



Rihla Hub

High-Level Feasibility Study

Submitted to:

The Ministry of Digital Economy and Entrepreneurship

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Founders and investors considering this project are advised to conduct further analysis on projected adoption rates, development costs, and ongoing operational expenses. This additional scrutiny will help mitigate potential risks related to technology challenges, changes in regulations, market penetration, and competitive pressures.

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A National Entrepreneurship Policy Project



Ministry of Digital Economy
and Entrepreneurship



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Executive Summary

Rihla Hub is dedicated to enhancing the lives of individuals with special needs in Jordan through a comprehensive and innovative approach. The hub's services encompass therapeutic interventions combined with art, music, drama, and digital learning, designed to foster personal growth and well-being. By collaborating with educators, therapists, and community stakeholders, Rihla Hub ensures that its interventions are tailored to meet the unique needs of everyone. This collaborative approach not only supports families but also strengthens institutions that serve special needs communities. By integrating innovative therapeutic modalities and community-based support systems, we aim to set new standards in special needs care, making a meaningful impact on the lives of those we serve. This study showcases the potential of this start-up and sheds light on the needed investments and projected revenues of the business idea.

I. Introduction

Rihla Hub is dedicated to enhancing the lives of individuals with special needs in Jordan through a comprehensive and innovative approach. The center provides a wide range of therapeutic services, including art, music, drama, and digital learning, all designed to support personal growth and development. These services are rooted in the belief that every individual deserves access to holistic care and education, and Rihla Hub is committed to bridging gaps in services and support.

The center's mission is to empower individuals with special needs by offering tailored therapeutic interventions and inclusive educational practices. By collaborating with educators, therapists, and community stakeholders, the center will ensure that its programs are both effective and responsive to the needs of the clients. This collaborative approach helps to build stronger support networks for families and institutions alike, fostering a more inclusive and supportive community.

Rihla Hub also places a strong emphasis on advocacy and community integration. The team will promote inclusive education and leverage technology in the center's programs, ensuring that individuals with special needs have access to the best possible resources and support.

Rihla Hub seeks to set new standards in special needs care and education and aims to make a lasting impact on the lives of those they serve.

2. Market Analysis

According to a report published by Insight Ace Analytic, the global learning disabilities market size was USD 4.18bn in 2022 and is predicted to reach USD 7.8bn by 2031 at 7.32% CAGR between 2023 to 2031¹.

In Jordan, the number of people with disabilities in Jordan is 1.25 million, this constitutes 11.2% of the total population of the Kingdom². This shows a sizable market in Jordan meaning that approximately one in nine children fall into the category of special needs. These special needs market also affects their ability to later gain employment once done with their education. According to the Higher Council for Affairs of Persons with Disabilities 9.9 % of people with disabilities aged 15 and above in Jordan actively sought employment but remained unemployed³. A big market gap that Rihla addresses is that students with intellectual disabilities follow the same curriculum as their peers without disabilities across all educational cycles⁴.

Within Jordan, Rihla Hub would operate in an underserved landscape, facing competition from established specialized therapy centers that offer similar services. Competitors include both private sector entities and non-profit organizations dedicated to supporting individuals with special needs. Notable examples of these specialized therapy centers include the **Nazek Al Hariri Center**, founded by Nazik Hariri in 1985 in Amman, and the **Young Muslim Women Association**, which established a Special Education center in 1974 to cater to the needs of intellectually disadvantaged young students. Additionally, **Al Masar Child Development Services** provides educational and therapeutic support to children with a diverse range of needs, including learning difficulties, developmental delays, developmental disorders, and neurological dysfunctions.

Looking beyond Jordan, if Rihlah expands regionally or launches boarding services for beneficiaries from the region during certain periods of the year, the market it can tap into in terms of the number of people with disabilities in wider MENA region is 21 million children according to a 2023 UNICEF report⁵.

3. Business Model

Rihla Hub is envisioned initially as a Brick & Mortar holistic center, committed to fostering holistic development and well-being for individuals with special needs. Through a comprehensive array of assessments and therapeutic modalities such as art, music, drama, and movement, complemented by a digital portfolio, Rihla Hub aims to create a transformative, immersive environment that nurtures personal growth, self-expression, and empowerment. This unique environment will be achieved via collaborations with teachers, therapists, community members and stakeholders to provide a tailored experience to its customers including the families of special needs individuals. Rihla Hub will create a signature framework

¹ <https://www.insightaceanalytic.com/report/learning-disabilities-treatment-market/1958>

² http://www.dos.gov.jo/dos_home_e/main/population/census2015/Disability%202021.pdf

³ https://www.hi.org/sn_uploads/document/Briefing-Paper_Jordan-Disability-Social-Protection_September-2023_Final-Version.pdf

⁴ https://www.hi.org/sn_uploads/document/Briefing-Paper_Jordan-Disability-Social-Protection_September-2023_Final-Version.pdf

⁵ <https://data.unicef.org/resources/children-with-disabilities-in-the-middle-east-and-north-africa-a-statistical-overview-of-their-well-being/>

for delivering its services and will be committed to equip educators and therapists with the latest tools and methodologies to deliver them. Although Rihla will not create all these tools in-house, they will still commit to licensing the highest quality tools off, ensuring the highest standards of care and support for individuals with special needs.

