1 Establish Efficient Government Advocacy and Communications Component</b>																
1.1.1	Prepare concept paper on JRA public policy advocacy effort	Paper developed	JRA has previous experience in public policy. BOD involved	Human and technical resource	CEO	x	x									
1.1.2	Create JRA's public policy advocacy committee	Members invited to participate and committee formed	BOD committed and directly involved	Human and technical resource	BOD & CEO		x									
1.1.3	Conduct public policy working group training course	Committee formed and course conducted	work with available experts through Siyaha Project	Hospitality fees & technical assistance available at Siyaha	CEO			x								
1.1.4	Coordinate public policy advocacy meetings	Meetings organized quarterly or when needed	JRA leadership, BOD and members involved and committed	Human resource	Head of Dept				x				x			
<b>1.2 Conduct Policy Research</b>																
1.2.1	Conduct research on policy issues influencing restaurant industry	Research conducted	Information available at JRA but needs updating (BOD committed)	Human resource	Head of Dept	x	x	x	x	x	x	x	x	x		
1.2.2	Conduct needs assessment sessions and surveys to solicit feedback	Survey and session conducted	Expert resources available and can be outsourced	Hospitality fees & technical assistance available at Siyaha	Head of Dept with help of outsourced expert			x	x							
<b>1.3 Build Strategic Coalitions</b>																
1.3.1	Compile list of potential partner institutions	List compiled	Information available and partnerships exist. (Info needs to be organized)	Human resource	BOD & CEO		x	x								
1.3.2	Connect with business associations, ministries, NGOs, parliament and universities	Visits with potential partners conducted	Partnerships exist (network needs to be expanded)	Human resource	BOD & CEO			x	x							
1.3.3	Follow up and disseminate information	Effort ongoing	CEO and BOD commitment	Human resource	BOD & CEO			x	x	x	x	x	x	x		
<b>1.4 Develop and Implement a Public Policy Advocacy Program</b>																
1.4.1	Develop policy paper 1	Paper developed and communicated to stakeholders	Committee in place, BOD involvement	Consultant fees	JRA Leadership & Head of Dept					x	x	x	x			
1.4.2	Communicate policy position to media and other stakeholders	Position communicated to all stakeholders	JRA has a good relationship with media (effort needs committee support)	Human resource	Head of Dept							x	x	x		
<b>1.5 Establish Relationship with Media</b>																
1.5.1	Identify and train JRA spokesperson	Spokesperson identified (JRA Chairman). Chairman may need talking points on policy positions	JRA has a strong Chairman	Human resource	CEO & Head of Dept			x								
1.5.2	Hold Media Iftar	Iftar organized	JRA has a good relationship with media (effort needs committee support)	Hospitality fees	Head of Dept							x				
1.5.3	Conduct regular visits to media institutions, invite media to events	Increased media interest in JRA achievements	Regular communication with media	Human resource	Head of Dept	x	x	x	x	x	x	x	x	x		
<b>1.6 Awareness Program</b>																
1.6.1	Organize roundtable to discuss policy paper 1	Roundtable organized and position communicated	Committee in place, BOD involvement	Hospitality fees	CEO & Head of Dept								x			
1.6.2	Develop and promote food handling campaign	Campaign promoted	Funds and support available from Siyaha	PR agency and promotional fees	CEO & Head of Dept				x							
<b>1.7 JRA's Presence in Government Committees (BOD Representative)</b>																
1.7.1	Follow up on JRA membership in Government Committees	JRA membership active	JRA established a good relationship with the government	Human resource	JRA Leadership & Head of Dept	x	x	x	x	x	x	x	x	x		

<b>JORDAN Restaurant Association Strategic Action Plan, 2008-2009</b>													
<b>STRATEGIC OBJECTIVE: 1. Represent Members in public advocacy</b>													
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Responsibility and (Resources)	Time Frame 2008				Time Frame 2009					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>1.1</b>	<b>Establish Efficient Government Advocacy and Communications Component</b>												
1.1.1	Revive JRA's public policy advocacy committee	Members invited to participate	BOD committed and directly involved	BOD & CEO (human resource)	X					X			
1.1.2	Conduct public policy working group training course	Committee formed and course conducted	work with available experts through Siyaha Project	CEO (hospitality fees)						X			
1.1.3	Coordinate public policy advocacy meetings	Meetings organized quarterly or when needed	JRA leadership, BOD and members involved and committed	Head of Dept (human resource)	X	X	X	X		X	X	X	X
<b>1.2</b>	<b>Conduct Policy Research</b>												
1.2.1	Conduct research on relevant policy issues influencing restaurants	Research conducted and priority issues identified	Priority issues identified from previous years but need revision	Head of Dept (human resource)	X	X	X	X		X	X	X	X
1.2.2	Conduct needs assessment sessions and surveys to solicit feedback	Survey and session conducted	Expert resources available and can be outsourced	Head of Dept with help of outsourced expert (hospitality fees)	X					X			
<b>1.3</b>	<b>Build Strategic Coalitions</b>												
1.3.1	Connect with business associations, ministries, NGOs, parliament and universities	Visits with potential partners conducted	Partnerships exist (network to be expanded)	BOD & CEO (human resource)	X	X	X	X		X	X	X	X
1.3.2	Follow up and disseminate information	Effort ongoing	CEO and BOD commitment	BOD & CEO (human resource)	X	X	X	X		X	X	X	X
<b>1.4</b>	<b>Develop and Implement a Public Policy Advocacy Program</b>												
1.4.1	Develop policy paper 2, 3	Papers developed and communicated to stakeholders	Committee in place, BOD involvement	JRA Leadership & Head of Dept (consultant fees)		X	X				X	X	
1.4.2	Communicate policy position to media and other stakeholders	Position communicated to all stakeholders	JRA has a good relationship with media (effort needs committee support)	Head of Dept (human resource)		X	X	X			X	X	X
<b>1.5</b>	<b>Establish Relationship with Media</b>												
1.5.1	Identify and train JRA spokesperson	Spokesperson identified (JRA Chairman). Chairman may need talking points on policy positions	JRA has strong chairman	CEO & Head of Dept (human resource)						X			
1.5.2	Hold Media Iftar	Iftar organized	JRA has a good relationship with media (effort needs committee support)	Head of Dept (human resource)			X					X	
1.5.3	Conduct regular visits to media institutions, invite media to events	Increased media interest in JRA achievements	Regular communication with media	Head of Dept (human resource)	X	X	X	X		X	X	X	X
<b>1.6</b>	<b>Awareness Program</b>												
1.6.1	Organize roundtable to discuss policy paper 2, 3	Roundtables organized and position communicated	Committee in place, BOD involvement	CEO & Head of Dept (hospitality expenses)			X					X	
<b>1.7</b>	<b>JRA's Presence in Government Committees (BOD Representative)</b>												
1.7.1	Follow up on JRA membership in Government Committees	JRA membership active	JRA established a good relationship with the government	JRA Leadership & Head of Dept (human resource)	X	X	X	X		X	X	X	X
<b>1.8</b>	<b>JRA's Presence in Government Committees (BOD Representative)</b>												
1.8.1	Explore feasibility of developing a JRA CBR	Idea discussed by BOD	JRA will have built experience and gained awareness of real needs	JRA Leadership & Head of Dept (technical and human resource)						X	X		
1.8.2	Form focus group to develop paper on CBR process	paper developed and analyzed		JRA Leadership & Head of Dept (human resource)							X		

## 5.2 Career Development and Skilled Human Resources

**Objective: Enhance product development and promote skilled human resources**

### INTRODUCTION - A MAJOR SERVICE

JRA is aware of the importance of providing training as a major service for its 529 members with a workforce of a total of 9008 employees. Several training courses have been offered to members throughout the past few years. A few of them were conducted in response to members' needs. But the significant number of restaurant industry employees calls for a well-developed training program that is based on the specific needs of members and the industry as a whole.

All members who have been interviewed as part of the development of this document expressed a dire need for training programs targeted towards developing the skills of their employees. Some members expressed willingness to cover the cost of training.

According to a Manpower and Training Needs Survey conducted by Siyaha Project in August 2006, the restaurant and fast food restaurant sectors have shown significant growth in employment during the past few years accounting for 34 percent.

The survey revealed that over one-third (39%) of fast food restaurant operators intend to develop or expand their existing business in the coming year. Of these, 52% believe that their developments will result in a requirement for additional staffing. It is estimated that the level of expansion will range from 10 – 25%, resulting in approximately 2,285 (+10%) additional jobs being created. It is therefore estimated that by 2007/2008 the number of employees in the restaurant industry will reach 12,620 from 10,900 in 2006.

Restaurant owners with vacancies reported difficulty in recruiting well-educated staff to take a career in the restaurant sector. They attributed these difficulties to a number of factors including poor wage levels, anti-social hours and **lack of available education and training opportunities.**

The survey also revealed a low awareness in the restaurant industry of formal education and training programs offered by institutions despite an estimated 150% increase in the number of restaurants since 2003.

It also stated that the industry's reaction to graduates of colleges and vocational training centers indicates a need to create awareness and appreciation of respective roles in formal training and professionalism in

the tourism industry. The survey identified training needs by sectors of the tourism industry. Following are the training needs of the restaurant industry:

- Basic computer skills for managers and supervisors
- Communication techniques
- Computer and internet update training (for owners and management)
- Computer skills for management
- Customer/guest care
- Financial management for restaurants
- Fire/safety and security
- Human resource training (motivating personnel, leadership, staff appraisal skills)
- Hygiene and food safety standards
- Interpersonal skills
- Managing a restaurant business
- Menu design and planning
- Promotion and sales techniques
- Supervisory management skills
- Technical skills – food and beverage service skills (for service staff)
- Technical skills – food production for chefs
- Tourism industry awareness
- Train-the-trainer programs
- Wines and cocktails

Additionally, managers of fast food restaurants expressed concerns regarding the weak level of the basic skills of new entrants to the fast food sector and the potential for improvement of current staff. All expressed the need for vocational level training in basic food and beverage production and service skills, basic English language, social skills and self esteem skills.



## **SUPPORTING THE NATIONAL TOURISM STRATEGY**

Through the Career Development and Skilled Human Resources Department, JRA will use and build on the above-mentioned findings of the survey in its effort to develop a professional training program for its members. It will also act as an active partner in the implementation of pillar 3 of the National Tourism Strategy that focuses on creating a pool of highly skilled human resources able to meet the requirements of the tourism industry.

The NTS identified four tasks that require the support of JRA as follows:

- Upgrade standard of service in establishments
- Cultural events: Introduce a cultural heritage award program to incentives achievement of high management standards, innovative activities and to meet the goals of NTS.
- Develop a quality employer program to include benefits, corporate culture, career plans and in-country training.
- Take immediate necessary corrective measures for complete rehabilitation and for qualified and effective management of these sites – camping and rest house facilities and new sites.

