

**Activity Completion Report
of the JICA Expert in SME / Industrial Development
to the Ministry of Trade and Industry in Namibia**

Table of Contents

1. Introduction.....	1
2. Activities Completed.....	2
(1) Preparation of a Report about Manufacturing Industries with Growth Potential in Namibia... 2	
(2) Designing of an Apprenticeship Program and the Preparation of its Pilot Project	2
(3) Development of Small Business Management Training Manuals and Conducting of TOT	2
(4) Preparation of the Implementing Guidelines for BSSP and training of MTI staff for EAS	3
(5) Improvement in Business Registration Services	4
3. Recommendations.....	5
Attachment 1: Application and M&E Procedures for Business Support Services.....	9
Attachment 2: Proposed Eligibility for Equipment Aid Scheme.....	10
Attachment 3: Proposed Forms for BSSP.....	11
Attachment 4: Proposed Guidelines for Business Registration	29
Annexes	
Selected Issues for the Development of the Industry and SMEs in Namibia	
First FIVE Steps for Starting a Small Business in Namibia: Participant’s Workbook	
First FIVE Steps for Starting a Small Business in Namibia: Facilitator’s Guide	

1. Introduction

Based on a request of the Namibian Government, the Japan International Cooperation Agency (JICA) dispatched an Expert in SME / industrial development, Mr. Shinichi Mori (IMG Inc.), to the Ministry of Trade and Industry (MTI) in Namibia. Mr. Mori was assigned to review the Namibian Government’s policies for promoting the development of industry and SMEs, analyze MTI’s key areas of engagement, and propose and support actions for overcoming the Ministry’s major challenges to achieving its objectives. This document is the completion report of his activities conducted in three missions, from 1 March through 29 April, from 15 May through 13 August, and from 23 September through 13 December.

2. Activities Completed

(1) Preparation of a Report about Manufacturing Industries with Growth Potential in Namibia

The JICA Expert visited all the regions in Namibia, conducted interviews with promising SMEs in order to determine SMEs' growth potential in the domestic and international markets. The results are compiled into "Chapter 1 Manufacturing Industries with Growth Potential in Namibia" of "Selected Issues for the Development of the Industry and SMEs in Namibia" (Annex). It is expected that the compiled information will be used by MTI in determining the sectors to be assisted through the budget under "Sector Strategic Planning Research".

(2) Designing of an Apprenticeship Program and the Preparation of its Pilot Project

Vocational Training Centers (VTCs) in Namibia adopt work-integrated learning or internship programs to enhance career focused competencies and apply knowledge into practice. Job attachment at the Windhoek Vocational Training Center (WVTC), for instance, accounts for half of the curriculum in the second and third years of the training. Currently 130 companies host trainees from WVTC with some stipends depending on the skill level of the trainees. However, many companies use the trainees as cheap labor instead of apprentices becoming skilled, technical artisans. Without the proper provision of practical training through job attachments, VTC graduates will not be able to perform in such a manner as to effectively contribute to the companies they enter, and the gap between supply and demand of skilled labor will remain wide. Based on this recognition, the JICA Expert designed an "Apprenticeship Program", in which incentives will be paid from MTI to those companies that agree to train VTCs' 2nd and 3rd year learners professionally, and MTI decided to launch a pilot project for this program from January 2012 in partnership with Windhoek, Zambezi, Rundu and Valombola VTCs. After a series of meetings held between partners, the contents of the pilot project were determined based on which a three-party agreement was drafted. The background information of the vocational training in Namibia as well as the draft contract is found in "Chapter 2 Vocational Training and Education in Namibia" of "Selected Issues for the Development of the Industry and SMEs in Namibia".

Open forums to explain about the Program were held from November to December 2011, inviting companies at each of the partner VTCs. In order to provide interested companies with fair opportunities to participate in the pilot project, they are requested to submit a proposal to VTCs. Based on the proposals and each VTC's recommendations, the host companies will be selected.

(3) Development of Small Business Management Training Manuals and Conducting of TOT

The JICA Expert has developed the "First FIVE Steps for Starting a Small Business in Namibia: Participant's Workbook" and the "Facilitator's Guide" (Annex). The aim of these training manuals is to provide MTI officials with practical knowledge about the operating of small businesses and to enable them to conduct entrepreneurship training by themselves. The training is composed of five modules - introduction to business, marketing, cost and pricing, record keeping, and business planning, with each session being designed for two hours.

The JICA Expert conducted training of trainers (TOT) sessions twice at the MTI's head office for the officials in the SME Division and those in the regional offices in central and southern regions. The same training was

repeated at MTI's regional offices including Caprivi, Kavango, Oshana, and Kunene, inviting not only MTI regional officials but also staff of Town Councils, Regional Councils (including constituency offices) and some key private companies. After participating in the training, most of MTI's regional officials are now equipped with skills to conduct the training by themselves.

(4) Preparation of the Implementing Guidelines for BSSP and training of MTI staff for EAS

While the implementation of the "Sites and Premises Development Programme" has been commissioned to NDC, MTI's SME division directly implements the Business Support Service Programme (BSSP), which consists of "Feasibility Studies", "Business Plans", "Mentorship Services", and an "Equipment Aid Scheme" (EAS). The JICA Expert observed the current practices of the implementation of these schemes, and pointed out the problems and solutions (see "Chapter 3 Industry and SME Promotion Policies in Namibia" of "Selected Issues for the Development of the Industry and SMEs in Namibia"). Among these schemes, MTI specifically requested the JICA Expert to improve EAS's implementing procedure as stated below.

EAS was started in 2009. Since the distribution of an application form was not permitted by MTI management (who claimed that it represented "bureaucracy"), project appraisals performed by the EAS Committee were in many cases based only on a cover letter and quotations, which constituted the entire application, while critical factors such as the viability, sustainability and impact of the projects were not given due consideration.

In order to solicit the submission of project proposals to a wider population range, MTI organized "open day" events in most of the regions during which MTI managers explained the ministry's support services to the general public. During and following the events, MTI began receiving a large number of EAS applications from all over the country; far beyond the processing capacity of the EAS Committee. As a result, the EAS Committee has ceased functioning since March 2011 and MTI has accumulated a backlog of numerous applications.

Against this backdrop, the JICA Expert was requested by MTI to provide solutions for the suspended processing of EAS applications. Questions were also raised as to whether the projects' viability and sustainability should be more carefully scrutinized by the EAS Committee so that taxpayer money is not wasted. Based on this request, the JICA Expert has prepared the below listed documents (see attachment) as implementing guidelines for EAS as well as trained most of the relevant MTI regional and SME Division officials on how to conduct interviews with EAS applicants and fill out the project summary and field assessment sheets.

- Application and M&E Procedures for Business Support Services
- Eligibility for Equipment Aid Scheme
- Checklist for the Application for the Equipment Aid Scheme (Form A)
- Project Summary Sheet to be filled by Regional Office (Form B)
- Field Assessment Sheet to be filled by Regional Office (Form C)
- Project Evaluation Sheet to be filled by Equipment Aid Committee (Form D)
- Monitoring and Evaluation Sheet to be filled by Regional Office (Form E)

Through the actual processing of applications as well as the evaluations by the EAS Committee, these implementing guidelines are expected to be re-examined, elaborated and finalized.

It has been observed that the repeated interviewing of EAS applicants has been leading to the development of MTI officials' capacity, enabling them to acquire knowledge not only on applicants' business activities and the growth opportunities of specific products and services, but also on the characteristics of the regional economy.

The JICA Expert has developed a standard format not only for EAS but also for other BSSP schemes in order to streamline and rationalize the processing of applications and accelerate their implementation. However, practically no actions have been taken apparently due to the absence of imminence in handling the situation. As a result, the backlog of the applications for other BSSP schemes is building up within the SME Division as of December 2011, which will reach soon an intolerable level for MTI management.

(5) Improvement in Business Registration Services

There are three types of business registration in Namibia: sole proprietor, close corporation, and company. The Business Registries Division under MTI's Directorate Commerce, which is located at the second floor within MTI's head office, is known for its slow services; people are every day queuing up, frustrated, to make enquiries and submit and collect their applications. Most of the applicants for "sole proprietors" and "close corporations" (approximately 600 applications per month each) prepare applications by themselves since the information required in the prescribed forms is supposedly straightforward. On the other hand, registration documents for "companies" (approximately 60 to 70 applications per month) are usually prepared by lawyers contracted by the applicants since they often require legal expertise. As such, the nature of the problems of the registration of "sole proprietors" and "close corporations" is different from that of "companies"; these should be discussed separately.

(a) Observation of the registration of sole proprietors and close corporations and the preparation of guidelines

Since no guidelines have been issued by MTI about how to properly fill out the application forms for "sole proprietors" and "close corporations", approximately 50% of name reservation applications and 70% of close corporation applications are currently rejected due to an insufficiency of required information and/or simple mistakes. Most of the time of the staff standing at the "New Applications and Enquiries" counter is spent for answering simple questions from applicants about forms and requirements. The same practices are being conducted at all MTI's regional offices; an enormous staff time is deemed to be spent for this exercise (yet the information provided by MTI's regional offices is not always precise, leading to the rejection of applications at the Business Registries Division after these applications are forwarded). Consequently, many applicants are obliged to submit the application over and over again until all mistakes are corrected and the document becomes complete. The high incidents of rejection and repeated submission of the same applications are imposing a heavy burden not only on applicants but also on the staff of the Business Registries Division.