What sets Rihla Hub apart from their competition are three main differentiators: their holistic approach, educator training, and tailored consultancies for B2B partners.

Holistic Therapy services (Speech, occupational and physical): Assisting individuals in improving their communication skills, including speech, language, and social communication. Occupational aims to enhance the individual's ability to perform daily activities and participate in everyday life. Physical therapy helps individuals improve their physical mobility, strength, and coordination. Rihla Hub distinguishes itself through its holistic approach to development and well-being for individuals with special needs. Unlike traditional therapy centers, Rihla Hub incorporates a wide range of therapeutic modalities, including art, music, drama, movement, and technology.

Workshops for Educators and Parents: Workshops for educators and parents at Rihla Hub are designed to provide comprehensive training on supporting individuals with special needs through evidence-based practices and innovative approaches. These interactive sessions cover understanding various disabilities, effective communication techniques, and positive behaviour management strategies. Educators learn to implement inclusive teaching methods and use assistive technologies, while parents gain awareness and practical skills for creating supportive home environments. By fostering collaboration between educators and parents, these workshops aim to enhance the overall quality of care and education for individuals with special needs, ensuring they receive consistent and effective support across different settings. Through specialized training programs, Rihla Hub also equips professionals with evidence-based practices and tools to facilitate meaningful progress and outcomes for individuals with special needs.

Consultancies (assessments, diagnostics for schools): Consultancies offered by Rihla Hub focus on providing schools and centers with expert assessments and diagnostics to better support students with special needs. These services include comprehensive evaluations of students to identify learning disabilities, developmental delays, and other special needs. The consultancy team, composed of experienced therapists and special education professionals, works closely with school staff to develop individualized education plans (IEPs) tailored to each student's unique requirements. Additionally, Rihla Hub provides schools with actionable recommendations for implementing inclusive practices, optimizing learning environments, and integrating assistive technologies. This collaboration ensures that educational institutions are well-equipped to meet the diverse needs of their students, promoting an inclusive and supportive educational experience. Rihla Hub offers tailored services for B2B partners, including schools, special needs technical centers, donors, and civil society organizations. By collaborating with these partners, Rihla Hub extends its impact and reach, providing customized solutions to meet the unique needs of diverse communities and organizations working with special needs beneficiaries.

Revenue

Projected revenues for Rihla Hub over five years show a consistent upward trajectory across all service categories.

- **Therapy services** exhibit the highest revenue growth, starting at JOD 80,000 in Year 1 and reaching JOD 202,000 by Year 5, indicating strong and increasing demand.
- **Workshops for Educators and Parents** also show steady growth, from JOD 57,500 in Year 1 to JOD 100,500 in Year 5, reflecting the growing interest in educational support.
- **Consultancies**, while contributing the least, still show a positive trend from JOD 12,500 to JOD 30,000 over the same period.

Overall, total revenues will increase significantly from JOD 150,000 in Year 1 to JOD 332,500 in Year 5, demonstrating a robust expansion and promising financial outlook for Rihla Hub.

Table 1: Revenue projection

Description / Year	1	2	3	4	5
Projected Demand (Quantity) Therapy services	2,000	3,000	4,500	4,800	5,050
Price / Unit Therapy services	40	40	40	40	40
Sub-total Therapy services	80,000	120,000	180,000	192,000	202,000
Projected Demand (Quantity) Workshops for Educators and Parents	2300	3000	3200	3300	3350
Price / Unit Workshops for Educators and Parents	25	25	30	30	30
Sub-total Workshops for Educators and Parents	57,500	75,000	96,000	99,000	100,500
Projected Demand (Quantity) Consultancies	250	400	500	550	600
Price / Unit Consultancies	50	50	50	50	50
Sub-total Consultancies	12,500	20,000	25,000	27,500	30,000
Total Revenues	150,000	215,000	301,000	318,500	332,500

