

Namibia – Our expertise



Front cover: This windsock is in Namibia. A windsock is a truncated cloth cone – open at both ends – mounted in an elevated position to indicate the direction of the wind. It is also known as a wind sleeve.

Foreword

PricewaterhouseCoopers is the world's pre-eminent professional services organisation, with phenomenal international and local resources. Our worldwide network operates in 142 countries, with 125 000 partners and staff. We have a significant presence in every major market, both established and emerging, which makes the firm a global powerhouse with an unmatched ability to serve global, national and local clients. Locally PricewaterhouseCoopers has over 200 professionals located in Windhoek, Walvis Bay and Tsumeb.

The ambition of PricewaterhouseCoopers is to be the leading professional services provider, providing solutions to complex business problems in local and global markets. PricewaterhouseCoopers Namibia is best placed to achieve this by being a major player in Namibia, and our diverse client base covers the full spectrum of economic activities. We bring appropriate local knowledge and experience to bear and use the depth of our resources to provide clients with a professional service, specifically tailored to meet their requirements. In providing these services we are constantly aware of the importance of our social responsibility to the communities in which we operate, and are committed to the successful implementation thereof throughout the firm and in our dealings with clients.

The leadership of PricewaterhouseCoopers Namibia firmly believes that with such a powerful dream, top-class staff, our current and potential clients and a strong set of core values, we will help Namibia to become one of the finest countries in the world.

Our Expertise details the wide array of services offered by the firm in Namibia, and provides useful information and contact numbers should you wish to make use of any of these services. It will always be a work in progress – as our worlds and those of our clients change, we will adapt.

Dawie Fourie
Managing Partner

Our Expertise is produced by Marketing & Communication on behalf of the Namibian firm, and is based on information supplied by contributors. Please contact Marketing & Communication in the Windhoek office with any amendments/updates. This publication will be updated regularly.



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Service lines



Assurance and Business Advisory Services (ABAS)



The ABAS service line comprises five services namely:

- Assurance Services
- Entrepreneurial Advice Division
- Global Risk Management Solutions
- Forensic Services
- Transaction Services

Assurance Services

Central to our work in this area is the audit or attest function. Our audit work includes statutory and regulatory audit and treasury services. Our Assurance Services are undertaken with precise service commitments, which underpin every aspect of the way in which we manage our audits, enabling us to utilise our resources in the most efficient way, to provide an exceptional service.

Our service commitment is based on eight principles, namely:

- Planning to exceed clients' expectations by delivering an audit service that provides them with the greatest benefits.
- Ensuring effectiveness by assessing risk properly and planning the appropriate combination of work, to reach robust audit opinions.
- Maximising efficiency by delivering the audit on time, to plan, and to budget.
- Managing risk effectively by identifying and mitigating risk to an agreed level.
- Developing our people by giving them the support and opportunities they need to generate value for clients.
- Using technology effectively by maximising teamwork, communication and efficiency through improved knowledge management and accessibility.
- Communicating continuously by being accessible and responsive to clients throughout the engagement, and by pre-empting their needs.
- Evaluating our performance by holding ourselves accountable and constantly identifying areas for improvement.

For further information, please contact Louis van der Riet or Nangula Uaandja on +264 61 284 1000.

Entrepreneurial Advice Division (EAD)

The business environment in the small and medium-sized enterprises (SME) sector offers exciting opportunities at present, and successful owner-managed businesses are vital for a strong economy, but the route to success is by no means easy. To succeed, the entrepreneur must take advantage of every opportunity available, including choosing his/her business advisers carefully. An adviser should help clients build on their strengths, and provide support in those areas in which they lack experience or cannot afford the time to get involved. This is how EAD can work with clients to ensure their success.

Our partners and staff are professionals who recognise the need to develop a close personal relationship with clients. We care about their success and will use our considerable business experience to help them find practical, innovative ways to deal with issues such as achieving growth and profitability.

