







The Quick Access to Financing Guide

A quick reference guide and financing decision trees for MSMEs, developed by the International Trade Centre under the East African Community MARKUP project, funded by the European Union

An interactive version of this Quick Access to Financing Guide can be found under /resources in your country MSME Financing Gateway





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1. How to use this guide



Entrepreneurs, please use this guide according to the considerations below

This self-assessment decision tree is designed to help entrepreneurs to navigate through the many diverse financing options available to support business growth and to determine what options may best suit the current situation of their business.

Key considerations



Not all proposed solutions will be available in each country and this decision tree is to be used as a guide only. It does not replace professional advice provided by qualified business development, legal, or accounting professionals.



As you work through the questions, be honest with your answers. In that way, you should find responses that match your needs. Each "Go to" section in the decision tree is linked to the content that will provide further guidance to your decisionmaking process.



You can use the responses to filter the financing facilities listed in your country's Financing Gateway
Platform to find providers and further explore with them the types of financing they can offer their eligibility criteria and conditions.



2. Introduction to financial facilities



Financial technologies are extending traditional financing options & reducing administrative costs

The table below shows the types of financing offered by various institutions

	Bank	Micro- finance	Social lender	KIIVer/	Non-banking financing provider	Investor	General public or diaspora funding services	Donor	Business Angel
Secured loan	✓	✓	✓	✓					
Unsecured loan	✓	✓		✓					
Overdraft	✓								
Soft loan			✓				✓		
Leasing	✓				✓				
P2P lending						✓	✓		
Factoring	✓				✓				
Equity and loan mix						✓	✓		✓
Grant								✓	
Mentoring/ coaching			✓	✓				✓	~

Financing options can be short, medium or long term, and low or high value

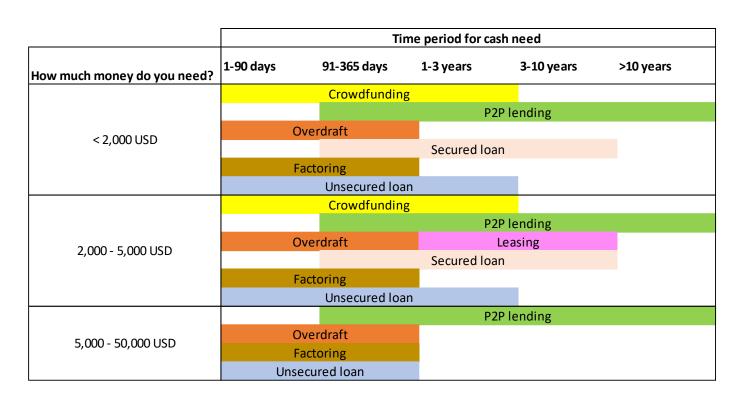
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Types of financing facilities



Several different financial facilities may match the amount you need and your preferred payback time (1/2)

Examples of low value options and their relevant timelines



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Matching facilities to needs



Several different financial facilities may match the amount you need and your preferred payback time (2/2)

Examples of high value options and their relevant timelines

	Time period for cash need					
How much money do you need?	1-90 days	91-365 days	1-3 years	3-10 years	>10 years	
50,000 - 100,000 USD			Secured Ioan			
30,000 - 100,000 035				Leasing		
100,000 - 300,000 USD				Secured loa	n	
100,000 - 300,000 03D				Leasing		
			Secured loan or investment Soft loan			
300,000 - 1 million USD						
			Leasing			
1 - 5 million USD			S	ecured loan or inv	estment	
1 - 3 111111011 03D						
> F maillion LICD			S	Secured loan or inv	estment	
> 5 million USD						

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3. Determining your financing need Decision Tree



Your business activity determines your cash need & what financial instrument you should look for – Step through the Decision Tree

Business activity



Purchase equipment, another business, land or building, or inventory and supplies

