**INFORMATION REQUIRED IN THE BUSINESS PLAN**

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| *Financial Requirements* |
| 1. Business Profile |
| 1.1 Legal Establishment |
| 1.2 Ownership |
| 1.3 Capital Structure |
| 1.4 Shareholding |
| 1.5 Zambian Participation |
| 2. Experience |
| 2.1 Service Provisioning |
| 2.2 Size of Networks |
| 2.3 Client types and numbers |
| 2.4 Country of Operation |
| 3. Financial History |
| 3.1 Statements for past 3 years |
| 3.2 Income statements |
| 3.3 Cash flow statements |
| 3.4 Financial Position Statements |
| 4. Funding |
| 4.1 Sources of funding |
| 4.2 Proof- letter of intent |
| 4.3 Working Capital |
| 5. Market Penetration |
| 5.1 Zambian Market trends (next 3 years) |
| 5.2 Marketing plan (5 years) |
| 5.3 Market analysis (5 years) |
| 5.4 Market strategy (5 years) |
| 6. Human Resource |
| 6.1 Plan (5 years) |
| 6.2 Organizational structure |
| 6.3 Team |
| 6.4 Consultants |
| 7. Financial Projections |
| 7.1 Projected income statement |
| Projected financial position statement |
| Projected cash flow statement |
| Level of investment (5 years)   * NPV * IRR * Payback period |

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| *Technical Requirements* |
| 1. Detailed Core Network |
| 1.1 Capacity for subscriber projections |
| 1.2 Switching capacity |
| 1.3 Redundancy |
| 1.4 Grade of service |
| 2. Transmission links |
| 2.1 Transport availability- 99.8% |
| 2.2 Service grade |
| 2.3 Switching protection |
| 3. Access |
| 3.1 QoS Plan |
| 3.2 QoE measurement methodology |
| 4. Spectrum and coverage |
| 4.1 Utilization plan |
| 4.2 Rollout plan |
| 5. Interconnection |
| 5.1 System capability |
| 5.2 number requirements |
| 6. Interoperability |
| 6.1 Network facilities |
| 6.2 Ability to interconnect |
| 6.3 Interface standards |
| 7. Experience |
| Technical performance |
| Size of network |
| Provision of services |
| 8. MVNO |
| Written proof of agreement with prospective MNO |
| QoS performance records of MNO |
| MNO capacity to lease |
| 9. VOIP/ VOLTE |
| Qos Standards adherence plan |
| Codec ITU- T G. 729 compliant |
| ITU G. 114 compliant |
| 10. Information Security |
| Business continuity plan |
| Secured network |
| Secured customer data |
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