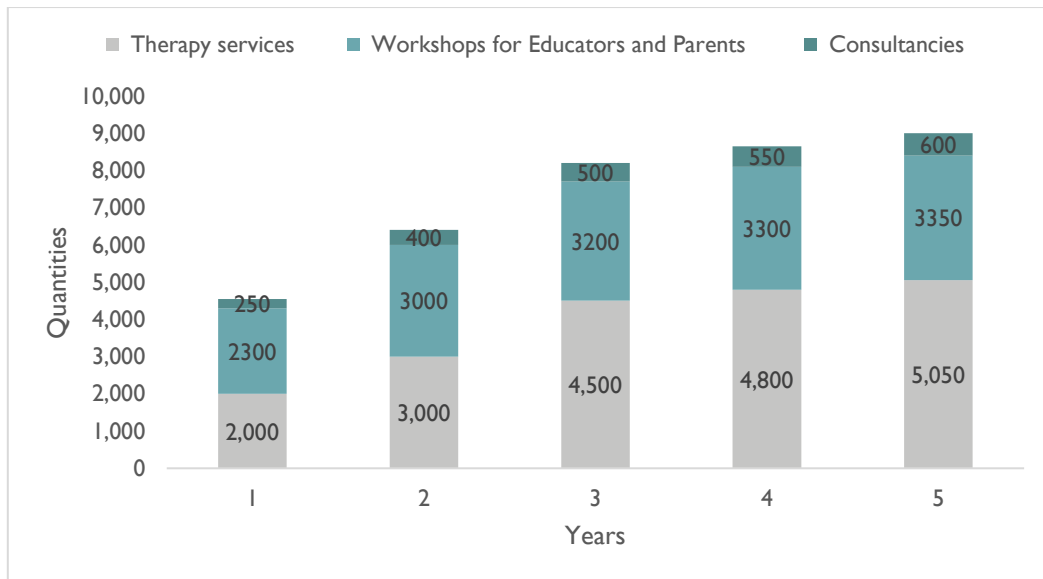


Figure 1: Product Mix by Quantity

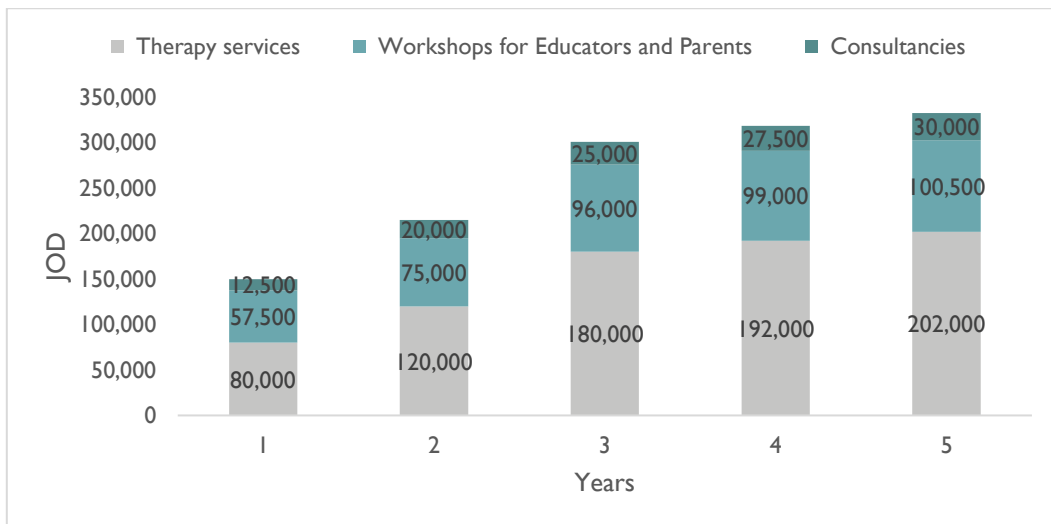


Figure 2: Product Mix by Revenue

4. Technical Analysis

The projected Cost of Goods Sold (COGS) for Rihla Hub over five years highlights a steady increase in costs associated with Therapy Services and Workshops for Educators and Parents.

- **Therapy Services** COGS rise from JOD 40,000 in Year 1 to JOD 101,000 in Year 5, reflecting the growing demand and operational costs. COGS here primarily refer to the experts' fees giving the therapy sessions.
- **Workshops for Educators and Parents** COGS increase from JOD 23,000 to JOD 33,500 over the same period.
- **Consultancies** have no associated COGS, indicating either negligible costs or a different cost structure.

Overall, the Total COGS increases from JOD 63,000 in Year 1 to JOD 134,500 in Year 5, indicating the expanding scale of operations and associated costs.