In order to address the above-mentioned problem, the JICA Expert prepared the following guidelines through a review of relevant laws and interviews with MTI staff in the Business Registries Division:

- Guidelines for Application for Reservation of a Name

- Guidelines for Application for Registration of Defensive Name
- Guidelines for Founding Statement
- Guidelines for Amended Founding Statement

These guidelines were prepared for the purpose of informing business registration applicants about how to fill out the forms without mistakes, which will significantly reduce the incidents of the rejection of applications. Both applicants and MTI staff will be benefitted from these guidelines. It is expected that these guidelines will be immediately printed and made available both at the MTI business registries counter and the regional offices. MTI should also request Namibia Chamber of Commerce and Industry to put these guidelines and application forms on its website, as MTI's own website is not operational, in order to make them easily available to applicants throughout the country.

A simple improvement in the operation of "Collection Counter" will also make an immediate impact. Several hundreds of close corporation applications that are to be returned to applicants (either for correction or for delivery as completed) are spread on the small desk in the counter and even stacked on the floor in an arbitrary order. Every time an applicant makes an enquiry, the official at the counter must go through all the stacks of documents to locate the requested application. The same applies to the collection of sole proprietor documents. There is an ample space inside the Chief Clerk's office in the Business Registration Division; setting up of a large pigeon box in this office to place close corporation and sole proprietor applications in alphabetical order will immediately solve the problem.

(b) Observation of the registration of companies

Since the registration of "companies" requires a larger volume of legal documents than that of "sole proprietors" or "close corporations", applicants usually use lawyers to prepare and submit applications. It takes several hours for a staff of the Business Registries Division to go through one application due to not only the large volume of documents but also the necessity of referring to the Companies Act to verify the legitimacy of the statement. An unknown but significant number of applications are currently rejected and returned to lawyers for a variety of reasons, from simple mistakes to complex legal matters.

Efficiency can be raised in the processing of "company" registration if the incidents of simple mistakes in the applications are decreased. The Business Registries Division should prepare a set of standardized application documents and distribute them to law firms so that the latter can simply copy the correct sentences in the application documents when there are no legal arguments expected. This will significantly reduce mistakes in applications, which will in turn save considerable time of staff in the Business Registries Division.

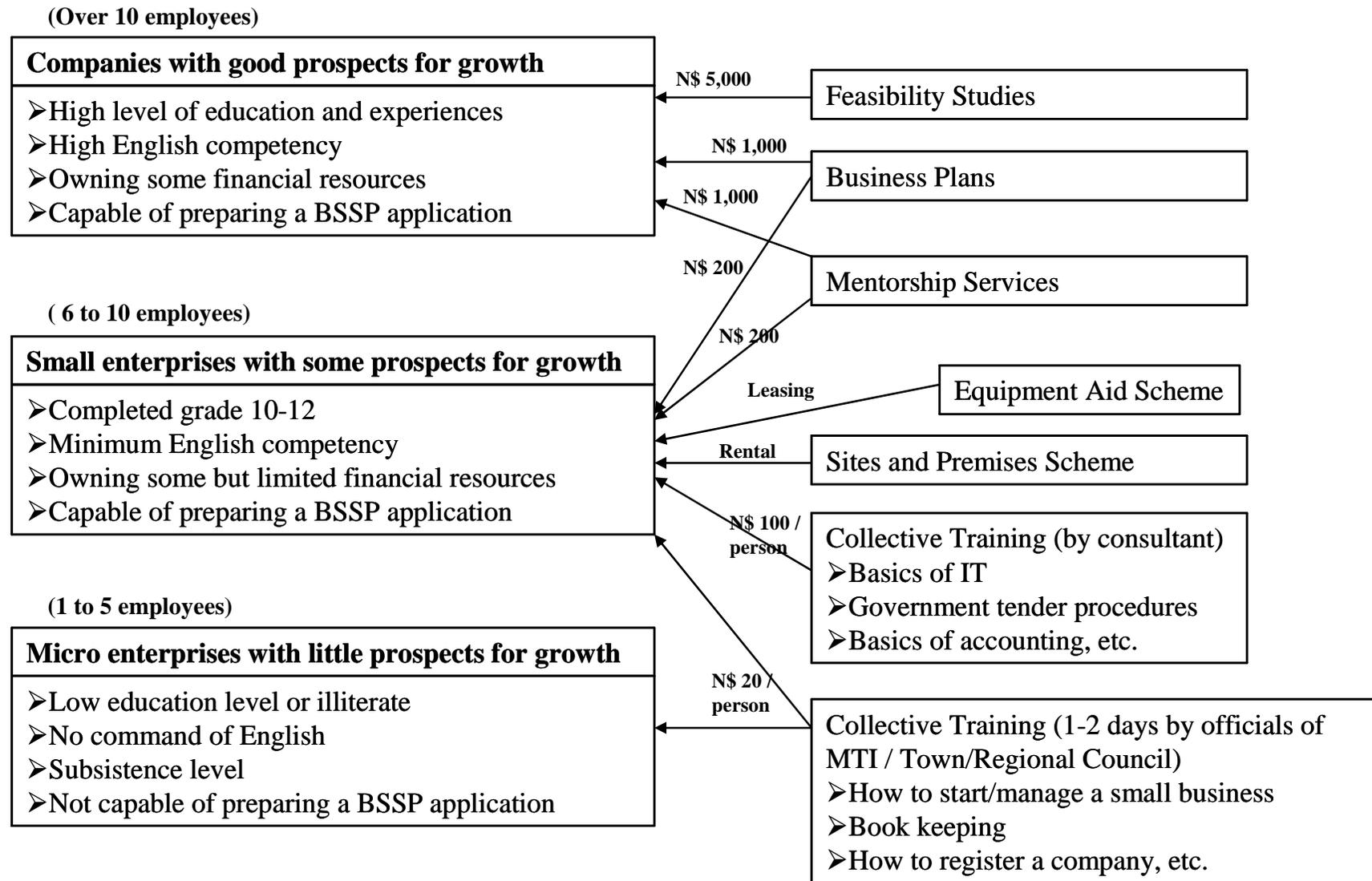
3. Recommendations

- Apprenticeship Program: In spite of the strong interest expressed by most of the companies that attended the open forums held at VTCs, very few companies have submitted their proposals as of mid

December. The major reasons would be (1) companies are too busy in December to prepare a proposal, and (2) the invited companies, which are mostly small-scale, are not accustomed to writing a proposal. It is recommended that the deadline for proposal submission be rescheduled to mid-January and that the program information be distributed also to more formal, established companies such as members of the Namibia Chamber of Commerce and Industry or Namibia Manufacturers' Association.

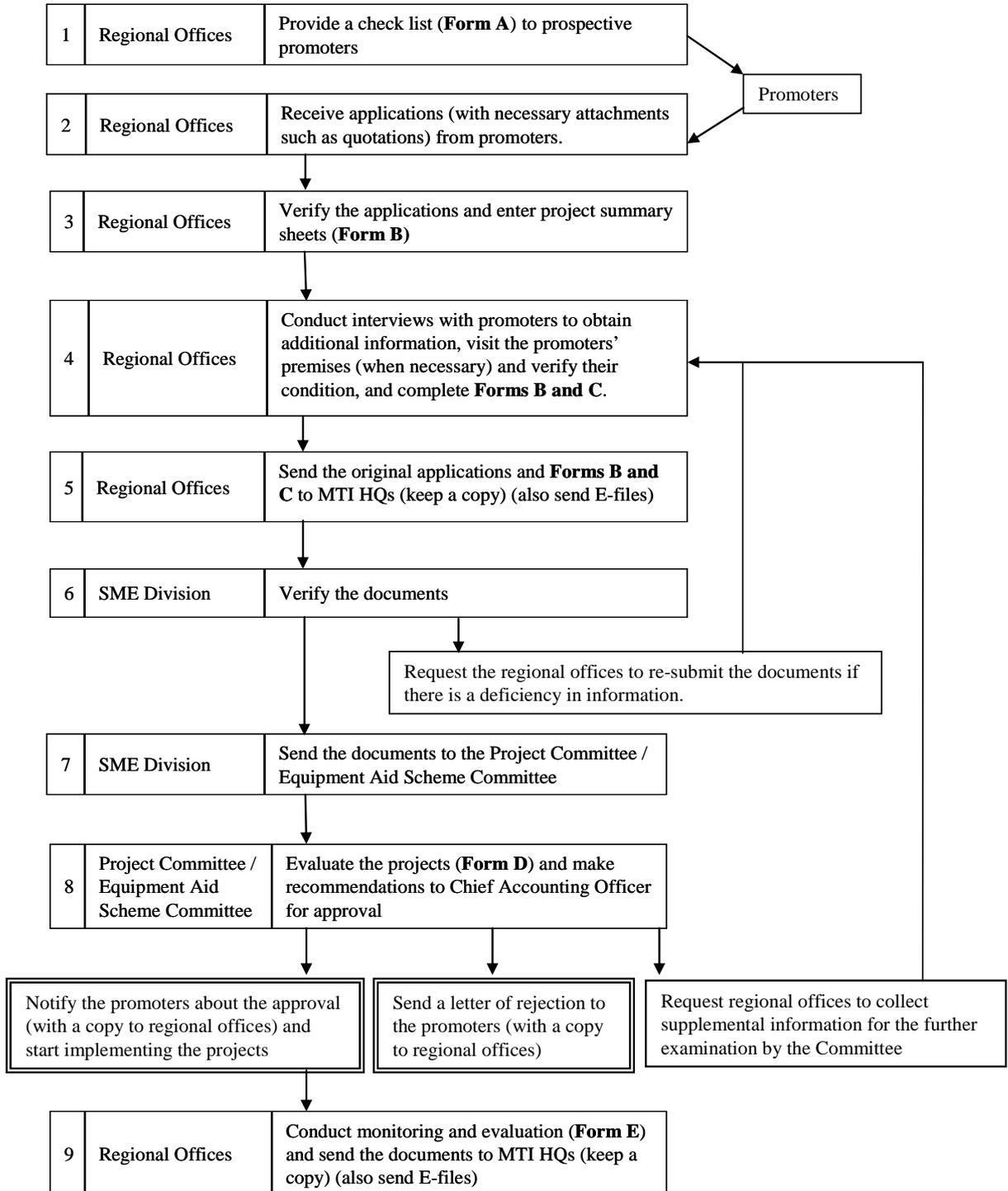
- Small Business Management Training: After participating in the TOT for small business management, most of MTI's regional officials are ready to conduct the training by themselves. However, conducting training is not regarded as part of their duties since training has always been commissioned to consultants under MTI's Mentorship Program. It is recommended that MTI management specifically give regional officials an instruction to organize and conduct by themselves small business management training.
- Equipment Aid Scheme: Although the processing procedure for Equipment Aid Scheme applications is put in place, the backlog has again started building up since (1) EAS Committee meetings are not being held in a timely manner, (2) the decisions/recommendations of the EAS Committee meetings are not immediately put into action, and (3) processing of applications in Khomas and Oshana regions is significantly lagging. The delay in the processing of applications is caused not only by the insufficiency in human resources but also poor management of respective offices, to which a serious attention should be paid by the MTI management.
- Other Business Support Services:
 - Business Plans should only be offered to those projects that are deemed viable and have a significant potential for being financed. A clear criterion should be established for the first screening in which projects that do not meet the above two conditions are immediately rejected.
 - Feasibility study reports should be made public via MTI's website at least one year after the completion of the studies. These reports will provide useful information to potential domestic and foreign investors interested in investing in Namibia.
 - With regard to mentorship services, MTI officials must, via the utilizing of the application format proposed by the JICA Expert, first understand the exact problems of the promoters and their support needs. Once that has been achieved and before tender, the terms of reference should be discussed and agreed upon between MTI and the promoters.
 - Taking it into consideration that any viable project is capable of recovering the capital costs invested, it is highly recommended that the Equipment Aid Scheme be transformed to a leasing scheme or joint financing with bank loans so that a larger number of SMEs will be benefitted. Likewise, by charging part of the service costs to the BSSP beneficiaries, even a token amount, the commitment and seriousness of business promoters / training participants will be significantly increased, while MTI will in turn receive serious feedback about the quality of services. The following is an example of a structure of the fees to be charged to beneficiaries depending on the types of the services and the technical/financial capacity of SMEs.