## **DEPARTMENT OBJECTIVES**

Based on the above, this Department will work to achieve the following objectives:

- Establish a network of specialized trainers from Jordan and internationally.
- Establish a formal relationship with local, regional and international organizations that provide specialized training programs for employees in the hospitality sector
- Provide specialized training programs based on the specific needs of JRA members
- Conduct Training of Trainers (TOT) program in cooperation with JRA members
- Develop structured training programs for interns and restaurant employees

## **PROGRAMS AND ACTIVITIES**

Throughout the upcoming three years, JRA will build its training capacity through the following programs:

## **1. Building Networks**

JRA will conduct extensive research aimed at identifying a pool of training specialists in Jordan and abroad. It will study the possibility of signing agreements with specialists who would be available to conduct training for the association on an annual basis.

Department staff will also identify organizations that offer specialized training and nominate members to participate in such programs locally and internationally. Jordan hosts several international initiatives and programs that provide training for entrepreneurs wishing to start their own businesses. The Empretec Program, currently coordinated by the Jordan Loan Guarantee Corporation, is one of the programs that have proved successful in Jordan. JRA will provide its members with the opportunity to benefit from such training at discounted rates.

JRA will ensure that members have access to its network of training specialists and partner organizations.

## **2. Needs Assessment**

With the help of an internal Training and Capacity Building Committee, JRA will conduct annual needs assessment surveys and sessions with the aim of identifying members' training requirements. This exercise will be carried out at the beginning of each year to prepare a comprehensive training program for the following year.

## **3. JRA Training Programs**

In line with specific needs of members, JRA will develop a comprehensive training program in line with international best practices and one that takes into consideration all categories and classifications. Based on JRA's guiding principle that ensures community outreach, the training program will take into consideration requirements of restaurants in all areas of the Kingdom. Twice a year, training will be offered in two different governorates.

JRA training program will be structured as follows:

- General Training  
One to two-day training courses will be offered in Amman to cover areas such as integrated cost control, catering, leadership in hospitality, food safety, hygiene, finance, etc.

- Tailored Training  
Tailored training programs will be offered to individual restaurants that have specific needs and wish to benefit from JRA training services at an agreed cost. JRA would identify specialized trainers and discuss content and cost on behalf of members.
- Training of Trainers (TOT)  
In cooperation with specialists, JRA will develop a Training of Trainers program with the aim of ensuring sustainability of training offered. This effort will be directly supported by members who would volunteer to provide space in their restaurants for such training, and resources such as waiters and chefs to share their experiences with trainees.
- Structured Training for Interns and New Employees  
The need for a structured training program was articulated by some members who feel that their new employees are not exposed to proper training when they first start. JRA will therefore explore the possibility of developing a manual that reflects the formal training modules adopted by hotels. This manual will be distributed to all members.

#### **4. Employee Certification and Track Record**

One of the major challenges faced by restaurants is identifying skilled human resources. JRA will develop an internal program to train employees in the hospitality sector before they apply for restaurant jobs. Employees would receive a training certificate from JRA that would qualify them to apply in restaurants.

Certified employees would report back to JRA every time they leave a job so that the association can have a record of the employee's professional history. This information should be made available to members who may wish to check the employees' credibility and track record before recruiting them.

Note: All activities to be implemented by this department should ensure effective participation of women.

<b>JORDAN Restaurant Association Strategic Action Plan, 2007</b>																	
<b>STRATEGIC OBJECTIVE: 2. Enhance product development and promote skilled human resources.</b>																	
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Resources Fin; Techn, Hum; Mat.	Resp.	Time Frame/Month												
					1	2	3	4	5	6	7	8	9	10	11	12	
<b>2.1 Building Networks of Trainers and Specialists</b>																	
2.1.1	Research local and international training experts and institutions	List of available training programs compiled	Such info available but needs to be organized	Human Resource	Head of Dept	X	X	X									
2.1.2	Establish strategic partnerships with trainers and training institutions	MOU with 2 trainers or training organizations signed	Partnerships available but need to be formalized	Human Resource (legal fees are part of G&A expenses)	Head of Dept & CEO	X	X	X									
2.1.3	Create and update a Comprehensive Database of Trainers	Database of available training programs developed	Info available but needs to be developed	Human Resource	Head of Dept			X	X	X	X	X	X	X	X	X	X
2.1.4	Expand Network of trainers	Database of available training programs developed expanded	Info available but needs to be developed	Human Resource	Head of Dept			X	X	X	X	X	X	X	X	X	X
<b>2.2 Conduct Needs Assessment</b>																	
2.2.1	Conduct needs assessment survey	Survey conducted, training needs identified	Training needs already identified by BOD	Human Resource (survey to be done internally)	Head of Dept and Committee	X											
2.2.2	Conduct needs assessment session	Session organized	Members need training services and would be involved in the process	Hospitality fees and human resources	Head of Dept and Committee	X											
2.2.3	Develop training program with committee	Comprehensive program developed with clear timeline	Committee in place and functional by Feb	Human and technical resources	Head of Dept and Committee		X										
<b>2.3 Organize JRA Training Programs (General Training)</b>																	
2.3.1	Conduct training course 1	Training course 1 conducted	JRA has previous experience	Local expert and hospitality fees	Head of Dept & Committee				X								
2.3.2	Conduct training course 2	Training course 2 conducted	JRA has previous experience	Local expert and hospitality fees	Head of Dept & Committee					X							
2.3.3	Conduct training course 3	Training course 3 conducted	JRA has previous experience	Local expert and hospitality fees	Head of Dept & Committee							X					
<b>2.4 Organize JRA Training Programs (Tailored Training)</b>																	
2.4.1	Conduct training program 1	Training program 1 conducted	Database of trainers developed and MOU signed	Local expert fees	Training Committee & Members										X		
<b>2.5 Organize JRA Training Programs (Training of Trainers)</b>																	
2.5.1	Conduct training program 1	Training program 1 conducted	Database of trainers developed and MOU signed	Technical resource by members	Training Committee & Members												X
<b>2.6 Organize JRA Training Programs (Structured Training for Interns and New Employees)</b>																	
2.6.1	Identify expert to develop manual	Expert identified and idea discussed with committee and BOD	Info on experts available (access to experts through Siyaha)	Expert fees	Head of Dept	X	X	X									
2.6.2	Develop manual	Manual content compiled and approved	Extensive involvement of Training Committee	Expert fees	Head of Dept & Committee			X	X	X	X	X	X	X			
2.6.3	Publish manual (Design and Printing)	Manual published & ready for distribution	Commitment of Committee and BOD	Design and printing fees	Head of Dept & Committee									X	X	X	X
<b>2.7 Provide Members with Access to Networks</b>																	
2.7.1	Provide members with access to training experts	Members benefiting from network	Info on experts available at JRA (access to experts through Siyaha)	Human Resource	Head of Dept	X	X	X	X	X	X	X	X	X	X	X	X
<b>2.8 Employee Certification and Track Record</b>																	
2.8.1	Explore idea with BOD	Idea discussed and decision made	Info on experts available at JRA (access to experts through Siyaha)	Human Resource	CEO	X											
2.8.2	Develop mechanism with experts	Mechanism developed and approved by Committee and BOD	Board approval and expert available	Expert fees	Head of Dept & CEO			X	X	X	X	X	X	X			

<b>JORDAN Restaurant Association Strategic Action Plan, 2008-2009</b>													
<b>STRATEGIC OBJECTIVE: 2. Enhance product development and promote skilled human resources</b>													
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Responsibility and (Resources)	Time Frame 2008				Time Frame 2009					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
<b>2.1 Building Networks of Trainers and Specialists</b>													
2.1.1	Research local and international training experts and institutions	List of available training programs compiled	Such info available but needs to be updated	Head of Dept (human resources)	X	X	X	X		X	X	X	X
2.1.2	Establish strategic partnerships with trainers and training institutions	MOU with 2 trainers or training organizations signed	Partnerships available but need to be expanded	Head of Dept (human resources)	X	X	X	X		X	X	X	X
2.1.3	Create and update a Comprehensive Database of Trainers	Database of available training programs developed	Info available at JRA and other organizations	Head of Dept (human resources)	X	X	X	X		X	X	X	X
2.1.4	Expand Network of trainers	Database of available training programs developed and expanded	Info available at JRA and other organizations	Head of Dept (human resources)	X	X	X	X		X	X	X	X
<b>2.2 Conduct Needs Assessment</b>													
2.2.1	Conduct needs assessment survey	Survey conducted, training needs identified	JRA will have built experience in anticipating and meeting training needs	Training Committee (human resources)	X					X			
2.2.2	Conduct needs assessment session	Session organized	Members need training services and would be involved in process	Head of Dept and committee (hospitality fees)	X					X			
2.2.3	Develop training program with committee	Comprehensive program developed with clear timeline	Committee in place and functional	Head of Dept & Committee (Human and technical resources)		X					X		
<b>2.3 Organize JRA Training Programs (General Training)</b>													
2.3.1	Conduct training course 1	Training course 1 conducted	JRA has previous experience	Head of Dept & Comm (Local expert and hospitality fees)	X					X			
2.3.2	Conduct training course 2	Training course 2 conducted	JRA has previous experience	Head of Dept & Comm (Local expert and hospitality fees)		X					X		
2.3.3	Conduct training course 3	Training course 3 conducted	JRA has previous experience	Head of Dept & Comm (Local expert and hospitality fees)		X					X		
<b>2.4 Organize JRA Training Programs (Tailored Training)</b>													
2.4.1	Conduct training programs	Training program conducted	Database of trainers developed and MOU signed	Training Committee & Members (local expert fees)			X						X
<b>2.5 Organize JRA Training Programs (Training of Trainers)</b>													
2.5.1	Conduct training program	Training program conducted	Database of trainers developed and MOU signed	Training Committee & Members (expert fees)				X					X
<b>2.6 Organize JRA Training Programs (Structured Training for Interns and New Employees)</b>													
2.6.1	Reprint and distribute manual	Manual published, distributed and sold	Commitment of Committee and BOD	Head of Dept & Comm (printing fees)	X	X	X	X		X	X	X	X
<b>2.7 Provide Members with Access to Networks</b>													
2.7.1	Provide members with access to training experts	Members benefiting from network	Info on experts available at JRA (access to experts through Siyaha)	Head of Dept (human resources)	X	X	X	X		X	X	X	X
<b>2.8 Employee Certification and Track Record</b>													
2.8.1	Certify employees	100 employees certified and ready to work at restaurants	Members need such a service and would participate	Head of Dept (hospitality fees)		X					X		

## 5.3 Investment and Business Development

**Objective: Expand JRA business development services to provide professional networking, matchmaking and research services**

### INTRODUCTION - JRA INFO CENTER

Jordan has embarked on a very ambitious strategy for the development of its tourism industry – the country's largest export sector and second largest employer. By 2010, Jordan aims at doubling its tourism economy through an integrated, value chain approach involving government facilitation and investment in partnership with the private sector.

The association is aware that its effort to engage in business development will be challenging but yet very timely and one that will reflect positively on its local positioning, image and credibility among existing members and private investors. This department will be developed to become the driving force behind JRA's success as a proactive and service-oriented association for members and potential investors.

Currently there is little information about Jordan's restaurant industry in terms of quality and contribution to the economy. This department will work closely with relevant government bodies and research firms to collect and document information necessary for helping investors and members in their effort to start or expand their restaurant businesses in Jordan.

