

Pre-Feasibility Study
An Autism Spectrum Disorder Treatment Center

The Capital

April, 2017



Table of Contents

1. EXECUTIVE SUMMARY	4
2. THE MACROECONOMIC ENVIRONMENT	7
2.1 AN OVERVIEW OF THE HASHEMITE KINGDOM OF JORDAN	7
2.2 POPULATION	8
2.3 ECONOMIC INDICATORS IN THE KINGDOM	10
2.4 THE JORDANIAN INVESTMENT ENVIRONMENT.....	14
2.5 THE ECONOMIC ENVIRONMENT IN THE SHORT AND MEDIUM TERM	17
3. MARKET STUDY	18
3.1 PROJECT DESCRIPTION	18
3.2 EXPECTED SERVICES DESCRIPTION	18
3.3 DEMAND ANALYSIS	18
3.4 SUPPLY ANALYSIS	20
3.5 MARKETING STRATEGY.....	27
3.6 THE EXPECTED MARKET SHARE	29
4. TECHNICAL STUDY	31
4.1 THE DESIGNED PROJECT CAPACITY	31
4.2 THE REQUIRED FIXED ASSETS	31
4.3 THE REQUIRED HUMAN RESOURCES.....	32
4.4 THE REQUIRED LICENSES	33
4.5 PROJECT TIMETABLE	34
5. FINANCIAL STUDY.....	35
5.1 FINANCIAL ASSUMPTIONS.....	35
5.2 INVESTMENT COST	36
5.3 FINANCING.....	36
5.4 REVENUES.....	37
5.5 THE PROJECTED COSTS.....	37
5.6 PROJECTED FINANCIAL STATEMENTS	39
5.7 FINANCIAL, ECONOMIC AND SOCIAL ANALYSIS	42
6. RISK AND SENSITIVITY ANALYSIS.....	45
6.1 RISK ANALYSIS	45
6.2 SENSITIVITY ANALYSIS	49

Amman Governorate



1. Executive Summary

The objective of this study is to determine the Pre-Feasibility of establishing a specialized center for the treatment of children with autism spectrum disorder by providing all treatment services according to the approved health standards and keeping up with the latest developments in this sector globally.

Table 1: Initial Indicators of the Project

Project Name	Center for the Treatment of Autism Spectrum Disorder
sector	Health
Governorate	The Capital
Region	Amman
Services	<ul style="list-style-type: none"> • Diagnosis and evaluation services for patients. • Occupational and behavioral therapy services. • Speech and language therapy services. • Physiotherapy services. • Nutrition therapy and diet services. • Family counseling and support services. • Academic integration services.
Project Description	A specialized center will be established to treat children with autism spectrum disorders in both the Kingdom and / or the neighboring Arab countries. The center will provide integrated treatment services through the provision of curricula, programs and the educational environment that are appropriate and developed using the necessary aids and equipment for the classrooms. Also through assigning a qualified staff with practical experience in treating people with autism spectrum disorder. The project will also establish a strategic partnership with one of the international centers/ institutes specialized in this field, which will contribute to achieving the competitive advantage of the project and ensure the provision of services commensurate with the approved standards and keep pace with the latest developments in this sector globally.
Target Market	<ul style="list-style-type: none"> • Children with autism spectrum disorder in the Kingdom. • Children with autism spectrum disorder from Arab countries.
Investment Cost	The investment cost of the project is JD 628 thousand.
The Average Return on Investment	The average return on investment during the five years is about 4%.
Internal Rate of Return	The internal rate of return for the project is about 21%.
Average Added Value of the Project	The average value added of the project during five years is about 521 thousand dinars.
Risk Assessment	Sensitivity analysis indicates a low risk of the project for

	investment cost increase by 10% , or decrease in revenues by 10%, or an increase in operating costs by 10%.
The Project Justifications	<ul style="list-style-type: none"> ● Provide integrated services to treat people with autism spectrum disorder as a result of the increase in the number of autism cases registered in Jordan, which exceeds 10,000 cases. ● Support the balance of payments by providing treatment to foreign patients from neighboring countries. ● Manpower recruitment.
Partners/ Stakeholders	<ul style="list-style-type: none"> ● The Ministry of Education. ● Ministry of Social Development. ● Supreme Council for Persons with Disabilities.

2. The Macroeconomic Environment

2.1 An Overview of the Hashemite Kingdom of Jordan

The Hashemite Kingdom of Jordan is a landlocked country surrounded by land except at its southern extremity at the port of Aqaba, where that area is the only sea exit area in Jordan. The Kingdom is bordered at its west side by Palestine and the Mediterranean Sea, at its south and east by the Kingdom of Saudi Arabia, at north east by Iraq and at north by Syria.

Figure1 : Map of the Hashemite Kingdom of Jordan



Jordan is marked by three climatic zones from west to east including the Jordan Valley, most of which lies below sea level and is considered subtropical, and upland areas to the east of the Jordan Valley, ranging in height from 100 to 1500 meters above sea level and this is one of the areas dominated by Mediterranean climate, and the desert areas stretching to the east of the highlands.

The total area of the Kingdom is approximately 89.3 thousand square kilometers, and the semi-desert conditions prevail in over 80% of this area where there are some wet lands settings like Azraq Basin.

The kingdom is divided administratively into twelve governorates distributed into three regions: the Northern Region (includes the governorates of Irbid, Mafrqa, Jerash and Ajloun) while the Central Region (includes the governorates of the capital, Zarqa, Balqa, Madaba) and the Southern Region (includes the governorates of Karak, Tafila, Ma'an, Aqaba), and the major cities are Amman (the capital), Zarqa and Irbid.

2.2 Population

Based on the General Census of Population and Housing in 2015, the population in the kingdom amounted to about 9.5 million people with a population density of 107.3 inhabitants per km², where the Capital City knocked off other governorates by population amounting to about 4 million people and a population density of 538.8 inhabitants per km², mainly because Amman is the most attractive governorate for Jordanians and for those coming to Jordan from other countries, followed by Irbid Governorate with a population of 1.8 million people, and then Zarqa Governorate with a population of 1.4 million. Tafila Governorate which is considered to be the least populous governorate whose population is about 96 thousand people.

Table 2: Number of population and population density in the Kingdom for 2015

Governorate	Population (people)	Area (Km ²)	Population density (people/ km ²)
Central Region			
Capital	4007526	7,579	528.8
Zarqa	1364878	4761	286.7
Balqa	491709	1120	439.0
Madaba	189192	940	201.3
North Region			
Irbid	1770158	1572	1126.1
Mafraq	549948	26551	20.7
Jerash	237059	410	578.2
Ajloun	176080	420	419.2
Southern Region			
Karak	316629	3495	90.6
Tafeileh	96291	2209	43.6
Maan	144082	32832	4.4
Aqaba	188160	6905	27.2
Total of Kingdom	9531712	88793.5	107.3

Source: Department of Statistics, Jordan General Population and Housing Census, 2015

On the other hand, the population growth rate has reached about 3% in 2010 and increased to 9% during the years 2013 and 2014 and then dropped a little during 2015 to reach about 8%, according to demographic surveys for the Department of Statistics. The reason for the high growth rates is attributed to the influx of large numbers of refugees from Syria to the Kingdom which resulted in a marked decline in per capita real GDP index by 5.4% to JD 1,197.4, based on the Statements of the Central Bank of Jordan.

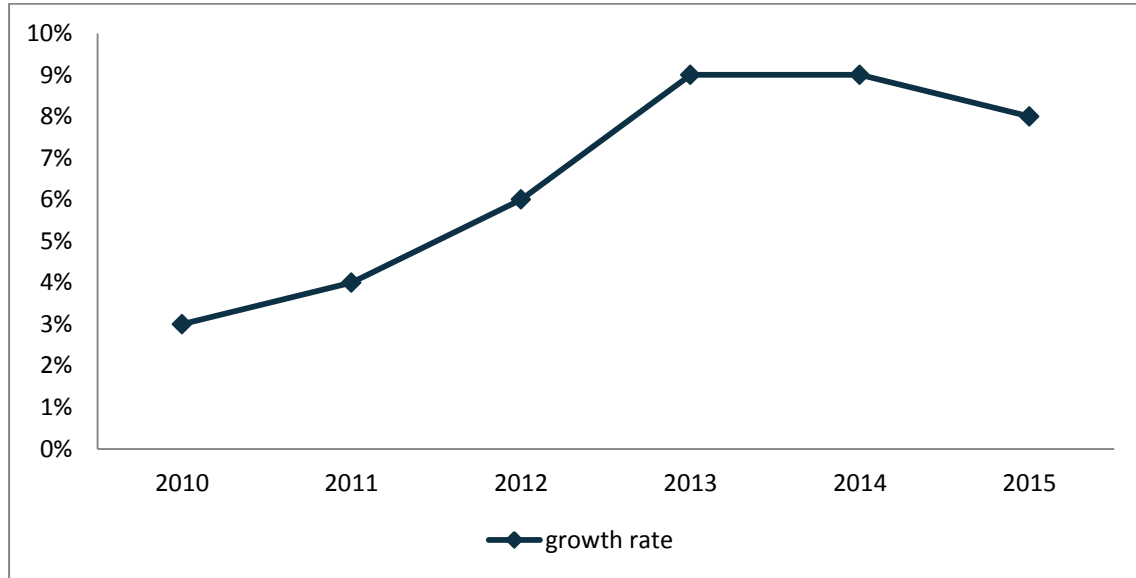
The unemployment rate among Jordanians also witnessed a rise by 1.1 percentage to reach to 13%, due to the structural imbalances that the labor market is suffering from and the acquisition of the low-paid foreign workers on a large number of new jobs in the economy, according to the Central Bank of Jordan.

