ANNEX 2  
Grant Application

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 1. **Applicant Information** | | | | |
| Company Name: |  | | | |
| Project Title: |  | | | |
| Full Company Address | Tel: Fax: |  | | |
| E-Mail: |  | | |
| Full Address: |  | | |
| Name of Owner(s) | Name (Arabic and English) | Date of Birth | % of Ownership | Gender M/F: |
| (1) |  |  | M / F |
| (2) |  |  | M / F |
| (3) |  |  | M / F |
| (4) |  |  | M / F |
| (5) |  |  | M / F |
| Name of Key Management | Name (Arabic and English) | Date of Birth | Title | Gender M/F: |
| (1) |  |  |  |
| (2) |  |  |  |
| (3) |  |  |  |
| (4) |  |  |  |
| Applicant | Name (Arabic and English): |  | | |
| Position: |  | | |
| E-Mail: |  | | |
| Mobile Number: |  | | |
| Current Business Sector (Field of Work): |  | | | |
| Confirm that the activities subject to PIEIP support is not funded by any other donor (no duplication) |  | | | |

|  |  |
| --- | --- |
| 1. **Business Information** | |
| Legal Status of The Current Business (Type of Registration) |  |
| Registration Number (Attach Copy for Registration Certificate) |  |
| Registration Date |  |
| VAT#: |  |
| Number of Years in Business/Operation |  |

|  |  |
| --- | --- |
| 1. **Current Business and Projected Size** | |
| **Current Business** | **Projected (After relocation/ expansion)** |
| Current Number of Employees  Permanent:  Seasonal:  Women: | Number of Employees  Permanent:  Seasonal:  Women: |

|  |  |  |  |
| --- | --- | --- | --- |
| Total current investment amount: | Type of Required Investment (please select):  ( ) Relocation (with/without expansion) into IEs encouragement Grant  ( ) New expansion or investments Grant for existing tenants  New Investment Required:   1. Total investment amount: 2. Expected grant amount: | | |
| Current Total Sales  Sales in Local Market:  Exports: | Projected Sales | | |
| Total Sales  (1) Year 1  (2) Year 2  (3) Year 3 | Local Sales   1. Year 1 2. Year 2 3. Year 3 | Exports   1. Year 1 2. Year 2 3. Year 3 |

|  |  |
| --- | --- |
| 1. **New Project Information** | |
| Estimated Project Starting Date |  |
| Estimated Project Ending Date (start of production) |  |
| Project Description: | |

|  |  |  |  |
| --- | --- | --- | --- |
| 1. **Recovery Plan for Damaged Businesses in Gaza Only** | | | |
|  | % No. of employees needed to be operational | % Production capacity | Comments |
| Month 1 |  |  |  |
| Month 2 |  |  |  |
| .. |  |  |  |
| .. |  |  |  |
| Month n |  |  |  |

**\*\*In order to meet the eligibility criteria, the applicant must submit all required documentation listed in the incentives manual that should be attached to the grant application.**

Business Plan Template and Financial Information

All applicants should prepare and complete the below business plan with its annexes which will serve several purposes:

* It can help convince investors or lenders to finance your business.
* It can persuade partners or key employees to join your company.
* Most importantly, it serves as a roadmap guiding the launch and growth of your new business.

Writing a business plan is an opportunity to carefully think through every step of starting your company or project so you can prepare for success. This is your chance to discover any weaknesses in your business idea, identify opportunities you may not have considered, and plan how you will deal with challenges that are likely to arise. Be honest with yourself as you work through your business plan. Don’t gloss over potential problems; instead, figure out solutions.

A good business plan is clear and concise. A person outside of your industry should be able to understand it. Avoid overusing industry jargon or terminology.

Most of the time involved in preparing your plan should be spent researching and thinking. Make sure to document your research, including the sources of any information you include. Also make sure to consult experts where needed to ensure that your business plan is accepted.

Avoid making unsubstantiated claims or sweeping statements. Investors, lenders and others reading your plan will want to see realistic projections and expect your assumptions to be supported with facts.

This template includes instructions for each section of the business plan, followed by corresponding fillable worksheet/s.

As for the Damaged Businesses in Gaza

This business plan should be considered as a business recovery plan and how the company could get back to work with an opportunity to improve your overall business.

It should clearly stated if any activities or work has already been done since May 21st, 2021 till this date to get back to work, this can be provided through a template at the end of this document.