Targeted Approach for SME Support Services



- Business Registration: The guidelines for the registration of “sole proprietors” and “close corporations” prepared by the JICA Expert should be immediately printed and made available both at the MTI business registries counter and regional offices. MTI should also request Namibia Chamber of Commerce and Industry to put these guidelines and application forms on its website in order to make them easily available to the applicants throughout the country. A large pigeon box should be set up in Chief Clerk’s office in the Business Registration Division so that close corporation and sole proprietor applications can be placed in alphabetical order, which will significantly speed up the delivery of documents to the applicants. To reduce the processing time for the registration of “companies”, the Business Registries Division should prepare a set of standardized application documents and distribute them to law firms so that the latter can simply copy the correct sentences into the application documents when there are no legal arguments expected.

Application and M&E Procedures for Business Support Services



Attachment 2: Proposed Eligibility for Equipment Aid Scheme

Proposed Eligibility for Equipment Aid Scheme (Draft)

1. Amount to be Supported

The amount to be supported by the Equipment Aid Scheme will be, in principle, not larger than ND 200,000 per promoter.

2. Priority Sectors

The following business sectors will be given priority:

- Manufacturing (carpentry, joinery, metal fabrication, construction materials, tailoring/sewing, cosmetics, leather processing, shoe-making, jewellery, etc.);
- Food-processing (dairy, confectionary, jam/fruit, bakery, etc.);
- Printing services (excluding photocopy shops);
- Auto services (car repair, wheel balancing, etc.);
- Small scale mining and stone processing; and
- Projects in other sectors that create employment and/or have high growth potential.

3. Negative List

The following sectors are not eligible for the Equipment Aid Scheme:

- Office equipment for general purposes, including computers and photocopy machines;
- Equipment and materials to be used for agriculture and farming;
- Musical instruments;
- Raw materials and consumables;
- Goods to be traded; and
- Vehicles including trucks and tractors.

4. Remarks

- The promoter's past business experience will be given due consideration when the application is evaluated.
- Equipment for businesses for which the market has already reached saturation cannot be approved (e.g. where an increase in sales for one person may result in a decrease in sales for another person in the same area).
- The maximum amount that can be approved is, in principle, equivalent to the annual sales revenue of the promoter. The submission of the promoter's financial statement (balance sheet and income statement) and a complete business plan is required for applications in which the requested amount exceeds ND 100,000.
- The promoter's own contribution to the proposed investment, including bank loans, will be rated highly in the evaluation of the application.

(end)

Checklist for the Application for the Equipment Aid Scheme (Draft)

Promoters for the Equipment Aid Scheme are advised to provide the following information in order to facilitate a smooth processing of their application.

1. General Information and the Current Business of the Promoter (information about the Promoter's current business activities, not future expectations)

1-1. Name of the Promoter (company) / Project

1-2. Gender of the Promoter

1-3. Name of the region and constituency where the Promoter is primarily operating his/her business

1-4. Contact person's name, address, and tel./fax and cell phone numbers

1-5. Date when the Promoter started his/her current business

1-6. Legal status of the current business, and the date and number of registration (if registered)

1-7. Status of the Promoter's current business:

* Please explain the products/services that the Promoter is currently offering.

* Please provide the Promoter's sales revenue on an annual or monthly basis.

<Please provide the following information if equipment is requested for the expansion of the current business>

* Please explain the location of the current market and the types of core customers.

* Please explain the status of competition in the market for the current products/services.

1-8. The Promoter's educational and technical background (schools, completed grades, training, etc.) and past business experiences

1-9. Current number of employees (casual or permanent, excluding the owner of the business)

1-10. Business support services received in the past (type and year, MTI or other organizations))

2. Outline of the Requested Equipment and Business to be Promoted

2-1. Equipment requested and total cost

* Please provide a list of the equipment.

* Please provide the total cost (lowest quotation).

2-2. Business to be promoted with the requested equipment

<Please try to highlight the difference between having and not having the new equipment>

* Please explain the (new) products/services the Promoter is planning to promote with the new equipment and their specific features.

- * Please explain the locations of the (new) target market and the types of core customers.
- * Please explain the status of competition in the market for the (new) products/services and the strength of the Promoter's (new) products/services compared to competitors.

2-3. Amount of the additional working capital required and funding sources

- * Please explain how much working capital is needed upfront for raw materials, fuel, transport, etc.
- * Please explain how the Promoter is going to finance the above working capital, and how much savings the Promoter will be able to mobilize as working capital.

2-4. Condition of the premises for the requested equipment

- * Please explain where the Promoter is going to install the requested equipment.
- * Please explain the condition of the premises (owner of the premises, size, electricity, water, etc.) for storing and operating the requested equipment.

2-5. Technical capability to operate and maintain the requested equipment

- * Please explain whether the Promoter is capable of operating and maintaining the requested equipment, and the reasons for concluding such.

2-6. Availability of after-care services

- * Please explain the warranty period for the requested equipment.
- * Please explain how major breakdowns in the equipment will be handled.

2-7. Human resource management

- * Please explain how many workers will be newly employed in conjunction with the new equipment.
- * Please explain how the Promoter is going to develop the workers' skills.

3. Required Attachments

- (1) A list of equipment and their relevant three quotations need to be attached to the application.
- (2) The Promoter's financial statement (balance sheet and income statement) and a complete business plan must be attached to the application if the requested amount exceeds ND 100,000.

(end)

Equipment Aid Scheme: Project Summary Sheet (to be filled by Regional Office)

Date of the receipt of the application:

1. Information of Promoter

Application's serial number	
1-1. Name of Promoter (company) / project	
1-2. Gender of Promoter	
1-3. Region and constituencies of focus	
1-4. Contact person's name, address, tel/fax and cell phone numbers	
1-5. Date of establishment	
1-6. Legal status of the business and the date of registration	
1-7. Current business (products, services, annual sales, market, competition, etc.)	
1-8. Promoter's educational/training background and past business experiences	
1-9. Current number of employees	
1-10. Business support services provided in the past (type and year)	

2. Outline of the New Equipment and Business to be Promoted

2-1. Major equipment requested and the total cost (lowest quotation)	
2-2. Business to be promoted with the new equipment (products, services, market locations, customers, competition, etc.)	
2-3. Amount of additional working capital required and its funding sources	
2-4. Condition of the premises for the requested equipment	
2-5. Technical capability to operate and maintain the requested equipment	
2-6. Availability of after-care services	
2-7. Human resources management (new employment and skill development)	

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Equipment Aid Scheme: Field Assessment Sheet (to be filled by Regional Office)

Date of field assessment:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region and constituencies of focus	
1-3. Sector	

2. Assessment

2-1. Names and positions of the Interviewees			
2-2. Mode of Assessment	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons if a site visit is not conducted:		
2-3. Site(s) visited	(to be filled if the business is operated at multiple sites)		
2-4. Condition of the place(s) to operate and/or store the requested equipment (including electricity, water, etc.)	A. Sufficient		B. Will surely be made sufficient
	C. Not sufficient		D. Difficult to assess
	Reasons/Comments:		
2-5. Promoter's technical capability to supply quality products/services and to operate the requested equipment	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments:		
2-6. Promoter's managerial and financial capability (business experiences, annual sales, savings, etc.)	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments:		
2-7. Promoted business's prospect of future growth (status of demand and supply, competition, uniqueness, etc.)	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments:		
2-8. Number of new employment			
2-9. Other comments			