Table 2 Cost of Goods Sold – Five Year Projection

Description / Year	1	2	3	4	5
Projected Demand (Quantity) Therapy services	2,000	3,000	4,500	4,800	5,050
COGS / Unit Therapy services	20	20	20	20	20
Sub-total Therapy services	40,000	60,000	90,000	96,000	101,000
Projected Demand (Quantity) Workshops for Educators and Parents	2,300	3,000	3,200	3,300	3,350
COGS / Unit Workshops for Educators and Parents	10	10	10	10	10
Sub-total Workshops for Educators and Parents	23,000	30,000	32,000	33,000	33,500
Projected Demand (Quantity) Consultancies	250	400	500	550	600
COGS / Unit Consultancies					
Sub-total Consultancies	-	-	-	-	-
Total COGS	63,000	90,000	122,000	129,000	134,500

The start-up will launch with General Director and Admin & Reception personnel remaining constant at 1 throughout the 5 years. The number of Finance personnel increases from 0 to 1 in the second year and remains constant. The Support Staff increases from 1 to 2 in the second year and stays constant thereafter. The cumulative number of HR rises from 3 in the first year to 5 in the second year and remains steady at 5 for the following years. This indicates a stabilization of the HR requirements after an initial increase.

It's important to not that initially, specialized experts delivering the sessions will be engaged as consultants so the center can control quality, access a wide variety of expertise and minimize manpower costs. Towards year 2 or 3, the founder should revisit the decision to engage them as consultants by assessing whether hiring a few of the experts on a full-time basis would make more sense from both a financial and operational perspective

Table 3: Manpower recruitment plan – five-year projection:

Title / Year	1	2	3	4	5
General Director	1	1	1	1	1
Admin & Reception	1	1	1	1	1
Finance (part time)	0	1	1	1	1
Support Staff	1	2	2	2	2

Table 4: Manpower total cost – five-year projection

Title / Year	1	2	3	4	5
General Director	18,000	21,000	24,000	26,400	28,800
Admin & Reception	6,000	6,600	7,200	7,800	8,400
Finance	-	6,000	6,000	7,200	7,200

Support Staff	2,880	5,760	5,760	5,760	5,760
Total HR Salaries	26,880	39,360	42,960	47,160	50,160
Social Security Cost	3,830	5,609	6,122	6,720	7,148
Health Insurance Cost	3,000	5,000	5,000	5,000	5,000
Total HR Cost	33,710	49,969	54,082	58,880	62,308

Electricity, Water, Stationary, Cleaning Material, Hospitality Expenses, and Legal & Accounting Fees remain constant over the years. Total OpEx shows a consistent upward trend, increasing from JOD 82,731 in Year 1 to JOD 115,399 in Year 5. This trend indicates a general increase in operational expenses over the five years, driven by incremental increases in advertising costs, and steady costs for website charges and other operational necessities.

Table 5: OPEX – five-year projection

Description / Year	1	2	3	4	5
Electricity	250	250	250	250	250
Water	250	250	250	250	250
Stationary	600	600	600	600	600
Rent	30,000	30,000	30,000	30,000	30,000
Website Charges	2,000	100	100	100	100
Advertising	7,000	8,000	10,000	10,000	10,000
Cleaning Material & Consumables	200	200	200	200	200
Hospitality Exp.	200	200	200	200	200
Legal & Accounting Fees	1,000	1,000	1,000	1,000	1,000
Sub-total OpEx	75,210	90,569	96,682	101,480	104,908
Other Costs	7,521	9,057	9,668	10,148	10,491
Total OpEx	82,731	99,626	106,350	111,628	115,399

The total capital expenditures are JOD 23,000 incurred in Year 0, with no additional CapEx planned for Years 1 through 5. This trend indicates that all capital expenditures are front-loaded, occurring before the operation starts, with no further CapEx planned in subsequent years. This represents a one-time investment in setting up the infrastructure needed for the business.

Table 6: Capital Expenditures Cost – five-year projection

Description / Year	0	1	2	3	4	5
Building Setup	7,000					
Equipment and furniture	15,000					
Laptops	1,000					
Total CapEx	23,000	-	-	-	-	-

5. Financial Analysis

5.1 Financial Study Assumptions

The feasibility study is based on the following key assumptions:

Discount Rate: The study employs a conservative discount rate of 14%, reflecting a cautious approach to valuation.

Financing Structure: The project is entirely financed by equity. This conservative approach avoids the financial leverage and thus underestimates project value, given the lower cost of debt compared to equity.

Terminal Value: The project assumes a zero-terminal value at the end of year five, aligning with the study's conservative outlook.