Decision Tree reference page

Go to **Do your homework**



Get working capital or a business loan

Go to Access a business loan



Expand my successful start-up business

Go to **Equity investor or venture capital**



Sell overseas to a new customer

Go to International trade-related financing



Urgent cash to pay staff, invoices, or rent

Go to *Urgent cash needs*



Repay another loan

Go to *Repay another loan*

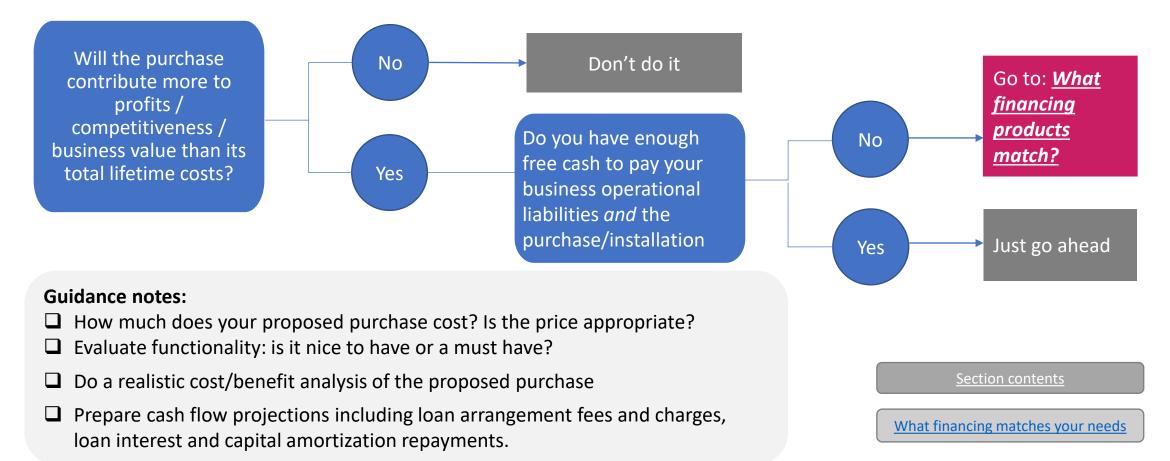
Get started with the Decision Tree

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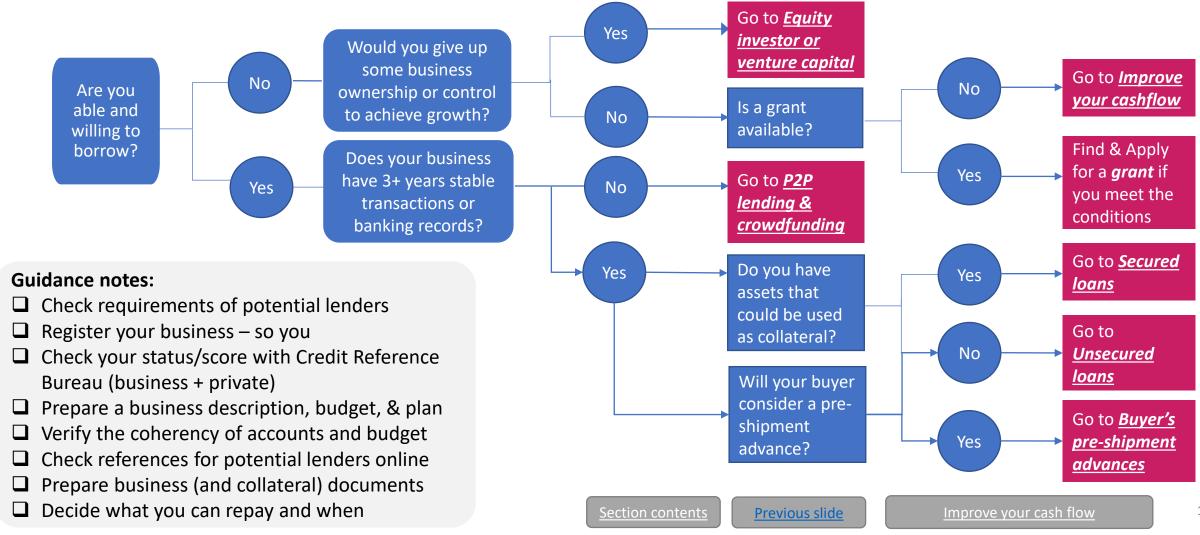
Do your homework: this enables you to make better informed business decisions

First, list the items required. Show landed, installed and annual maintenance costs together with realistic additional revenues or production cost savings they will generate per year. The process below will help you decide on your course of action.





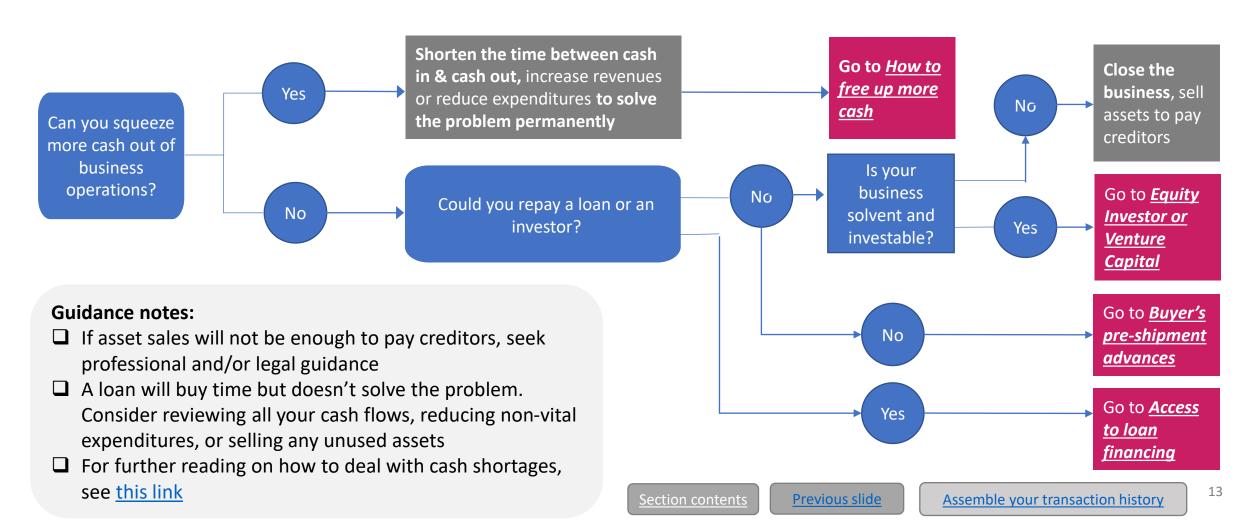
What financing matches your business needs?