Business Plan

[Insert Date]

Company name

Address

Phone

Website

Email address

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# I. Instructions: Executive Summary

The Executive Summary should briefly explain each of the below.

1. **An overview of your business idea** (one or two sentences).
2. **A description of your product and/or service.** What problems are you solving for your target customers?
3. **Your goals for the business.** Where do you expect the business to be in one year, three years, five years?
4. **Your proposed target markets.** Who are your ideal customers?
5. **Your competition and what differentiate your business.** Who are you up against, and what unique selling proposition will help you succeed?
6. **Your management team and their prior experience.** What do they bring to the table that will give your business a competitive edge?
7. **Financial outlook for the business.** Explain exactly how much money you want, how you will use it, and how that will make your business more profitable, along with sales projections, capital requirements and operational costs, and how you are doing to ensure covering your operational costs for at least the first cycle of production.

Limit your Executive Summary to one or two pages in total.

After reading the Executive Summary, readers should have a basic understanding of your business, should be excited about its potential, and should be interested enough to read further.

## Executive Summary

(Write after you’ve completed the rest of the business plan.)

# II. Instructions: Company Description

This section explains the basic elements of your business. Include each of the below:

1. **Company mission statement**

A mission statement is a brief explanation of your company’s reason for being. It can be as short as a marketing tagline. In general, it’s best to keep your mission statement to one or two sentences.

1. **Company philosophy and vision**
   1. What values does your business live by? *Honesty, integrity, fun*, *innovation* and *community* are values that might be important to your business philosophy.
   2. *Vision* refers to the long-term outlook for your business. What do you ultimately want it to become?
2. **Company goals**

Specify your long- and -term short goals as well as any milestones or benchmarks you will use to measure your progress. For instance, milestones might include reaching a specific sales volume or signing contracts with a certain number of clients in the new market.

1. **Target market**

You will cover this in-depth in the Marketing Plan section. Here, briefly explain who your target customers are.

1. **Industry**

Describe your industry and what makes your business competitive: Is the industry growing, mature or stable? What is the industry outlook long-term and short-term? How will your business take advantage of projected industry changes and trends? What might happen to your competitors and how will your business successfully compete?

1. **Legal structure** 
   1. What is the legal form of your business?
   2. If there is more than one owner, explain how ownership is divided. If you have investors, explain the percentage of shares they own.

## Company Description Worksheet

|  |  |
| --- | --- |
| **Business Name** |  |
| **Company Mission Statement** |  |
| **Company Philosophy/**  **Values** |  |
| **Company Vision** |  |
| **Goals & Milestones** | 1.  2.  3. |
| **Target Market** |  |
| **Industry/**  **Competitors** | 1.  2.  3. |
| **Legal Structure/**  **Ownership** |  |

1. **Instructions: Current Products & Services**

This section expands on the basic information about your products and services included in the Executive Summary and Company Description. Here are some items to consider:

1. **Your company’s products and/or services**
2. **The problem the product or service solves**
3. **Any proprietary features that give you a competitive advantage**
4. **How you will price your product or service**

Include any product or service details, such as technical specifications, drawings, photos, patent documents and other support information, in the Appendices.

## Product & Service Description Worksheet

|  |  |
| --- | --- |
| **Business Name** |  |
| **Product/ Service Idea** |  |
| **Special Benefits** |  |
| **Unique Features** |  |
| **Limits and Liabilities** |  |
| **Production and Delivery** |  |
| **Suppliers** |  |
| **Intellectual Property Special Permits** |  |
| **Product/**  **Service Description** |  |

# IV. Instructions: Marketing Plan

### Market research

This section of your plan should explain:

* The total size of your industry
* Trends in the industry – is it growing or shrinking?
* The total size of your target market, and what share is realistic for you to obtain
* Trends in the target market – is it growing or shrinking? How are customer needs or preferences changing?