3. Conclusion of the Field Assessment

<input type="checkbox"/>	A. The application is proposed to be sent to the Equipment Aid Scheme Committee for evaluation.
<input type="checkbox"/>	B. The application is proposed to be sent to the Equipment Aid Scheme Committee for rejection.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Equipment Aid Scheme: Project Evaluation Sheet (to be filled by Equipment Aid Scheme Committee)

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter (company) / project	
1-2. Region of focus and constituencies	
1-3. Sector	

2. Summary of the Meeting

2-1. Date	
2-2. Chairperson	
2-3. Attendants	
2-4. Conclusion of the meeting	The following information needs to be collected for further evaluation
	The following conditions need to be fulfilled for further evaluation
	The application was rejected for the following reasons
	Rating (2: High, 1: Fair, 0: Low)
	Promoter's technical capability
	Promoter's managerial and financial capability
	Growth potential (marketability of products/services)
Employment creation	
Cost-efficiency (value for money)	
Total Score (from 0 to 10)	
2-5. Other comments of the Committee	

Equipment Aid Scheme: Monitoring and Evaluation Sheet (to be filled by Regional Office)

Date of M&E:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. Consultant Engaged (if any)

2-1. Name of consultant	
2-2. Commissioned tasks	

3. Monitoring and Evaluation

3-1. Names and positions of the Interviewees			
3-2. Mode of M&E	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons/Comments		
3-3. Status of the utilization and maintenance of the equipment, including the condition of the place(s) to operate and/or store the equipment (electricity, water, etc.)			
3-4. Number of employees newly created (full-time, seasonal, etc.)			
3-5. Observations on the current operation of the business (revenues/costs/profits, market, competition, supply of materials, future prospects, etc.)			
3-6. Recommendations for MTI follow-up			
3-7. Lessons learned for MTI			

Note: First monitoring must be conducted at 6 months after the installation of the equipment, second monitoring at 12 months, and evaluation at 2 years.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Attn: Ministry of Trade and Industry

Application for Business Plan / Feasibility Study**1. Information of Promoter(s)**

1-1. Name of promoter(s) / project	
1-2. Region of focus	* Please specify where the proposed business is planned to mainly take place.
1-3. Contact person's name, address, tel/fax and cell phone numbers	
1-4. Date of establishment	
1-5. Legal status of the business and the date of registration	
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	* Please explain about the experiences and skills of the promoter. * Please provide information about the volume of the current business and annual sales.
1-7. Current number of employees	
1-8. Business support services rendered in the past (type and year)	

2. Outline of the New Equipment and Business to be Promoted

2-1. Type of business to be promoted (business locations, products, services, etc.)	* Please clearly specify what business the promoter is planning to do and where.
2-2. Target market (market areas, types of core customers, prices, competition)	* Please specifically explain how the promoter is going to sell what types of products/service and where. * Please explain about the competition for the market, and how to out-compete the competitors.
2-3. Rough estimate of the required investment and working capital	* Please provide a rough estimate of the required investment and working capital.
2-4. Expected funding sources of investment and working capital (Business Plan only)	* Please explain about the funding sources and their respective amounts.
2-5. Technical and managerial capability to operate the proposed business (Business Plan only)	* Please explain how the promoter assures his/her technical and managerial capability of operating the proposed business.
2-6. Human resources management (workers to be newly employed, and how to develop their skills) (Business Plan only)	* Please explain how many workers will be newly employed and how the promoter is going to develop their skills.

3. Attachments Required

The promoter's CV needs to be attached.

Name (Print) _____

Title: _____

Signature _____

Date: _____

Remark: While business plans will be kept confidential, the results of feasibility studies will be publicized on MTI's website in principle half a year after the completion of the studies.

Business Plan and Feasibility Study: Project Summary Sheet (to be filled by Regional Office)

Date of the receipt of the application:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Contact person's name, address, tel/fax and cell phone numbers	
1-4. Date of establishment	
1-5. Legal status of the business and the date of registration	
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	
1-7. Current number of employees	
1-8. Business support services rendered in the past (type and year)	

2. Outline of the New Equipment and Business to be Promoted

2-1. Type of business to be promoted (business locations, products, services, etc.)	
2-2. Target market (market areas, types of core customers, prices, competition)	
2-3. Rough estimate of the required investment and working capital	
2-4. Expected funding sources of investment and working capital (Business Plan only)	
2-5. Technical and managerial capability to operate the proposed business (Business Plan only)	
2-6. Human resources management (number of workers to be newly employed, and how to develop their skills) (Business Plan only)	

3. Conclusion of the On-Paper Assessment of the Application

The promoter should re-submit the application with the following information.

The application, together with the attached field assessment sheet (Form C), is proposed to be sent to the Project Committee.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Business Plan and Feasibility Study: Project Summary Sheet (to be filled by Regional Office) (Sample)

Date of the receipt of the application:

1. Information of Promoter(s)

Application's serial number	BP Ohangwena 25-2010
1-1. Name of promoter(s) / project	Katenda Funeral Services CC
1-2. Region of focus	Oshana
1-3. Contact person's name, address, tel/fax and cell phone numbers	Peter Katenda, Managing Director, P. O. Box 4321 Windhoek , Cell: 081 987 6543
1-4. Date of establishment	2005
1-5. Legal status of the business and the date of registration	CC, Oct. 2007
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	The promoter has been operating funeral services in Katutura and nearby areas since 2005. Annual sales in 2009 were ND 25,000.
1-7. Current number of employees	5
1-8. Business support services rendered in the past (type and year)	None

2. Outline of the New Equipment and Business to be Promoted

2-1. Type of business to be promoted (business locations, products, services, etc.)	The promoter wishes to open a branch for funeral services in Oshana.
2-2. Target market (market areas, types of core customers, prices, competition)	Residents in Oshakati, Ondangwa and their vicinity. Only two funeral service companies are located within this area and the promoter is receiving orders from these towns.
2-3. Rough estimate of the required investment and working capital	ND 300,000 for equipment and ND 50,000 for working capital.
2-4. Expected funding sources of investment and working capital (Business Plan only)	The promoter has saved up ND 100,000 from the current business, and intends to borrow ND 250,000 from a bank.
2-5. Technical and managerial capability to operate the proposed business (Business Plan only)	The promoter has sufficient knowledge and experiences to manage the expanded business. His brother, a UNAM graduate, is going to manage the new branch office under the promoter's supervision.
2-6. Human resources management (number of workers to be newly employed, and how to develop their skills) (Business Plan only)	5 workers will be newly recruited at Oshakati. After working in Katutura for half a year as trainees, they will be shifted to the new branch office.

3. Conclusion of the On-Paper Assessment of the Application

The promoter should re-submit the application with the following information.

The application, together with the attached field assessment sheet (Form C), is proposed to be sent to the Project Committee.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Business Plan and Feasibility Study: Field Assessment Sheet (to be filled by Regional Office)

Date of field assessment:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. Assessment

2-1. Names and positions of the Interviewees			
2-2. Mode of Assessment	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons/Comments		
2-3. Site(s) visited			
2-4. Condition of the place(s) to operate the proposed business (premises, utilities, etc.)	A. Sufficient		B. Will surely be made sufficient
	C. Not certain		D. Difficult to assess
	Reasons/Comments		
2-5. Promoter's technical capacity	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
2-6. Promoter's managerial and financial capacity	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
2-7. Overall viability and the prospect of future growth of the promoted business	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
2-8. Number of employment to be newly created			

3. Conclusion of the Field Assessment

<input type="checkbox"/>	A. The application is proposed to be sent to the Project Committee for evaluation.
<input type="checkbox"/>	B. The application is proposed to be sent to the Project Committee for rejection.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Business Plan and Feasibility Study: Project Evaluation Sheet (to be filled by Project Committee)

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. First Committee

2-1. Date	
2-2. Chairperson	
2-3. Attendants	
2-4. Conclusion	Approved
	Approved with some conditions
	Additional information requested or conditions to be fulfilled for further evaluation
	Rejected
2-5. Comments of the Committee	

3. Second Committee

3-1. Date	
3-2. Chairperson	
3-3. Attendants	
3-4. Conclusion	Approved
	Approved with some conditions
	Additional information requested or conditions to be fulfilled for further evaluation
	Rejected
3-5. Comments of the Committee	

Business Plan and Feasibility Study: Monitoring and Evaluation Sheet (to be filled by Regional Office)

Date of M&E:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. Consultant Engaged

2-1. Name of consultant	
-------------------------	--

3. Monitoring and Evaluation

3-1. Names and positions of the Interviewees			
3-2. Mode of M&E	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons/Comments		
3-3. Major investments made after the Business Plan or Feasibility study (items, amounts, etc.), and their funding sources			
3-4. Number of employment newly created (full-time, seasonal, etc.)			
3-5. Observations on the current operation of business (revenues/costs/profits, market, competition, materials, future prospects, etc.)			
3-6. Recommendations for MTI follow-up			
3-7. Lessons learned for MTI			

Note: First monitoring must be conducted at 6 months after the preparation of the report, second monitoring at 12 months, and evaluation at 2 years.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Attn: Ministry of Trade and Industry

Application for Mentorship Program**1. Information of Promoter(s)**

1-1. Name of promoter(s) / project	
1-2. Region of focus	* Please specify where the promoter's business is mainly taking place.
1-3. Contact person's name, address, tel/fax and cell phone numbers	
1-4. Date of establishment	
1-5. Legal status of the business and the date of registration	
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	* Please explain about the experiences and skills of the promoter. * Please provide information about the volume of the current business and annual sales.
1-7. Current market and competition.	* Please explain what customers are buying the promoter's products/services. * Please explain about the competition for the market.
1-8. Current number of employees	
1-9. Business support services rendered in the past (type and year)	

2. Outline of the Services Requested

Please specify the areas that require mentoring / training and describe the challenges the promoter is facing. (e.g. marketing, supply of materials, technology up-grading, productivity improvement, stock management, quality control, hygiene control, human resource management, pricing, cost management, book-keeping, financing, resource mobilization / arrangement for new investment, etc.)	* Please also state the reasons why the promoter would like to receive such services.
--	---

3. Attachments Required

The promoter's CV needs to be attached.