Through the Investment and Business Development Department, which will be transformed into the **JRA Info Center** by the end of 2007, the association will ultimately aim at becoming a one-stop-shop for investors, offering services that range from providing information about the industry, to helping investors secure strategic partners and funding for their ventures. This new initiative will not only enhance the association's credibility in the tourism industry, it will also generate revenue for JRA through specialized advisory services mentioned below.

### SUPPORTING THE NATIONAL TOURISM STRATEGY

JRA's strategy for the coming three years takes into consideration the importance for the association to contribute to the implementation of the National Tourism Strategy, specifically in its effort to encourage and facilitate private investments in the restaurant industry.

According to a Manpower and Training Needs Survey conducted by Siyaha Project in August 2006, 30% of restaurant owners intend to develop or expand their existing business in the year 2006-07. All of

these will need extra staff. It is also estimated that approximately 1030 additional jobs will be created through the planned business development in the sector, mainly driven by the expansion of the fast food restaurant sector. About 60% of restaurants plan to change the type of service they provide.

The Investment and Business Development Department will study the findings of the above-mentioned survey as it develops this new department. It will also act as an active partner in the implementation of the National Tourism Strategy that identified seven key tasks that require the support of JRA as follows:

- Create stand alone theme restaurants. Create incentives for local investors in all regions (except Amman) to invest in stand alone theme restaurants. (JRA is expected to champion this task).
- Assist through provision of micro-finance to ensure adherence to safety, hygiene, and public health measures.
- Develop project profiles to encourage and create country-wide resorts reflective of geographic zones and themes. (e.g. desert retreats, mountain lodges).
- Identify locations for panoramic views for food and beverage outlets and determine viability.
- Maintain brochure racks with tourism info in all establishments.
- Create career opportunities for expatriate workers.

## **DEPARTMENT OBJECTIVES**

- Conduct regular research on developments in the tourism industry in general and the restaurant industry in particular. Make research papers available to members and potential investors.
- Help investors identify strategic partners for their businesses
- Establish a relationship with stakeholders in the tourism industry to identify opportunities for investments in line with the tourism development effort. (e.g. Romero – Um Qais, Haret Jdoudna - Madaba)
- Assist investors in developing business plans in cooperation with existing programs in the Ministry of Planning such as Irada.
- Answer inquiries about investment in the restaurant industry. Provide information for potential investors related to registering and licensing their ventures.
- Establish a relationship with banking and financial institutions to help investors secure funding for their ventures.
- Establish a library that periodical and magazines about the industry

Important Note:

A similar structure was developed by EJADA (Euro-Jordanian Action for the Development of Enterprise) in 2001. The European Information Correspondence Center (EICC) acts as a one-stop-shop service center for Jordanian and European investors. It provides a myriad of services including inquiries, partner search, advisory and bridging services. JRA could learn from the EICC experience as it develops a structure for its information center.

## PROGRAMS AND ACTIVITIES

Due to the complexity and diversity of services to be offered by this new department, it will be developed in three phases as follows:

### PHASE ONE: **Set-Up** (Timeline 1 year)

#### 1. **Research – Set Up**

##### Capacity Building

During the first year, the JRA will work on building the capacity of its staff to be responsible for setting up the JRA Info Center. This includes learning from other experiences such as the EICC mentioned above, conducting research on similar structures internationally and forming an internal committee of members who will be willing to assist the association in this effort

##### Systems – Databases

JRA will develop a data base of all necessary information on the industry. Such information would include relevant legislation, business statistics, international best practices, potential investors in the tourism industry, etc.

##### Networks

During the first year, the association will build a network on two different levels:

**Locally**, it will compile a list of investors in the tourism industry in addition to potential investors who would likely approach JRA for assistance.

**Regionally and internationally**, it will study the possibility of joining other restaurant associations to learn from their experiences and have access to their network of investors. Such associations could include the International Hotel and Restaurant Association.



**PHASE TWO: Service Delivery** (Timeline 1 year)

**1. Information and Inquiries**

The JRA Info Center will answer inquiries from members and potential investors in the restaurant industry. This function will require extensive research on all tourism-related legislation in general, as well as rules and regulations related to the restaurant industry in particular. JRA will be equipped to answer all inquiries ranging from registering a restaurant in Jordan to identifying potential business partners.

**2. Networking and Matchmaking**

As part of its efforts to encourage more investment in the restaurant industry, estimated to date at JD200 million, JRA will develop a network of tourism investors and provide members with information about the available investment opportunities. JRA will also conduct partner searches for members wishing to start their restaurant businesses but need financial support through strategic partnerships.

**PHASE THREE: Expansion of Services** (Timeline 1 year)

**1. Funding and Business Planning**

JRA will establish a relationship with banking and financial institutions to help investors secure funding for their ventures. It will study the possibility of signing agreements with financial institutions that would provide financial facilities for investors in the tourism industry. It will also conduct research on national initiatives that provide assistance in business and financial planning.

**2. Publications (JRA Library)**

The JRA Info Center will develop a database of information on the tourism sector, and investment opportunities in the tourism and restaurant industry in Jordan. It will also work towards publishing handbooks/booklets on licensing, registration, international best practices, starting a restaurant business, etc.

**3. Consulting Services**

During the third year, JRA will start providing specialized consulting services for members and potential investors in the restaurant industry. Such services would include:

Statistics/Advice on Location of New Branches

Some members who wish to establish new branches for their restaurants expressed the need for JRA to conduct research and provide statistics on suitable locations or “high traffic areas” as one member described them.

Franchise Consulting

Members also mentioned the need for assistance as they explore the possibility of franchising their restaurants. Some of them were contacted by regional investors interested to buy a Jordanian franchise but the lack of experience in the field hindered such an effort. One member suggested identifying specialized consultants who would work with members on transforming their restaurants into international franchises. This can be a service offered annually to interested members by the JRA Info Center. Members who wish to benefit from such a service would cover the cost of the consultant.

**4. Theme Restaurants**

In a meeting with Members of the Board the idea of exploring the possibility for JRA to create theme restaurants outside Amman was discussed. This is in line with the JRA-specific task articulated in the National Tourism Strategy as mentioned above. The Board agreed to study the feasibility of JRA ownership of theme restaurants for a period of three years with the aim of generating revenue for the association. JRA would then transfer ownership to investors in a fair bidding process.

JORDAN Restaurant Association																
Strategic Action Plan, 2007																
STRATEGIC OBJECTIVE: 3. Expand JRA's Business Development Services to provide professional networking, matchmaking and research services																
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Resources Fin; Techn, Hum; Mat.	Responsibility	Time Frame											
					1	2	3	4	5	6	7	8	9	10	11	12
<b>3.1 Research and Set-UP</b>																
3.1.1	Provide training for staff	Staff trained and familiar with business development services offered by other organizations	New service approved by BOD (contacts available for staff training)	Techn. Assistance	CEO & Staff	X										
3.1.2	Create systems, databases to facilitate process of inquiries	Systems, database in place	JRA can benefit from experiences of other organizations in developing system	Cost of software	CEO & Staff		X	X	X	X	X	X				
3.1.3	Create and maintain local, regional & int'l networks with associations and research centers	Networks established	Contacts already established but need to be expanded and maintained	Human Resources	CEO & Staff	X	X	X	X	X	X	X	X	X	X	
<b>3.2 Information and Inquiries</b>																
3.2.1	Gather and update information on industry	Information compiled	Information available through Siyaha	Human Resources	CEO & Staff	X	X	X	X	X	X	X	X	X	X	
3.2.2	Develop system to manage inquiries	System in place	JRA can benefit from experiences of other organizations in developing system	Techn and human recourse	CEO & Staff	X	X	X	X	X	X	X	X	X	X	

**JORDAN Restaurant Association  
Strategic Action Plan, 2008-2009**

**STRATEGIC OBJECTIVE: 3. Expand JRA's Business Development Services**

Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Responsibility and (Resources)	Time Frame 2008				Time Frame 2009					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
				<b>3.1 Research and Set-UP</b>									
3.1.1	Capacity building for staff	Staff trained and familiar with business development services offered by other organizations	JRA will have built a strong network of partner organizations	CEO (technical resource)	X	X	X	X		X	X	X	X
3.1.2	Update systems, databases to facilitate process of inquiries	Systems, database in place	JRA can benefit from experiences of other organizations in system management	Dept staff (G&A maintenance expenses)	X	X	X	X		X	X	X	X
3.1.3	Create and maintain local, regional & int'l networks with associations and research centers	Networks established	Contacts already established	CEO & Staff (human resources)	X	X	X	X		X	X	X	X
<b>3.2 Information and Inquiries</b>													
3.2.1	Gather and update information on industry	Information compiled and updated	Information available through Siyaha and other stakeholders	Staff (human resources)	X	X	X	X		X	X	X	X
3.2.2	Update database for inquiries	System updated		Dept staff (human resources)	X					X			
3.2.3	Launch the Info center to the business community	Center launched		CEO (human resources & advertising expenses)	X								
3.2.4	Answer inquiries from members and potential investors	Members and potential investors benefit from the center's services		Dept staff (human resources)	X	X	X	X		X	X	X	X
3.2.5	Hire Consultant to provide advice on locations for new branches	Consultant identified	Members need this service and are willing to cover costs	CEO (consultant fees)		X							
3.2.6	Provide service according to members' needs (research and gather statistics on suitable locations or high traffic areas.	Two restaurants benefit from service each year	Members need this service and are willing to cover costs	Dept staff (consultant fees)			X				X		
3.2.8	Hire expert to provide franchise consulting	Expert identified		Dept staff (human resource)		X							
3.2.9	Provide information on potential franchise opportunities	One restaurant benefit from service each year	Members need service and willing to cover costs	Dept Staff (consultant fees)			X					X	
<b>3.3 Networking and Matchmaking</b>													
3.3.1	Create database of potential investors	Investors get in touch with JRA for potential investment opportunities		Dept staff (human resource)						X			
3.3.2	Provide matchmaking services according to members' inquiries	Members connect with investors through JRA		Dept staff (human resource)							X	X	X
<b>3.4 Funding and Business Planning</b>													
3.4.1	Establish relationship with banks	Network with banks and financial institutions is established	JRA will have built credibility by 2009	Dept staff & CEO (human resource)						X	X	X	X
3.4.2	Conduct research on national programs that provide assistance on business and financial planning	Database of such programs established	Information available through Siyaha and other stakeholders	Dept staff (human resource)						X	X	X	X
3.4.3	Provide info on funding opportunities	Banks finance members through JRA		Dept staff (human resource)						X	X	X	X
<b>3.5 Publications and JRA Library</b>													
3.5.1	Develop database of info on the tourism sector and investment opportunity in the tourism and restaurant industry	Information compiled and updated	Information available through Siyaha and other stakeholders	Dept staff (human resource)	X	X	X	X	X	X	X	X	X
3.5.2	Disseminate information periodically	Information distributed		Dept staff (human resource)						X	X	X	X
<b>3.6 Theme Restaurants</b>													
3.6.1	Discuss feasibility for JRA to start theme restaurants	Board discuss and decide	Board approval to study feasibility	CEO	X	X	X						
3.6.2	Hire consultant to develop strategy for the creation of JRA-owned theme restaurants outside Amman	Strategy developed		CEO (consultant fees)	X	X	X	X	X	X	X	X	X
3.6.3	Finalize and review strategy	Strategy finalized and approved		Dept staff (consultant fees)						X			
3.6.4	Launch process (identify potential partners)	Partners identified and agree to partner with JRA in setting up theme restaurants		Dept staff (human resource)						X	X	X	X

## 5.4 Membership Development and Outreach

**Objective: Strengthen outreach to engage members, respond to their needs and expand membership base to include unclassified restaurants and supporting industries**

### INTRODUCTION - A MEMBERSHIP-DRIVEN ASSOCIATION

As mentioned earlier, Jordan is witnessing a significant growth in the restaurant industry. The mandatory membership structure at JRA has caused the association to be less responsive to the specific requirements of members.