Table 3: Number of population and population growth in the Kingdom, thousand

	2010	2011	2012	2013	2014	2015
population	6698.0	6993.0	7427.0	8114.0	8804.0	9531.7
growth rate	%3	%4	%6	%9	%9	%8

Source: Department of Statistics

Figure 2: population growth rate in the Kingdom



2.3 Economic Indicators in the Kingdom ¹

Countries across the Middle East are still suffering from instability and closure or partial closure of borders; including the borders of important markets for the Kingdom's products. These factors led to a decline in the performance of many of the economic sectors, including the external sector, national exports, touristic income, and Foreign Direct Investment (FDI), and they contributed to a slowdown in the economic growth to about 2.4% in 2015, compared to 3.1% in 2014. The growth achieved in 2015 came from growth across several economic sectors, especially in the finance, insurance, and real estate services; the transport, storage, and communications services; the mining industry; the manufacturing industry; and the agriculture sector. These sectors contributed a combined 1.8 percentage points (or 75%) of the growth rate achieved during 2015, reflecting the diversity of the economic growth sources in the Kingdom.

Additionally, the general price level registered a decline in the prices of oil, commodities, and other related services in the global markets. Therefore, the general price level, measured by the relative change in the average consumer price index deflated by 0.9% in 2015, compared to the inflation of 2.9% in 2014.

The budget deficit, after aid, increased by 1.2% to a record 3.5% of GDP, compared with 2.3% in the previous year. In addition, the Balance of Payments' Current Account recorded a deficit of 8.9% of GDP, compared with 7.3% in 2014. At the end of 2015, the net public debt amounted to 22,847.5 million Jordanian Dinars (85.8% of the GDP), with an increase of 5.0% of the GDP. However, the total public debt reached 24,876.5 million Jordanian Dinars (93.4% of GDP). This increase resulted from financing both the general budget deficit and the guarantees for loans for the National Electricity Company and the Water Authority, as well as the slowdown of economic growth during 2015. The indebtedness of the National Electricity Company and the Water Authority recorded 6.7 billion Jordanian Dinars at the end of 2015.

On the monetary and banking front, most monetary indicators experienced positive development in performance in 2015, primarily in the Central Bank's foreign reserves, which maintained comfortable levels that amounted to about \$14.2 billion. The dollarisation rate decreased, which reflected positive demand for Jordanian Dinars in comparison to other major foreign currencies. With regards to the activities of licensed banks, the outstanding balance of credit increased by 9.5%, to reach 21,103.5 million Jordanian Dinars at the end of 2015. The total deposits registered with licensed banks increased by 7.7%, to reach 32,598.5 million Jordanian Dinars at the end of 2015. The increase in deposits came as a result of the high dinar deposits, which increased by 2,001.4 million Jordanian Dinars (8.3%), and higher foreign currency deposits, which increased by 336.1 million Jordanian Dinars (5.4%).

Furthermore, many of the external sector indicators registered a drop in performance in 2015 due to the deepening instability in the region and almost full closure of the borders

¹ The Central Bank of Jordan

with Iraq and Syria. However, the drop in oil prices in the global markets contributed to the decline in the Kingdom's imports bill for energy, as it dropped by 40.6%, which in turn contributed to a decline in total imports and the trade deficit by 11.4% and 14.0%, respectively. Thus, the Current Account, excluding aid, declined to 11.9% of GDP, compared to 12.4% in 2014.

The Current Account deficit increased after aid, to reach 2,365.6 million Jordanian Dinars (8.9% of GDP) in 2015, compared with a deficit of 1,851.7 million Jordanian Dinars (7.3% of GDP) in 2014. This decline is due mainly to the decline in total exports by 6.6% and the decline in surplus in the services account by 27.7%, as touristic income decreased by 7.1%, and the decline in the surplus in the current transfers account decreased as a result of reduced foreign aid.

Capital and financial accounts resulted in a net inflow of 1,593.7 million Jordanian Dinars in 2015, compared to 909.0 million Jordanian Dinars in 2014; this was due to the Kingdom's higher net obligations towards the outside world. Foreign Direct Investment registered a net inflow of 909.4 million Jordanian Dinars, and the reserved investment registered an inflow of 918.4 million Jordanian Dinars due to the Kingdom issuing Eurobonds that are worth \$2.0 billion in the global markets. The withdrawal of bank loans on behalf of the Central Bank increased the use of funds from the International and Arab Monetary Funds by 543.3 million Jordanian Dinars. This led to the registration of a surplus in the overall Balance of Payments of 328.7 million Jordanian Dinars during 2015, compared to a surplus of 1,550.7 million Jordanian Dinars during 2014.

According to the Central Bank of Jordan, the increased international investment at the end of 2015 showed an increase in the external net liabilities of the Kingdom, which reached 24,357.5 million Jordanian Dinars, compared with 22,578.8 million Jordanian Dinars at the end of 2014. This was due to an increase in the external balance of assets and financial liabilities for all of the economic sectors in the Kingdom, which reached to 18,657.9 million Jordanian Dinars and 43,015.5 million Jordanian Dinars, respectively, during 2015.

Table 4: main economic indicators 2011 to 2015 in millions of dinars

	2011	2012	2013	2014	2015
Population (millions)	6.993	7.427	8.114	8.804	9.532
Unemployment rate	12.9	12.2	12.6	11.9	13.0
Production and Prices					
GNP at current market prices	20,288.8	21,690.0	23,611.2	25,141.2	26,289.6
GDP at current market prices	20,476.6	21,965.5	23,851.6	25,437.1	26,637.4
The rate of growth in GDP at constant market prices (%)	2.6	2.7	2.8	3.1	2.4
The total national disposable income at current prices	23,743.5	24,774.9	28,424.5	30,302.1	30,234.7
The rate of growth in gross national disposable income at current prices (%)	4.7	-0.2	8.6	3.1	-2.4
Change in the index of consumer prices (%)	4.2	4.5	4.8	2.9	-0.9
The change in the GDP deflator (%)	6.4	4.5	5.6	3.4	2.3
Money and Banking					
Exchange rate of the Jordanian dinar to the US dollar	1.410	1.410	1.410	1.410	1.410
Money supply (P2)	24,118.9	24,945.2	27,363.4	29,240.4	31,605.5
Net foreign assets of the banking system	9,370.1	6,665.5	6,923.4	7,932.3	8,137.3
Net domestic assets of the banking system	14,748.8	18,279.7	20,440.0	21,308.1	23,468.2
Net debt of the government	6,701.4	9,461.3	10,494.8	10,473.9	11,386.4
Private sector debts (Residents)	14,925.0	15,953.6	17,222.5	17,852.8	18,704.5
Other factors ⁽¹⁾	-6,877.6	-7,135.2	-7,277.3	-7,018.5	-6,622.7
Deposits in dinars at licensed banks	19,119.1	17,711.1	21,003.0	24,013.1	26,014.5
Foreign currency deposits at licensed banks	5,258.8	7,258.6	6,590.2	6,247.9	6,584.0
Rediscount rate (%)	4.50	5.00	4.50	4.25	3.75
Treasury bills interest rate for 6 months (%)	3.232	3.788	-	-	-
Public Finance					
Total revenue and foreign aid	5,413.9	5,054.2	5,758.9	7,267.6	6,796.4
Ratio to GDP (%)	26.4	23.0	24.1	28.6	25.5
Total spending	6,796	6,878.2	7,077.1	7,851.1	7,722.9
Ratio to GDP (%)	33.2	31.3	29.7	30.9	29.0
Overall deficit/savings (on an accrual basis)	-1,382.7	-1,824.0	-1,318.2	-583.5	-926.5

	2011	2012	2013	2014	2015
Ratio to GDP (%)	-6.8	-8.3	-5.5	-2.3	-3.5
Net outstanding balance of the domestic public debt	8,915.0	11,648.0	11,863.0	12,525.0	13,457.0
Ratio to GDP (%)	43.5	53.0	49.7	49.2	50.5
Outstanding external public debt ⁽²⁾	4,486.8	4,932.4	7,234.5	8,030.1	9,390.5
Ratio to GDP (%)	21.9	22.5	30.3	31.6	35.3
Foreign Trade and Balance of Payments					
Current account	-2,098.8	-3,344.9	-2,487.7	-1,851.7	-2,365.6
Ratio to GDP (%)	-10.2	-15.2	-10.4	-7.3	-8.9
Trade balance (Deficit)	-6,261.7	-7,486.6	-8,270.1	-8,495.6	-7,249.3
Ratio to GDP (%)	-30.6	-34.1	-34.7	-33.4	-27.2
Commodity exports	5,684.5	5,599.5	5,617.9	5,953.6	5,558.3
Imports of goods (FOB) ⁽³⁾	11,946.2	13,086.1	13,888.0	14,449.2	12,807.6
Balance of services (net)	896.0	1,332.3	1,209.5	1,778.9	1,286.4
Income account (net)	-187.8	-275.5	-240.4	-295.9	-347.8
Current transfers (net)	3,454.7	3,084.9	4,813.3	5,160.9	3,945.1
Capital and financial account (net)	2,298.9	3,808.9	1,811.1	908.9	1,593.7
Direct foreign investment in Jordan (net)	1,055.0	1,074.3	1,281.2	1,426.7	905.1

Source: Monthly Statistical Bulletin, Central Bank of Jordan

1. Includes the debts of public and financial institutions and other factors, as shown in the Monetary Survey Agenda.
2. This represents the total balance of drawn loans, minus total repayments.
3. Does not include imports of non-resident entities.

2.4 The Jordanian Investment Environment

Investment Law No. 30 for 2014

Investment Law no. 30 for 2014 is considered an appropriate legislative framework to attract foreign investments and stimulate local investments. It is considered a competitor to other investment laws in the region because it contains many advantages, incentives, and guarantees, and it offers a range of incentives and benefits in and outside the Development and Free Zones. The law includes a series of public provisions, such as foreign investment guarantees (depositing and withdrawal of capital, investment management, and transfers) and the inadmissibility of the disbarment of investment property. The law offers provisions to settle investment disputes, protection, and encouragement of mutual investment agreements between the Kingdom and other countries.