Cash Flow Projection: Cash flows beyond year five are excluded from the analysis, focusing on the initial project phase.

Tax Rate: The assumed tax rate of 20% complies with Jordan's income tax law.

Depreciation Rate: Capital expenditure (CapEx) is depreciated at an annual rate of 20%. Any deviation from this rate may impact projected profitability but not project feasibility, as depreciation is a non-cash expense.

Working Capital Assumptions

Operational liquidity requirements are guided by the following assumptions:

- **Cash Reserves:** The project will maintain cash equivalent to 90 days of projected annual operational expenses, ensuring robust liquidity management.
- **Accounts Receivable (A/R) Collection Period:** The average collection period for receivables is 30 days, reflecting expected credit sales conversion into cash.
- **Accounts Payable (A/P) Payment Period:** The average payment period for payables is 30 days, indicating the timeframe for settling supplier obligations.

Capital expenditures expected to be incurred in the first year were included as part of the initial costs of the project.

Provisions were made within the initial cost to cover any potential negative net free cash flow that may arise during the first five years of operation, if needed.

5.2 Financial Study:

5.2.1 Projected Working Capital

Table 7: Working capital projection (JOD)

Description / Year	1	2	3	4	5
Cash	20,683	24,906	26,587	27,907	28,850
Accounts Receivable (A/R)	12,500	17,917	25,083	26,542	27,708
Accounts Payable (A/P)	5,250	7,500	10,167	10,750	11,208

Net Working Capital	27,933	35,323	41,504	43,699	45,350
Change in Working Capital	-	7,390	6,181	2,195	1,651

This table shows that the net working capital needed for the project for the first year of operation is JOD 27,933, which has to increase steadily year over year to reach JOD 45,350 in the fifth year. The steady increase in the working capital comes to cover the rapid increase in the project operations and mainly the increase in the projected revenues.

5.2.2 Project Initial Cost

Table 8: Initial Cost Summary (JOD)

Description / Year	JOD
CapEx	23,000
Net Working Capital	27,933
Total Initial Cost	50,933

The project's initial cost is projected to be JOD 50,933, comprising JOD 23,000 as CapEx, and JOD 27,933 as net working capital.

5.2.3 Projected Income Statement

Table 9: Projected Income Statement (JOD)

Description / Year	1	2	3	4	5
Total Revenues	150,000	215,000	301,000	318,500	332,500
COGS	63,000	90,000	122,000	129,000	134,500
Gross Profit (JOD)	87,000	125,000	179,000	189,500	198,000
OpEx	82,731	99,626	106,350	111,628	115,399
Net Probit Before Tax and Depreciation (JOD)	4,269	25,374	72,650	77,872	82,601
Depreciation	4,600	4,600	4,600	4,600	4,600
Net Pprofit Before Tax (JOD)	-331	20,774	68,050	73,272	78,001
Tax Expense		4,089	13,610	14,654	15,600
Net Profit (JOD)	-331	16,686	54,440	58,617	62,401

The projected income statement indicates that the project will generate a loss of JOD 331 in the first year of operation. However, from the second year onwards, the net profit is expected to be positive and increase gradually over the study period, reaching JOD 62,401 in the fifth year of operation.

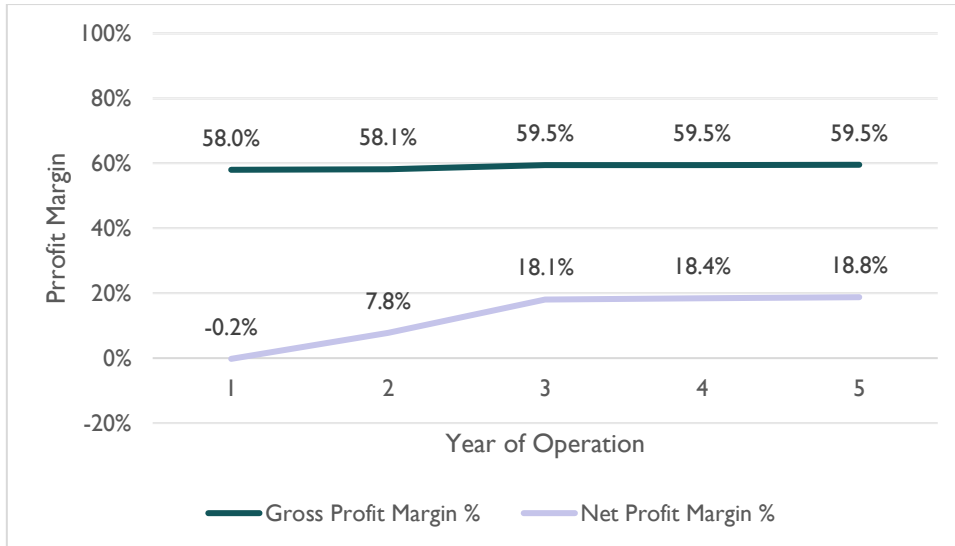


Figure 3: Gross vs Net Profit Margin

In the first year of operation, the project is expected to generate a negative net profit margin of 0.2%. The net profit margins are expected to be positive and increase gradually starting from the second year of operations. In the fifth year of operations, the gross profit margin is expected to be 59.5%, and the net profit margin is 18.8%.