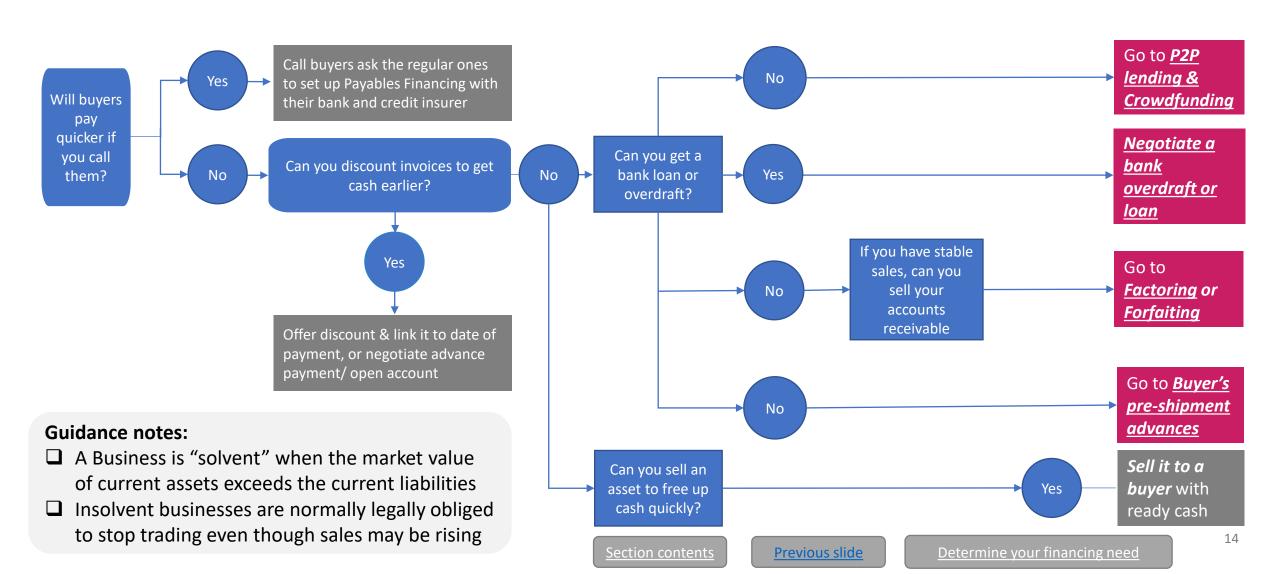
Start with improving your cash flow; it's the quickest and cheapest solution for urgent cash needs

The decision-tree below will help one decide how to deal with an urgent cash need for the business



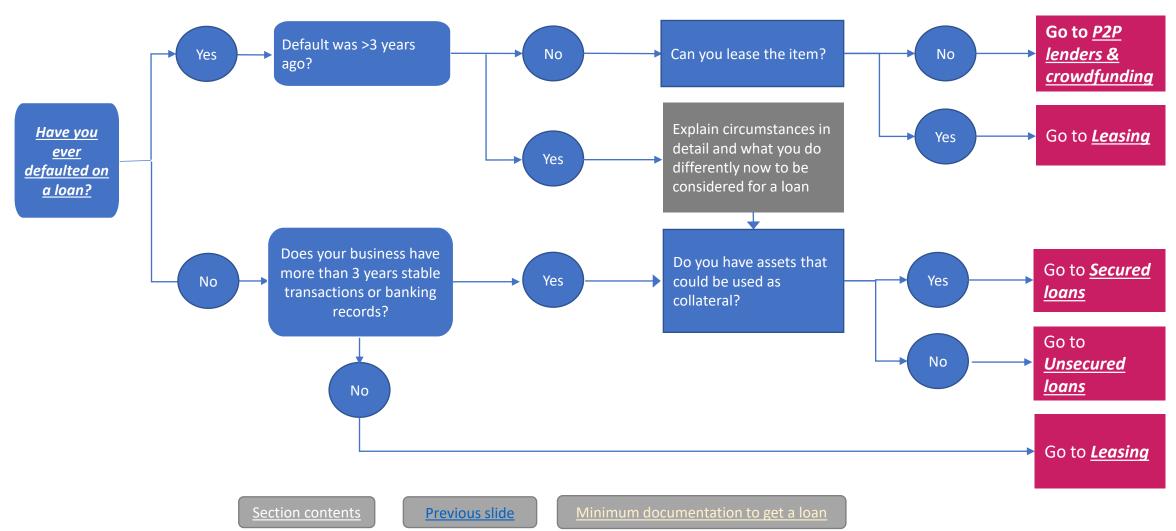


Improving your cash flow when your business starts to expand or contract: *How to free-up more cash*





Transaction history impacts your ability to get a loan



Minimum documentation requirements for getting financing

Basic documents required for the initial customer identification process (CIP) What is meant by: "Standard AML/KYC" documents

AML: Anti money laundering

KYC: Know your customer or client

KYB: Know your business (client)

The CIP is the first step in a KYC process and begins when a customer applies for an account or for financing. It is Part 1 of a 3-stage onboarding process.

Step 1: For a sole entrepreneur:

- Collecting customer name, date of birth and address.
- Collecting identity documents like passports, driver's licenses, voter identity cards and even dated selfies for biometric verification.
- Verifying this information against public databases and other consumer reporting agencies.

Step 1: For an initial enquiry by a small business - Each beneficial owner will need to provide:

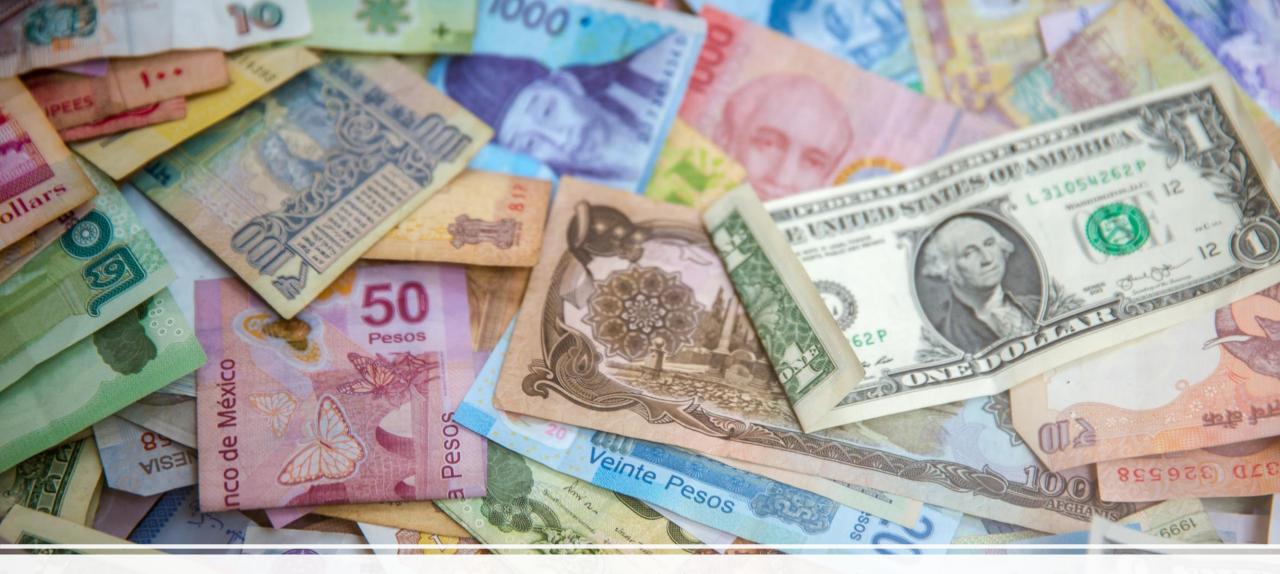
- Driver's license, passport, other government-issued IDs with photo, biometric ID, such as a selfie, retina scan, fingerprints or voice recognition recording.
- Business license / registration documents.
- Business incorporation documents and Minutes of shareholder meetings.
- Proof of business or home business address: Utility invoice, Insurance card for a business, tax I/D card, Current mortgage or lease contract.
- A recent bank or financial transactions provider account statement showing the name of the business and the address indicated on other documentation.
- An introduction letter from a nearest government office recognizing you and the intention of either opening an account or applying for loan

Subsequent steps depend on the amount and duration of the financing envisaged and if any of the people with a beneficially interest in it reside or conduct business in other countries. Banks and other financing providers are also obliged to check to see if any of the parties or owners are under sanction or investigation

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Next section: Characteristics of financial instruments



4. Characteristics of financial facilities



Determine what you need financing for. Each type of financing has different characteristics

Business activity





Loans and repayments

Go to: Secured or unsecured & What level of repayments?



Repayment considerations & calculating the real cost of giving a sales discount

Go to: Repaying a loan & Calculating the cost of discounts



Investment & alternative financing

Go to: Investors & Peer to peer financing?



Trade-related financing

Go to International trade-related financing



Other forms of financing and leasing

Go to Factoring, Forfaiting, Leasing, Personal loans



Collateral

Go to *Collateral*

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Get started



Secured or Un-secured business loans

Loans are categorised by the duration that funds are at risk: Short-term (< 1 Year), medium and long-term (> 1 Year). Most unsecured loans are for periods of less than one year





Secured means that the lender takes a legal security or "Lien" over business assets, generally for up to 150% of the value of a loan. The assets considered are valued by the lender at their quick sale market value





Unsecured means that the lender evaluates your business's ability to repay according to your revenue and transaction records for previous years, not your assets





Banks complying with Basel Banking
Commission regulations are required to take
some form of asset collateral. Collateral could
be in the form of a de-risking guarantee from a
higher bank. Banks may also require and apply
"Covenants", restricting your business flexibility





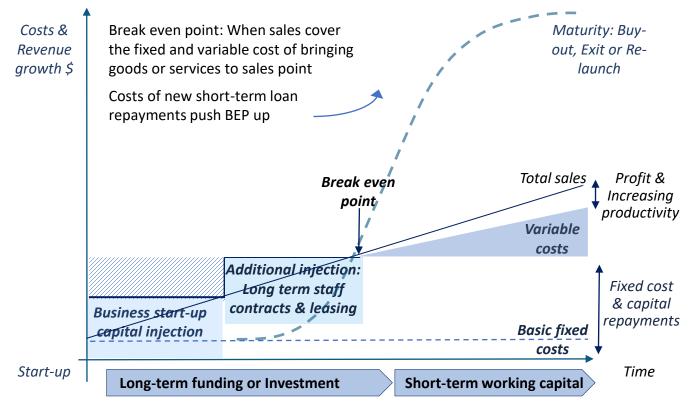
Unsecured lending is generally undertaken by community financing providers, cooperative banks, micro-financing institutions, impact investors or other peerto-peer lenders outside of international banking regulations, or by banks to regular clients for terms of less than one year



Lenders will check your business credit score or rating if credit scoring agencies operate in your country, they will require details of your transactions and buyers, audited accounts and other documentation. Covenants may restrict sale of inventory or equipment assets, may prevent you taking on new loans without approval or in getting into a situation where short-term liabilities are greater than assets – infringement can trigger foreclosure or sale of collateral

What level of repayments can your business afford?

Lenders will ask you for information about your business so they can establish your "Break-even Point" to determine what level of loan repayments your business can safely support at each stage of its growth



Short-term loan costs and repayments come out of Business Operating Expenses. Investments are reported under Capital in the Balance Sheet Movements of Cash in and out from loans or investors are recorded in the Cash Flow Statement.

Banks normally recommend loan repayments should not exceed 33% of three year's average annual sales revenues

Source: Trade Financing.pdf (duq.edu)

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Repayment considerations





Repaying a loan requires the following considerations

What do you do while repaying a loan?

- Don't forget that credit involves a legal binding contract, whose terms you are required to abide by
- Make a detailed plan for your loan repayment to better prepare you for future cash flow management
- Meeting the exact terms of the contract adds value to your credit history, which is useful for future transactions
- The lender has the right to sell your collateral if you fail to pay, according to terms of agreement
- If you breach a covenant, the lender has the right to foreclose (call in early repayment of) the loan

What if you miss a repayment or you will not be able to repay?

