APPENDIX 1.3.

Business assessment: Data derived through interviews with community participants and practitioners, project records and/or community participants' records.

Name(s)			Date
Language	Translator	Project	Interview No.

1. BUSINESS ACTIVITIES

Which of the activities of the project are the most lucrative?

Which are the most draining financially? Why?

Which are the most important from a conservation perspective? Why?

Have you managed to implement all the activities that you initially envisaged? If no, why not?

What is your average turnover of plants per annum in the different categories?

Is demand seasonal? How does this affect the enterprise?

2. FUNDING

Who provided start up funding for the project? For how many years is the funding in place?

Can this be re-negotiated when the contract comes to an end? If not, are you likely to apply for funding from other sources once this funding ends?

What were the main terms of funding?

3. PROFITABILITY

Does the project run at a loss, or has it managed to break even, or generate a profit? If the latter, how long did this take after start up? How was this accomplished? Was this continuous? Why?

What are the two biggest expenses for the nursery?

In your opinion, what are the long-term financial prospects of the nursery? How will this affect your activities?

4. EXPENSES

Expense sheet

Year	Description	Amount

Appendix 1.3. Business assessment.

5. STOCK

Year	Description	Quantity	Cost value	Sales value

6. FIXED ASSETS

Year	Description	Quantity	Cost value	Current value

7. CURRENT ASSETS

Year	Description	Quantity	Cost value	Current value

8. Salaries and wages

	Year (1)	Year (2)	Year (3)	Year (4)	Year (5)	Year (6)
Name	Amount	Amount	Amount	Amount	Amount	Amount

9. Income Statement: *Project*							
REVENUE	Start Up	Year 1	Year 2	Year 3	Year 4	Year 5	Notes
NET SALES							
Cost of goods sold Opening stock (plants in nursery) *Plus:* cost of plants cultivated during year *Less:* closing stock (finished goods)							
Cost of goods sold							
GROSS PROFIT							
Additional revenue Free' labour contributions by community participants							
TOTAL REVENUE							
Operating Expenses Security Free' labour Depreciation End of Year Party Sundry expenses (eg bank charges)							
Total expenses							
GROSS INCOME							
Tax Extraordinary Item e.g. Theft Stock distributed to members							
NET PROFIT/LOSS							`

10. Balance sheet: *Project*							
	Start	Year 1	Year 2	Year 3	Year 4	Year 5	Notes
CAPITAL EMPLOYED *Balance brought forward* Owners' equity Donations Donations Other							
Net income							
Borrowings Long term loans Other							
CAPITAL EMPLOYED							
EMPLOYMENT OF CAPITAL *Represented by:* **Fixed assets** Buildings Nursery infrastructure (immovables) Nursery equipment (movables) Goodwill Other (describe)							
Total Fixed Assets							
Current assets Stock (plants, fertilisers, stationery) Debtors Cash							
Total current assets							
Current liabilities Short term borrowings (bank overdraft)							
Total current liabilities							
Net current assets							
TOTAL EMPLOYMENT OF CAPITAL							

11. MARKETS

What are your main market sectors? Have you an estimate of the approximate size of each?

Main market sector	Approximate size	Socio-economic status 1[1]	Are these markets viable in the long-term?

[1] Able to pay asked for prices vs subsistence

How were potential markets assessed?

Are you reaching the markets you originally envisaged you would reach? If no, why not?

Are there any other potential markets that you are currently not reaching, that you may want to try in the future? If yes, which ones? Why/why not?

Do you actively market your nursery?   If yes, how?

Are there seasonal fluctuations in your business? How does this affect you?

12. COMPETITION

Does your enterprise experience competition? If yes, please describe what this is and its effects.

What are your strengths relative to the competition?

What are your weaknesses relative to the competition?

13. ASSESSMENT OF MAINTENANCE OF BUSINESS RECORDS

17. Poor ☐   Average ☐   Good ☐

13. CONCLUSION

What unanticipated factors cropped up that you could not have foreseen during the planning stage of the nursery that have affected the financial viability of the nursery?

What advice would you offer a group just starting out on a community-based nursery venture?