On the asset management side, the study shows that the return on investment will increase steadily from -0.7% in the first year of operation to 122.5% in the fifth year.

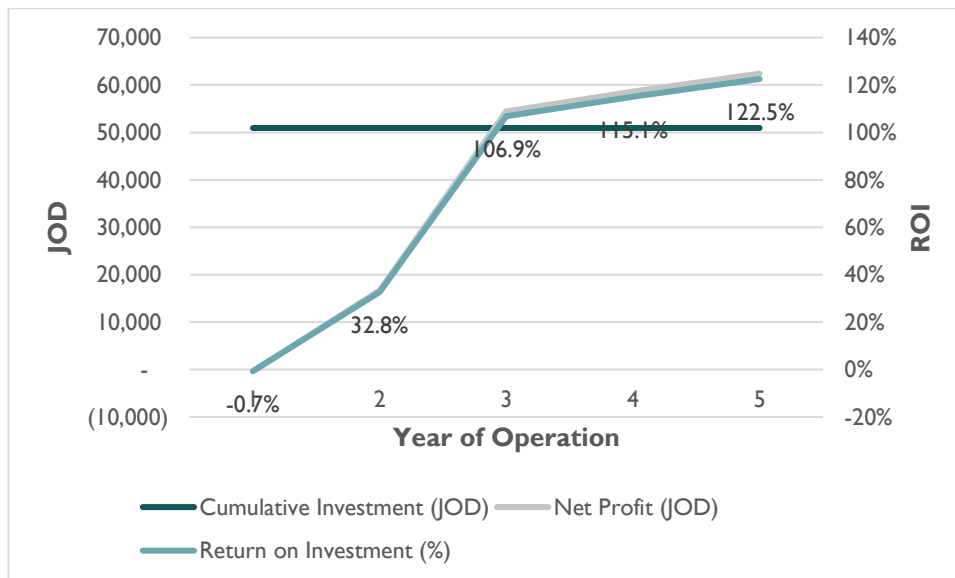


Figure 4: Return on Investment

5.2.4 Projected Free Cash Flow Statement

The table below demonstrates that the project can generate a positive free cash flow in the first year of operation, JOD 4,269. Furthermore, the free cash flow is expected to be positive and increase gradually over the course of the study. By the end of your five, the projected free cash flow will reach JOD 65,350.

Table 10 : Free Cash Flow (FCF) Projection (JOD)

Description / Year	0	1	2	3	4	5
Cash-In Flow						
Net Profit		(331)	16,686	54,440	58,617	62,401
Depreciation		4,600	4,600	4,600	4,600	4,600
Injected Capital	50,933					
Total Cash-In Flow	50,933	4,269	21,286	59,040	63,217	67,001
Cash-Out Flow						
Initial Cost	50,933		-	-	-	-
Changes in Working Capital			7,390	6,181	2,195	1,651
Total Cash-Out Flow	50,933	-	7,390	6,181	2,195	1,651
Free Cash Flow	-	4,269	13,896	52,859	61,023	65,350

Based on these results, the project's feasibility indicators demonstrate its viability, with a net present value of JOD 69,253.2 and a profitability index of 2.36. Moreover, the project's internal rate of return (IRR) is expected to be 44.97%, indicating feasibility is not sensitive to changes in market conditions.

Feasibility Indicators	
Net Present Value	69,253
Profitability Index	2.36
Internal Rate of Return	44.97%

5.3 Sensitivity Analysis

To assess the project's sensitivity to market conditions, a sensitivity analysis was conducted involving six unfavourable scenarios:

- Decrease projected revenues by 5% while keeping other variables constant.
- Decrease projected revenues by 10% while keeping other variables constant.
- Increase operational expenditure by 5% while keeping other variables constant.
- Increase operational expenditure by 10% while keeping other variables constant.
- Increase initial costs by 5% while keeping other variables constant.
- Increase initial costs by 10% while keeping other variables constant.