### Barriers to entry

What barriers to entry does your company face, and how do you plan to overcome them? Barriers to entry might include:

* High launch costs
* High production costs
* High marketing costs
* Brand recognition challenges
* Finding qualified employees
* Need for specialized technology or patents
* Tariffs and quotas
* Access to external markets
* Access to production inputs
* High transaction costs

### Threats and opportunities

Once your business surmounts the barriers to entry you mentioned, what additional threats might it face? Explain how the following could affect your launch:

* Political problems
* Changes in government regulations
* Changes in technology
* Changes in the economy
* Changes in your industry
* Threats of political instability

*Use the SWOT Analysis Worksheet on the next page to identify your company’s weaknesses and potential threats, as well as its strengths and the potential opportunities you plan to exploit.*

## SWOT Analysis Worksheet

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| **Product/ Service Offering** |  |  |  |  |
| **Brand/ Marketing** |  |  |  |  |
| **Staff/HR** |  |  |  |  |
| **Finance** |  |  |  |  |
| **Operations/**  **Management** |  |  |  |  |
| **Market** |  |  |  |  |
| **Can any of your strengths help with improving your weaknesses or combating your threats? If so, please describe how below.** | | | | | |
|  | | | | | |
| **Based on the information above, what are your immediate goals/next steps?** | | | | | |
|  | | | | | |
| **Based on the information above, what are your long-term goals/next steps?** | | | | | |
|  | | | | | |

### Product/service features and benefits

Describe all of your products or services, being sure to focus on the customer’s point of view. For each product or service:

* Describe the most important features. What is special about it?
* Describe the most important benefits. What does it do for the customer?

In this section, explain any after-sale services you plan to provide, such as:

* Product delivery
* Warranty/guarantee
* Service contracts
* Ongoing support
* Training
* Refund policy

### Target customer

Describe your target customer. (This is also known as the *ideal customer* or *buyer persona*.)

You may have more than one target customer group. For instance, if you sell a product to consumers through distributors, such as retailers, you have at least two kinds of target customers: the distributors (businesses) and the end users (consumers).

Identify your target customer groups, and create a demographic profile for each group that includes:

***For consumers:***

* Age
* Gender
* Location
* Income
* Occupation
* Education level

***For businesses:***

* Industry
* Location
* Size
* Stage in business (launch, growing, mature)
* Annual sales

### Key competitors

This section should:

List key companies that compete with you (including names and locations), products that compete with yours and/or services that compete with yours. Do they compete across the board, or just for specific products, for certain customers or in certain geographic areas? Also include indirect competitors.

### Positioning/Niche

Now that you’ve assessed your industry, product/service, customers and competition, you should have a clear understanding of your business’s niche (your unique segment of the market) as well as your positioning (how you want to present your company to customers). Explain these in a short paragraph.

### How you will market your product/service

In this section, explain the marketing and advertising tactics you plan to use.

Advertising may include:

* Online
* Print
* Radio
* Cable television
* Out-of-home
* Etc.

Which media will you advertise in, why and how often?

Marketing may include:

* Business website
* Social media marketing
* Email marketing
* Mobile marketing
* Search engine optimization
* Content marketing
* Print marketing materials (brochures, flyers, business cards)
* Public relations
* Trade shows
* Networking
* Word-of-mouth
* Referrals

What image do you want to project for your business brand?

What design elements will you use to market your business? (This includes your logo, signage and interior design.) Explain how they’ll support your brand.

### Promotional budget

How much do you plan to spend on the marketing and advertising outreach above:

* Before launch (These numbers will go into your launch budget)
* On an ongoing basis (These numbers will go into your operating plan budget)

### Pricing

* Does your pricing strategy reflect your positioning?
* Compare your prices with your competitors’. Are they higher, lower or the same? Why?
* How important is price to your customers? It may not be a deciding factor.
* What will your customer service and credit policies be?

### Location or proposed location

Explain why you believe the industrial zone is a good location for your company.

Focus on the location of your building, not the physical building itself. You’ll discuss that later, in the Operations section.

### Distribution channels

What methods of distribution will you use to sell your products and/or services? These may include:

* Retail
* Direct sales
* Ecommerce
* Wholesale
* Inside sales force
* Outside sales representatives
* OEMs

If you have any strategic partnerships or key distributor relationships that will be a factor in your success, explain them here.

### 12-month sales forecast – Annex 2A-B

Use the Sales Forecast spread-sheet and use it to create a month-by-month sales projection.

If you’ve already made, you can use those as a basis for your projections. If, like most launchs, you have not sold anything yet, you will need to create estimates based on your market research, your proposed marketing strategies and your industry data.

Create two forecasts: a “best guess” scenario (what you really expect) and a “worst case” scenario (one you’re confident you can reach no matter what).