The following shows the major incentives granted by the law:

❖ Incentives and Benefits outside the Development and Free Zones

- The production inputs for the industrial and crafts sectors are exempted from customs duties.
- The return of the general sales tax on the production inputs for the industrial and crafts sectors within 30 days.
- Production inputs and fixed assets of the industrial and crafts sectors are exempted from customs duties and are granted a reduction in general sales tax to 0%.
- Returning to the sales tax on the services needed to practice economic activity within 30 days.
- The goods that are necessary for the economic activities of the following sectors are exempted from customs duties and are subject to 0% general sales tax:
 - Agriculture and livestock, hospitals and specialised medical centres, hotels and touristic facilities, touristic entertainment and recreation centres, call centres, scientific research centres and laboratories, art and media production, convention centres and exhibitions, transfers and/or distributions and/or extraction of water, gas and oil derivatives, air transport, maritime transport, and railways.

❖ Incentives and Benefits inside the Development and Free Zones

- 5% income tax on the income generated from economic activity within the Development Zone.
- 5% income tax on income generated from economic activity in the industrial sector.
- Tax exemptions that are granted in the Kingdom on goods and services exports.
- Reduction of sales tax to 0% on goods and services that are used by the establishment in order to exercise its activity inside the Development Zone.
- 7% sales tax on specific services provided by a registered company in the zone when these services are consumed in the zone.

- Exemptions from customs duties except for a specified number of goods.

❖ **The Reduction of Income Tax in the Least Developed Areas for Regulation No. 44 for 2016**

- The reduction of income tax in the least developed areas for Regulation No. 44 for 2016 was approved. It aims to create an attractive environment for investments that promote economic development through the reduction of income tax outside the Development Zones and in the least developed areas in the Kingdom. The regulation specified the areas that are considered least developed and identified the activities that are excluded from this reduction.
- Under the provisions of Articles 4 and 5 of this regulation, the areas that were categorised as least developed and enjoy the reduction in income tax are divided into four categories; each category enjoys a reduction in income tax on their activities for a period of 20 years.
- Category A includes the Northern Valley District, Deir Alla District, Shouneh Al-Janoubieh District, the Southern Valley District, Rweished District, the Northern Desert District, the North Western Desert District, Al-Azraq Province, Al-Jiza District except for the borders of the new Al-Jiza municipality, Al-Moakar District except for the borders of Al-Moakar municipality, and the Governorate of Aqaba except for the Aqaba Special Economic Zone. The reduction rate for this category is 100%.
- Category B includes the Governorates of Maan, Tafileh, Karak, and Ajloun. The reduction rate for this category is 80%.
- Category C includes the Governorates of Jarash, Mafraq, and Irbid except the borders of the Greater Irbid Municipality. The reduction rate for this category is 60%.
- Category D includes the Governorates of Madaba, Balqa, Amman except for the Greater Amman Municipality, and Zarqa except for the borders of Zarqa Municipality and Russaifeh Municipality. The reduction rate for this category is 40%.

❖ **Trade and Free Trade Agreements**

The most important agreements are:

- Jordan joining the World Trade Organisation in 2000, which led to the opening of the markets of 150 countries for Jordanian exports in goods and services, and provided new opportunities of access to other countries within a clear and transparent environment of laws, regulations, and procedures.
- A series of regional trade agreements, such as the Jordan Partnership Agreement with the European Union, Agadir Agreement, Free Trade Arab Agreement, the free trade agreement between Jordan and the European Free Trade Association, and the adoption of the Euro-Mediterranean simplification of the rules of the Origin System, which includes the decision to simplify the rules of the origins of Jordanian products between Jordan and the European Union came into effect on July 19, 2016, and will remain in effect until December 31, 2026.

- A series of bilateral trade agreements with many countries, such as the free trade agreement between Jordan and the United States of America, the Qualified Industrial Zones Agreement, the free trade agreement between Jordan and Singapore, the free trade agreement with Turkey, the free trade agreement with Canada, and many other agreements.
- Jordan has signed more than 35 agreements with Arab and foreign countries in order to prevent double taxation between Jordan and these countries, thus protecting investors' rights.
- The Agreement of Promotion and Protection of Investments and the Movement of Capital between the Arab Countries was signed in 2000 with 11 Arab countries who are members of the Arab Economic Unity Council, in order to establish an appropriate environment for investments and economic cooperation between investors in the Arab countries, thus pushing and stimulating investment activities by providing encouragement and mutual protection for Arab investments.

Human Development Report for 2015

The Human Development Report that was issued by the United Nations Development Program in 2015 showed that Jordan fell 3 points to number 80. Please note that Jordan's place on the Human Development Report index value has improved slightly.

Global Competitiveness Report

The Kingdom's rank has improved by one point in the Global Competitiveness Report for the year 2016/2017, at 63 out of 138 countries compared to 64 out of 140 countries in the 2015/2016 report. It is considered an insignificant improvement, especially because of the reduction in the number of countries participating in this year's report. Amongst the Arab countries, Jordan was ranked after the United Arab Emirates, Qatar, the Kingdom of Saudi Arabia, Kuwait, and Bahrain, who were ranked 16, 18, 29, 34, and 39, respectively.

Doing Business Report

In the Doing Business Report that was issued by the World Bank Group, Jordan is still ranked 118, up one rank from the 2016 report, because of the variation in the performance of the different sub-indicators. Jordan ranked ninth among the Arab countries; the United Arab Emirates was ranked first among the Arab countries at 26, followed by Bahrain at 63 and Oman at 66.

2.5 The Economic Environment in the Short and Medium Term

Risks analysis implemented by BMI indicates that the Jordan's political and economic risks in the short and medium term are less than the overall average of the world and the Middle East. The state's risks and the operational risk are estimated to be within the acceptable levels. The international institutions' forecasts point out that the economic and foreign trade indicators are expected to achieve acceptable rates of growth with the exception of the continued increase in internal and external indebtedness.

Table 5: Assessment of short and long-term risks

	Long term		Short term		Operational risks	State risks
	political	Economic	political	economic		
Jordan	63.1	39.2	66.6	46.2	58.7	55.4
Turkey	60.2	49.4	58.4	56.9	55.9	56.1
Egypt	53.3	45	52.4	48.7	42.9	47.5
Lebanon	45.8	54	55.4	53.5	44.2	49.5
West Bank and Gaza	33.1	38.1	32.2	36.5	32.5	34.3
Syria	22.9	24.4	22.4	23.6	29.3	26.1
Regional average	49.4	46.9	51.2	48.7	46.6	48.3
global average	64.1	50.7	61.3	51.9	49.8	54.6

Source: the economy and state risks, IHS, 15/09/2016

Table 6: The most important key economic indicators 2016-2020

Indicator	2016	2017	2018	2019	2020
The growth rate of GDP	2.6	2.7	2.8	3.2	3.1
GDP (in USD billions)	39.6	42.1	44.8	47.8	50.9
Population (In millions)	9.8	10.1	10.4	10.7	11.0
Consumer Price Index (% change)	-0.7	1.8	3.3	4	3.2
Exports (in USD billions)	7.3	7.6	8.2	8.8	9.6
Imports (in USD billions)	18.3	19.2	20.1	21.3	22.8
Foreign direct investment, the net value (in USD billions)	1.5	1.5	1.6	1.6	1.7
Foreign direct investment, the net value (% of GDP)	3.7	3.7	3.6	3.4	3.3
Foreign exchange reserves (in USD billions)	13.9	14.9	15.7	16.8	17.7
Total external debt (in USD billions)	24.4	27.8	30.7	33.7	36
Total external debt (% of GDP)	61.6	66	68.6	70.4	70.6
Total external debt (% of foreign currency earnings)	127.3	138.3	143.6	147.5	147.8

Source: the economy and state risks, IHS, 15/09/2016

3. Market study

3.1 Project Description

The project is about the establishment of a specialized center for the treatment of children with autism spectrum disorders in both the Kingdom and / or neighboring Arab countries. The center provides integrated treatment services (diagnosis and evaluation services, occupational and behavioral therapy services, speech and language therapy services.... Etc.) through the provision of appropriate and advanced curricula, programs and educational environment using the tools and equipment needed for classrooms. A qualified staff with practical experience in the treatment of people with autism spectrum disorder will be assigned. The project will establish a strategic partnership with one of the world centers / institutes specialized in this field, which will contribute to the competitive advantage of the project and ensure the provision of services commensurate with the standards adopted and keep pace with the latest developments in this sector globally.

3.2 Expected Services Description

Expected project services include:

- Occupational and behavioral therapy services.
- Speech and Language Therapy Services.
- Physiotherapy services.
- Nutrition and dietetic services.
- Family counseling and support services.
- Academic Integration Services.

3.3 Demand Analysis

Demand for treatment services for people with autism spectrum disorder is affected by the following factors:

- Population growth rates.
- Number of Disabilities for Children.
- Average household income.
- Degree of awareness and changes in culture in the family.

Market analysis

According to the latest CDC data available in the United States in 2012, prevalence rates of autism spectrum disorder indicate that one out of 68 children under the age of eight is autistic. The results of the analysis of cases of children with autism spectrum disorder showed that about half of the patients had at least one of the following diseases:

- Autism that is accompanied by mental disability.
- Autism that is accompanied by epilepsy.
- Autism that is accompanied by hyperactivity and low concentration (ADHD).

The following table shows the number of cases of autism spectrum disorder in the Kingdom and neighboring Arab countries according to statistics published by the US Centers for Disease Control and Prevention.

Table 7: Cases of autism spectrum disorder for 2012

Country	Cases of autism spectrum disorder
Jordan	11222
Iraq	30749
Kuwait	4515
Lebanon	7554
Saudi Arabia	51,591
Syria	36033
UAE	5047
Yemen	40049
Egypt	152234
Libya	11263
Sudan	78296

Source: CDC - United States of America.

