



STANDARD GUIDE FOR AIR CARRIER LICENCE (ACL) APPLICATION

	BUSINESS PLAN GUIDE
<p>A. LEGAL</p> <p>1. Registration of Company</p>	<ul style="list-style-type: none"> • Certificate of Incorporation • Company's Regulations and other relevant documents from the Registrar General's Department • Minimum Paid-up Share Capital <ul style="list-style-type: none"> ○ Ghanaian shareholder(s), a minimum Paid-up Share Capital of US \$200,000.00 or its Cedi equivalent. ○ In-case of a Joint-Enterprise with a partner who is not a Ghanaian citizen, a minimum foreign capital of US \$200,000.00 or its cedi equivalent relevant to the investment or a combination of both by way of equity participation and the partner who is a citizen should not have less than 10% equity participation in the Joint Enterprise. ○ Where the enterprise is wholly owned by a person who is not a Ghanaian citizen, that person shall invest a foreign capital of not less than US \$500,000.00 or its cedi equivalent in cash or capital goods relevant to the investment or a combination of both by way of equity capital in the prospective airline.
<p>2. ACL Application Form & Letter of Application</p>	<ul style="list-style-type: none"> • Completed ACL Application Form & Letter of Application addressed to the Director General – GCAA

<p>B. OPERATIONAL</p> <p>1. Profile of Shareholders, Board & Management</p>	<ul style="list-style-type: none"> • Curriculum Vitae of Shareholders, Board Members, Management Staff & Company Secretary
<p>2. Business Plan / Feasibility Studies</p>	<ul style="list-style-type: none"> • Strategic Plans for Operations • Proposed Insurance Policies • Contractual/Working arrangements with other companies • Plans on the Acquisition of/ Arrangement for the right Number & Type of Aircrafts to be used: <ul style="list-style-type: none"> ○ Aircraft type and basis of aircraft selection ○ Maximum flying hours per annum per aircraft ○ Lease costs per hour of each aircraft type and annual lease cost per type ○ Estimated fuel cost per litre ○ Fuel consumption per hour per aircraft type ○ Maintenance cost per block hour per aircraft type • Plans to address Continuity, Regularity & Timeliness of Operation • Analysis /Feasibility Studies on Routes to be served <ul style="list-style-type: none"> ○ Basis of route(s) selected and origin & destination data for route(s) selected ○ Origin and destination data for routes ○ Airport and aeronautical fees/charges as well as ancillary charges at origin & destination airports ○ Ticket prices per selected routes • Maintenance Plans for Safe & Efficient Services • Operational analysis: <ul style="list-style-type: none"> ○ Cabin load factor per route, per aircraft (per month/annum) ○ Basis of weekly flight frequency ○ Estimated load factor and breakeven load factors ○ Freight/cargo volumes per annum and rates

	<ul style="list-style-type: none"> • Detailed Risks Analysis • Detailed Political, Economic, Social, Technological, Environmental, and Legal factors (PESTEL) and Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis
<p>3. Managerial & Technical</p> <p>Competencies</p>	<ul style="list-style-type: none"> • Organisational Structure • Experience & Knowledge of the aviation / airline industry • Human Resources Strategy / Plan: <ul style="list-style-type: none"> ○ Proposed staffing structure with staff strength, positions and monthly remuneration ○ Number of pilots, cabin crew and engineers per aircraft ○ Monthly remuneration for each category of pilot, cabin crew and engineer
<p>4. Financial</p>	<ul style="list-style-type: none"> • Proforma Income Statement (for at least 5 years) • Proforma Balance Sheet (for at least 5 years) • Cashflow Statement (for at least 5 years) • Basis of Assumptions for Financial Projections • Detailed Marketing Plans • Structure & Basis of Fares, Tariffs and Fees to be charged • Capital Expenditure Programme (for at least 5 years) • Detailed Sensitivity Analysis • Breakdown of Startup Capital • Proof of funding of operations