COMPLETE BUSINESS PLAN MODEL

Note: Applicable for loans over 100,000 USD

**1. Executive summary**

The executive summary should include:

* The name and address of the company.
* The owner(s) names.
* Mission statement of the business.
* Brief description of the business to be conducted.
* Legal form of the business.
* Product(s) and/or service(s) to be offered.
* Purchase terms, if buying an existing business.
* Requested loan amount and how the loan will be repaid.
* How the loan amount will be spent (broken down into broad categories).
* Amount and form of owner(s) equity (owner's investment in the business).
* Expected outcome of business operations.

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**2. Business description**

* + - * 1. *Project Relevance.*

How is the project relevant to addressing international and national priorities and priorities of the BIF

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* 1. *Project objectives and activities*

Explain the objectives of your business, the location. Provide details of the activities to be implemented.

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**3. Environmental, Social and Governance.**

***(i) Environmental and Social Impacts***

The project developers should:

* Demonstrate to what extent the project has identified risks and mitigation measures related to the environmental and social impacts of project implementation and operations.
* Explain how the project is observant of the Environmental and Social Management Framework (ESMF), the Process Framework (PF) and the ensuing safeguards instruments to mitigate E&S potential negative impacts (Environment and Social Management Plan (ESMP) or a Livelihood Restoration Plan (LRP)).
* The ESMP must also cover how the project proposes policies or plans to address health, safety and well-being of employees of the project and in its supply chain (e.g. fishing boat crew)?

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***(ii) Sustainable Investment Principles***

The project developers should:

* Explain how the project has addressed principles for sustainable investment, namely: ‘Principles for Investment in Sustainable Wild-caught Fisheries’, and/or ‘Sustainable Blue Economy Finance Principles’

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**4. Market Analysis and Marketing strategy**

*a) Provide details on your target market*

|  |  |
| --- | --- |
| **Type of Customer** | **% of Business** |
| Processing Plant/Cooperative |  |
| Retail Consumer |  |
| Restaurant and Grocery  |  |
| Organizations |  |
| Other… |  |
| **Total**  | **100%** |

*b) Explain your marketing and distribution strategy*

|  |
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**5. Organization and Management**

Explain the management procedures. How many people will work for this project? How many years’ experience for each employee? What are their qualifications? Who is responsible for human resource, finance, commercial operations? Who will be the manager of the project?

*a) Personnel working for the project*

|  |  |  |  |
| --- | --- | --- | --- |
| Job Title | Qualifications | Salary (RS) | Hiring Date |
|  |  |  |  |
|  |  |  |  |

If existing business, state current employment and how job creation will entail following completion of the proposed project.

*b) Monthly cost for employee salaries and wages*

|  |  |  |
| --- | --- | --- |
| Job Title | Part/Full Time | Monthly Wages |
|  |  |  |
|  |  |  |
| **Total monthly wages** |  |  |

**6. Equipment and Investments**

Provide a description of the necessary equipment and investment for your business (vehicles, land, construction, etc.)

|  |  |  |
| --- | --- | --- |
| Item | Source | Costs  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **Total Establishment Costs**  |  |  |

**7. Equity Investments**

Provide all assets (land, buildings, equipment, fixtures, and cash) you own that will be used in the business.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Description | Year Acquired | Purchase Price | Current Value  | Amount still owned | Name of Lienholder |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **Total Equity Investment** |  |  |  |  |  |

**8. Projections of Sales and Expenses (Year 1 only)**

Please explain your assumptions regarding the sales and expenses projections (on quantities, prices, gross rate,…)

Twelve Months Projected Sales and Expenses

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | January | February | March | …… | **Total** |
| **Sales** |  |  |  |  |  |
| **Cost of Sales** |  |  |  |  |  |
| Purchase |  |  |  |  |  |
| Wastage |  |  |  |  |  |
| **Gross Profit** |  |  |  |  |  |
| **Overhead Expenses** |  |  |  |  |  |
| Accounting fees |  |  |  |  |  |
| Advertising |  |  |  |  |  |
| Fees, licenses & taxes |  |  |  |  |  |
| Insurance |  |  |  |  |  |
| Loan interest |  |  |  |  |  |
| Office supplies |  |  |  |  |  |
| Promotion/marketing |  |  |  |  |  |
| Rent |  |  |  |  |  |
| Repairs & maintenance |  |  |  |  |  |
| Telephone |  |  |  |  |  |
| Utilities |  |  |  |  |  |
| Wages |  |  |  |  |  |
| …. |  |  |  |  |  |
| **Profit/(loss)** |  |  |  |  |  |
| **Accumulated** |  |  |  |  |  |

**9. Projections of Sales and Expenses (5 Years)**

Please explain your assumptions regarding the sales and expenses projections (on quantities, prices, gross rate…)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
| **Sales** |  |  |  |  |  |
| **Cost of Sales** |  |  |  |  |  |
| Purchase |  |  |  |  |  |
| Wastage |  |  |  |  |  |
| **Gross Profit** |  |  |  |  |  |
| **Overhead Expenses** |  |  |  |  |  |
| Accounting fees |  |  |  |  |  |
| Advertising |  |  |  |  |  |
| Fees, licenses & taxes |  |  |  |  |  |
| Insurance |  |  |  |  |  |
| Loan interest |  |  |  |  |  |
| Office supplies |  |  |  |  |  |
| Promotion/marketing |  |  |  |  |  |
| Rent |  |  |  |  |  |
| Repairs & maintenance |  |  |  |  |  |
| Telephone |  |  |  |  |  |
| Utilities |  |  |  |  |  |
| Wages |  |  |  |  |  |
| …. |  |  |  |  |  |
| **Profit/(loss)** |  |  |  |  |  |
| **Accumulated** |  |  |  |  |  |