According to unofficial statistics, experts estimate and autism spectrum disorder treatment centers, the number of people with autism spectrum disorder in the Kingdom ranges from 10,000-12,000 cases until the date of this study (close to the CDC estimates) , And at a rate of 15-20 patient out of every 10,000 children. It was also found that Arab patients sent to the Kingdom to treat autism spectrum disorder constitute a good proportion of demand for these services in the local market. Official estimates of the Saudi Cultural Attaché indicate that there are a total of 600 Saudi children enrolled in the study and the total cost is estimated at 37 thousand Jordanian dinars annually per person, including the accommodation service.

3.4 Supply Analysis

Data from the Ministry of Social Development and the Supreme Council for Persons with Disabilities showed that there are a total of 38 licensed centers for the treatment of people with autism spectrum disorder in the Kingdom, most of which are located in the capital city, providing a diverse mix of treatment services (behavioral, functional, Counseling, etc.) for local and neighboring countries children patients.

The following table shows the capacity of autism spectrum disorder centers in the Kingdom.

Table 8: The capacity for the autism spectrum disorder treatment centers operating on daytime and the capacity of autism spectrum disorder treatment centers with accommodation in the Kingdome.

No.	Name of the Center	Capacity of centers with accommodation	Capacity of centers day time
1	Specialized Jordanian Center for Autism	None	22
2	Rasha Center for Special Education (Daytime)	None	40
3	Specialized Roya Center for Special Education	None	34
4	Amman Autism Center (Daytime)	None	36
5	Ahbab Al - Rahman Center for Special Education	None	22
6	Al-Awaj Center for Special Education / Irbid	None	48
7	Basma Center for cognitive capacity development / Karak	None	52
8	Ramtha Academy of Special Education	None	48
9	Education for All Center for the Development and Development of Disabled Children	None	18
10	Green Hands Center for Special Education	None	32
11	Joud Academy for People with Special Needs	None	20
12	Noor Al Qabas Center for Autism and People with Special Needs	None	26
13	Shams Alordon Center for Special Education	None	46
14	Jordan Aid Center for Special Education	None	21
15	Maharat Center for Special Education	None	36

No.	Name of the Center	Capacity of centers with accommodation	Capacity of centers day time
16	ALbanafsaj Center for Special Education	None	14
17	Wasan Specialized Center for Special Education	None	12
18	Taysh Educational Center	None	24
19	Al-Elmi Center for Autism	None	24
20	Farah Academy for Special Education	None	26
21	Murad Al Amal Center for Special Education	None	21
22	Atlas alsharq Center	21	20
23	Altahadi Center for Special Education	12	None
24	ALTamayuoZ Center for Autism	60	None
25	Injaz Center for Autism	16	None
26	Al istishari Autism Center	60	None
27	Jordanian academy for Autism	130	None
28	Tawasol Autism Center	30	None
29	Al Shamal Training and Rehabilitation Academy	Not Available	Not Available
30	Disabled Child Welfare Association	Not Available	Not Available
31	Al - Koura Comprehensive Educational Center	Not Available	Not Available
32	Academy of Young Angels for Special Education	Not Available	Not Available
33	Jerash Center for Care and Rehabilitation	Not Available	Not Available
34	Al Manar Center for Intellectual Development	Not Available	Not Available
35	Northern Badia Center for Intellectual Development	Not Available	Not Available
36	Balama Association for Special Education	Not Available	Not Available
37	Al Rawwa Center for Special Education	Not Available	Not Available
38	Al Mafrag Training and Rehabilitation Center	Not Available	Not Available

Source: Ministry of Social Development.

The study team conducted a market research to analyze a sample of the most important centers mentioned above in order to determine the following:

- Services provided.
- Service costs.
- Capacity.
- Number of patients treated.
- Number of Employees.

Key Competitors

The following is a brief overview of the main competitors of the project.

Project Name	Jordanian Academy for Autism
Location	Amman
General Description	The Academy was founded in 2004 as the first center specialized in the care, rehabilitation, integration and education of autistic children in the capital city.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Speech, language, occupational and physiotherapy services. ▪ Academic integration, follow-up and evaluation services. ▪ Internal accommodation services. ▪ Nutrition services. ▪ Family counseling and training services. <p>The cost of the monthly treatment service per student ranges from JD 1,500 to JD 3,000 in case of accommodation.</p>

Project Name	Al-istishari Center for Autism
Location	Amman
General Description	The Center was established to provide treatment services for children with autism spectrum disorder through the establishment of several internal units, including the Integrated Diagnostic Unit, the Early Intervention Unit, the Clinical Evaluation Unit, the Allied Medical Services Unit, the Occupational Therapy Program, the Behavior Modification Program, the speech Therapy Program and the Internal Housing Unit.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Assessment and diagnosis services. ▪ Supporting external programs for students. ▪ Family support services. ▪ Continuous training services. ▪ Housing and accommodation services. <p>Based on the assessment and diagnosis results for each child, a treatment and training program for the child is identified and the child is then reassessed every 3 months. The center has 25-30 classrooms, 6-7</p>

	<p>medical specialists and 30 teachers serving about 75 students. Sixty of them are undergoing morning and evening sessions and 15 are subject to morning sessions.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The treatment service without accommodation is JD 800 per month / student. ▪ The treatment service with accommodation of is JD 1,600 per month / student.
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Project Name	Injaz Center for Autism
Location	Amman
General Description	The Center relies on the implementation of various programs for the education, training and rehabilitation of autistic children in order to ensure their integration into society through the provision of a variety of treatment services.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Assessment and diagnosis services. ▪ Educational consulting services. ▪ Medical follow-up services (occupational therapy, oxygen therapy, drug therapy, diet therapy). ▪ School programs, sports programs and professional work. ▪ Accommodation services. <p>The therapeutic and training program is determined based on the assessment and diagnosis results of each child. The center has 7 classrooms, each with a capacity of 2-3 students. It includes 26 staff (specialists, teachers and trainers). The center has 12 students. 10 students are subjected to morning and evening sessions (accommodation), and two students in the morning program.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The treatment service without accommodation 700 JD per month / student. ▪ The treatment service with accommodation of 1,500 JD per month / student.

Project Name	Tawasol Center for Autism
Location	Amman
General Description	The center was established in 2007, it includes a group of classrooms to treat children with autism spectrum disorder, adopting a multidisciplinary approach.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Educational services. ▪ Physiotherapy services. ▪ Occupational Therapy Services. ▪ Speech and language services.

	<ul style="list-style-type: none"> ▪ Academic Integration Program. ▪ Internal accommodation services. <p>The treatment and training program is determined based on the assessment and diagnosis results of each child. The center contains 5 classrooms, each with a capacity of 5-6 students. The center includes about 20 staff (specialists, teachers and trainers) who provide treatment services to about 25 students.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The therapeutic service without accommodation is JD (600 -700) per month / student. ▪ The treatment service with accommodation JD (1,500 - 1,600) per month / student.
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Project Name	Jordanian Specialized Center for Autism
Location	Amman
General Description	The Center offers many different treatment services and plans for people with autism spectrum disorder
Main Services Therapy	<ul style="list-style-type: none"> ▪ Assessment and diagnosis services. ▪ Therapy Services. ▪ Therapeutic treatment services. ▪ Individual treatment services. ▪ Group therapy services. ▪ Various recreational activities. <p>The total number of children treated within the center is 25 children, divided into 5 classrooms with a capacity of 4-5 students / room. The center includes about 10 specialists, 5 teachers and 5 teacher assistants.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The treatment service without accommodation on a one-time basis JD 400 per month / student. ▪ The treatment service without accommodation on the basis of two shifts JD 515 per month / student. ▪ The cost of the individual treatment session is JD (15-20)

Project Name	Al-Elmi Center for Autism and Developmental Disorders
Location	Amman
General Description	The Scientific Center for Autism has been established to facilitate therapeutic options for children with autism, and to provide counseling and advice to parents regarding the treatment of their children.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Evaluation services. ▪ Treatment and training plan services. ▪ Academic integration, follow-up and evaluation services. <p>Based on the evaluation and diagnosis results for each child, a treatment and training program for the child is identified. The center has 4 classes of 5-6 students. The number of medical specialists is 14 specialists and one nurse, serving 24 students.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The treatment service without accommodation on a one-time basis 750 JD per month / student. ▪ The cost of the comprehensive assessment is 180 JD. ▪ The cost of behavioral evaluation is 50 JD. ▪ The cost of speech and language assessment is 60 JD. ▪ Development cost of 120 JD.

Project Name	Hakaya Center
Location	Amman
General Description	Provides medical services for children with autism spectrum disorder with the American Dan Society as well as nutritional supplements and diet.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Evaluate and diagnose the condition of people with autism. ▪ Laboratory tests. ▪ Neuropathy therapy. ▪ Reading comprehension program. ▪ Providing nutrition and diet counseling services. ▪ Family counseling and training services. <p>Based on the evaluation and diagnosis results for each child, a therapeutic and training program for the child is identified. The center has 5 treatment rooms and 5 medical specialists. It provides services for about 60-70 students undergoing individual treatment sessions. The center does not provide accommodation services and it receives children between 2-14 years.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ The cost of assessment and diagnosis is about 50 - 100 JD, based on the duration of the evaluation 1-3 hours.