- Inform your lender as soon as you know that you may miss a repayment, preferably in advance of the default
- Explain, why it will happen/happened, e.g., late payment by a client, crisis beyond your control, etc.
- Explain how you plan to avoid the occurrence from happening again
- Provide a plan on how you will overcome the late payment and when you will resume with the repayments

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What do investors look for?



Calculate the real cost of Buyer's pre-shipment advances

Your buyer offers you 50% advance of the sales value for 90 days before shipment but with a 15% discount: Is this a good deal?





Your bank quotes you a 90-day loan with interest rates and fees of 24% per annum equivalent – but needs 130% asset collateral held until repayment completed



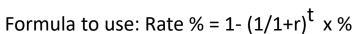


You don't have equipment worth that much and your stock will be used up in production before shipment – so a loan requiring collateral will not work – What are the implications for your business?





The effective annualised interest rate can be calculated as follows:



$$1 + r = 1.15 (1 + 15\% \text{ or } 1 + 0.15)$$

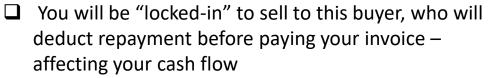
Raise 0.8696 to the power 4

 $(4 \times 90 \text{ day periods in a year}) = 0.5718$

$$1 - 0.5718 = 0.4282$$

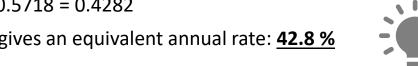
x % gives an equivalent annual rate: 42.8 %





- ☐ How will you ever "break out" of dependency on this buyer to add value to your product, find new markets and build your business?
- Nonetheless, this advance would allow you to expand your sales and notch up more transaction records as a "Good supplier" – What's your alternative?
- Try to negotiate down the discount or agree the rate "just for one sale"

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This formula can be used to find the equivalent Annual interest rate for a rate quoted over any period in multiples that make up one year





Equity investors & venture capitalists fund companies they believe have high growth potential

All investors have varying criteria for businesses they choose to fund so one should examine the terms presented by them





Investment preparation: a business should prepare documents relevant for the investment process





Investor involvement: there are varying degrees of business involvement that some investors would like, especially based on their equity and terms of investment agreement





Investment transparency: for smooth investor relations, there needs to be transparency between the investor and investee





Network leveraging: investors with a wide network, successful business development experience and technical knowledge can boost your business growth & improve its resilience



To be considered for investment, a business should have:

- ☐ Proof of concept and already start making regular sales
- ☐ Well-differentiated minimum viable product (MVP), where sales value exceeds production costs
- ☐ Business team with previous successful business development experience
- Awareness of the business' value of your assets and access to working capital financing to support growth



P2P lenders and crowdfunders enable new types of non-bank lending or investment for business

Both P2P lenders and crowdfunders are internet-based and highly variable in terms of instruments and conditions

P2P lending	Crowdfunding
Sites set the rates and terms, & enables transactions	Sites generate revenue from a percentage of the funds raised and charge an administrative fee
Lenders come in many forms including diaspora groups and community financing providers such as credit unions and savings & credit cooperatives	Investors can select from hundreds of projects, regardless of geography, and invest as little as \$10
Borrowers seek an alternative to traditional banks or a better rate than banks offer	Borrowers seek an alternative to traditional banks or a better rate than banks offer
Sample P2P lending sites: <u>Ratesetter, Zopa</u> , <u>Funding</u> <u>Circle</u>	Sample crowdfunding sites: <u>Kickstarter</u> , <u>Kiva</u> , and <u>Upstart</u>
	how the funds will be used
	Sites set the rates and terms, & enables transactions Lenders come in many forms including diaspora groups and community financing providers such as credit unions and savings & credit cooperatives Borrowers seek an alternative to traditional banks or a better rate than banks offer Sample P2P lending sites: Ratesetter, Zopa, Funding Circle nce notes: u will need to develop a business plan and a description of

Review the rules and regulations that govern P2P lending or crowdfunding transactions in your jurisdiction



Financing for international trade

International trade presents a spectrum of risk, causing uncertainty over the timing of payments from a foreign buyer to the exporter (seller)



For exporters, any sale is a gift until payment is received



Exporters should aim to receive payment as soon as possible, preferably as soon as an order is placed or before the goods are sent to the importer



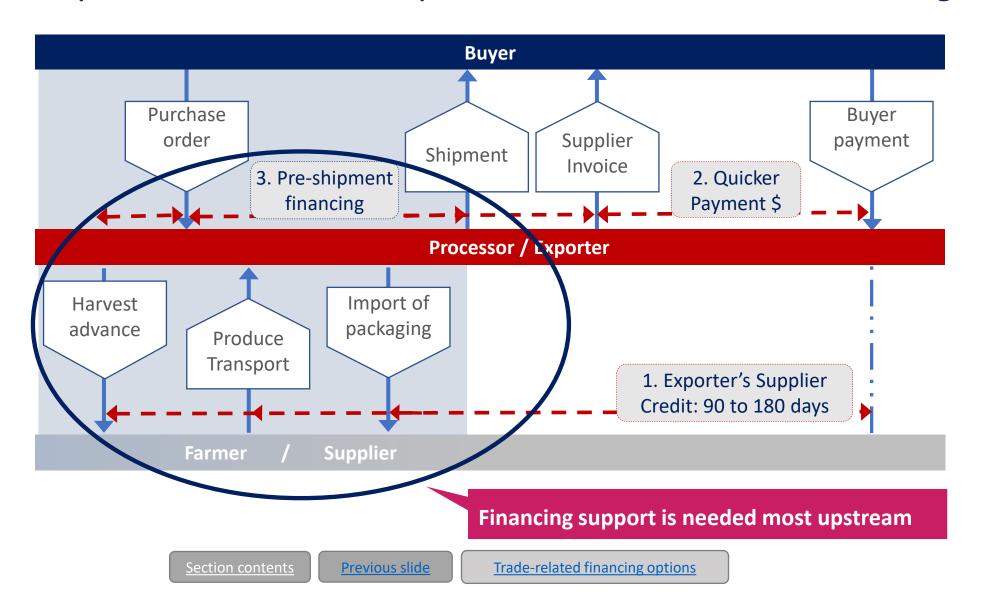
For importers, any payment is a donation until the goods are received