Name (Print) _____

Title: _____

Signature _____

Date: _____

Mentorship Program: Project Summary Sheet (to be filled by Regional Office)

Date of the receipt of the application:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Contact person's name, address, tel/fax and cell phone numbers	
1-4. Date of establishment	
1-5. Legal status of the business and the date of registration	
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	
1-7. Current number of employees	
1-8. Business support services rendered in the past (type and year)	

2. Outline of the Services Requested

<p>Areas that require mentoring / training and the challenges the promoter is facing. (e.g. marketing, supply of materials, technology up-grading, productivity improvement, stock management, quality control, hygiene control, human resource management, pricing, cost management, book-keeping, financing, resource mobilization / arrangement for new investment, etc.)</p>	
--	--

3. Conclusion of the On-Paper Assessment of the Application

The promoter should re-submit the application with the following information.

The application, together with the attached field assessment sheet (Form C), is proposed to be sent to the Project Committee.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Mentorship Program: Project Summary Sheet (to be filled by Regional Office) (Sample)

Date of the receipt of the application:

1. Information of Promoter(s)

Application's serial number	MP Eros 38-2010
1-1. Name of promoter(s) / project	ABC shoe manufacturing
1-2. Region of focus	Eros
1-3. Contact person's name, address, tel/fax and cell phone numbers	Bernard Ambinga, P.O.Box 2345 Walvis Bay, Cell: 081 5555666
1-4. Date of establishment	2005
1-5. Legal status of the business and the date of registration	Sole proprietor
1-6. Current business (locations, products, services, annual sales, etc.) / experiences and skills of promoter	The promoter is manufacturing and repairing leather products (shoes, sandals, belts, wallets, key holders, bags, etc.). Annual sales in 2009 were approximately ND 20,000.
1-7. Current market and competition.	The promoter's made-to-order shoes and repairing of leather goods are attracting high-end residents of Walvis-bay and Swakopmund areas. There are no similar companies within the area.
1-8. Current number of employees	1
1-9. Business support services rendered in the past (type and year)	None

2. Outline of the Services Requested

Areas that require mentoring / training and the challenges the promoter is facing. (e.g. marketing, supply of materials, technology up-grading, productivity improvement, stock management, quality control, hygiene control, human resource management, pricing, cost management, book-keeping, financing, resource mobilization / arrangement for new investment, etc.)	(1) Marketing Since the population of Walvis Bay and Swakopmund areas is small, the promoter would like to obtain orders from Windhoek customers. However, the promoter does not know how to start. (2) Book-keeping The promoter does not know whether he is making a profit or loss. He would like to learn the basics of book-keeping in order to properly manage his business.
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3. Conclusion of the On-Paper Assessment of the Application

The promoter should re-submit the application with the following information.

The application, together with the attached field assessment sheet (Form C), is proposed to be sent to the Project Committee.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Mentorship Program: Field Assessment Sheet (to be filled by Regional Office)

Date of field assessment:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. Assessment

2-1. Names and positions of the Interviewees			
2-2. Mode of Assessment	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons/Comments		
2-3. Site(s) visited			
2-4. Needs of the requested service areas:	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
Area (1):			
Area (2)	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
Area (3)			
Area (3)	A. Looks high		B. Looks moderate
	C. Looks low		D. Difficult to assess
	Reasons/Comments		
2-5. Other information			

3. Conclusion of the Field Assessment

<input type="checkbox"/>	A. The application is proposed to be sent to the Project Committee for evaluation.
<input type="checkbox"/>	B. The application is proposed to be sent to the Project Committee for rejection.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Mentorship Program: Project Evaluation Sheet (to be filled by Project Committee)

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. First Committee

2-1. Date	
2-2. Chairperson	
2-3. Attendants	
2-4. Conclusion	Approved
	Approved with some conditions
	Additional information requested or conditions to be fulfilled for further evaluation
	Rejected
2-5. Comments of the Committee	

3. Second Committee

3-1. Date	
3-2. Chairperson	
3-3. Attendants	
3-4. Conclusion	Approved
	Approved with some conditions
	Additional information requested or conditions to be fulfilled for further evaluation
	Rejected
3-5. Comments of the Committee	

Mentorship Program: Monitoring and Evaluation Sheet (to be filled by Regional Office)

Date of M&E:

1. Information of Promoter(s)

Application's serial number	
1-1. Name of promoter(s) / project	
1-2. Region of focus	
1-3. Sector	

2. Consultant Engaged

2-1. Name of consultant	
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3. Monitoring and Evaluation

3-1. Names and positions of the Interviewees			
3-2. Mode of M&E	A. Site visit		B. Face to face interview
	C. Telephone interview		D. Others
	Reasons/Comments		
3-3. Major items covered by the mentorship program			
3-4. Effects and outcomes of the services rendered (comparison of "with and without" mentoring)			
3-5. Observations on the current operation of business (revenues/costs/profits, market, competition, materials, future prospects, etc.)			
3-6. Recommendations for MTI follow-up			
3-7. Lessons learned for MTI			

Note: First monitoring must be conducted at the middle of the mentoring, second monitoring at the completion, and evaluation at 6 months after the completion.

Name of MTI Officer _____

Title _____

Signature _____

Date _____

Attachment 4: Proposed Guidelines for Business Registration*Guidelines for Application for Reservation of a Name*

CC 8 (Close Corporation) and CM 5 (Sole Proprietor and Company) are used to reserve a name you want to register for your own business. The following are the guidelines in filling out CC 8 / CM 5. Please refer to the sample attached, and print or typewrite the form to avoid a delay in the processing or a re-submission of the application.

1. Selection of a business name to be registered

1.1 About letters

- (a) Use only English alphabets (26 letters). You cannot use a comma, period, quotation mark, question mark, slush, @ mark, apostrophe, etc, but you can use hyphens (-) and ! (clique sound).
- (b) You cannot use Arabic numerals (1, 2, 3....). All numbers need to be written in English letters (one, two, three....).
- (c) Capital letters and small letters are regarded as the same.

1.2 About words

- (a) Follow public order and good morals. You cannot use any offensive, aggressive, or obscene words.
- (b) Use only formal words. You cannot use slangy, informal or colloquial words.
- (c) No abbreviations are allowed (PC, IT, etc.). You must spell out all the words.
- (d) You can use initials if you use a personal name.
- (e) The business name must include an English word / words that characterize your business. You must not operate businesses that are not associated with the registered name (e.g. you must not be engaged in a construction business if your registered name is “restaurant”). If you want to expand your business into a field that does not fit the registered name, you must change your registered name. Therefore, the Registrar encourages you to use generic words such as “Investment” or “Trading” which are applicable to all types of businesses. Use of generic words also helps you shorten the entire length of the business name to be registered.
- (f) Note that NAMFISA also needs to approve your business name when you operate a financial service.
- (g) You can use foreign words or even invented words, but you must explain in Section C of the application what they mean. But again, you still must comply with (e) above.

1.3. About similarities to already registered or widely recognized names

- (a) You must not use widely recognized brand names such as “Coca Cola” or “Toyota”.
- (b) If the name “Bravo Investment” is already registered, you can register a similar name such as “Bravo Trading” or “Bravo Restaurant” only if your business is associated with this registered business (e.g.

same owner, holding/subsidiary/director, etc.).

- (c) The Registrar recommends you to use a unique name in order to increase the possibility of approval.

2. Explanation about the application forms (CM 5 and CC 8)

2.1 About the forms to be used and “Section A” (*visit NCCI’s website to see “How to Register a Business in Namibia” prepared by MTI for more details about the differences of business types*)

Business Type	Form	Section A
Sole Proprietor	CM 5	Indicate with X only on “ <u>Defensive Name</u> ”
Close Corporation	CC 8	Indicate with X only on “ <u>Proposed Name</u> ”, unless you have already registered your business name.
Company & NPO	CM 5	

* Please note that the validity of a business name after the registration is only two years for Sole Proprietor (defensive name), while it is permanent for CC and Company.

2.2 About “Shortened Form”

- (a) You can register a shortened form of your business name only after the reservation of your business name is completed. When applying for a shortened form, you must attach the notification of approved CM 5 /CC 8 to the application.
- (b) The maximum number of the characters that can be used for a shortened form is seven.
- (c) The same rule as 1.1 above applies to the letters that can be used.
- (d) Registering of a shortened form also requires a N\$ 50 revenue stamp.

2.3 About “In order of preference”

- (a) The maximum number of the names you can propose at a time is six.
- (b) If your proposed name is unique, you may not need to propose many names.

2.4 About “Section C”

- (a) As mentioned in 1.3 (b) above, if the proposed name is associated with the already registered business (e.g. same owner, holding/subsidiary/director, etc.), you must provide the name and registration number of said business as well as the nature of the association.
- (b) If languages other than English or invented words are used, you must provide an explanation of the words (origin and meaning).

2.5 About “Section D”

- (a) You must describe the types of business to be conducted under the proposed name. As mentioned in 1.2 (e) above, your application will not be approved if the proposed name is deviated from the description here.
- (b) If the provided space is not sufficient to describe your entire business, use an additional sheet and attach it to the application.