	<ul style="list-style-type: none"> ▪ Individual session costs about JD 20 / session. ▪ The cost of the reading comprehension program is about JD 30 / session.
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Project Name	Concept Plus Center
Location	Amman
General Description	It is a British-based center specializing in the diagnosis, assessment and treatment of children with autism spectrum disorder through the provision of diverse therapeutic services.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Diagnostic and evaluation services. ▪ Medical treatment services (behavioral modification, sensory integration therapy, occupational therapy). ▪ Social skills training services. ▪ Educational and recreational services (speech and language therapy, anger management, music therapy). <p>The child is evaluated at the Concept Plus Center through a two-hour evaluation and diagnosis session, during which the child's case is studied from all sides. The treatment sessions are then determined based on the results of the evaluation. The center includes 6 specialists and 5 classrooms every classroom fit for 4 - 5 students, the center has about 20-25 students.</p> <p>The center also includes a Kindergarten for Children with Autism Spectrum (Early Intervention), which includes 2 classrooms and a capacity of 7-10 students in each classroom, through which the First Kindergarten and Second Kindergarten programs are offered to the infected children.</p> <p>The cost of services provided by the Center is as follows:</p> <ul style="list-style-type: none"> ▪ Evaluation and Diagnosis Service 200 JD. ▪ Every treatment session costs 25 JD (session duration: 50 minutes for treatment and 10 minutes to give parents feedback on child status). ▪ The cost of Early Intervention Service (Kindergarten) from 4,000 to 4,500 JD / year, including books, stationery, snack and 3 treatment sessions per week.

Project Name	Total Wellness Center
Location	Amman
General Description	A clinic for a autism pediatrician.
Main Services Therapy	<ul style="list-style-type: none"> ▪ Child assessment and diagnosis. ▪ Medical analysis / to determine the presence of heavy metals in the blood as a result of pollution or contaminants, and the child's sensitivity to certain elements or allergies of a particular type of food. ▪ Provide appropriate treatment for each child and appropriate diet. ▪ Oxygen therapy. ▪ The cost of services provided by the Center is as follows: ▪ The cost of assessment and diagnosis is about 20-40 JD. ▪ The cost of oxygen therapy is about JD 60 / session.

3.5 Marketing Strategy

Target Market

The project targets the following categories:

- Children with autism spectrum disorder in the Kingdom.
- Children with autism spectrum disorder from Arab countries.

Expected services and products

The mix of the main services of the project consists of the following:

- Diagnosis and evaluation services for cases of injured persons.
- Occupational and behavioral therapy services.
- Speech and Language Therapy Services.
- Physiotherapy services.
- Nutrition and dietetic services.
- Family counseling and support services.
- Academic Integration Services.

In order to ensure the provision of quality services to potential patients, the following points are recommended:

- Building a strategic partnership with a global center for the treatment of people with autism spectrum disorder, particularly those in the United States and the United Kingdom.
- Attracting a dedicated team of highly qualified and experienced professionals in the treatment of people with autism spectrum disorder.
- Establishment of a special section for the development of individual nutrition and diet programs for the individual.

- Taking into account the safety and protection factor of people with autism spectrum disorder when equipping educational facilities and services.
- Development of special models to follow up the development of the status of the patients and their benefit from treatment and provide them periodically and regularly to the parents.
- Obtaining international quality certificates.
- Conduct surveys to measure the satisfaction of the families of children with autism spectrum disorder about the services provided to them and their children and to employ the results of these surveys in developing and improving the level of services provided by the project.
- Develop partnerships to integrate children with autism spectrum disorder into schools and develop a follow-up mechanism.

Expected Price

As there are centers for the treatment of autism spectrum disorder that have been operating in the local market since a number of years ago, in addition to the similarity in terms of the services provided, it is recommended to follow a pricing strategy based on the prevailing prices of such services for similar centers with some discounts at the beginning of the project for the patients with the aim of maximizing market share. The following table shows the proposed prices for project services.

Table 9: Proposed prices for project services

Services	Price (JD)
Diagnostic and evaluation services fee / patient	200
Annual fees for treatment services / one period	8500
Annual fees for treatment services / two periods	9700

Promotion

The main promotional objectives of the project can be identified as follows:

- To highlight the project's ability to provide integrated services for people with autism spectrum disorder through qualified staff and partnership with global autism spectrum disorder centers.
- Building and maintaining good working relationships with people with disabilities.
- Maximize demand for project products.

The following table shows the content of the promotional message to the target parties and the promotional means proposed to be followed in delivering these messages.

Target	Promotional message	Promotional means
The parent of the patients	<ul style="list-style-type: none"> ▪ Efficiency and experience of staff and excellence in the provision of services ▪ Methods and Techniques used by the Center to provide all types of interventions for people with autism spectrum disorder ▪ Strategic Partnership with Global Centers for the Treatment of Autism Spectrum Disorder ▪ Possible promotional discounts 	<ul style="list-style-type: none"> ▪ TV interviews ▪ Personal meetings with pediatricians ▪ Social Media ▪ Promotional sponsorship of events and events for children with autism spectrum disorder
Representative offices of the patients in the Arab countries	<ul style="list-style-type: none"> ▪ Offers and promotional offers for Arab patients ▪ Diversity of services provided by the Center for the treatment of people with autism spectrum disorder from early intervention to follow-up and evaluation and integration with academic schools 	<ul style="list-style-type: none"> ▪ Personal meetings with decision makers ▪ Email ▪ Participation in conferences and Seminars

3.6 The Expected Market Share

The market share of the project will be estimated based on the following assumptions:

- The number of classrooms is 13 rooms.
- The number of children with autism spectrum disorder in each classroom is 5 children.
- Number of children with autism spectrum disorder expected to enroll in the center 65 students for the one-period system during the years of the project.
- Annual fees of the treatment services for people with autism spectrum disorder are 8,500 JD for the one-period system, with an annual growth rate of 3%.
- The proportion of children with autism spectrum disorder expected to enroll in the center for two-periods systems is 30% of the total number of patients for the one-period system.
- Additional annual fees for treatment services for persons with autism spectrum disorder for the two-period are 1,200 JD, at a growth rate of 3%.

Table 10: Market share of the project

Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Number of Classes	13	13	13	13	13
Number of occupied classes	13	13	13	13	13
Number of children in the classroom	5	5	5	5	5
Number of children expected to attend the Center	65	65	65	65	65
Annual fees for curative services/ one-period (JD thousand)	8.5	8.8	9.0	9.3	9.6
Number of children enrolled in the center with two periods	20	20	20	20	20
Additional annual fees / two-period system (JD thousand)	1.2	1.24	1.24	1.31	1.35

4. Technical Study

4.1 The Designed Project Capacity

The designed capacity of the project is represented as the total number of children with autism spectrum disorder expected to be attracted and treated at the center, it is estimated to be 65 children per year. In order to access the proposed designed capacity of the project, the following table shows the areas needed for project.

Table 11: Areas required for the project

Statement	Unit
Land area	1000 m ²
Classroom area	455 m ²
Management Offices	150 m ²
Teacher offices	75 m ²
Store	50 m ²
Waiting lounge	50 m ²
Public services	156 m ²

4.2 The Required Fixed Assets

The following table shows the material resources required for the project.

Table 12: material resources required

Statement	Unit	Price	Amount in JD
Land (m ²)	1,000	200	200,000
Building (m ²)	936	220	205,920
Public services and infrastructure	500	20	10,000
Furniture and fixture	936	60	56,160
Transport vehicles	1	25,000	25,000
Information technology	-	10,000	10,000
Others	-		10
Total			507.09

4.3 The Required Human Resources

The following table shows the human resources needed by the project, with a total of 35 employees and a total salary of about JD 197 thousand annually.

Table 13: Human resources required for the project

Statement	Number of employee	Salary (JD\Monthly)	Total salary (JD\Annually)	Operational (JD\Annually)	Managerial (JD\Annually)
General Director	1	1,500	18,000	-	18,000
Technical Director	1	1,000	12,000	-	12,000
Specialist	13	600	93,600	93,600	-
Assistant Specialist	13	280	43,680	43,680	-
Accountant	1	400	4,800	-	4,800
Nutrition Officer	1	700	8,400	8,400	-
Administrator	1	280	3,360	3,360	-
Worker	2	250	6,000	6,000	-
Driver	2	280	6,720	6,720	-
Total	35		196,560	161,760	34,800

The following table describes the general job description of the main jobs of the project.

Table 14: General Job description of the jobs required in the project

Job	Job description
General Director	Planning, organizing, coordinating and controlling everything related to the internal management of the company, and participating in determining the company's policy and managing everything related to the work. Review the reports received by the management department and oversee the analysis process, study the problems that arise and develop solutions to them. Technical and administrative supervision of staff and raise their efficiency, taking into accounts the application of occupational safety and health regulations.
Technical Director	Supervise the work of the departments under his responsibility and follow up the work by all employees and ensure the safety and security of work. Discovering problems and work to find solutions .Coordination with the various sections to ensure the conduct of operations as required
Specialist	Receiving patients, diagnosing and assessing their cases, developing therapeutic and rehabilitative programs. Taking care of the treatment services, monitoring the situation of the patients, their situation, improvement rates and preparing their reports. Discussing these reports with their parents and those concerned with the center.

Job	Job description
Nutrition Officer	Preparation of the nutrition guide, protocols and procedures. Setting the nutrition programs and rations for the patients according to their status. Recording the diet information in the files of the patients, following up with food services provided to the patients, assessing the nutritional status of the patients.
Accountant	Proof of accounting restrictions and preparation of monthly statements of accounts sent to each of the customers and suppliers in addition to the audit and reconciliation between the balances of bank accounts in the records with the statements of accounts of these banks.
Administrator	Assisting in all aspects of administration and coordination between departments and units. Working to solve administrative and operational problems daily, scheduling and coordinating meetings, interviews, events and other similar activities in addition to sending and receiving mail and parcels, preparation of mails. Saving and updating personnel files.

4.4 The Required Licenses

The following table shows the necessary licenses from different parties to implement the project.

Table 15: Licenses required for the project

Statement	Party involved
Company registration	Ministry of Industry and Trade
Licensing of the Autism Center	<ul style="list-style-type: none"> ▪ The Ministry of Education ▪ Ministry of Social Development ▪ Supreme Council for Persons with Disabilities
Operation	Ministry of Education, Ministry of Social Development, Civil Defense Directorate, Social Security Corporation, Income and Sales Tax Department

4.5 Project Timetable

The following figure shows the project implementation period in 18 months, as follows:

Phase	First year (months)												second year (months)						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19
Research and study	█	█																	
Approval and registration and Liscencing			█	█	█														
Building and preparation						█	█	█	█	█	█								
Furnishing												█	█	█					
Pilot operation and recruitment															█	█	█	█	█
Total	18 Months																		

5. Financial Study

5.1 Financial Assumptions

The following table illustrates the financial assumptions of the project.