Importers should aim to receive the goods as soon as possible but to delay payment as long as possible, preferably until after the goods are resold to generate enough income to pay the exporter

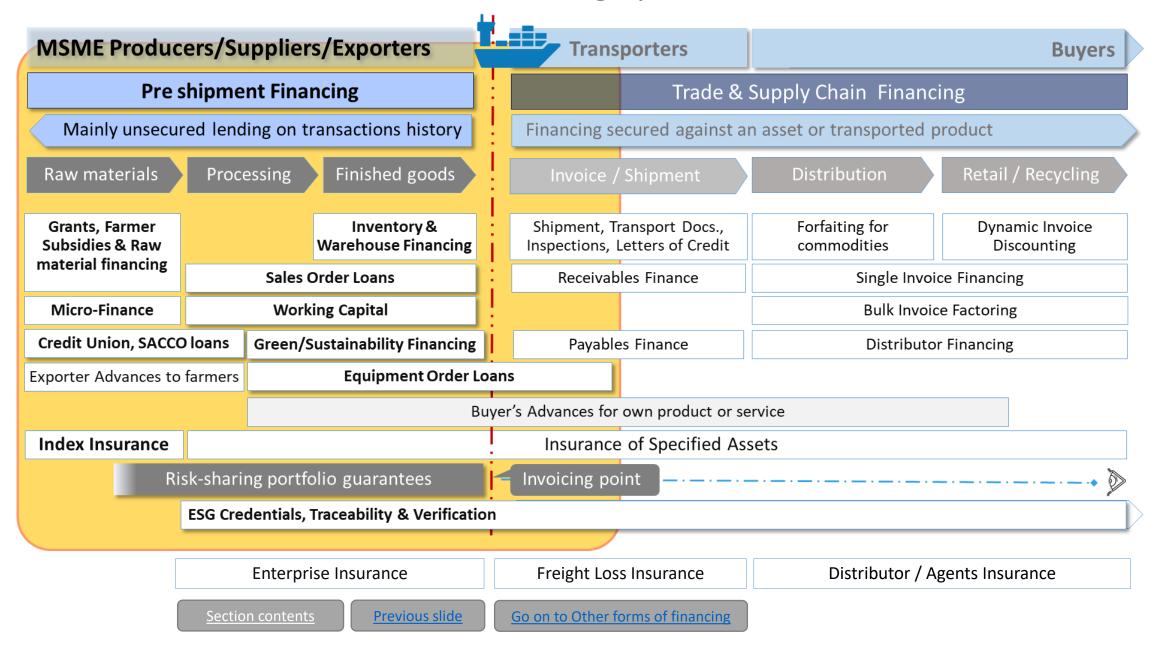


Why and where do SME exporters need trade-related financing?





Trade-related financing options for MSMEs





Factoring: Where a business (debtor) sells its accounts receivable to a third party at a discount

Factoring is also referred to as accounts receivable factoring, invoice factoring, & sometimes accounts receivable financing

Characteristics

How it works

Directly involves 3 parties:

- 1) Company selling its accounts receivables
- 2) Factor that purchases the receivables
- 3) Company's customer, who must now pay the receivable amount to the factor instead of paying the company that was originally owed the money

Types of factoring

Two types include:

- With recourse: where the seller of the invoice bears a potential loss, if the importer does not pay
- Without recourse: the buyer of the invoice will bear potential losses, if the importer does not pay

Funding

Receivables are funded in 2 parts:

- 1) First part (advance): covers 80% to 85% of the invoice value and is deposited directly to the business's bank account
- 2) Second part: 15% to 20% is rebated, less the factoring fees, as soon as the invoice is paid in full to the factoring company

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Who can use factoring?



To qualify for factoring, you must at least meet the following requirements:



1 Your personal background must show that you have good character, and you should not have a record of bankruptcy



2 Your business must have commercial or government clients with good commercial credit



Your profit margins must be above 10-15% (terms of agreement vary)



Your invoices must be free of liens or encumbrances i.e., they should not be pledge to other institutions such as banks



If you have tax liens or encumbrances, you must have a payment plan for them, or eliminate them before starting the factoring arrangement

Section contents Previous slide What is forfaiting?



Forfaiting: Enables exporters to receive immediate cash by selling the title to periodic sales to a financing provider

The exporter eliminates risk by making the **sale at a discount without recourse**, which means the exporter has no liability regarding the importer's possible default on the receivables.

Characteristics

Where it is used

Forfaiting is commonly used in large, international sales of commodities or capital goods where the sale
price exceeds USD 100,000 and where there may be long-term off-take supply arrangements in place, such
as in hard commodities, oil and gas

Forms of receivables

- Receivables are typically in the form of unconditional bills of exchange or promissory notes that are legally
 enforceable, providing security for the forfaiter or a subsequent purchaser of the debt
- These debt instruments have a range of maturities from as short as one month to as long as 10 years. Normally, the maturity falls between one and three years from the time of sale.

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When to use factoring or forfaiting?