**10. Financing Plan**

Provide details of the project financing requirements, source of funds, …

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Local |  | Foreign |  |  |  |
|  | Currency | % | Exchange | % | Total | % |
| **FUNDS REQUIRED** |  |  |  |  |  |  |
| Proposed Project |  |  |  |  |  |  |
|  Capital expenditures |  |  |  |  |  |  |
|  Operating expenditures |  |  |  |  |  |  |
|  Interest during construction  |  |  |  |  |  |  |
|  Other financing charges |  |  |  |  |  |  |
| TOTAL PROJECT REQUIREMENTS | 0.00 | 100% | 0.00 | 100% | 0.00 | 100% |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Local |  | Foreign |  |  |  |
|  | Currency | % | Exchange | % | Total | % |
| **SOURCES OF FUNDS** |  |  |  |  |  |  |
| Proposed Bank loan |  |  |  |  |  |  |
| Other loans |  |  |  |  |  |  |
| Equity or capital contributions |  |  |  |  |  |  |
|  Government |  |  |  |  |  |  |
|  Other sources |  |  |  |  |  |  |
| Subsides for operations |  |  |  |  |  |  |
| Internal cash generation (if any) |  |  |  |  |  |  |
| TOTAL SOURCES |  |  |  |  |  |  |

**11. Cash Flow Forecasts**

1. Twelve Months Cash Flow Projections

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | January | February | March | …… | **Total** |
| **Cash receipts in:** |  |  |  |  |  |
| Cash sales |  |  |  |  |  |
| Receivables–30 days |  |  |  |  |  |
| Receivables–60 days |  |  |  |  |  |
| **Total Cash** |  |  |  |  |  |
| **Cash disbursed:** |  |  |  |  |  |
| Cost of sales |  |  |  |  |  |
| Accounting fees |  |  |  |  |  |
| Advertising |  |  |  |  |  |
| Fees, licenses & taxes |  |  |  |  |  |
| Insurance |  |  |  |  |  |
| Loan interest |  |  |  |  |  |
| Loan principal |  |  |  |  |  |
| Office expenses |  |  |  |  |  |
| Promotion/marketing |  |  |  |  |  |
| Rent & taxes |  |  |  |  |  |
| Repairs & maintenance |  |  |  |  |  |
| Wages  |  |  |  |  |  |
| …. |  |  |  |  |  |
| **Surplus/(deficit):** |  |  |  |  |  |
| **Opening balance:** |  |  |  |  |  |
| + cash receipts |  |  |  |  |  |
| – cash disbursed |  |  |  |  |  |
| **Closing balance** |  |  |  |  |  |

1. Net cash flow forecasts of your business for the five next years.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| **OPERATING CASH FLOWS** |  |  |  |  |  |
| **Receipts** |  |  |  |  |  |
| Cash receipts from customers |  |  |  |  |  |
| Other Receipts  |  |  |  |  |  |
| **Payments** |  |  |  |  |  |
| Employees |  |  |  |  |  |
| Suppliers |  |  |  |  |  |
| Other payments |  |  |  |  |  |
| **Net Cash Flows from Operating Activities (A)** |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| **INVESTING CASH FLOWS** |  |  |  |  |  |
| **Receipts** |  |  |  |  |  |
| Interest received |  |  |  |  |  |
| Sales of fixed assets |  |  |  |  |  |
| Sales of investments |  |  |  |  |  |
| **Payments** |  |  |  |  |  |
| Interest paid  |  |  |  |  |  |
| Purchases of fixed assets  |  |  |  |  |  |
| Purchases of investments  |  |  |  |  |  |
| **Net Cash Flows from Investing Activities (B)** |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| **FINANCING CASH FLOWS**  |  |  |  |  |  |
| **Receipts**  |  |  |  |  |  |
| Capital contributions from owners  |  |  |  |  |  |
| Proceeds from new borrowings  |  |  |  |  |  |
| **Payments**  |  |  |  |  |  |
| Capital withdrawals  |  |  |  |  |  |
| Repayment of borrowings  |  |  |  |  |  |
| Dividends paid  |  |  |  |  |  |
| **Net Cash Flows from Financing Activities (C)** |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| Net Cash Flows from Operating Activities (A) |  |  |  |  |  |
| Net Cash Flows from Investing Activities (B) |  |  |  |  |  |
| Net Cash Flows from Financing Activities (C) |  |  |  |  |  |
| **Net increases for period D= A+B+C** |  |  |  |  |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** |
| **Balances as at 1 January**  |  |  |  |  |  |
| Opening balances  |  |  |  |  |  |
| Net increases/(decreases) for period  |  |  |  |  |  |
| **Balances as at 31 December**  |  |  |  |  |  |