2.6 About “Name and signature of Applicant”

- Although the applicant does not have to be the owner of the business, the Registrar recommends that the applicant is a person who can represent the company.

2.7 About “Address to which form must be returned”

- (a) If your application is submitted to MTI head office, the notification of the approval /rejection will be in principle posted to your designated postal address. If you want to pick it up by yourself at MTI head office, please write “to be collected at MTI head office” instead of your postal address.
- (b) If your application is submitted to an MTI regional office, the notification of the approval /rejection will be in principle returned to the same regional office to be picked up by yourself or to be posed to you from the regional office. Please indicate whether you want to pick it up at the regional office or you want it to be posted to your postal address.

2.8 About “Date”

- Write the date you filled in this form (DD/ MM / YYYY).

2.9 Remarks

- (a) Stick a N\$ 50 revenue stamp (can be purchased at a Nampost).
- (b) You can submit CM 5 / CC 8 to either MTI head office or a MTI regional office by direct visit or post.
- (c) In case of a re-submission of the application, you do not need to stick a new revenue stamp. You must attach the notification of rejection (together with the rejected CM 5 / CC 8) to the new application on which you propose new business names (you do not need to fill in other part).
- (d) Please disregard the sections that are not mentioned above, namely, all the sections for office use, Sections E and F of Form CM 5, and the words “(TO BE COLLECTED)” of Form CC 8.
- (e) Note that reservation of a name is valid only for sixty days. If you are applying for Defensive Name (Sole Proprietor), you are recommended to submit CM 8 (Application for Registration of Defensive Name) together with CM 5 so that the business name can be registered immediately after name reservation. If you are applying for close corporation, submit CC 1 as soon as you receive the notification of approval for CC 8 so that the registration can be completed before the name reservation is expired.
- (f) *If you need an electronic version of CM5 or CM 8, please download the forms from Namibia Chamber of Commerce and Industry’s website (<http://www.ncci.org.na>). Please also visit NCCI’s website to refer to a list of already registered names which is updated every three months (please note that since the list is not exhaustive, your proposed names could still be rejected due to duplication).*

REPUBLIC OF NAMIBIA
 COMPANIES ACT 2004
 (Sections 48(1) and 49)) (Regulation 14(1))
 (To be lodged in duplicate)

APPLICATION FOR RESERVATION OF NAME OR SHORTENED FORM OR DEFENSIVE NAME

Companies Registration Office
 PO Box 21214
 WINDHOEK
 NAMIBIA

Revenue stamp
 or revenue franking
 machine impression
N\$50,00

A. Proposed Name or Shortened Form or Defensive Name (indicate with a cross ("X"))

In order of preference

1. **JACOB FURENITURE**
2. **BAGUS FURNITURE**
3. **IMPECCABLE FURNITURE**
4. **INSPIRATION FURNITURE**
5. _____
6. _____

For Office use	Initials & Date
Approved / not approved	

Reservation is valid for two months

B. Comparative Names (For Office Use)

Leave the space blank

Leave the space blank

C. Is the proposed name associated with a person or a company? If so, what is the name and number (if a company) and the nature of the association (e.g. holding/subsidiary/director etc)?

BAGUS means "wonderful" in the Indonesian language.

D. Purpose of proposed company _____

Manufacturing and trading of furniture.

E. In case of a DEFENSIVE NAME, submit written proof that applicant has a direct and material interest in the name

Leave the space blank

F. If name of company or shortened form thereof is in a language other than the official language, provide translation thereof in as far as possible.

Translation: Leave the space blank

Name of Applicant (print) JACOB MWIYA

Address to which form must be returned
To be collected from MTI head office

Signature of applicant/agent
Signature

Date *DD/MM/YYYY*

Guidelines for Application for Registration of Defensive Name

CM 8 (Sole Proprietor) is used to register the business name you have reserved by CM 5. The Registrar recommends you to submit CM 5 and CM 8 simultaneously so that your business name can be registered immediately after name reservation. The following are the guidelines in filling out CM 8. Please refer to the sample attached, and print or typewrite the form to avoid a delay in the processing or a re-submission of the application. Do not use any abbreviations such as STR or EXT (except P. O. Box) or initials, but spell out all the words. The Registrar will not accept any forms with information that has been crossed-out or covered with correction fluid (white-out).

1. “Registration Number of Defensive Name”
 - For office use only. Leave the space blank.

2. “Name to be registered”
 - If you are applying for CM 5 and CM 8 simultaneously, do not write anything in this space.
 - If you have already reserved your business name, precisely write the approved name.
 - A shortened name must be registered separately.

3. “Our reasons for making this request are as follows” and “Translation of defensive name, where possible, if defensive name is not in official language”
 - Please disregard these items whatever your business name is, and leave the spaces blank.

4. “Name of applicant” and “Signature”
 - The applicant needs to be the owner of the business.
 - Write the full name, in the order of first name, middle name and surname. No initials are accepted; the name must be all spelled out and identical to the identification document.

5. “Address”
 - Write the applicant’s physical address. Do not use any abbreviations such as WHK.

6. “Postal address”
 - Write the applicant’s postal address. Do not use any abbreviations such as WHK.

7. “Date”
 - Write the date you filled in this form (DD/ MM / YYYY).

8. Under “Perforated”
 - Write the reserved name, name of applicant and postal address in the same manner as above.

9. Remarks

- When submitting CM 8 and CM 5 separately, attach the approved CM 5 to CM 8.
- Stick a N\$ 250 revenue stamp (can be purchased at a Nampost).
- In case of a re-submission of the application, you do not need to stick a new revenue stamp. Attach the notification of rejection and the rejected CM 8 to the new application.
- Attaching of a copy of your identity document is strongly recommended for the purpose of the verification of the applicant's name.

REPUBLIC OF NAMIBIA
 COMPANIES ACT, 2004
 (Section 49(2)(a)) (Regulation 15(4))

APPLICATION FOR REGISTRATION OF DEFENSIVE NAME

Companies Registration office
 PO Box 21214
 WINDHOEK
 NAMIBIA

Registration Number of Defensive Name

Revenue Stamp or
 revenue franking
 machine impression
N\$250,00

Leave the space blank

Do not write a name when
 submitting CM 5 simultaneously

Name to be registered: **INSPIRATION FURNITURE**

I/We request that the above name be registered as a defensive name.

Our reasons for making this request are as follows:

Leave the space blank

(Separate loose sheets of paper may be used if space is insufficient.)

Translation of defensive name, where possible, if defensive name is not in official language:

Leave the space blank

Name of applicant: **JACOB MWIYA**

No initials

Address **153 LEOPARD STREET, WONDHOEK, NAMIBIA**

No abbreviations

Postal address **P.O.BOX 12345 WINDHOEK, NAMIBIA**

Note - Form CM5 on which the name has been approved, must be attached when registration is first requested.

Date **DD/MM/YYYY**

Signature **Signature**

Perforated

(To be completed by applicant)

The name **INSPIRATION FURNITURE**
 has been registered as a defensive name for a period of two years from the date of this notification

Do not write a name when
 submitting CM 5 simultaneously

Name of **JACOB MWIYA**

Applicant

Postal address **P.O.BOX 12345 WINDHOEK, NAMIBIA**

Registrar of Companies

Date stamp of Companies
 Registration Office

Seal of Companies Registration Office:

This notification is not valid unless sealed by the seal of the Companies Registration Office

Guidelines for Founding Statement

CC 1 is used to register your corporation with the business name you have reserved by CC 8. The following are the guidelines in filling out CC 1. Please refer to the sample attached, and print or typewrite the form to avoid a delay in the processing or a re-submission of the application. Do not use any abbreviations such as STR or EXT (except CC, P. O. Box, and N\$) or initials, but spell out all the words. The Registrar will not accept any forms with information that has been crossed-out or covered with correction fluid (white-out).

1. “REGISTRAION NUMBER OF CORPORATION” and “DATE OF RECEIPT”
 - For office use only. Leave the spaces blank.

2. “Full name of corporation”
 - Write the exact name that you have reserved by CC 8.
 - Add either CC or Close Corporation at the end of the name.

3. “Literal translation of name”
 - Please disregard this item whatever your business name is, and leave the space blank.

4. “Shortened form of name”
 - If a shortened form is already reserved, write it here. Otherwise, leave the space blank.

5. “Description of principal business”
 - Make exactly the same statement that you provided in Section D of CC 8. If the provided space is not sufficient, use an additional sheet and attach it to the application.

6. “Date of end of financial year”
 - Designate the last date of a month as the date of end of financial year (preferably in consultation with the accounting officer) and describe it as “DD/MM EACH YEAR” or “LAST DAY OF XXX (month) EACH YEAR”

7. “Postal address”
 - Write the postal address of either the main office of the corporation or a representing member.

8. “Address of registered office”
 - Write the physical address of the main office of the corporation to be registered.

9. “Name and address of accounting officer”, “Full name of association or body of which accounting officer is a member” and “Membership/Practice No.”
 - Appoint an accounting officer and write his/her full name (not the company name), physical address,

full name of the association/body, and membership/practice number. Also attach to the application the accounting officer’s written consent to appointment.

<PART C> (page 3)

10. “NAME OF CORPORATION”

- Write the exact name as “2” above on the same space of the page 3 to 9.

11. “REGISTRATION NUMBER”

- For office use only. Leave the space blank.

12. “MEMBERS”

- Write the total number of members in English letters (one, two, three...). Not more than ten members can be accepted.
- Fill the same number in the space of “MEMBERS” on all the pages where the statement of a member appears (do not fill in the spaces on the pages where there is no statement of a member).

13. “Full names and surname”

- Write the full name, in the order of first name, middle name and surname, of each member (the sequence of members does not matter). No initials are accepted; the name must be all spelled out and identical to the identification document.
- Minor children and persons under legal disability must be represented by a guardian. The “Written statement in respect of representation” (see attachment for a sample) and “Power of attorney” must be attached in accordance with the classification below.