Table 11: Sensitivity analysis outcomes

Sensitivity Scenario	Net Present Value (NPV)	Profitability Index (PI)	Internal Rate of Return (IRR)
Original Case	69,253	2.36	44.97%
Drop in revenue by 5%	31,402	1.58	28.03%
Drop in revenue by 10%	-14,537	0.78	7.91%

Increase in OpEx by 5%	53,965	2.04	37.87%
Increase in OpEx by 10%	34,673	1.61	28.55%
Increase in initial cost by 5%	66,707	2.25	42.92%
Increase in initial cost by 10%	60,605	2.02	38.53%

The sensitivity analysis shows that, in general, the project is feasible and not sensitive to unfavourable market conditions. Apart from the 10% drop in revenues scenario, the project's economic feasibility is strong and viable under all the above-mentioned scenarios. The drop in revenues has a more dramatic impact on the project viability than the increase in the OpEx or initial cost by the same magnitude. It is recommended that investors check and further study the market to ensure that the projected revenues are achievable within the thresholds of the proposed initial cost and operational expenditures.

6. Integration with Other Sectors

Education Sector Integration: Rihla Hub could integrate deeply within Jordan's education sector by collaborating closely with schools and educational institutions in Jordan and potentially across the MENA region through its consultancy services. Through partnerships with local schools, Rihla Hub can provide specialized delivery and consultancy services aimed at creating inclusive learning environments tailored to the needs of students with disabilities. This includes developing customized educational plans and integrating Rihla Hub's therapeutic modalities such as art, music, and drama into school curricula. By partnering with educational authorities and advocacy groups, Rihla Hub also advocates for policy changes that promote inclusive education practices and supports schools in implementing these initiatives effectively.

Healthcare Sector Collaboration: In collaboration with healthcare providers in Jordan and the wider MENA region, Rihla Hub offers comprehensive therapeutic services designed to enhance the quality of life for individuals with special needs. This includes speech therapy, occupational therapy, and physical therapy aimed at improving communication skills, daily functioning, and physical mobility. By partnering with hospitals, clinics, and rehabilitation centers, Rihla Hub ensures that individuals with special needs receive holistic care that integrates therapeutic interventions seamlessly into their healthcare journey. Joint workshops and training programs for healthcare professionals further enhance knowledge and skills in special needs care, fostering a collaborative approach to support individuals across different healthcare settings.

Non-profit and NGO Engagement: Rihla Hub can collaborate extensively with local and international non-profits and NGOs dedicated to disability rights and advocacy across the MENA region. These partnerships are pivotal in amplifying Rihla Hub's outreach efforts and expanding its service offerings to reach more individuals with special needs and their families. By partnering with NGOs, Rihla Hub gains access to funding opportunities and resources that support its mission of promoting inclusive education and holistic development. Joint initiatives with advocacy groups also contribute to influencing policy changes that advance disability

rights and improve societal acceptance of individuals with special needs, fostering a more inclusive community across Jordan and beyond.

Technology Sector: Collaborate with educational technology (EdTech) companies to develop and implement digital learning tools and platforms that support individuals with special needs. This can include adaptive learning software, communication aids, and virtual reality therapy tools. Additionally, Rihlah may partner with tech start-ups and research institutions to innovate and create new assistive devices and applications that enhance the learning and development experiences of individuals with special needs.

Employment and Workforce Development: Work with vocational training centers and employment agencies to develop job placement programs for individuals with special needs, ensuring they have access to meaningful employment opportunities. Rihlah could partner with businesses to promote inclusive hiring practices and create supportive work environments for employees with special needs.

Government and Policy: Rihlah can collaborate with government agencies to advocate for policies that support inclusive education and the rights of individuals with special needs. Provide expertise and data to inform policy decisions. Rihlah could work with government bodies to launch public awareness campaigns that promote understanding and acceptance of individuals with special needs.

7. Entrepreneur Persona

The future entrepreneur who would be behind Rihlah Hub should be a visionary leader, recognizing the immense potential for change in the realm of special needs care and education in Jordan and the MENA region. With a deep-seated compassion, they are committed to enhancing the lives of individuals with special needs through innovative and holistic approaches. Their background should include extensive experience in special education, therapeutic services, and a strong understanding of inclusive practices. They should hold advanced degrees in special education and psychology, ensuring a robust foundation in both theory and practical application. A good business acumen is needed to ensure that the start-up is also financially feasible and lucrative to ensure sustainability and growth.