Factoring and forfaiting are differentiated by:

Factoring Forfaiting

- A business **sells its trade receivables for a period** to the factor (bank) and receives a cash payment
- Deals with the receivables that fall [usually] due within 90 days
- Involves the sale of receivables on ordinary goods or services
- 4 Provides 80-90% finance while
- 5 Can be recourse or non-recourse
- 6 Cost is incurred by the seller or client
- Involves dealing with negotiable instruments like bills of exchange and promissory note
- 8 There is no secondary market

- An exporter sells the claim to future long-term trade receivables to the forfaiter for immediate cash payment
- Deals with the accounts receivables with maturities of one year or longer
- 3 Sale of receivables on capital goods are made in forfaiting
- 4 Provides 100% financing of the value of export
- 5 Always non-recourse
- 6 Cost is incurred by the overseas buyer
- 7 Does not involve dealing with negotiable instruments
- Secondary market exists, especially for currency liquidity, which increases the liquidity in forfeiting

Section contents Previous slide Leasing



Leasing: Allows long-term rent of an asset in exchange for regular payments to its full value

Separate collateral is not needed, but the leasing rate needs to be paid until the lease period is over or unless terms change



Purpose: leasing can free-up liquidity by replacing a cash purchase with a periodic "lease or rent" payment





Financial reporting: in most cases the leased asset will not appear in the lessor's balance sheet; leasing payments will be counted as operating expenditures in the profit and loss statement





Terms: leasing terms depend on the item, usage (wear and tear), depreciation rate, country, etc. Insurance is obligatory





Types of leasing include:

- a) Operating leases: finance provider bears the investment risk
- **b) Financial leases:** finance provider only bears finance related risks



Calculate the annualized applied percentage rate of interest (APR). Unless there is some promotional arrangement between the seller of the asset and the lease financing company leasing is nearly always more expensive than taking a loan from a bank if you can meet bank eligibility conditions. For more information on lease agreements, please visit this link. Note repayments will continue even if the leased equipment has been lost

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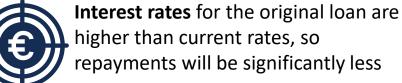
Personal loans from a business



Taking out a loan to repay another loan raises questions but may be worthwhile in some cases

Taking out a business loan to repay another loan could be considered ok in the following circumstances:









Original lender is closing or has moved, if you have reached the lender's **lending limit**, or if consolidating many small loans into one larger loan reduces administrative costs or fees





Original lender is **unwilling to renegotiate rates**, but is willing to accept early re-payment without any penalty charges



A new lender will require full documentation and will undertake a **due diligence** assessment of your business – this will take some time

Always pay attention to how much you would have to repay in total, and to covenants and collateral release conditions

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Personal loan considerations



Taking a personal loan from the business could give you additional cash to continue operations

While taking out a personal loan from the business, consider the following:



Most entrepreneurs take very little from their business at all in its first years, and thereafter record their salary level



Don't kill your business by taking too much liquidity out for personal purposes



Legally, you should repay a loan from your business at market rates. If your business is your only source of future income why not take the personal loan from a bank?



Personal loans put off investors



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Many businesses have become insolvent because personal loans could not be re-paid when actual sales were less than expected

<u>Guidelines for taking a personal loan</u> <u>out of a business</u>



General guidelines if you take out a personal loan from a business

- Borrowing is not an endless source of funding: borrow what is required to fulfill your business need, but no more; and be cautious with high interest loans
- 2 Banks often do not finance 100% of the loan purpose, they will expect your business to put in some funds usually >20%
- 3 A Bank might ask about your personal finances too, as the business of SME is often interwoven with private financials
- 4 If a financing providers rejects a loan application, ask for the reasons why, and try elsewhere or take the advice onboard
- Loans in a foreign currency only make sense if you get paid regularly in the loan currency; if exchange rates change against you, the loan will cost much more to repay on top of the interest rate. Therefore, generally take a loan in the currency of your income source for the asset being purchased with the loan
- Not every reason to go into debt for your business is a good reason, so ensure to properly evaluate your business needs before making the decision to borrow

Section contents Previous slide Collateral explained

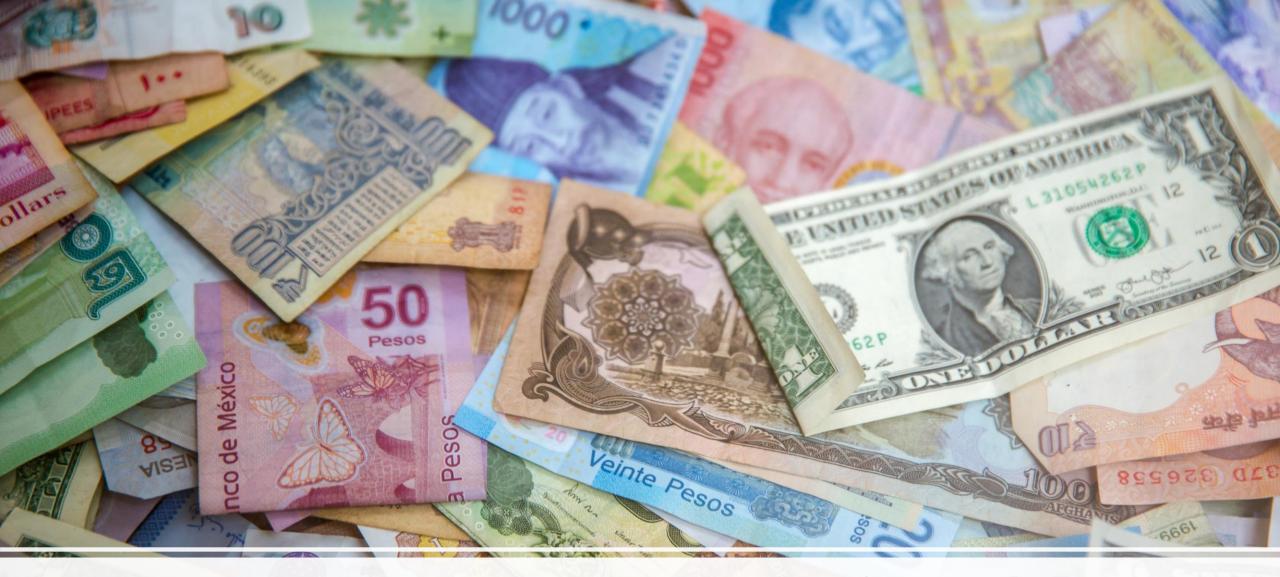


Collateral is property or an asset that a borrower offers as a way for a lender to secure the loan