Requirement	Written statement in respect of representation	Power of attorney (with a N\$ 5 revenue stamp)
Member		
Minor children	Yes	Yes if the guardian is not a parent
Adult under legal disability	Yes	Yes

- In case of juristic persons, refer to “CLOSE CORPORATIONS ACT 26 OF 1988” for the requirements.

14. “Identity number or date of birth”

- Write the identification number of the member.
- If a member does not have such a number, write the date of his or her birth, and attach a “Written statement in respect of identity” (see attachment for a sample) and a copy of the identification document (a copy of birth certificate in case of minor children, and a copy of passport in case of foreigners) to the application.

15. "Registration number"
 - Disregard this item except when a juristic person is a member. Leave the space blank.

16. "Percentage of interest"
 - Every one of the members must have a certain percentage of interest.
 - The aggregate of the members' interest expressed as a percentage shall be one hundred percent.

17. "Particulars of contribution"
 - Every person who is to become a member of a corporation shall make an initial contribution. Write the monetary value (only in N\$) of each member's contribution.
 - The amount provided here does not have to match the "percentage of interest" of 16 above.

18. "Residential address" "Postal address" and "Signature of member or representative"
 - The residential and postal addresses could be either those of the member or of the guardian.

19. "Witness Signature", "Date of signature", "Full names", Residential address", "Business address" and "Postal address".
 - One witness must sign and state his or her residential, business and postal addresses on all the pages where the statement of a member appears. If the witness does not have a business address, repeat his/her residential address.
 - Do not fill in the spaces on the pages where there is no statement of a member.

20. "Certificate of Incorporation" (page 8)
 - Under "This is to certify that the Founding Statement (CC 1) of", write the same name as 2 above, and leave the remaining spaces blank.

21. "The above-named corporation has been converted from company" (page 8 and 9)
 - This space under this sentence shall be filled only when a conversion from a company to close corporation is requested. If not applicable, leave it as it is.

22. Remarks
 - Do not discard any pages. All the pages (from 1 to 9) must be stapled and submitted to the Registrar.
 - Attach the approved CC 8 (name reservation).
 - CC1 must be lodged in triplicate. Stick a N\$ 100 revenue stamp (can be purchased at a Nampost) on only one form.
 - In case of a re-submission of the application, you do not need to stick a new revenue stamp. Attach the notification of rejection and rejected CC 1 to the new application.
 - In case of a conversion from Sole Proprietor or Company, attach certificates.

Guidelines CC 1

- Be advised to submit the application to the MTI head office at least two weeks (if a MTI regional office, three weeks) before the reserved name is expired.

Founding Statement

Before filling in the form, first see notes on page 2.

REGISTRATION NUMBER OF CORPORATION	DATE OF RECEIPT
------------------------------------	-----------------

Leave the space blank

Full name of corporation INSPIRATION FURNITURE CC

Write the exact name (plus CC or Close Corporation)

Literal translation of name (if applicable) _____

Leave the space blank

Shortened form of name (if applicable) _____

Write only if a shortened name is already reserved

Description of principal business MANUFACTURING AND TRADING OF FURNITURE

Make the same statement as provided in CC 8

Date of end of financial year LAST DAY OF MARCH EACH YEAR

Postal address P.O.BOX 12345 WINDHOEK, NAMIBIA

No abbreviations

Address of registered office (not post office box) 153 LEOPARD STREET, WONDHOEK, NAMIBIA

Name and address of accounting officer ROBERT JAMES SIKUMBA, LAS VREGAS STREET 123,
KEETMANSHOOP, NAMIBIA

No initials

Physical address, No abbreviations

(Attach written consent to appointment)

Full name of association or body of which accounting officer is a member _____

INSTITUTE OF CHARTERED ACCOUNTANT OF NAMIBIA

Membership/Practice No. 12345

NAME OF CORPORATION INSPIRATION FURNITURE CC

Write the exact name on all the pages

REGISTRATION NUMBER

PART C

Leave the space blank

MEMBERS THREE

Total number of members

Full names and surname JACOB MWIYA

No initials

Identity number or date of birth

(i)

Year	Month	Day										
6	6	1	1	3	0	1	2	3	4	5	6	7

Registration number

(ii)

Leave the space blank

Percentage of interest 60 PERCENT

Particulars of contribution N\$ 40,000

Residential address 153 LEOPARD STREET, WONDHOEK, NAMIBIA

No abbreviations

Postal address P.O.BOX 12345 WINDHOEK, NAMIBIA

Signature of member or representative Signature

Full names and surname JENNIFER ELISABETH MUTUMBA

No initials

Identity number or date of birth

(i)

Year	Month	Day										
0	8	1	2	2	8							

Only date of birth in case of a minor or foreigner

Registration number

(ii)

Leave the space blank

Percentage of interest 40 PERCENT

Particulars of contribution N\$ 3,000

Residential address 890 LIONESS STREET, ONDANGWA, NAMIBIA

No abbreviations

Postal address P.O.BOX 159 TSUMEB, NAMIBIA

Signature of member or representative Signature

Guardian's signature if a minor or disabled person

Witness Signature Signature

Date of signature DD/MM/YYYY

Full names ALEXANDER GEORGE MOTINGA

No initials

Residential address 901 EAGLE AVENUE, OSHAKATI, NAMIBIA

No abbreviations

Business address 12 KUDU ROAD, ONGWEDIVA, NAMIBIA

Repeat the residential address if the witness does not have a business address

Postal address P.O.BOX 8040, OSHAKATI, NAMIBIA

REPUBLIC OF NAMIBIA
CLOSE CORPORATIONS ACT, 1988
(Section 13, 14, 27, and 60)
(Regulations 3, 10 and 13)

(To be lodged in triplicate together with the Founding Statement)

Certificate of Incorporation

REGISTRATION NUMBER OF CORPORATION
CC /

Leave the space blank

This is to certify that the Founding Statement (CC 1) of

INSPIRATION FURNITURE CC

Write the exact name of the corporation

has been registered and the above-named Close Corporation was this day incorporated in terms of the Close Corporation Act, 1988.

* The above-named corporation has been converted from a company:

Leave this line as it is if not applicable

(Reg. No. _____)

Signed at Windhoek this _____ day of _____

Two Thousand and _____

Leave the space blank if not applicable

REGISTRAR OF CLOSE CORPORATIONS

* (Delete if not applicable)

NAME OF CORPORATION INSPIRATION FURNITURE CC

Write the exact name on all the pages

REGISTRATION NUMBER

The above-named corporation has been converted from company:

Leave the space blank

Leave this line as it is if not applicable

Reg. No. _____

Leave the space blank if not applicable

FOR OFFICE USE

Founding Statement registered

Registrar of Close Corporations

Date

Data Processing

Classification _____

Recorded

Initials and date _____

Paste revenue receipt or
affix revenue stamp or
impress revenue franking
machine impression here

N\$ 100,00

Leave the space blank

WRITTEN STATEMENT IN RESPECT OF REPRESENTATION
AND IDENTITY

I, the undersigned

JACQUELINE CHENAI DUBE

Do hereby state as follows:

I am an adult female citizen of NAMIBIA and would be signing on my child's behalf (**JENNIFER ELISABETH MUTUMBA**) since she is a minor and does not possess a Namibian Identity Number.

She was born on: 17/07/2010.

SIGNED at WINDHOEK on 22/08/2011

Signature

JACQUELINE CHENAI DUBE

WRITTEN STATEMENT IN RESPECT OF IDENTITY

I, the undersigned

BENJAMIN KHUMALO

Do hereby state as follows:

I am an adult male citizen of SOUTH AFRICA and do not possess a Namibian Identity Number.

Date of birth: 23/08/1977.

SIGNED at WINDHOEK on 22/08/2011

Signature

BENJAMIN KHUMALO

Guidelines for Amended Founding Statement

CC 2 is used to amend the information of your corporation registered with CC 1. The following are the guidelines in filling out CC 2. Please refer to the sample attached, and print or typewrite the form to avoid a delay in the processing or a re-submission of the application. Do not use any abbreviations such as STR or EXT (except CC, P. O. Box, and N\$) or initials, but spell out all the words. The Registrar will not accept any forms with information that has been crossed-out or covered with correction fluid (white-out).

1. "REGISTRAION NUMBER OF CORPORATION",
 - Write the registration number of your corporation in this space on all the pages.
2. "DATE OF RECEIPT", and "Date of Commencement of change"
 - For office use only. Leave the spaces blank.

<PART A>

3. "Full name of corporation"
 - If there is no change in the name of your corporation, write exactly the same name of your corporation as what is provided in the approved CC 1 (with "CC" or "Close Corporation").
 - If there is a change in the name of your corporation, write the exact name that you have newly reserved by CC 8.
4. "Previous name of corporation"
 - If there is no change in the name of your corporation, leave the space blank.
 - If there is a change in the name of your corporation, write the previous name of your corporation.
 - Write "CC" or "Close Corporation" at the end of the name.
5. "Literal translation of name"
 - Please disregard this item whatever your business name is, and leave the space blank.
6. "Description of principal business"
 - If there is no change in the principal business of your corporation, make exactly the same statement as what is provided in the approved CC 1.
 - If there is a change in the principal business of your corporation, make a new statement. Note that you must change your business name if the description here deviates from your business name.

7. “Date of end of financial year”

- If there is no change in the date of end of financial year, write the same day as what is provided in the approved CC 1.
- If there is a change in the date of end of financial year, describe a new date (the last date of a month) “DD/MM EACH YEAR” or “LAST DAY OF XXX (month) EACH YEAR”. Note that a change in the date of end of financial year requires a submission of CC 9. Please consult your lawyer or an MTI staff in company registration about how to complete CC 9.