Members who have been interviewed for the purpose of this strategic plan said they expect more from their association that has so far demonstrated a reactive approach as opposed to a more dynamic proactive approach dedicated to providing services and spearheading initiatives that are in line with members' specific needs.

The membership is made up of approximately 529 "classified Tourist" restaurants categorized from One to Five Stars so designated by a combination of government officials and JRA staff. At one point in their brief history, the 9,000 or so "unclassified" eating establishments were also included in the organization, but the difficulty of guaranteeing quality caused these to be split off to a separate structure.

The restaurant industry itself is expanding in both numbers and quality. The following table shows the increase in total number of members registered at JRA since 2003.

Year	2003	2004	2005	2006
Total Number of Restaurants	397	457	486	529
% increase	-	15%	6%	9%

Restaurant fees to JRA are contingent on their star rating, with higher rated restaurants (more stars) paying increased membership fees. The table below lists the membership fees in Jordanian dinars for each level:

	5 star		4 star		3 star		2 star		1 star	
	F	A	F	A	F	A	F	A	F	A
Tourist Restaurant	500	200	400	150	300	100	200	70	150	50
Fast Food restaurant	-	-	-	-	400	300	300	250	200	150
Coffee shops	500	200	400	150	300	100	200	70	150	50
Entertainment, recreation cities	1000	500	1000	400	750	300	500	200	250	100
Tourist Parks	-	-	-	-	400	300	300	250	200	150
Night clubs	750	500	750	450	750	400	-	-	-	-
Cabaret	-	-	-	-	1000	500	750	400	600	300
Disco/Bar	-	-	-	-	600	250	600	250	600	250

F: First time fee in JD / A: Annual subscription fee in JD

## MEMBERSHIP SATISFACTION PLAN

Unlike voluntary business associations, JRA is not required to devise a membership retention plan that would guarantee a flow of income through membership dues. It is however required to develop a "Membership Satisfaction" plan that would ensure increased member satisfaction through benefits and value-added services. It was also suggested by Siyaha Project that JRA explores the possibility of expanding its membership structure through inviting other potential members to join the association voluntarily. This effort would encourage the association to continue to focus on providing high quality services and programs.

## DEPARTMENT OBJECTIVES

Based on the above, this Department will work to achieve the following objectives:

- Expand JRA's membership structure to include unclassified restaurants and other restaurants located in hotels and hospitals.
- Introduce new services, activities and benefits that provide members with additional value-added to their membership with the aim of ultimately transforming JRA into a voluntary association.
- Acknowledge members' successes through an annual award program.
- Provide members with the opportunity to engage in networking activities to learn from each other's experiences.

- Increase JRA's outreach through a comprehensive outreach strategy that aims to improve the association's image and credibility among members and the general community.

## **PROGRAMS AND ACTIVITIES**

Because of the diversity of programs and services offered by this department, it will be divided into two sections: Section 1: Membership Development. Section 2: Outreach.

Throughout the upcoming three years, JRA will work to implement the following programs:

### **SECTION 1: MEMBERSHIP DEVELOPMENT**

#### **1. Expansion of Membership Structure**

Since JRA is a mandatory association that guarantees an annual flow of income from membership dues, it is recommended that the Board of Directors studies the possibility of expanding the current structure by introducing new membership categories that would include unclassified restaurants. This effort would require revising the association's by-laws and including a new article that would allow JRA to approach unclassified restaurants as voluntary members.

Head of Membership Development and Outreach Department would be responsible for conducting comprehensive market research to determine the size of JRA's potential membership base.

A new membership structure would not only help generate more revenues for the association, it would also encourage JRA to continue to focus on providing quality services to members. New categories to be included in JRA membership structure would include:

- **Unclassified Restaurants** (currently there are about 9,000 unclassified restaurants in Jordan that are not registered with JRA.) Many of these restaurants share similar needs as classified restaurants registered with JRA, especially those that have more than one branch located in different cities around Jordan. Examples of such restaurants include (Abu Jbara, Kalha, Hashem and Dai'aa). These restaurants have a reputation for offering high quality traditional foods that attract many tourists. They can be treated as 1 and 2 classified members.

- **Restaurants located inside hotels**  
Restaurants located inside hotels are also not registered as JRA members but have a great potential of benefiting from the association's training services especially that they care about providing high quality services to their clients – the majority of them tourists. These would include all restaurants located at five and four star hotels such as the Intercontinental, Grand Hyatt, Marriott, Radisson SAS, Four Seasons, Sheraton, Howard Johnson and many others. Most of these restaurants can be treated as 4 and 5 star classified members.
  
- **Cafeterias located inside hospitals**  
Almost all hospitals in Jordan provide food services to visitors. One of the major concerns at such cafeterias is hygiene. Since these cafeterias do not have access to services offered by JRA, the association would visit them to assess their needs and invite them to become members.

Once by-laws are amended to allow JRA to approach unclassified restaurants as members, and once research is conducted to determine the size of the potential membership base, the JRA Board of Directors would meet to agree on membership fees for the new categories. Below is an anticipated number of new members to be recruited during the coming three years.

Type of Restaurant	Years			
	2007	2008	2009	Total
Unclassified traditional Restaurants	15	25	30	<b>70</b>
Hotel Restaurants	10	15	20	<b>45</b>
Hospital Cafeterias	3	5	8	<b>16</b>
<b>TOTAL</b>	<b>28</b>	<b>45</b>	<b>58</b>	<b>131</b>

The Proposed dues structure for the new categories of members is as follows:

Type of Restaurant	F	A
Unclassified traditional Restaurants	150	50
Hotel Restaurants	300	100
Hospital Cafeterias	150	50

F: First time fee in JD / A: Annual subscription fee in JD

Important note: This dues structure is by no means final. It should be reviewed and agreed upon by the board of JRA. It however recommends similar membership fees paid by the different categories, while taking



into consideration the fact that the above establishments are already registered with other bodies and may not have the willingness to spend significant amounts on membership fees.

A JRA Membership Officer will be responsible for recruiting these new categories of members through:

- Personal Calls  
Membership Officer will conduct 10 calls a day to promote JRA among potential members and request personal appointments.
- Personal Visits:  
Membership Officer will be responsible for conducting 10-15 visits a week where he/she would distribute JRA membership kit that would include the association's brochure, (services and benefits), newsletter, membership directory, information on committees and working groups.
- Invitations to JRA Activities:  
As part of efforts to promote services of JRA, potential members will be invited to attend the association's activities for a limited period of time to get an idea of the nature of services they would receive if they decide to join.

## **2. Membership Satisfaction/Impact Assessment**

The Head of Membership Development and Outreach Department will use the Monitoring and Evaluation mechanism to assess impact of the association's programs and services.

As mentioned in the Monitoring and Evaluation section above, assessment of member satisfaction and JRA programs will be conducted through various means including:

- Surveys
- Evaluation forms
- Personal meetings with members and stakeholders
- Assessment retreats with members and stakeholders

Head of the Membership Development and Outreach Department and his/her team will conduct regular visits to members to establish personal contact with them, listen to their concerns and update them on the association's programs and services. Members' feedback will then be communicated to the rest of the departments for follow up.

### 3. Benefits and Services

JRA will introduce new services and benefits with the aim of ensuring member satisfaction.

- Membership Directory

JRA would work with a public relations firm to produce a high quality membership directory that includes details on the association's members (menus, contact details, address, etc). This directory will be used as a tool to promote members publicly and among tourists. The directory will be distributed through all hotels, travel agencies and tour operators.

- Membership privilege card

A member privilege card will be presented to all members offering them privileges and special discounts at outlets in Jordan and elsewhere. Offers are solicited from members themselves and from other service providers. The main objective is establishing networking amongst members themselves and providing them with special services and privileges that they deserve. The card also serves as the JRA membership card.

- Health Insurance Program

JRA currently offers health insurance to members, their employees and families. So far only 30 establishments with a total of 130 family members and employees are benefiting from this service. JRA will continue to promote this benefit among members. Commissions would be shared with the JRA.

- Third Party Insurance

JRA will conduct a feasibility study to provide a group rate for property/casualty insurance for the restaurants to protect patrons in the case of injury or illness and/or the restaurant property in case of fire or theft. Commissions would be shared with the JRA.

- Advertising through JRA website

Each restaurant member at JRA will have a page on the association's website with a picture of the restaurant, latest menu and contact details. Other stakeholders, tour operators and suppliers will have the opportunity to advertise through the JRA website at a set price.

Important Note: All the above-mentioned benefits can be sources of revenue for the association.

#### **4. Acknowledge members**

- “Silver Spoon” Award

JRA will introduce a new award scheme to acknowledge successful establishments that have been operating in line with international standards. The “Silver Spoon Award” will be offered annually to members based on specific criteria. . This effort would require the assistance of a consultant specialized in designing award programs for business associations.

- Seal of Approval

The JRA will start a country-wide initiative to award every restaurant registered with the association a “JRA Certificate” or “Seal of Approval.” All restaurants wishing to obtain the certificate would have to apply for a thorough inspection through the joint inspection committee that would conduct several visits before the member would qualify for the certificate. JRA Board would have to agree on a mechanism for awarding a “Seal of Approval” with the joint inspection committee.

#### **5. Networking**

In its effort to keep its members engaged and in touch with the association, JRA will organize two large activities annually.

- General Assembly Meeting

This activity should be held annually to present to members the association’s budget and strategic plan. Through this activity, members will have the opportunity to communicate their needs and concerns, and give feedback on the association’s services and programs. Once every three years, JRA members elect a new Board of Directors during the General Assembly Meeting.

- Annual Social Activity

Members will be invited to an annual networking activity that aims at providing them with a venue to network and meet new members and other stakeholders from the tourism industry. This activity can be organized in the form of an Iftar followed by a quiz night during Ramadan, lunch or dinner.

- Annual JRA Retreat

The association will organize an annual Board and Staff Retreat to accomplish the following objectives:

- Review the association's strategic direction
- Review the past year's accomplishments, drawbacks and challenges
- Review the association's Strategic Plan and suggest the inclusion of new programs and initiatives
- Conduct training sessions on association management to staff and board members

JRA members can be invited to attend parts of the retreat to have the opportunity to connect with the association's staff and leadership.

## **SECTION2: OUTREACH**

### **1. Outreach Strategy**

The Membership Development and Outreach Department will help all departments in their effort to improve the association's image and credibility among members and stakeholders. The department will organize a brainstorming session during the annual retreat to identify its audience and conduct a thorough audience analysis.