Keep notes on the research and assumptions that go into developing these sales forecasts. Financing sources will want to know what you based the numbers on.

After reading the Marketing Plan section, the reader should understand who your target customers are, how you plan to market to them, what sales and distribution channels you will use, and how you will position your product/service relative to the competition.

# V. Instructions: Operational Plan

This section explains the daily operation of your business, including its location, equipment, personnel and processes.

### Production

How will you will produce your product or deliver your service? Describe your production methods, the equipment you’ll use and how much it will cost to produce what you sell.

### Quality control

How will you maintain consistency? Describe the quality control procedures you’ll use.

### Location

In this section, expand on that information with details such as:

* 1. The size of your location
  2. Zoning restrictions
  3. Accessibility for customers, employees, suppliers and transportation if necessary
  4. Costs including rent, maintenance, utilities, insurance and any buildout or remodelling costs
  5. Relocation costs

### Legal environment

What type of legal environment will your business operate in? How are you prepared to handle legal requirements? Include details such as:

1. Any licenses and/or permits that are needed and whether you’ve obtained them
2. Any trademarks, copyrights or patents that you have or are in the process of applying for
3. The insurance coverage your business requires and how much it costs
4. Any environmental, health or workplace regulations affecting your business
5. Any special regulations affecting your industry

### Personnel

What type of personnel will your business need? Explain details such as:

1. What types of employees? Are there any licensing or educational requirements?
2. How many employees will you need?
3. Include skill requirement.
4. What is the pay structure (hourly, salaried, base plus commission, etc.)?
5. How do you plan to find qualified employees?
6. What type of training is needed and how will you train employees?

### Inventory

If your business requires inventory, explain:

* What kind of inventory will you keep on hand (raw materials, supplies, finished products)?
* What will be the average value of inventory (in other words, how much are you investing in inventory)?
* What rate of inventory turnover do you expect? How does this compare to industry averages?
* Will you need more inventory than normal during certain seasons?
* What is your lead time for ordering inventory?

### Suppliers

List your key suppliers, including:

* Names, addresses, websites
* Type and amount of inventory furnished
* Their credit and delivery policies
* History and reliability
* Do you expect any supply shortages or short-term delivery problems? If so, how will you handle them?
* Do you have more than one supplier for critical items (as a backup)?
* Do you expect the cost of supplies to hold steady or fluctuate? If the latter, how will you deal with changing costs?

### Credit policies

If you plan to sell to customers on credit, explain:

* Whether this is typical in your industry (do customers expect it)?
* What your credit policies will be. How much credit will you extend? What are the criteria for extending credit?
* How will you check new customers’ creditworthiness?
* What credit terms will you offer?
* Detail how much it will cost you to offer credit and show that you’ve built these costs into your pricing structure.
* How will you handle slow-paying customers? Explain your policies, such as when you will follow up on late payments, and when you will get an attorney or collections agency involved.

# VI. Instructions: Management & Organization

This section should give readers an understanding of the people behind your business, their roles and responsibilities, and their prior experience. To get funding/grant, carefully assess whether you have a qualified management team.

1. **Biographies**

Include brief biographies of the owner/s and key employees. Include resumes in the Appendix. Here, summarize your experience and those of your key employees in a few paragraphs per person. Focus on the prior experience and skills that have prepared your team to succeed in this business. If anyone has previous experience starting and growing a business, explain this in detail.

1. **Gaps**

Explain how you plan to fill in any gaps in management and/or experience.

If they have experience or specializations that will increase your chances of success, explain. For instance, do you have experience launching and growing a similar business?

1. **Organization Chart**

Develop and include an organization chart. This should include both roles that you’ve already filled and roles you plan to fill in the future.

# VII. Instructions: Launch Expenses & Capitalization

In this section, detail the expenses involved in opening for business and how much capital you’ll need. (Do not include ongoing expenses after your business opens; those are listed in the Financial Plan.) Estimating launch expenses as accurately as possible helps you gather enough launch capital.

1. **Initial Expenses – Annex 2A-A**

Be sure to include extra capital for unexpected expenses. Opening a new business almost always ends up costing more than expected, and you need to be prepared. List this figure in the Start-Up Expenses template under “Reserve for Contingencies.” How much should you set aside for contingencies? You can talk to other business owners in your industry to get a ballpark figure. If you can’t come up with a figure this way, a good rule of thumb is to set aside 20% to 25% of your total launch costs for contingencies.