<PART B>

8. “Postal address”

- If there is no change in the postal address, write exactly the same postal address as what is provided in the approved CC 1.
- If there is a change in the postal address of your corporation, write the new postal address.

9. “Address of registered office”

- If there is no change in the physical address, write exactly the same address as what is provided in the approved CC 1.
- If there is a change in the physical address of the main office of your corporation, write the new address.

10. “Name and address of accounting officer”,

- If there is no change in the information about the accounting officer, write exactly the same information as what is provided in the approved CC 1.
- If there is a change with the accounting officer or his/her information, write a new name and/or information. If a new accounting officer is appointed, attach to the application the accounting officer’s written consent to appointment.

11. “Full name of association or body of which accounting officer is a member” and “Membership/Practice No.”

- If there is no change in the information requested here, write exactly the same information as what is provided in the approved CC 1.
- If there is a change in the information requested here, provide new information.

<PART C>

12. “Date of change”

- For office use only. Leave the spaces blank.

13. “NAME OF CORPORATION”

- Write the exact name as 2 above on the same space of the page 3 to 8.

14. “REGISTRATION NUMBER”

- Write the registration number of your corporation.

15. “MEMBERS”

- If there is no change in the number of members, write the current number of members in English letters (one, two, three...).
- If there is a change in the number of members, write the new total number of members. Not more than ten members can be accepted.
- Fill the same number in the space of “MEMBERS” on all the pages where the statement of a member appears (do not fill in the spaces on the pages where there is no statement of a member).

16. “Full names and surname”

- All members’ information, even without a change, shall be stated (this also applies to 17- 21 below). If there is no change in members’ information, write exactly the same information as what is provided in the approved CC 1.
- Write the full name, in the order of first name, middle name and surname, of each member (the sequence of members does not matter). No initials are accepted; the name must be all spelled out and identical to the identification document.
- Minor children and persons under legal disability must be represented by a guardian. The “Written statement in respect of representation” (see attachment for a sample) and “Power of attorney” must be attached in accordance with the classification below.

Requirement	Written statement in respect of representation	Power of attorney (with a N\$ 5 revenue stamp)
Member		
Minor children	Yes	Yes if the guardian is not a parent
Adult under legal disability	Yes	Yes

- In case of juristic persons, refer to “CLOSE CORPORATIONS ACT 26 OF 1988” for the requirements.

17. “Identity number or date of birth”

- Write the identification number of the member.
- If a member does not have such a number, write the date of his or her birth, and attach a “Written statement in respect of identity” (see attachment for a sample) and a copy of the identification document (a copy of birth certificate in case of minor children, and a copy of passport in case of foreigners) to the application.

18. “Registration number”
- Disregard this item except when a juristic person is a member. Leave the space blank.
19. “Percentage of interest”
- Every one of the members must have a certain percentage of interest.
 - The aggregate of the members' interest expressed as a percentage shall be one hundred percent.
20. “Particulars of contribution”
- Every person who is to become a member of a corporation shall make an initial contribution. Write the monetary value (only in N\$) of each member’s contribution.
 - The amount provided here does not have to match the “percentage of interest” of 19 above.
21. “Residential address” “Postal address” and “Signature of member or representative”
- The residential and postal addresses could be either those of the member or of the guardian.
22. “Witness Signature”, “Date of signature”, “Full names”, Residential address”, “Business address” and “Postal address”.
- One witness must sign and state his or her residential, business and postal addresses on all the pages where the statement of a member appears. If the witness does not have a business address, repeat his/her residential address.
 - Do not fill in these spaces on the pages where there is no statement of a member.
23. “MEMBERS WHO CEASE TO BE MEMBERS” (page 8)
- If there are members who cease to be members, fill in the information and have their signatures.
 - The spaces for the witness on this page must be filled in only when there are such members.
24. Remarks
- Do not discard any pages. All the pages (from 1 to 8) must be stapled and submitted to the Registrar.
 - Attach the approved CC 8 (name reservation) in case of change in business name. It is advisable to attach a copy of the approved CC 1 to facilitate the procedure.
 - CC 2 must be lodged in triplicate. Stick a N\$ 30 revenue stamp (can be purchased at a Nampost) on only one form. No fee is payable in respect of any changes in particulars under Part B and C.
 - In case of a re-submission of the application, you do not need to stick a new revenue stamp. Attach the notification of rejection and the rejected CC 2 to the new application.
 - In case of change in business name, be advised to submit the application to the MTI head office at least two weeks (if a MTI regional office, three weeks) before the reserved name is expired.

Amended Founding Statement

Before filling in the form, first see notes on page 2.

REGISTRATION NUMBER OF CORPORATION CC / XXXX / YYYY	DATE OF RECEIPT
---	-----------------

Write the registration number on all the pages

Leave the space blank

PART A

Dates of commencement of change

*

Full name of corporation* PIONEER FURNITURE CC

Previous name of corporation (if applicable)* INSPIRATION FURNITURE CC

Write only when a new name is reserved.

Literal translation of name (if applicable)*

Leave the space blank

*

Description of principal business* MANUFACTURING AND TRADING OF FURNITURE

*

Date of end of financial year* LAST DAY OF MARCH EACH YEAR

*

Leave the spaces blank

PART B

Postal address* P.O.BOX 12345 WINDHOEK, NAMIBIA

*

Address of registered office (not post office box)* 153 LEOPARD STREET, WONDHOEK, NAMIBIA

No abbreviations

Name and address of accounting officer* ROBERT JAMES SIKUMBA, LAS VREGAS STREET 123, KEETMANSHOOP, NAMIBIA

No initials

*

No abbreviations

(Attach written consent to appointment)

Full name of association or body of which accounting officer is a member

INSTITUTE OF CHARTERED ACCOUNTANT OF NAMIBIA

Membership/Practice No. 12345

* See note 2 on page 2

NAME OF CORPORATION PIONEER FURNITURE CC

Write the exact name on all the pages

REGISTRATION NUMBER

CC / XXXX / YYYY

PART C

Write the registration number on all the pages

Date of Change

MEMBERS TWO

Full names and surname JACOB MWIYA

No initials

Leave the spaces blank

Identity number or date of birth (i)	Year		Month		Day								
	6	6	1	1	3	0	1	2	3	4	5	6	7

Registration number (ii)

Leave the spaces blank

Percentage of interest 60 PERCENT

Particulars of contribution N\$ 40,000

Residential address 153 LEOPARD STREET, WONDHOEK, NAMIBIA

No abbreviations

Postal address P.O.BOX 12345 WINDHOEK, NAMIBIA

Signature of member or representative Signature

Full names and surname JENNIFER ELISABETH MUTUMBA

No initials

Identity number or date of birth (i)	Year		Month		Day								
	0	8	1	2	2	8							

Only date of birth in case of a minor or foreigner

Registration number (ii)

Leave the spaces blank

Percentage of interest 40 PERCENT

Particulars of contribution N\$ 3,000

Residential address 890 LIONESS STREET, ONDANGWA, NAMIBIA

No abbreviations

Postal address P.O.BOX 159 TSUMEB, NAMIBIA

Signature of member or representative Signature

Guardian's signature if a minor or disabled person

Witness Signature Signature

Date of signature DD / MM / YYYY

Full names ALEXANDER GEORGE MOTINGA

No initials

Residential address 901 EAGLE AVENUE, OSHAKATI, NAMIBIA

No abbreviations

Business address 12 KUDU ROAD, ONGWEDIVA, NAMIBIA

Postal address P.O.BOX 8040, OSHAKATI, NAMIBIA

Repeat the residential address if the witness does not have a business address

NAME OF CORPORATION PIONEER FURNITURE CC

Write the exact name on all the pages

REGISTRATION NUMBER

CC / XXXX / YYYY

Write the registration number on all the pages

MEMBERS WHO CEASE TO BE MEMBERS

Full name and surname of member	Identity number												Signature	
ADAM KHUMALO	9	5	0	6	2	1	9	9	8	8	7	6	5	<i>Signature</i>

Membership ceases on the date of registration of the Amended Founding Statement

Witness Signature Signature Date of signature DD / MM / YYYY

Full names ALEXANDER GEORGE MOTINGA

Residential address 901 EAGLE AVENUE, OSHAKATI, NAMIBIA

Exactly the same information as previous pages

Business address 12 KUDU ROAD, ONGWEDIVA, NAMIBIA

Postal address P.O.BOX 8040, OSHAKATI, NAMIBIA

FOR OFFICE USE

Leave the space blank

Amended Founding Statement registered

Registrar of Close Corporations

Date

Data Processing

Classification _____

Recorded

Initials and date _____

Paste revenue receipt or
affix revenue stamp or
impress revenue franking
machine impression here

N\$ 30,00

WRITTEN STATEMENT IN RESPECT OF REPRESENTATION
AND IDENTITY

I, the undersigned

JACQUELINE CHENAI DUBE

Do hereby state as follows:

I am an adult female citizen of NAMIBIA and would be signing on my child's behalf (**JENNIFER ELISABETH MUTUMBA**) since she is a minor and does not possess a Namibian Identity Number.

She was born on: 17/07/2010.

SIGNED at WINDHOEK on 22/08/2011

Signature

JACQUELINE CHENAI DUBE

WRITTEN STATEMENT IN RESPECT OF IDENTITY

I, the undersigned

BENJAMIN KHUMALO

Do hereby state as follows:

I am an adult male citizen of SOUTH AFRICA and do not possess a Namibian Identity Number.

Date of birth: 23/08/1977.

SIGNED at WINDHOEK on 22/08/2011

Signature

BENJAMIN KHUMALO