#### **JRA Audience**

- JRA Members
- Jordanian Government (Ministry of Tourism and all relevant ministries)
- Hotels
- Donor Organizations
- Non Members (unclassified restaurants and other food establishments)
- Other Tourism Business Associations
- The Media

The audience analysis will aim to answer the following questions:

- **Type of Audience**  
For example members representing 5, 4 and 3 star restaurants.
- **Objective towards audience**  
For example JRA aims at providing owners of 5, 4 and 3 star restaurants high quality training and advocacy services.
- **Credibility established with the audience**
- **What's in it for Them?**  
What value does the association bring to the audience.

- **Expected Qs & Os**  
Expected Questions and Objections the audience might have
- **Desired Response**  
How would JRA like the audience to react to its services?
- **Next Steps**  
The association would develop a plan based on the analysis and feedback provided by its audience.

## **2. Raise Public Awareness**

The Membership Development and Outreach Department will raise awareness on the programs and services implemented by the association's departments. This will be achieved through a professional orientation program for new members, the development of a quarterly newsletter, reviving the current web site and assisting the Investment and Business Development Department in producing special publications on the restaurant industry. The media will be used as a major tool to promote JRA's activities and services among members and other major stakeholders.

- New Member Orientation

Upon joining, members will be briefed by Heads of JRA Departments on the association's services. They will also meet with JRA CEO and receive a New Member Kit which would include the following items:

- Welcome letter from the Chairman
- Membership Privilege Card
- Membership Directory
- A Welcoming Gift (JRA promotional items)
- A copy of the JRA Newsletter
- Members Benefits Sheet
- JRA Committees Sheet
- JRA Brochure
- Any publications produced by the association
- Application form

- Quarterly Newsletter

JRA will produce a quarterly newsletter to include information and updates about the industry, information on new members, members' news, upcoming events, and other relevant information about the tourism industry. The newsletter, which will be uploaded on the association's website, will be outsourced to a

communications specialist who will be hired by JRA at an annual contract.

- Website

JRA invested in the design of a new website, but the site remains inactive and requires a comprehensive update. JRA staff will work with a communications specialist to update the website and offer each member a page to include information on their establishments (a photo and brief about the restaurant, latest menus and contact details).

- Publications

The Membership Development and Outreach Department will assist the Investment and Business Development Department in its effort to produce handbooks/booklets on licensing, registration, international best practices, starting a restaurant business, and other relevant publications. This effort would require assistance from experts in the hospitality sector.

### **3. Media Relations**

This department will be responsible for managing media during all JRA events. This would entail:

- Maintaining close contact with journalists
- Inviting the press to all JRA activities
- Writing and publishing press releases in English and Arabic
- Working with the Government Advocacy and Communications Department on writing feature stories on JRA's policy positions
- Developing press kits for each event

Department staff will also work closely with the Government Advocacy and Communications Department in its effort to organize special interviews with JRA leadership and spokespersons to communicate the association's policy positions. It will also organize press conferences following events when necessary. A media kit will be developed and updated regularly to be distributed to members of the media.

Department staff will assist the CEO in identifying professional media training for Board Members and JRA Spokespersons.

Note: All activities to be implemented by this department should ensure effective participation of women.

**JORDAN Restaurant Association  
Strategic Action Plan, 2007**

**STRATEGIC OBJECTIVE: 4. Strengthen outreach to engage members, respond to their needs and expand membership base**

Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Resources Fin; Techn, Hum; Mat.	Resp.	Time Frame												
					1	2	3	4	5	6	7	8	9	10	11	12	
<b>4.1 Expand Membership Structure (unclassified restaurants</b>	<b>restaurants located in hotels and hospital cafeterias)</b>																
4.1.1	Conduct research on unclassified restaurants and compile list of potential members	List compiled, discussed with and approved by BOD	Information on such establishments available through Siyaha and other organizations	Human Resource	Membership Officer	X	X	X									
4.1.2	During board meeting, address changes in JRA by-laws, submit change to minister of tourism	New article proposed by staff and BOD	JRA has clear by-laws and proposed changes clear to BOD	Human Resource with possible legal fee (admin expense)	CEO & Membership Officer		X										
4.1.3	Propose change to members at General Assembly Meeting	Proposed change discussed at General Assembly Meeting	Proposed change will be accepted to go in line with new strategy	Human Resource	BOD				X								
4.1.4	Develop and implement plan to recruit new members	Plan developed based on strategy document	Committee in place and functional by Feb	Human and Techn resources	Membership Officer					X	X	X	X	X	X	X	X
4.1.4	Recruit 5 unclassified restaurants	5 new members (unclassified restaurants) recruited	Committee in place and functional by Feb, by-laws changed	Human and Techn resources	Membership Officer & Committee					X	X	X	X	X	X	X	X
4.1.5	Recruit 5 hotel restaurants	5 new members (hotel restaurants) recruited	Committee in place and functional by Feb, by-laws changed	Human and Techn resources	Membership Officer & Committee					X	X	X	X	X	X	X	X
4.1.6	Recruit 2 hospital cafeterias	2 new members (hospital cafeterias) recruited	Committee in place and functional by Feb, by-laws changed	Human and Techn resources	Membership Officer & Committee					X	X	X	X	X	X	X	X
<b>4.2 Membership Satisfaction - Impact Assessment</b>																	
4.2.1	Develop plan to ensure effective communication with members	Plan developed and members in touch with JRA regularly	Membership Officer empowered with CEO involvement	Human Resource	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X
4.2.2	Assess membership satisfaction through Monitoring and evaluation tools	Members satisfied and involved through committees	Membership Officer empowered, CEO involvement (M&E system in place)	Human Resource	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X
<b>4.3 Member Benefits and Services</b>																	
4.3.1	Gather information to publish membership directory	Information compiled	Database of members is available	Human Resource	Membership Officer	X	X										
4.3.2	Outsource PR agency to design and print directory	Offers solicited and agency appointed to develop directory	Idea proposed at board level and approved (funding available)	Agency fees	Membership Officer		X	X	X	X	X	X	X	X	X	X	X
4.3.3	Update database of Jordan Telecom (1212) and mobile operators (register trade name)	Contact with Jordan Telecom established	Contact with Jordan Telecom established through BOD	Human Resource	Membership Officer & Committee	X	X	X	X	X	X	X	X	X	X	X	X
4.3.4	Solicit offers from members and other service providers for privilege card discounts	Members and other parties participate in privilege card program	Membership Committee in place	Design and printing fees	Membership Officer & Committee	X	X	X	X	X	X	X	X	X	X	X	X
4.3.5	Promote and implement health insurance program and 3rd party insurance	3rd party insurance program developed. More members apply to benefit from health insurance	Health insurance program available experience can be used to offer (3rd party insurance)	Human Resource	Membership Officer	X	X										
4.3.6	Promote members through website (update members' information)	Members information included in website	Good website in place but needs updating	Human and Techn resources	Membership Officer	X	X	X	X	X	X	X	X	X	X	X	X
4.3.7	Hire local consultant to develop criteria for "Silver Spoon Award"	Consultant identified and appointed	Idea proposed at board level and approved (funding available)	Consultant fees and technical assistance	Membership Officer & CEO									X			
4.3.8	Develop program to acknowledge restaurants in coordination with Joint Inspection Committee (set standards for Seal of Approval Certificate)	Program developed with Joint Inspection Committee	Idea proposed at board level and approved	Human and Techn resources, cost of certificate	Membership Officer & CEO									X	X	X	X
4.3.9	Launch "Seal of Approval" Program among members	Program announced and members apply	Members would welcome the idea as an effective promotional tool	Human and Technical Resources	Membership Officer & CEO									X	X	X	X
4.3.10	Perform inspection visits	Visits performed	Inspection committee is well briefed about new initiative	Human and Technical Resources	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X
<b>4.4 Membership Networking Events</b>																	
4.4.1	Hold JRA General Assembly Meeting	Meeting held and majority of members participate	Meeting held every year, funding available	Hospitality fees	Membership Officer & CEO				X								
4.4.2	Organize a social activity for members	Activity organized		Hospitality fees	Membership Officer								X				
4.4.3	Organize annual retreat	Activity organized	Commitment of BOD and Committees	Hospitality fees & Human Resources	CEO								X				
<b>4.5 Outreach</b>																	
4.5.1	Develop comprehensive outreach strategy	Strategy developed	Outreach major component for member satisfaction (committee in place and active)	Human and Technical Resource	Membership Officer, CEO & staff	X	X	X									
4.5.2	Incorporate strategy within JRA operations	Outreach is part of daily	Outreach major component for	Human and Technical	Membership			X	X	X	X	X	X	X	X	X	X

**Jordan Restaurant Association  
Business Plan**

			operations	member satisfaction (committee in place and active)	Resource	Officer												
4.6	<b>Raise Public Awareness</b>																	
4.6.1	Perform detailed orientation process for new members according to SOPs (design and print promotional material)	Membership orientation program and SOPs developed. Promotional material designed and printed	JRA is in the process of preparing a member kit. Effort needs follow up and updating	Cost of design and printing of material & Human Resource	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X	X
4.6.2	Outsource PR agency to design and publish quarterly online newsletter	Online newsletter published and uploaded on website	JRA aware of importance of this comm tool and committed to producing a newsletter	Agency fees & technical assistance	Membership Officer			X					X					X
4.6.3	Update JRA website	Website updated and members info included	Effort is in process. Needs follow up	Website updated included in obj 5 as an admin exp.	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X	X
4.7	<b>Media Relations</b>																	
4.7.1	Maintain close contact with media	Relationship with media established and maintained	JRA already has relationship with media. Effort needs follow up	Human Resource	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X	X
4.7.2	Invite press to all JRA activities	All activities covered by media	Relationship with media already exists	Human Resource	Membership Officer & CEO	X	X	X	X	X	X	X	X	X	X	X	X	X