Table 16: The Financial Assumptions of the Project

Item	Assumption
Inflation Rate	3%
Financing Structure	Equity constitutes 75% of the investment and loans constitute 25%
Interest Rate	9%
Working Capital	3 months of annual cost
Pre-Operating Expenses	2% of total investment
Tax Rate	20%
Direct expenses and nutritions	20% of total revenues
Staff Benefits	25% of salaries
Annual Salaries Increase	5%
Staff Incentives	2% of revenues
Assets Depreciation Rate	4%-20% of the asset value
Maintenance	0.7% of fixed assets
Growth rate of expenses	5%
Electricity, water, and services	2.5% of total revenues
Accounts Receivable	16.6% of total revenues
Inventory growth	5%
Accrued expenses	8% of operation costs

5.2 Investment Cost

The project's Investment cost is estimated at JD 628 thousand distributed among fixed assets of JD 507 thousand, working capital and pre-operating expenses totaled of JD 121 thousand.

The following table shows the project's Investment cost.

Table 17: the project's investment cost

Item	Value (in thousand JD)
Fixed assets	507
Pre-operating expenses	13
Working capital	109
Total	628

5.3 Financing

The project will be financed by the partners' shares (shareholders) in the company by 75% which is estimated at about JD 471 thousand, while the other 25% of the project investment cost will be financed through bank loans of about JD 157 thousand.

The following table shows the financing schedule for to the implementation of the project , where:

- The interest rate is 9%.
- The loan will be paid during 3 years

Table 18: Project financing schedule

Item	Value (in thousand JD)	%
Equity	471.3	%75
Loan	157.1	%25
Total	628	100%

5.4 Revenues

The following table shows the total revenues of the project, where it is noted that the revenues will amount to about JD 576 thousand at the first year, and reach to JD 648 thousand in the fifth year.

Table 19: The Expected Revenues

Statement	Year 1	Year 2	Year 3	Year 4	Year 5
Number of Classes	13	13	13	13	13
Number of occupied classes	13	13	13	13	13
Number of children in the classroom	5	5	5	5	5
Number of children expected to attend the Center	65	65	65	65	65
Annual fees for curative services/ one-period (JD thousand)	8.5	8.8	9.0	9.3	9.6
Additional annual fees / two- periods system (JD thousand)	1.2	1.24	1.24	1.31	1.35
Number of children enrolled in the center with two periods	20	20	20	20	20
Total Annual Revenue - thousand JD	576	593	611	629	648

5.5 The Projected Costs

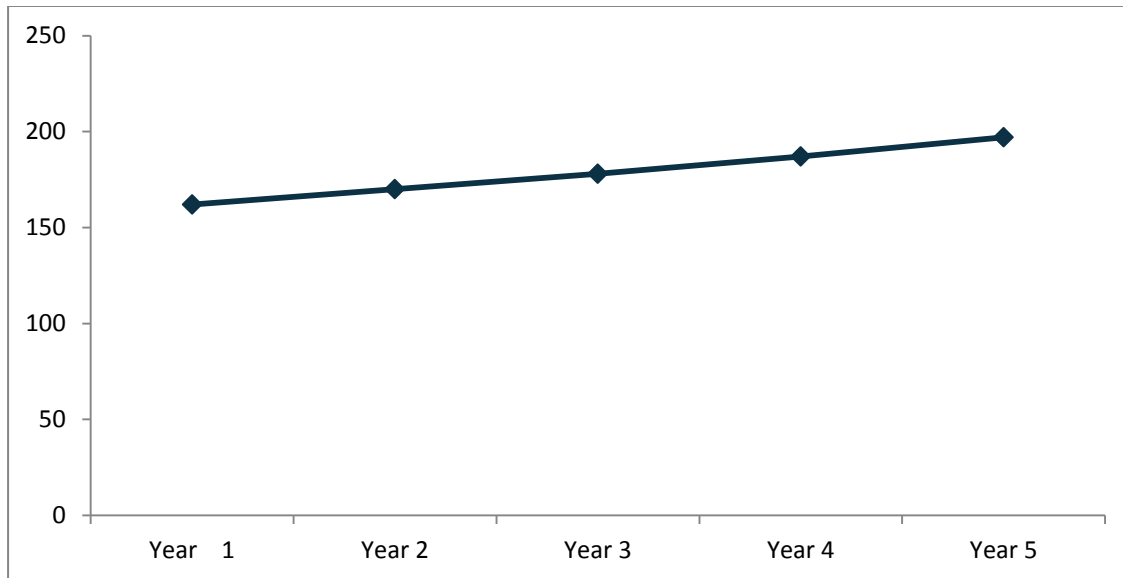
Operating Costs

The following table shows the project's operating costs over five years. Salaries will amount to JD 162 thousand at the first year and will increase to reach JD 197 thousand at the fifth year.

Table 20: Operating Costs

Operating Costs (in thousand JD)					
Item	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries	162	170	178	187	197
Staff Benefits	40	42	45	47	49
Over time and Incentives	6	6	6	6	6
IT cost	2	2	2	2	2
Depreciation	23	23	23	23	23
Maintenance	4	4	4	4	4
Direct expenses and nutritions	115	119	122	126	130
Electricity, water and services	14	15	15	16	16
Total	366	380	395	411	428

Figure 3: Operating Costs



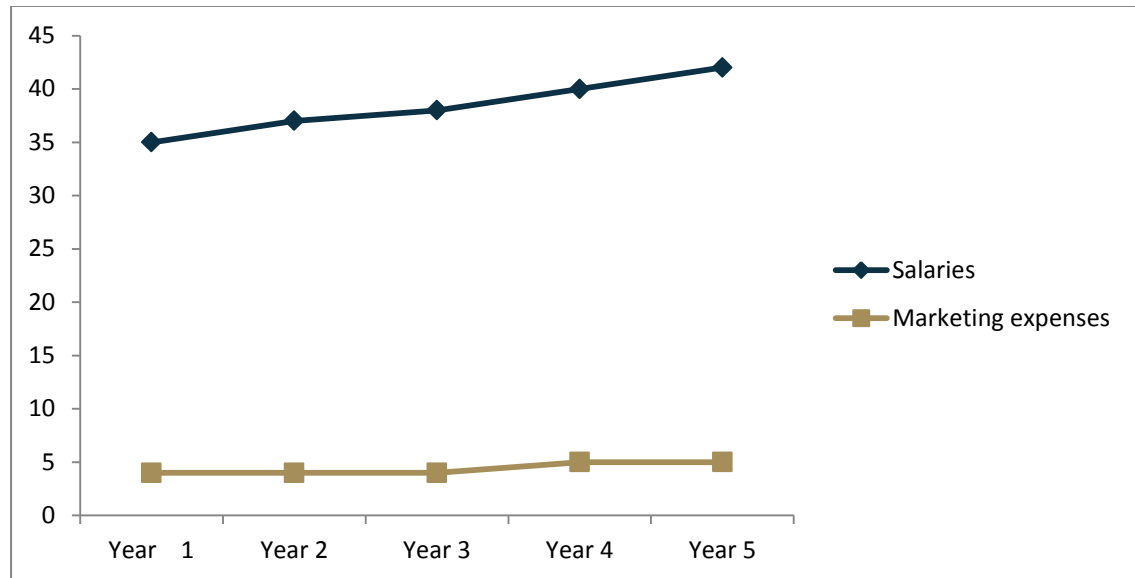
Administrative Expenses

The following table shows the projected administrative expenses of the project. Employees' salaries reach JD 35 thousand in the first year and increase to JD 42 thousand in the fifth year, where the marketing costs reach to JD 4 thousand at the first year and increase to JD 5 thousand at the fifth year.

Table 21: General and Administrative Expenses

General and Administrative Expenses (in thousand JD)					
Item	Year 1	Year 2	Year 3	Year 4	Year 5
Salaries	35	37	38	40	42
Staff Benefits	9	9	10	10	11
Hospitality	4	4	4	5	5
Professional Fees	2	2	2	2	2
Marketing expenses	4	4	4	5	5
Other Expenses	3	3	3	3	4
Amortization	13				
Total	69	59	62	65	69

Figure 4: General and Administrative Expenses



5.6 Projected Financial Statements

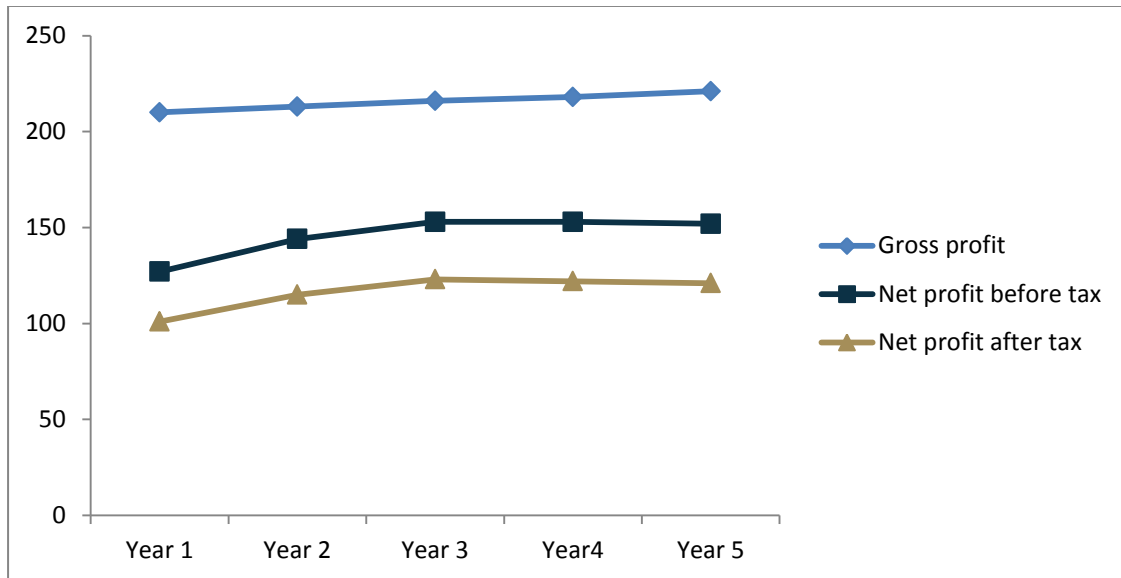
Income Statement

The following table shows the projected income statement of the project. It indicates that gross profit will increase from JD 169 thousand in the first year to JD 352 thousand in the fifth year. The net profit before tax will also increase from JD 34 thousand in the first year to JD 241 thousand in the fifth year, and the net profit after tax will increase from JD 27 thousand in the first year to JD 193 thousand in the fifth year.