- 1 If the borrower stops making the promised loan payments, the lender can seize the collateral and sell it to recoup its losses
- The requested value of the collateral could be higher than the loan amount, e.g. short-term SME financing: 125%
- 3 The lender will estimate the "net distress sale value" of an asset, e.g.: the value they could realise in a quick sale
- Collateral can be an asset from the SME's balance sheet or provided by an external stakeholder, such as a Guarantor or a Credit Guarantee Scheme. as shown below

Assets
Liabilities or
Financial Assets
Fixed Assets
Inventory
Accounts Receivable

A Capital de-risking Guarantee from a Guarantor with a good (BBB or higher) Credit rating, like a Development Financing Institution, Tier 1 Bank, Government or Donor through a financing provider can take the place of enterprise asset collateral.



5. Introduction to international trade financing terms



International trade-related financing terms and methods of payment

Business activity



Indirect payments used in trade financing



Characteristics of different payment methods



Risk mitigation measures

Reference section in the document

Go to: Indirect payments explained

Go to: Characteristics of payment methods

Go to: Risk mitigation options

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Indirect payments in international trade (1 of 2)

Indirect payment type	Definition	Description and/or resources
Bills of exchange	A written order that binds one party to pay a fixed sum of money to another party on demand, or at a predetermined date, or conditions	There are several variations: Bank draft: issued by a bank Trade draft: issued by an individual Sight bill: paid immediately or on demand Term bill: paid at a set date in the future Associated documents: D/A: Documents against Acceptance (to pay the bill) D/P: Documents against Payment (also D.A.P.) With the advancement of the Internet, escrow services are turning into another cash-in-advance option for small export transactions. Resource: http://howtoexportimport.com/Payment-terms-in-Export-and-Import-10383.aspx
Bill of landing or Airway bill	Document describing what has been loaded onto a ship. Lorry, train or aircraft	Resource: https://www.shippingsolutions.com/blog/3-things-you-need-to-know-about-the-bill-of-lading-form



Indirect payments in international trade (2 of 2)

Indirect payment type	Definition	Description and/or resources
Escrow services	Cash is placed in an independently controlled account so that the seller can see the funds exist and will be made available when a pre-defined event occurs	It acts as a trusted third party that collects, holds and disburses funds according to exporter and importer instructions Resource: https://blog.trade.gov/2013/09/25/how-are-escrow-services-used-in-international-trade-transactions/
International collection	Transaction in which a bank handles documents according to the instructions given by the exporter	The bank assumes no payment obligation Resource: https://www.danskebank.com/en-uk/ci/Products-Services/Transaction-Services/trade-finance/Documents/FactSheets/InternationalCollections.pdf
Bank guarantee	A transaction in which a lending institution promises to cover a loss if a borrower defaults on a loan	The guarantee lets a company buy what it otherwise could not, helping business growth and promoting entrepreneurial activity Resource: https://www.investopedia.com/terms/b/bankguarantee.asp

<u>Characteristics of different payment methods</u> Previous slide



Each type of payment method has different characteristics

Payment method	Time of payment	Goods available to buyer	Exporter risk	Importer risk
Cash in advance	Before shipment	After payment	None, if products are in inventory or production begins after payment is received	Relies on the exporter to ship
Letter of credit	After shipment or inspection when documents complying with the letter of credit are presented	After payment	Very little or none, depending on the terms of the letter of credit	Relies on the exporter to ship goods precisely as described in the documents
Documentary collection sight draft	After shipment, but before documents are released	After payment	If draft is unpaid, one must dispose of the goods	Relies on the exporter to ship goods precisely as described in documents
Documentary collection time draft	On maturity of draft	Before payment	Relies on the buyer to pay draft, no control over the goods	Almost none
Consignment	After sale	Before payment	High	Low
Open account	30, 60, and 90 days	Before payment	High	Low
Buyer's advance	30, 60, and 90 days	After payment	Low	High

Source: <u>Trade Financing.pdf (duq.edu)</u>

Risk mitigation options



Risk mitigation options can compensate trading partners in case of a contract breach

Risk mitigant	Definition	Description and/or resources		
International guarantee	A simple and practical way of ensuring that a business or its trading partner receives compensation in the event of breach of contract	 Like other guarantees, it assists companies without track record or collateral to obtain credit. Types of guarantees are: bid bond, performance bond, advance payment bond, retention bond, payment guarantee or counter indemnity Resource: https://www.danskebank.com/en-uk/ci/Products-Services/Transaction-Services/trade-finance/Documents/FactSheets/Internationalguarantees.pdf 		
Export credit insurance	Export credit insurance protects an exporter against the risk of non-payment or non-acceptance of the delivered goods by a foreign buyer.	It also covers currency inconvertibility, expropriation and changes in import or export regulation. (Trade Finance Guide) Resource: https://www.investopedia.com/terms/b/bankguarantee.asp		
Other insurance	Insurance is a contract, represented by a policy, in which an individual or entity receives financial protection or reimbursement against losses from an insurance company	 Protection offered could be against transport damages or losses, for buildings /factories, in which goods are produced, etc. Resource: https://www.investopedia.com/terms/i/insurance.asp 		

Source: Trade Financing.pdf (duq.edu)

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The Quick Access to Financing Guide

A Financing Decision Tree for MSMEs developed by the International Trade Centre under the East African Community MARKUP project, funded by the European Union

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