**JORDAN Restaurant Association  
Strategic Action Plan, 2008-2009**

STRATEGIC OBJECTIVE: 4. Strengthen outreach to engage members, respond to their needs and expand membership base													
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Responsibility and (Resources)	Time Frame 2008				Time Frame 2009					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
4.1	<b>Expand Membership Structure</b>												
4.1.1	Develop and implement plan to recruit new members	Plan developed based on strategy document	Committee in place and functional	Committee (human resource)	X	X	X	X		X	X	X	X
4.1.2	Recruit 15 unclassified restaurants 1n 2008 and 25 in 2009	35 new members (unclassified restaurants) recruited	Committee in place and functional	Membership Officer (human resource)	X	X	X	X		X	X	X	X
4.1.3	Recruit 15 hotel restaurants in 2008 and 20 in 2009	35 new members (hotel restaurants) recruited	Committee in place and functional	Membership Officer (human resource)	X	X	X	X		X	X	X	X
4.1.5	Recruit 3 hospital cafeterias in 2008 and 3 in 2009	6 new members (hospital cafeterias) recruited	Committee in place and functional	Membership Officer (human resource)	X	X	X	X		X	X	X	X
4.2	<b>Membership Satisfaction - Impact Assessment</b>												
4.2.1	Develop plan to ensure effective communication with members	Plan developed and members in touch with JRA regularly	Membership Officer empowered with CEO involvement	Membership Officer & CEO (human resource)	X	X	X	X		X	X	X	X
4.2.2	Assess membership satisfaction through Monitoring and evaluation tools	Members satisfied and involved through committees	Membership Officer empowered, CEO involvement (M&E system in place)	Membership Officer & CEO (human resource)	X	X	X	X		X	X	X	X
4.3	<b>Member Benefits and Services</b>												
4.3.1	Reprint membership directory	Directory reprinted and distributed		Membership Officer (printing fees)	X					X			
4.3.2	Update database of Jordan Telecom (1212) and mobile operators. (register trade name)	Contact with Jordan Telecom established	Contact with Jordan Telecom established through BOD	Head of Dept (human resource)	X	X	X	X		X	X	X	X
4.3.3	Solicit offers from members and other service providers for privilege card discounts	Members and other parties participate in privilege card program	Membership Committee in place	Head of Dept & Comm (design & printing fees)	X	X	X	X		X	X	X	X
4.3.4	Promote and implement health insurance program and 3rd party insurance	3rd party insurance program developed. More members apply to benefit from health insurance	Health insurance program available experience can be used to offer (3rd party insurance)	Head of Dept & Comm (human resource)	X					X			
4.3.5	Promote members through website (update members' information)	Members information included in website	Interactive website in place	Head of Dept (human resource)	X	X	X	X		X	X	X	X
4.3.6	Promote Silver Spoon Award and organize event to distribute awards	Award promoted and event held	Board involvement and commitment (initiative will build JRA credibility)	CEO & Staff (hospitality, and promotional expenses)				X					X
4.3.7	Launch "Seal of Approval" Program among members	Program launched and members awarded	Board involvement and commitment (initiative will build JRA credibility)	CEO & Head of Dept (advertising expenses)	X	X	X	X		X	X	X	X
4.4	<b>Membership Networking Events</b>												
4.4.1	Hold JRA General Assembly Meeting	Meeting held and majority of members participate	Meeting held every year, funding available	Membership Officer & CEO (hospitality expenses)		X					X		
4.4.2	Organize a social activity for members	Activity organized		Membership Officer (hospitality expenses)				X				X	
4.4.3	Organize annual retreat	Activity organized	Commitment of BOD and committee	CEO (hospitality fees)				X				X	
4.5	<b>Outreach</b>												
4.5.1	Incorporate outreach strategy within JRA operations (printing and promotional material)	Outreach is part of daily operations		Membership Officer (human resource)									
4.6	<b>Raise Public Awareness</b>												
4.6.1	Perform detailed orientation process for new members according to SOPs (design and print promotional material)	Membership orientation program and SOPs developed	Member kit available. Effort needs follow up and updating	Membership Officer & CEO (Cost of design and printing Human Resource)	X	X	X	X		X	X	X	X
4.6.2	Outsource PR agency to design and publish quarterly online newsletter	Online newsletter published and uploaded on website		Membership Officer (agency fees and techn assistance)	X	X	X	X		X	X	X	X
4.6.3	Update JRA website	Website updated and members info included		Membership Officer & CEO (human resource)	X	X	X	X		X	X	X	X
4.7	<b>Media Relations</b>												



**Jordan Restaurant Association  
Business Plan**

4.7.1	Maintain close contact with media	Relationship with media established and maintained	JRA credibility built from previous year	Membership Officer & CEO (human resource)	X	X	X	X		X	X	X	X
4.7.2	Invite press to all JRA activities	All activities covered by media	JRA credibility built from previous year	Membership Officer & CEO (human resource)	X	X	X	X		X	X	X	X

## 5.5 Finance and Administration

**Objective 5: Work towards transforming JRA into a voluntary association with excellent operations, management practices and corporate governance**

### FINANCIAL MANAGEMENT

The financial department issues on a monthly basis: a balance sheet, a statement of revenues and expenditures, statements of cash flows and breakdown of activities, incomes and expenditures.

The monthly balance sheet shows the financial status of the organization. The monthly statement of revenues and expenditures shows any surplus or deficit in addition to giving comparisons with the previous year. The statement of cash flows describes the liquidity status of the organization.

The analysis of the general and administrative expenses reflects the nature and amounts of the various expenses. The breakdown of activities, incomes and expenditures profiles the nature and fiscal results of the organization's activities.

JRA should purchase and install a new financial software (**QuickBooks Premier 2006 for NGOs**) that will help the association to further forecast and control the expenses and the revenues. JRA accountant and CEO should be trained to use this software efficiently.

### HUMAN RESOURCES MANAGEMENT

#### 1. Human Resources System

A comprehensive HR system should be developed to include systems for the following:

- Recruitment, Selection and Placement
- Salary Scale
- Employee Training and Development
- Employee Evaluation and Performance Appraisal
- Health and Safety
- Organizational Structure
- Job Descriptions

Following is a detailed description of some of the important Human Resources functions that require expert assistance:

- **Employee Evaluation and Performance Appraisal System**

A full performance appraisal system should be developed and implemented every year in order to achieve the following objectives:

- Evaluate the employee's performance in all areas
- Determine an employee's strengths and weaknesses
- Evaluate an employee's leadership ability. This information is needed for possible promotion possibilities and succession planning
- Review and conduct necessary amendments/changes to job descriptions
- Maintain a good working relationship between managers and employees through employee evaluation and performance appraisal interviews

- **Employee Training and Development Programs**

As mentioned in the Staffing Plan above, this department will utilize the annual appraisal system to assess the needs of its staff to overcome their weaknesses and build on their strengths. Once the training needs of JRA staff have been identified, training courses that are common to all or a large number of staff members will be conducted to benefit all employees collectively. This will be done possibly within the framework of retreats.

**2. New Employee Orientation**

New Employees should be given an orientation program to familiarize them with the association's programs and general policies and procedures. Each employee should have an Employee Manual, which consists of the following documents:

- Business plan
- Job Descriptions
- Rules and Regulations
- Benefits
- Vacations
- Salary, Bonuses and Deductions
- Personal Conduct
- Confidentiality Agreement

**3. Recruitment**

This department is responsible for identifying and recruiting new staff under the supervision of the CEO and Board of Directors. Under the new proposed structure, JRA will be required to recruit senior staff (two staff

members in January 2007, and two in January 2009) to implement the association's three-year Strategic Plan.

## **INFORMATION TECHNOLOGY MANAGEMENT**

The IT Infrastructure at JRA should be upgraded to include:

- New Hardware
- New Software
- Server

JRA should work to transfer its current website into a dynamic, interactive, bi-lingual and a full-service Internet portal, which will offer a single gateway for members and other interested parties to access integrated services and information. The portal will feature all JRA services, including an online matchmaking tool for members and potential investors. The profiles of JRA members will be included in the portal as a networking and promotional outlet for them.

<b>JORDAN Restaurant Association</b>																	
<b>Strategic Action Plan, 2007</b>																	
<b>STRATEGIC OBJECTIVE: 5. Work towards transforming JRA into a voluntary association with excellent operations, management practices and corporate governance</b>																	
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Resources	Responsibility	Time Frame / Month												
			Fin; Techn, Hum; Mat.		1	2	3	4	5	6	7	8	9	10	11	12	
<b>5.1 Financial Management</b>																	
5.1.1	Purchase and install new financial software (QuickBooks Premier 2006 for NGOs)	Software in place and applied	New Strategic plan and budget requires new software	Cost of software	CEO	X											
<b>5.2 Human Resource Management</b>																	
5.2.1	Hire consultant to develop HR system	Consultant identified and recruited	BOD & CEO may be able to discounted rates for system applied in other NGOs	Consulting fees	CEO	X	X										
5.2.2	Finalize HR system and employee manual	System developed and applied		Human Res (CEO)	CEO								X				
5.2.3	Recruit 2 new staff members (Head of Training & Membership)	Staff recruited	New Siyaha grant may cover two new salaries - two new positions will generate revenue	G&A expenses	BOD & CEO	X	X										
5.2.4	Staff Training during retreat	Staff trained	Training revenues can cover staff training	G&A expenses	CEO								X				
<b>5.3 Information Technology</b>																	
5.3.1	Purchase hardware for new employees and install new software	Two new computers purchased and software installed	New Siyaha grant can cover running cost	G&A expenses	Financial Manager	X	X										
5.3.2	Work with IT firm to upgrade and transform website into a portal	Website upgraded	Website needs updating as a major comm and promotional tool	G&A expenses	CEO	X	X	X	X	X	X						

<b>JORDAN Restaurant Association</b>													
<b>Strategic Action Plan, 2008-2009</b>													
<b>STRATEGIC OBJECTIVE: 5. Work towards excellent operations, management practices and corporate governance</b>													
Specific Sub Objective (followed by Outputs and Actions)	Measurable Indicators	Achievable & Realistic Assumptions	Responsibility and (Resources)	Time Frame 2008				Time Frame 2009					
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
5.1	<b>Human Resource Management</b>												
5.1.1	Recruit 2 new staff members (Head of Training & Membership)	Consultant identified and recruited	New program requires senior staff - BOD would approve expansion	CEO (G&A expenses)	X								
5.1.2	Staff Training during retreat	Staff trained	Training revenues can cover staff training	CEO (G&A expenses)			X					X	
5.2	<b>Information Technology</b>												
5.2.1	Purchase hardware for new employees and install new software	Two new computers purchased and software installed		CEO (G&A expenses)	X								
5.2.2	Work with IT firm to upgrade website	Website upgraded	Website needs updating as a major comm and promotional tool	CEO (G&A expenses for maintenance)	X					X			

## 6. Financial Plan

Jordan Restaurants Association  
Profit & Losses Projections  
2007 - 2008 - 2009

	2007	2008	2009	TOTAL
<b>Revenues</b>				
Membership Fees Income	87,530	95,520	103,426	286,476
Activities Revenue	112,500	127,400	168,700	408,600
<i>Total Revenue</i>	<u>200,030</u>	<u>222,920</u>	<u>272,126</u>	<u>695,76</u>
<b>Activities Expenses</b>				
Income Generating activities expenses	96,085	89,235	96,920	282,240
Non income Generating activities expenses	6,360	6,850	7,050	20,260
Personnel Expenses	59,141	86,367	94,998	240,506
G&A Expenses	27,660	28,620	29,540	85,820
	<u>189,264</u>	<u>211,072</u>	<u>228,508</u>	<u>628,826</u>
<i>Surplus / (Deficit) before Funding</i>	<u>10,784</u>	<u>11,848</u>	<u>43,618</u>	<u>66,250</u>
Grants and donors funding				0
<i>Surplus / (Deficit) after Funding</i>	<u>10,784</u>	<u>11,848</u>	<u>43,618</u>	<u>66,250</u>