Table 22: The Projected Income Statement

Income Statement (in thousand JD)					
Item	Year 1	Year 2	Year 3	Year4	Year 5
Revenues	576	593	611	629	648
Operating costs	366	380	395	411	428
Gross profit	210	213	216	218	221
Administrative expenses	69	59	62	65	69
Net profit	141	153	153	153	152
Financial Expenses	14	10	0	0	0
Net profit before tax	127	144	153	153	152
Tax	25	29	31	31	30
Net profit after tax	101	115	123	122	121

Figure 5: Projected Income Statement



Projected Balance Sheet

The following table shows the projected balance sheet of the project during the first five years. It indicates that total assets will decrease from JD 628 thousand in the year of incorporation to about JD 781 thousand in the fifth year. The total liabilities will decrease from JD 126 thousand at the first year to JD 64 thousand at the fifth year, where the Shareholders' Equity will increase from JD 471 thousand in the year of incorporation to reach JD 717 thousand in the fifth year.

Table 23: Projected Balance Sheet

Projected Balance Sheet (in thousand JD)						
Statement	Year of incorporation	Year 1	Year 2	Year 3	Year 4	Year 5
Assets						
Cash	109	132	81	139	196	254
Receivables		96	99	102	105	108
Inventory		10	11	11	12	12
Pre- Paid Expenses	-	12	13	13	14	15
Total Current Assets	109	250	203	265	327	388
Fixed Assets	520	520	520	520	520	520
Cumulative Depreciation	-	35	58	81	104	127
Net Fixed Assets	520	484	461	439	416	393
Total Assets	628	735	664	703	742	781

Projected Balance Sheet (in thousand JD)						
Statement	Year of incorporation	Year 1	Year 2	Year 3	Year 4	Year 5
Shareholders Equity and Liabilities						
Accrued Expenses and Payables		55	57	59	62	64
Long Term Loans	157	107	-	-	-	-
Total Liabilities		162	57	59	62	64
Shareholders Contributions	471	471	471	471	471	471
Retained Earnings		101	136	173	209	246
Shareholders' Equity	471	573	607	644	681	717
Shareholders Equity and Liabilities	628	735	664	703	742	781

Cash Flow Statement

The following table shows the projected cash flow statement of the project during the first five years. It indicates that the cash flow from operation will increase from JD 74 thousand in the first year to JD 142 thousand in the fifth year; while the Cash at the ending period will increase from JD 109 thousand in the year of incorporation to JD 254 thousand in the fifth year.

Table 24: The Expected Cash Flows Statement

Cash Flow Statement (in thousand JD)						
Statement	Year of incorporation	Year 1	Year 2	Year 3	Year 4	Year 5
Operation Activities						
Net Profit	-	101	115	123	122	121
Depreciation	-	35	23	23	23	23
Change In Working Capital	-	(63)	(2)	(2)	(2)	(2)
Cash Flow From Operation	-	74	136	144	143	142
Investing Activities						
Fixed Assets	(520)	-	-	-	-	-
Cash From Investing Activities	(520)	-	-	-	-	-
Financing Activities						
Capital (Equity)	471	-				

Cash Flow Statement (in thousand JD)						
Statement	Year of incorporation	Year 1	Year 2	Year 3	Year 4	Year 5
Loan	157	(50)	(107)	-	-	-
Dividends		-	(81)	(86)	(86)	(85)
Cash Flow From Financing Activities	628	(50)	(188)	(86)	(86)	(85)
Net Cash Flow	109	24	(52)	58	58	57
Cash At The Beginning Period	0	109	132	81	139	196
Cash At The Ending Period	109	132	81	139	196	254

5.7 Financial, Economic and Social Analysis

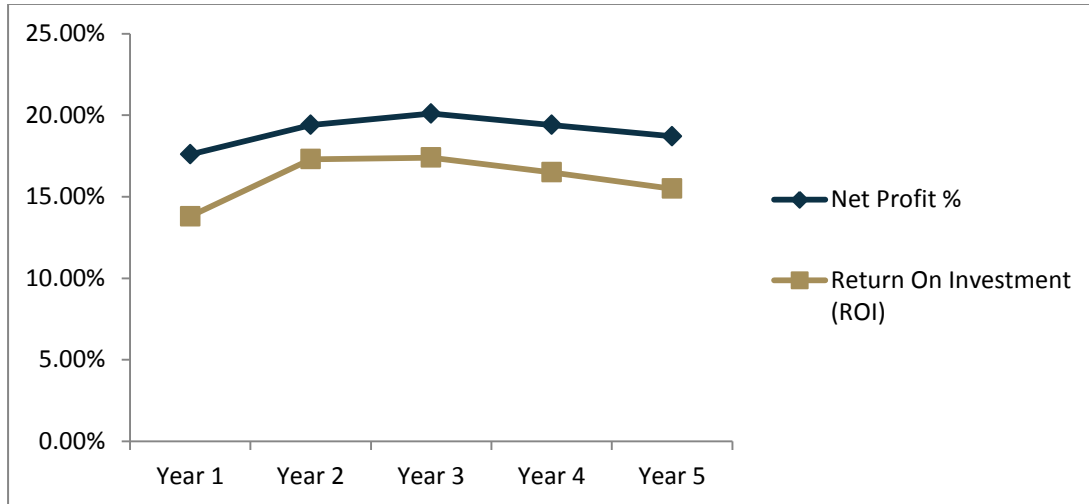
Financial Analysis

The following table shows the financial analysis of the project. It indicates that the net profit ratio will increase from 17.6% in the first year to 18.7% in the fifth year, and the return on investment will increase from 13.8% in the first year to 15.5% in the fifth year.

Table 25: Financial Analysis

Financial Analysis (In Thousand JD)					
Item	Year 1	Year 2	Year 3	Year 4	Year 5
Assets	735	664	703	742	781
Revenues	576	593	611	629	648
Profits	101	115	123	122	121
Capital (Equity)	471	471	471	471	471
Net Profit %	17.6%	19.4%	20.1%	19.4%	18.7%
Return On Investment (ROI)	13.8%	17.3%	17.4%	16.5%	15.5%
Return On Capital (ROC)	21.5%	24.4%	26.0%	25.9%	25.8%
Net Profit On Revenues	17.6%	19.4%	20.1%	19.4%	18.7%
Assets Turnover (Time)	0.78	0.89	0.87	0.85	0.34

Figure 6: Projected Income Statement



Economic Analysis

The following table shows the economic analysis of the project during the first five years, we conclude that:

- The Internal rate of return is 21%. It exceeded five times the return on assets, which means the economic feasibility of the project
- The present value of the project reached about JD 826 thousand. It exceeds the net present value with JD 629 thousand, which means the economic feasibility of the project.
- The profitability index of the project reached 1.31 times, which means that the expected value of the project will increase by one time of the investment value, which proves that the project is feasible.
- The project payback period is 5 years.

Table 26: The Economic Analysis

Economic Analysis (in Thousand JD)						
Statement	Year of incorporation	Year 1	Year 2	Year 3	Year 4	Year 5
Net cash flow from operating and investing activities	(628)	74	136	144	143	142
terminal value	-	-	-	-	-	717
Net Cash flow	(628)	74	136	144	143	859
Internal Rate of Return (IRR)	21%					
present Value	826					
Net present value	197					
Profitability Index (Time)	1.31					
Payback period (Year)	5					

Social Analysis

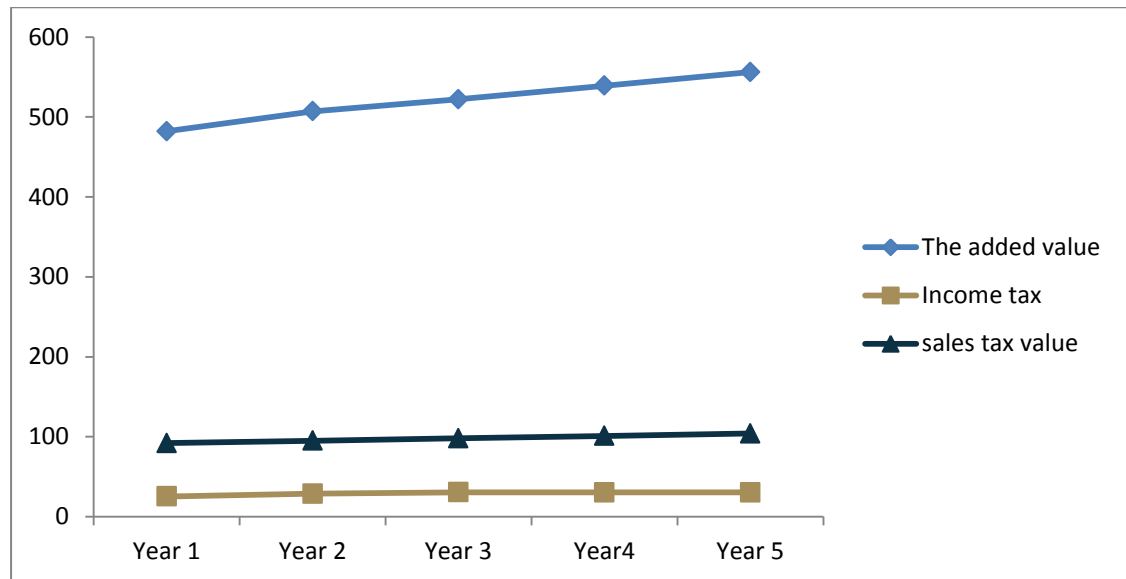
The following table shows the social analysis of the project. It is noticed that the number of staff required for the project will increase from 35 employees in the first year to 61 employees in the fifth year.