- **Education:** Master's degree in Special Education or Child Development, with additional certifications in therapeutic modalities such as art therapy, music therapy, or a related field.
- **Professional Background:** Extensive experience in special education, therapeutic services, and non-profit management. Proven track record of working with individuals with special needs in various capacities, such as a therapist, educator, or program director.
- **Advocacy skills:** As a passionate advocate, they tirelessly champion the rights of individuals with special needs, influencing policy and raising public awareness. Strategically minded, they develop comprehensive business models and market strategies to address the existing gaps in special needs services. Resourceful and

efficient, they ensure that Rihla Hub utilizes the highest quality tools and resources available to deliver exceptional care and support.

8. Stakeholders

The success of Rihlah Hub in Jordan will hinge on engaging a diverse array of stakeholders, each playing a unique role in the ecosystem:

1. **Individuals with Special Needs:** They are the primary beneficiaries of Rihla Hub's services and awareness of their needs ensures that programs are tailored to suit them and their preferences.
2. **Parents and Caregivers:** As decision-makers and advocates, parents and caregivers play a crucial role in supporting individuals with special needs and are key partners in implementing therapeutic and educational interventions.
3. **Educators and Therapists:** Professionals in the education and healthcare sectors who deliver specialized services and integrate inclusive practices are pivotal for the successful implementation of Rihla Hub's programs.
4. **Government Agencies:** Collaboration with ministries and governmental bodies responsible for education, health, and disability rights policies is essential for regulatory compliance, funding opportunities, and systemic support.
5. **Non-profit Organizations (NGOs):** Local and international NGOs focused on disability rights and advocacy provide valuable partnerships, resources, and outreach channels to extend Rihla Hub's impact and reach.
6. **Community Leaders:** Influential figures within local communities can help foster acceptance, advocate for inclusivity, and mobilize support for Rihla Hub's initiatives among broader societal groups.

Engaging these stakeholders effectively will ensure that Rihla Hub can address the diverse needs of individuals with special needs comprehensively, advocate for policy changes, secure necessary support, and build a supportive ecosystem for sustainable growth and impact.

9. Risk Assessment

Risk	Impact	Likelihood	Risk Mitigation Technique
Operational	Challenges in day-to-day operations, including logistics, staff management, and service delivery.	Low	Implement robust operational procedures, ensure continuous staff training, and invest in technology to streamline operations. Regularly review and improve operational workflows.
Market penetration	Potential changes in market demand, competition, and economic conditions.	Moderate	Conduct regular market analysis, diversify service offerings, and maintain strong relationships with key stakeholders. Adapt to market trends and integrate innovation

			through technological advancements in therapeutic services.
Staffing and Training	Challenges in recruiting and retaining qualified staff and potential labour disputes.	Moderate	Offer competitive salaries, provide professional development opportunities, foster a positive work environment, and implement effective HR policies.

10. Recommendations

Strengthen Market Position: Continuously conduct in-depth market research to understand evolving needs and preferences of individuals with special needs, as well as emerging trends in therapeutic and educational services. Make sure Rihlah has the latest educational tools in special needs to be able to equip the therapists.

Service Diversification: Expand the range of services offered to include emerging therapeutic modalities and technologies to remain competitive and meet diverse client needs.

Advocacy: Actively engage in advocacy efforts to influence policies and regulations in favour of inclusive education and special needs care. Collaborate with government bodies and advocacy groups to drive systemic change.

Professional Development: Offer continuous training and professional development opportunities for staff. This will enhance their skills, keep them updated on best practices, and improve job satisfaction.

Cultural Sensitivity: Ensure all services and communications are culturally sensitive and tailored to the local context. Collaborate with cultural and religious leaders to foster acceptance and support.

11. Conclusion

The feasibility study for Rihla Hub underscores its promising potential to enrich special needs care and education in Jordan. By addressing the significant gaps in services with a holistic approach that integrates therapeutic modalities and inclusive practices, Rihla Hub is poised to meet the growing demand for comprehensive support. The market analysis reveals a substantial and underserved population, while the financial projections indicate robust revenue growth and sustainability if value proposition is market positioning are done right. With strategic partnerships, and a dedicated team, Rihla Hub is well-positioned to make a profound impact on the lives of individuals with special needs, fostering an inclusive and supportive community in Jordan.

In conclusion, the project demonstrates promising feasibility indicators under very restrictive assumptions. Nonetheless, investors are advised to conduct additional analysis on projected

demand, initial costs, and operational expenses to mitigate potential risks associated with adverse market conditions that could jeopardize its viability.

Disclaimer

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Founders and investors considering this project are advised to conduct further analysis on projected adoption rates, development costs, and ongoing operational expenses. This additional scrutiny will help mitigate potential risks related to technology challenges, changes in regulations, market penetration, and competitive pressures.

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