Cash Flow Statement

	2007	2008	2009	TOTAL
Cash Available at the beginning of the period	30,000.00	73,184.20	46,932.32	30,000.00
<b>Cash Inflow</b>				
Membership Fees Income	87,530	95,520	103,426	286,476
Activities Revenue	112,500	127,400	168,700	408,600
<i>Total Cash Inflow</i>	<u>200,030</u>	<u>222,920</u>	<u>272,126</u>	<u>695,076</u>
<b>Cash Out Flow</b>				
Capital Expenditure	3,600	2,100		5,700
Personnel Expenses	59,141	86,367	94,998	240,506
G&A Expenses	27,660	28,620	29,540	85,820
Activities Expenses	102,445	96,085	103,970	302,500
	<u>192,846</u>	<u>213,172</u>	<u>228,508</u>	<u>634,526</u>
<i>Period Cash surplus (deficit) before the grant</i>	<u>7,184</u>	<u>9,748</u>	<u>43,618</u>	<u>60,550</u>
Grants and donors funding		0	0	-
<i>Surplus / (Deficit) after Funding</i>	<u>37,184</u>	<u>46,932</u>	<u>90,550</u>	<u>60,550</u>

# Membership Fees Income



**Jordan Restaurant Association  
Business Plan**

**Annual Membership Projection 2007**

Month	New Members	Retention	Total	Comm. 10%	Employee Total Comm.	Total
			67,400		-	67,400
	15,000		15,000		-	15,000
	5,700	10%	5,700		570	5,130
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
<b>TOTAL</b>	<b>20,700</b>	<b>0</b>	<b>88,100</b>		<b>570</b>	<b>87,530</b>

**Annual Membership Projection 2008**

Month	New Members	Retention	Total	Comm. 10%	Employee Total Comm.	Total
	70,770		70,770		-	70,770
	15,750		15,750		-	15,750
	9,000	10%	9,000		900	8,100
	900		900		900	900
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-

**Annual Membership Projection 2009**

Month	New Members	Retention	Total	Comm. 10%	Employee Total Comm.	Total
	74,309		74,309		-	74,309
	16,538		16,538		-	16,538
	11,700	10%	11,700		1,170	10,530
	2,050		2,050		-	2,050
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-
	-		0		-	-

**New Members plan 2007**

	JRA Members (Mandatory Membership)			Hotel Restaurants (Voluntary Membership)			Hospital Cafeterias (Voluntary Membership)			Unclassified Rest. (Voluntary Membership)			Total
	No.	JD	Total	No.	JD	Total	No.	JD	Total	No.	JD	Total	
Annual Ret. Fees	529		67,400.00			-			-			-	67,400.00
New Sub. Fees (Mand. Memb.)			15,000.00			-			-			-	15,000.00
New Sub. Fees (Vol. Mem.)				10	300.00	3,000.00	3	150.00	450.00	15	150.00	2,250.00	5,700.00
<b>TOTAL</b>				<b>10</b>		<b>3,000.00</b>	<b>3</b>		<b>450.00</b>	<b>15</b>		<b>2,250.00</b>	<b>88,100.00</b>

**New Members plan 2008**

	JRA Members (Mandatory Membership)			Hotel Restaurants (Voluntary Membership)			Hospital Cafeterias (Voluntary Membership)			Unclassified Rest. (Voluntary Membership)			Total
	No.	JD	Total	No.	JD	Total	No.	JD	Total	No.	JD	Total	
Annual Ret. Fees (mand. Memb.)			70,770.00			-			-			-	70,770.00
New Subs. Fees (mand. Memb.)			15,750.00			-			-			-	15,750.00
Annual Subs. Fees (vol memb)				15	300.00	4,500.00	5	150.00	750.00	25	150.00	3,750.00	9,000.00
Annual Ret. Fees (vol memb)				8	100.00	800.00	2	50.00	100.00	12	50.00	600.00	900.00
<b>TOTAL</b>				<b>23</b>		<b>5,300.00</b>	<b>7</b>		<b>850.00</b>	<b>37</b>		<b>4,350.00</b>	<b>96,420.00</b>

**New Members plan 2009**

	JRA Members (Mandatory Membership)			Hotel Restaurants (Voluntary Membership)			Hospital Cafeterias (Voluntary Membership)			Unclassified Rest. (Voluntary Membership)			Total
	No.	JD	Total	No.	JD	Total	No.	JD	Total	No.	JD	Total	
Annual Ret Fees (mand memb)			74,308.50			-			-			-	74,308.50
New Subs Fees (mand membe			16,537.50			-			-			-	16,537.50
Annual Subs Fees (volu memb)				20	300.00	6,000.00	8	150.00	1,200.00	30	150.00	4,500.00	11,700.00
Annual Ret. Fees (vol. memb.)				18	100.00	1,800.00	5	50.00	250.00	29	50.00	1,450.00	2,050.00
<b>TOTAL</b>				<b>38</b>		<b>7,800.00</b>	<b>13</b>		<b>1,450.00</b>	<b>59</b>		<b>5,950.00</b>	<b>104,596.00</b>

# Activities Revenue

## Jordan Restaurant Association Business Plan

TRAINING (2007)					Rev.	Expense	Non Expense	1	2	3	4	5	6	7	8	9	10	11	12		
<b>Needs Assessment Session</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Sponsorship																					
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
Assessment Session (training)	3	50	150			150	X														
<b>Training Course 1</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000																		
Sponsorship	1,000.000		1,000																		
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0	1,500.000																	
Preparing the Material	2.00	100	200.0	200.000																	
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000																	
Banner (300cm X 100cm)	100.00	2	100.0	100.000																	
Photographer (per day)	120.00	1	120.0	120.000																	
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0	600.000																	
Lunch	10.00	100	1,000.0	1,000.000																	
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>	<b>0.00</b>	5,270															
<b>Training Course 2</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000		10,000																
Sponsorship	1,000.000	1	1,000		1,000																
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0	1,500.000																	
Preparing the Material (photocopying)	2.00	100	200.0	200.000																	
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000																	
Banner (300cm X 100cm)	50.00	2	100.0	100.000																	
Photographer (per day)	120.00	1	120.0	120.000																	
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0	600.000																	
Lunch	10.00	100	1,000.0	1,000.000																	
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>	<b>0.00</b>	5,270															
<b>Training Course 3</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000																		
Sponsorship	1,000.000	1	1,000																		
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0	1,500.000																	
Preparing the Material (photocopying)	2.00	100	200.0	200.000																	
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000																	
Banner (300cm X 100cm)	50.00	2	100.0	100.000																	
Photographer (per day)	120.00	1	120.0	120.000																	
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0	600.000																	
Lunch	10.00	100	1,000.0	1,000.000																	
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>	<b>0.00</b>	5,270															
<b>Training Course 4</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000																		
Sponsorship	1,000.000	1	1,000																		
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0	1,500.000																	
Preparing the Material (photocopying)	2.00	100	200.0	200.000																	
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000																	
Banner (300cm X 100cm)	50.00	2	100.0	100.000																	
Photographer (per day)	120.00	1	120.0	120.000																	
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0	600.000																	
Lunch	10.00	100	1,000.0	1,000.000																	
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>	<b>0.00</b>	5,270															
<b>Training Course 5</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000																		
Sponsorship	1,000.000	1	1,000																		
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0	1,500.000																	
Preparing the Material (photocopying)	2.00	100	200.0	200.000																	
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000																	
Banner (300cm X 100cm)	50.00	2	100.0	100.000																	
Photographer (per day)	120.00	1	120.0	120.000																	
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0	600.000																	
Lunch	10.00	100	1,000.0	1,000.000																	
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>	<b>0.00</b>	5,270			</												

**Jordan Restaurant Association  
Business Plan**

<b>Local Expert</b>				
Fees	1500.00	1	1,500.0	1,500.000
Preparing the Material (photocopying)	2.00	100	200.0	200.000
Ads (1/4 page black and white)	350.00	5	1,750.0	1,750.000
Banner (300cm X 100cm)	50.00	2	100.0	100.000
Photographer (per day)	120.00	1	120.0	120.000
<b>Venue</b>				
<b>TRAINING (2007)</b>				
Coffee Break (two breaks)	6.00	100	600.0	600.000
Lunch	10.00	100	1,000.0	1,000.000
<b>TOTAL EXPENSES</b>			<b>5270.00</b>	<b>5270.00</b>
<b>Tailored training for members</b>				
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)	
Training fees per participant	100.00	20	2,000.0	2,000.000
<b>Total Revenue</b>				
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)	
<b>Local Expert</b>				
Fees (training 1 restaurant)	1000.00	1	1,000.0	1,000.000
<b>TOTAL EXPENSES</b>			<b>1000.00</b>	<b>1000.00</b>
<b>Training Manual (Structured Training)</b>				
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)	
Training manual sales	30.00	300	9,000.0	9,000.000
Sponsorship	3000.00		3000.00	
<b>Total Revenue</b>				
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)	
Consultant fees	3000.00	1	3,000.0	3,000.000
Design and Printing	6.00	1,000	6,000.0	6,000.000
<b>TOTAL EXPENSES</b>			<b>9000.00</b>	
<b>Employee Certification</b>				
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)	
Sponsorship	2,000.000		2,000	
<b>Total Revenue</b>				
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)	
<b>Local Expert</b>				
Certification mechanism	2000.00	1	2,000.0	2,000.000
<b>TOTAL EXPENSES</b>			<b>2000.00</b>	<b>2000.00</b>
<b>Public Policy Advocacy (2007)</b>				
<b>Establish Policy Component (Conduct training course for committee, needs assessment session)</b>				
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)	
<b>Total Revenue</b>				
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)	
Training session for committee	3	50	150	
Needs assessment session	3	70	210	
<b>TOTAL EXPENSES</b>			<b>360.00</b>	<b>0.00</b>
<b>Develop Policy Paper 1</b>				
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)	
Sponsorship	2,000.000		2,000	
<b>Total Revenue</b>				

Rev.	Expense	Non Expense	1	2	3	4	5	6	7	8	9	10	11	12
	5,270											X		
	1,000													
	3,000				X									
	6,000										X			
	2,000				X									
360					X	X								







**Jordan Restaurant Association  
Business Plan**

Upgrade website	2000	1	2,000.00																																					
				3600.00	0.00	0.00																																		
								81,835	6,360																															

TRAINING (2008)					Revenue	Expense	Non Expense	1	2	3	4	5	6	7	8	9	10	11	12		
<b>Needs Assessment Session</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Sponsorship																					
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
Assessment Session (training)	3	50	150				150			X											
<b>Training Course 1</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000		10,000																
Sponsorship	1,500.000		1,500		1500		1500														
Other																					
<i>Total Revenue</i>					1600.00	100.00	11500.00														
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0		1,500.000																
Preparing the Material (photocopying)	2.00	100	200.0		200.000																
Ads (1/4 page black and white)	350.00	5	1,750.0		1,750.000																
Banner (300cm X 100cm)	100.00	2	100.0		100.000																
Photographer (per day)	120.00	1	120.0		120.000																
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0		600.000																
Lunch	10.00	100	1,000.0		1,000.000																
<b>TOTAL EXPENSES</b>			5270.00		5270.00		5270.00														
<b>Training Course 2</b>																					
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																		
Participation Fees	100.000	100	10,000		10,000																
Sponsorship	1,500.000	1	1,500		1500		1500														
Other																					
<i>Total Revenue</i>																					
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																		
<b>Local Expert</b>																					
Fees	1500.00	1	1,500.0		1,500.000																
Preparing the Material (photocopying)	2.00	100	200.0		200.000																
Ads (1/4 page black and white)	350.00	5	1,750.0		1,750.000																
Banner (300cm X 100cm)	50.00	2	100.0		100.000																
Photographer (per day)	120.00	1	120.0		120.000																
<b>Venue</b>																					
Coffee Break (two breaks)	6.00	100	600.0		600.000																
Lunch	10.00	100	1,000.0		1,000.000																
<b>TOTAL EXPENSES</b>			5270.00		5270.00		5270.00														