The added value of the project will also increase from JD 482 thousand in the first year to JD 556 thousand in the fifth year, while the income tax will increase from JD 25 thousand to JD 30 thousand in the fifth year.

Table 27: The Social Analysis of the Project

Social Analysis					
Statement	Year 1	Year 2	Year 3	Year4	Year 5
Number of Employees	35	40	46	51	61
Jordanian employees	35	40	46	51	61
The added value –thousand JD	482	507	522	539	556
Income tax –thousand JD	25.4	28.8	30.6	30.5	30.4
sales tax value –thousand JD	92	95	98	101	104
Exports value / imports substitution	35	40	46	51	61

Figure 7: The Social Analysis



6. Risk and Sensitivity Analysis

6.1 Risk Analysis

The following table shows the risk matrix analysis that may face the project.

Table 28: Project Risk Matrix

Risks	Type of Risks	Risk Assessment
Financial Risks	<ul style="list-style-type: none"> ▪ Credit Risk Credit risk represents the risk of the company's financial loss as a result of the customer's default of the contractual obligation or that of the party dealing with the company through a financial instrument. These risks are mainly caused by trade receivables and others. ▪ Liquidity Risk Liquidity risk is the risk resulting from the company's inability to meet its financial obligations at time. The company's liquidity management is to ensure as much as possible that the company always maintain enough liquidity to meet its obligations as they become due and payable in normal and emergency conditions without incurring unacceptable losses or risks that affect the company's reputation. ▪ risk of currency fluctuation Currency risk is the risk of the fluctuation of the value of financial instrument, due to fluctuations in foreign currency exchange rates. 	<ul style="list-style-type: none"> ▪ The financial risks that may face the company are low as the payments will be Cash ▪ There is no risk of currency exchange, because the company sales and purchases will be in the local market. ▪ There is no risk of inflation because the company's pricing is based on a annual basis

Risks	Type of Risks	Risk Assessment
	<ul style="list-style-type: none"> ▪ inflation risk It is the risk associated with the possibility that the inflation or the rise in the cost of living might lead to the decrease the real value of the investment. 	
Business risk (sector risk)	<ul style="list-style-type: none"> ▪ Strategic Risk It is the risk resulting from taking bad decisions by the company's management, or implementing the decisions in a wrong way, or not taking the decisions at the right time; which leads to losses or causes loss of alternative opportunities. ▪ Legal and Regulatory Risks These risks are reflected as a result of non-compliance with laws, guidelines and instructions governing the work. Legal risks are caused by the company's break of the laws governing the work in the state in which the company operates. While regulatory risks arise from the company's violation of laws and standards issued by the regulatory authorities. ▪ Reputation Risk Reputation risk arises from influential negative public views which result in great losses of customers or money. It includes the actions of the company's management or its employees which project a negative image of the 	<ul style="list-style-type: none"> ▪ The risks are considered moderate before the company's establishment, because there is no difficulty in getting the approval of the official authorities such as municipality and Social Development. ▪ Reputational risk is very high, as the company deals with very sensitive issues ▪ Market risk in the short term will be moderate because of the low competition from other companies in the governorate

Risks	Type of Risks	Risk Assessment
	<p>company, its performance and its relationships with customers and other stakeholders. Reputation risk also results from circulating rumors about the company and its activities.</p> <ul style="list-style-type: none"> ▪ Competition Risk Competition risk results from domestic and external competitors and reduces sales and profits. 	
<p>Operational Risk</p>	<p>Operational risk involves losses resulting from the failure of internal operations, human resources and systems. It includes:</p> <ul style="list-style-type: none"> ▪ IT Risks They are losses arising from downtime or systems failure due to the infrastructure, information technology, or the lack of systems, and any failure or malfunction in the systems. They include: the crash of computer systems, breakdowns in communication systems, programming errors, computer viruses and opportunities losses due to breakdown. ▪ Human Resources Risk Losses caused by employees or related to them (intentionally or unintentionally). It also includes acts that are intended as methods of cheating, abusing property or 	<ul style="list-style-type: none"> ▪ Operational risks are very low, for the company will contract with specialized technical bodies to develop the required information systems, in order to manage operations ▪ Competitive salaries will be paid ▪ Information security plan will be put in place to safely keep the company information

Risks	Type of Risks	Risk Assessment
	circumvent the law, regulations or company policy by officials or employees, as well as losses arising from the relationship with the customer, shareholders, regulators and any third party.	
State Risk	State Risk includes politicians' interference, civil unrest, wars, financial and monetary policies, and high level of debts.	<ul style="list-style-type: none"> ▪ State Risk is considered to be low, due to security and political stability; international reports indicate that State Risk is low both in medium and long terms

6.2 Sensitivity Analysis

First: Increase of Investment Cost By 10%

The following table shows the results of the sensitivity analysis when investment cost increases by 10%.

Table 29: Investment Increase by 10%

Index	Base	Impact	Change
Internal Rate of Return (IRR)	21.2%	19.0%	2.3%
The Present Value at a discount rate of 13% (in Thousand JD)	826	849	(23)
Net Present Value at a discount rate of 13% (in Thousand JD)	197	156	41
Profitability Index (Time)	1.3	1.2	0.1
Payback period (Year)	5.0	5.5	(1)
The Net Profit Ratio – an average of 5 years	19.0%	18.9%	0.1%
Return on Investment - an average of 5 years	16.1%	15.0%	1.1%
Return on Capital – an average of 5 years	24.7%	22.3%	2.4%
Net Profit On Revenues - an average of 5 years	19.0%	18.9%	0.1%
Assets Turnover (Time) – an average of 5 years	0.7	0.7	0.0
The added value - an average of 5 years (in thousand JD)	521	521	0.1
income tax - an average of 5 (in thousand JD)	29	29	0.2
sales tax - an average of 5 years (in thousand JD)	98	98	0.0

The above analysis refers to the feasibility of investment in the project, in light of the high cost of the total investment of the project, which increased by 10%. It is noted that:

- The internal rate of return reaches 19%, which is considered high for investment purposes
- The new payback period is 5.5 years, and it is reasonable for recovery purposes
- The return on capital is 22.3%, which is suitable for investment purposes

Second: Reducing Revenues by 10%

The following table shows the results of the sensitivity analysis when reducing revenues by 10%.

Table 30: Reducing Revenues 10%

Index	Base	Impact	Change
Internal Rate of Return (IRR)	21.2%	12.0%	9.2%
The Present Value at a discount rate of 13% (in Thousand JD)	826	607	219
Net Present Value at a discount rate of 13% (in Thousand JD)	197	(22)	219
Profitability Index (Time)	1.3	1.0	0.3
Payback period (Year)	5.0	6.9	(2)
The Net Profit Ratio – an average of 5 years	19.0%	12.3%	6.8%
Return on Investment - an average of 5 years	16.1%	10.5%	5.7%
Return on Capital – an average of 5 years	24.7%	14.3%	10.4%
Net Profit On Revenues - an average of 5 years	19.0%	12.3%	6.8%
Assets Turnover (Time) – an average of 5 years	0.7	0.7	0.0
The added value - an average of 5 years (in thousand JD)	521	472	48.9
income tax - an average of 5 (in thousand JD)	29	17	12.2
sales tax - an average of 5 years (in thousand JD)	98	88	9.8

The above analysis shows the low sensitivity of the project in case of reducing the revenues or demand by 10%. It indicates that:

- The internal rate of return is 12%, which is considered high for investment purposes
- The new payback period is 6.9 years, and it is reasonable for recovery purposes
- The return on capital reaches 14.3%, which is suitable for investment purposes

Third: Increasing the Operating Costs by 10%

The following table shows the results of the sensitivity analysis when increasing the operating costs by 10%.

Table 31: Increasing the Operating Costs by 10%

Index	Base	Impact	Change
Internal Rate of Return (IRR)	21.2%	14.9%	6.4%
The Present Value at a discount rate of 13% (in Thousand JD)	826	682	144
Net Present Value at a discount rate of 13% (in Thousand JD)	197	44	153
Profitability Index (Time)	1.3	1.1	0.2
Payback period (Year)	5.0	6.3	(1)
The Net Profit Ratio – an average of 5 years	19.0%	13.9%	5.2%
Return on Investment - an average of 5 years	16.1%	12.4%	3.7%
Return on Capital – an average of 5 years	24.7%	17.7%	7.0%
Net Profit On Revenues - an average of 5 years	19.0%	13.9%	5.2%
Assets Turnover (Time) – an average of 5 years	0.7	0.8	0.0
The added value - an average of 5 years (in thousand JD)	521	490	31.7
income tax - an average of 5 (in thousand JD)	29	21	7.9
sales tax - an average of 5 years (in thousand JD)	98	98	0.0

The above analysis shows the feasibility of the project in light of increasing the operating costs of the project by 10%. It indicates that:

- The internal rate of return is 14.9%, which is considered high for investment purposes
- The new payback period is 6.3 years, and it is reasonable for recovery purposes
- The return on capital is 17.7%, which is suitable for investment purposes