1. **Opening Day Balance Sheet – Annex 2A-C**

As with the Start-Up Expenses sheet, be sure to explain the assumptions behind the figures.

1. **Personal Financial Statement**

Include personal financial statementsfor each owner and each major stockholder. The personal financial statements should detail each person’s assets and liabilities outside of the business and their personal net worth.

# VIII. Instructions: Financial Plan

Your financial plan is perhaps the most important element of your business plan. Lenders and investors will review it in detail. Developing your financial plan helps you set financial goals for your launch and assess its financing needs. Include the following:

1. **12-month profit & loss projection – Annex 2A-D**
2. **3-year profit & loss projection – Annex 2A-E**
3. **Cash flow projection – Annex 2A-F**
4. **Projected balance sheet – Annex 2A-G**
5. **Break-even calculation – Annex 2A-H**

The break-even analysis projects the sales volume you need in order to cover your costs. In other words, when will the business break even?

You can even create a couple of different break-even analyses for different scenarios. For example, your payroll costs will vary depending on whether you hire full-time employees or use independent contractors. Creating different break-even analyses can help you determine the best option.

1. **Use of capital**

Provide a breakdown of how you will use the grant capital and what results you expect. For example, perhaps you will use the money to buy new equipment and expect that to double your production capacity.

# IX. Instructions: Appendices

Don’t slow your readers down by cluttering your business plan with supporting documents, such as contracts or licenses. Instead, put these documents in the Appendices, and refer to them in the body of the plan so readers can find them if needed.

Below are some of the documentation to be submitted in the Appendices.

1. Agreements (Leases, contracts, purchase orders, letters of intent, etc.)
2. Intellectual property (trademarks, licenses, patents, etc.)
3. Resumes of owners/key employees
4. Advertising/marketing materials
5. Public relations/publicity
6. Blueprints/plans
7. List of equipment
8. Market research studies
9. List of assets that can be used as collateral
10. 3 year Bank Statements for company and owners
11. Lease agreement with Developer
12. Clearance letter from Developer and IPIEA
13. Etc.

You can also include any other materials that will give readers a fuller picture of your business or support the projections and assumptions you make in your plan. For instance, you might want to include photos of your proposed location, illustrations or photos of a product you are patenting or producing, or charts showing the projected growth of your market.

# X. Instructions: Refining the Plan

Modify your business plan for your specific needs, audience and industry. Here are some guidelines to help:

**For getting the PIEIP Incentives Package Grant**

IPIEA will want to know that you’ll be able to operate the business, cover operational expenses and be profitable while meeting the required criteria for the grant.

* How much money you’re seeking
* How you’ll use the money
* How that will make your business stronger
* How will you cover operational costs
* How will your business be profitable
* Grant amount you need short-term
* Investment amount you plan to put in as cost share and as investment in two to five years
* How you’ll use the money and how that will help your business grow
* Estimated return on investment
* Milestones or conditions you will accept
* Financial reporting you will provide to IPIEA

**For a Manufacturing Business**

* **Explain the operations involved in manufacturing your product/s.**
* **What equipment is needed?** What are the production/capacity limits of the equipment?
* What are the production/capacity limits of the proposed physical plant?
* **Is specialized labour needed?**
* **What raw materials do you need for manufacturing? Are there any special requirements for storing these?**
* **What quality control procedures will you use?**
* **How will you manage inventory levels?**
* **What is your supply chain?**
* **Explain any new products you’re developing, or products you plan to begin developing after launch.**

**For a Service Business**

* Explain your prices and the methods used to set them.
* What systems and processes will you use for ensuring consistent delivery of services?
* What quality control procedures will you use?
* How will you measure employee productivity?
* Will you subcontract any work to other businesses? If so, what percentage of work will be subcontracted? Will you make a profit on subcontracting?
* Explain your credit, payment and collections policies and procedures.
* How will you maintain your client base and get long-term contracts?
* **Explain any new services you are developing or services you plan to add after launch.**

## For Damaged Businesses in Gaza – Activities/ Work already performed since 21st May, 2021

|  |  |  |
| --- | --- | --- |
| **Item** | **Description** | **Total Investment Amount (EUR)** |
| **Construction & Infrastructure** |  |  |
| **Employees** |  |  |
| **Machines & equipment** |  |  |
| **Inventory** |  |  |
| **Others** |  |  |