**Jordan Restaurant Association  
Business Plan**

Hire PR agency to develop newsletter	350	4	1,400.00		
Publish newsletter (quarterly)	1	500	500.00		
			5900.00	0.00	0.00

Business Development (2008)					
Business Development Services					
Information and Inquiries					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Update dabase for inquiries	500	1	500.00		
			500.00	0.00	0.00

Business Development Services					
Consulting Services					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Consulting fees (brand locations)	1500	2	3,000.00		
Consulting fees (franchizes)	1500	1	1,500.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Hire Consultants					
Advise on branch locations (Amount per member)	1000	2	2,000.00		
			-		
Advise members on franchizes	1000	1	1,000.00		
			3000.00	0.00	0.00

TRAINING (2008)					
Business Development Services					
Publications					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Sponsorship	5,000		5,000.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Produce first publication					
Guidebook	4	1000	4,000.00		
			-		
			0.00	0.00	0.00

Management and Operations (2008)					
Recruit new staff and train them					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Staff and board training	2,000.000		2,000.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Recruit 2 new staff members					
Staff training during retreat	100	4	400.00		
Board training during retreat	100	7	700.00		
			1100.00	0.00	0.00

Hardware and website					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		

	Revenue	Expense	Non Expense	1	2	3	4	5	6	7	8	9	10	11	12
5900.00															
500.00					X										
3,000.00															
1,500.00															
3000.00															
5000															
4,000.000															
2000															
1100.00															

**Jordan Restaurant Association  
Business Plan**

Purchase two new computers	800	2	1,600.00			X												
Upgrade website	500	1	500.00				X											
			2100.00	0.00	0.00													
			127 400	89 235	6 850													

TRAINING (2009)					Revenue	Expense	Non Expense	1	2	3	4	5	6	8	9	10	11	12
<b>Needs Assessment Session</b>																		
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)															
Sponsorship																		
Other																		
<b>Total Revenue</b>																		
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)															
Assessment Session (training)	3	50	150			150		X										
<b>Training Course 1</b>																		
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)															
Participation Fees	150,000	100	15,000		15,000													
Sponsorship	1,500,000		1,500		1,500													
Other																		
<b>Total Revenue</b>					1650.00	100.00	16500.00				X							
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)															
<b>Local Expert</b>																		
Fees	1500.00	1	1,500.0	1,500.000														
Preparing the Material (photocopying)	120.00		120.0															
Ads (1/4 page black and white)	350.00		1,750.0															
Banner (300cm X 100cm)	150.00		100.0															
Photographer (per day)	120.00		120.0															
<b>Venue</b>																		
Coffee Break (two breaks)	6.00		600.0															
Lunch	15.00		1,500.0															
<b>TOTAL EXPENSES</b>							5190.00											

TRAINING (2009)					Revenue	Expense	Non Expense	1	2	3	4	5	6	7	8	9	10	11	12
<b>Training Course 2</b>																			
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																
Participation Fees	150,000	100	15,000		15,000														
Sponsorship	1,500,000		1,500		1,500														
Other																			
<b>Total Revenue</b>																			
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																
<b>Local Expert</b>																			
Fees	1500.00		1,500.0																
Preparing the Material (photocopying)	120.00		120.0																
Ads (1/4 page black and white)	350.00		1,750.0																
Banner (300cm X 100cm)	150.00		100.0																
Photographer (per day)	120.00		120.0																
<b>Venue</b>																			
Coffee Break (two breaks)	6.00		600.0																
Lunch	15.00		1,500.0																
<b>TOTAL EXPENSES</b>							5190.00												
<b>Training Course 3</b>																			
<b>Expected Revenue:</b>	JD / Unit	Quantity	Total (JD)																
Participation Fees	150,000	100	15,000		15,000														
Sponsorship	1,500,000		1,500		1,500														
Other																			
<b>Total Revenue</b>																			
<b>Expected Expenses:</b>	JD / Unit	Quantity	Total (JD)																
<b>Local Expert</b>																			
Fees	1500.00		1,500.0																
Preparing the Material (photocopying)	120.00		120.0																









**Jordan Restaurant Association  
Business Plan**

			6100.00	0.00	0.00
<b>Business Development (2009)</b>					
Business Development Services					
Information and Inquiries					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Update dabase to manage inquiries	500	1	500.00		
			500.00	0.00	0.00
Business Development Services					
Consulting Services					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Consulting fees (brand locations)	1500	3	4,500.00		
Consulting fees (franchizes)	1500	2	3,000.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Hire Consultants					
Advise members on branch locations (Amount per member)	1000	3	3,000.00		
			-		
Advise members on franchises	1000	2	2,000.00		
			2000.00	0.00	0.00
Business Development Services					
Publications					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Sale of publication 1	25	500	12,500.00		
Sponsorship	5000.00		5000.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Produce second publication					
Guidebook	4	1000	4,000.00		
			-		
			0.00	0.00	0.00
<b>Management and Operations (2009)</b>					
TRAINING (2009)					
Staff Training					
Expected Revenue:	JD / Unit	Quantity	Total (JD)		
Staff and board training	2,500.000		2,500.00		
<i>Total Revenue</i>					
Expected Expenses:	JD / Unit	Quantity	Total (JD)		
Staff Training during retreat	150	6	900.00		
Board training during retreat	150	7	1,050.00		
			1950.00	0.00	0.00

6100.00													
500.00	X												
2000.00			X					X					
5000	X	X	X	X	X	X	X	X	X	X	X	X	X
										X			
Revenue													
Expense										X	X		
Non Expense													
2500													
168700													
96920													
7050													

# **General & Administrative Projections**

**Jordan Restaurant Association  
Business Plan**

(Table 5)														
Jordan Restaurant Association														
General & Administrative Projection (2007)														
	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Total	% From Total
Salaries	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	4,440	53,280	193%
Social Security	488	488	488	488	488	488	488	488	488	488	488	488	5,861	21%
Other													0	0%
<b>Total Personnel Expenses</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>4,928</b>	<b>59,141</b>	<b>214%</b>
Rent	185	185	185	185	185	185	185	185	185	185	185	185	2,220	8%
Stationary	70	70	70	70	70	70	70	70	70	70	70	70	840	3%
Office Supplies	50	50	50	50	50	50	50	50	50	50	50	50	600	2%
Maintenance						300						300	600	2%
Communications	75	75	75	75	75	75	75	75	75	75	75	75	900	3%
ADSL	250						250						500	2%
Courier						1,200						1,200	2,400	9%
Subscriptions			60			60			60			60	240	1%
Hospitality Expense	130	130	130	130	130	130	130	130	130	130	130	130	1,560	6%
Utilities	50	50	50	50	50	50	50	50	50	50	50	50	600	2%
Professional Fees														
Auditing												1,000	1,000	4%
Legal Expenses												1,200	1,200	4%
Travel Expense						2,500						2,500	5,000	18%
Other Expense		2,500				2,500					2,500	2,500	10,000	36%
<b>Total General Administrative</b>	<b>810</b>	<b>3,060</b>	<b>620</b>	<b>560</b>	<b>560</b>	<b>7,120</b>	<b>810</b>	<b>560</b>	<b>620</b>	<b>560</b>	<b>3,060</b>	<b>9,320</b>	<b>27,660</b>	<b>100%</b>

**Jordan Restaurant Association  
Business Plan**

(Table 5)														
Jordan Restaurant Association (2008)														
General & Administrative Projection														
	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Total	% From Total
Salaries	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	6,484	77,808	272%
Social Security	713	713	713	713	713	713	713	713	713	713	713	713	8,559	30%
Other													0	0%
<b>Total Personnel Expenses</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>7,197</b>	<b>86,367</b>	<b>302%</b>
Rent	185	185	185	185	185	185	185	185	185	185	185	185	2,220	8%
Stationary	80	80	80	80	80	80	80	80	80	80	80	80	960	3%
Office Supplies	65	65	65	65	65	65	65	65	65	65	65	65	780	3%
Maintenance						300						300	600	2%
Communications	85	85	85	85	85	85	85	85	85	85	85	85	1,020	4%
ADSL	250						250						500	2%
Courier						1,200						1,200	2,400	8%
Subscriptions			60			60			60			60	240	1%
Hospitality Expense	150	150	150	150	150	150	150	150	150	150	150	150	1,800	6%
Utilities	75	75	75	75	75	75	75	75	75	75	75	75	900	3%
Professional Fees														
Auditing												1,000	1,000	3%
Legal Expenses												1,200	1,200	4%
Travel Expense						2,500						2,500	5,000	17%
Other Expense		2,500				2,500					2,500	2,500	10,000	35%
<b>Total General Administrative</b>	<b>8,087</b>	<b>10,337</b>	<b>7,897</b>	<b>7,837</b>	<b>7,837</b>	<b>14,397</b>	<b>8,087</b>	<b>7,837</b>	<b>7,897</b>	<b>7,837</b>	<b>10,337</b>	<b>16,597</b>	<b>28,620</b>	<b>100%</b>

**Jordan Restaurant Association  
Business Plan**

(Table 5)

Jordan Restaurant Association (2009)  
General & Administrative Projection

	Jan-07	Feb-07	Mar-07	Apr-07	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07		Total	% From Total
Salaries	7,132	7,132	7,132	7,132	7,132	7,132	7,132	7,132	7,132	7,132	7,132	7,132		85,584	290%
Social Security	785	785	785	785	785	785	785	785	785	785	785	785		9,414	32%
Other														0	0%
<b>Total Personnel Expenses</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>	<b>7,917</b>		<b>94,998</b>	<b>322%</b>
Rent	185	185	185	185	185	185	185	185	185	185	185	185		2,220	8%
Stationary	100	100	100	100	100	100	100	100	100	100	100	100		1,200	4%
Office Supplies	75	75	75	75	75	75	75	75	75	75	75	75		900	3%
Maintenance						300						300		600	2%
Communications	90	90	90	90	90	90	90	90	90	90	90	90		1,080	4%
ADSL	250						250							500	2%
Courier						1,200						1,200		2,400	8%
Subscriptions			60			60			60			60		240	1%
Hospitality Expense	150	150	150	150	150	150	150	150	150	150	150	150		1,800	6%
Utilities	100	100	100	100	100	100	100	100	100	100	100	100		1,200	4%
Professional Fees															
Auditing												1,200		1,200	4%
Legal Expenses												1,200		1,200	4%
Travel Expense						2,500						2,500		5,000	17%
Other Expense		2,500				2,500					2,500	2,500		10,000	34%
<b>Total General Administrative</b>	<b>8,867</b>	<b>11,117</b>	<b>8,677</b>	<b>8,617</b>	<b>8,617</b>	<b>15,177</b>	<b>8,867</b>	<b>8,617</b>	<b>8,677</b>	<b>8,617</b>	<b>11,117</b>	<b>17,577</b>		<b>29,540</b>	<b>100%</b>