Some of the services that we offer include:

The emerging business

- Evaluating the business to be started or purchased.
- Structuring the business.
- Securing finance.
- Outsourcing all or part of the accounting function.
- Analysing management information.

The growing business

- Maximising tax opportunities.
- Evaluating existing systems and controls.
- Preparing cash flow and profit forecasts.
- Ongoing strategic planning.
- Personal financial and investment planning.
- Preparing and auditing financial statements.
- Advising on acquisitions, disposals and restructuring of business interests.

We understand the problems of growing and emerging businesses and can provide the advice that an SME will need on an ongoing basis. PricewaterhouseCoopers is committed to supporting and encouraging growth opportunities in Namibia for SMEs.

For further information, please contact (Windhoek) Harald Müseler or Carl van der Merwe on +264 61 284 1000, (Walvis Bay) Stephen Viljoen or Neels van Wyk on +264 64 217 700 or (Tsumeb) Piet Theron on +264 67 221 851.

Global Risk Management Solutions (GRMS)

Enormous pressures confront management today. Risk, complexity, and uncertainty define the business environment. Intense competition, globalisation, changing customer expectations, workplace pressures, new technologies, regulatory compliance requirements, financial volatility, and countless other factors compel organisations to drive, as well as manage change in order to fulfil shareholder demands for maximum returns and enhanced value. Organisations worldwide are realising that risk is no longer a liability but, properly managed, a powerful asset that can bestow competitive advantage.

At PricewaterhouseCoopers our risk management services are integrated through Global Risk Management Solutions (GRMS), and our professionals are trained to take an enterprise-wide view of a client's risks.

Our approach to market recognises that organisations face issues that require tailored solutions, and we are in the unique position to be able to leverage risk expertise across the full spectrum of market risk. Our tailored solution set approach focuses on the following areas:

- **Management Assurance Solutions** – With the ever-increasing speed and complexity of business, assurance regarding the effectiveness of key business processes, risks and controls has never been more important. Our Management Assurance Solutions team helps management, the Board and third parties feel confident that both the hazards and opportunities of risk are effectively addressed across the organisation. Our service offerings range from the more traditional, such as internal audit, but also extend to address new areas of risk and control, including information technology, sustainability solutions and corporate governance.
- **Operational Effectiveness Solutions** – In today's complex business environment, companies are finding it harder than ever to achieve excellent levels of operational performance. Yet having effective business operations that are better than those of competitors is central to enhancing shareholder value. Management is under growing pressure to improve performance. As part of our GRMS practice we provide a practical framework to assess our clients' potential and deliver sustainable improvement. Our Operational Effectiveness Solution Set addresses four fundamental needs. These are to:
 - Reduce costs, primarily by improving supply chain management.
 - Increase revenues, primarily through improving service and customer understanding.
 - Improve efficiency and control over core operational processes.
 - Manage major organisational change more effectively.
- **E-Business and Security Solutions** – At PricewaterhouseCoopers, the e-business message is simple: E-business is business. Yet the risks associated with running a successful e-business are anything but simple. Now, more than ever, organisations need to build confidence and trust in themselves – for their customers, partners, suppliers and shareholders. There are new opportunities on the horizon and each one of them includes potential vulnerabilities that must be managed and controlled. Our E-Business and Security Solutions Team can help clients create a strategy for long-term success by building a layer of trust into their business. Security, reliability, effectiveness and compliance are pillars of a mature, sustainable and profitable e-business.

Sustainability and corporate governance

An effective, value-based focus on stakeholder relationship management represents an increasingly important aspect of best governance practice globally, a fact borne out by the tenor of the recently published King Report on Corporate Governance 2002. This is because long-term shareholder value protection and creation for any organisation are now widely recognised as being inextricably linked to its ability to motivate the ongoing support and contribution of its key stakeholders.

In the corporate context, sustainability therefore relates to a company's approach to ensuring that it remains viable and prosperous, in terms of protecting and growing inherent shareholder value in the company, having due regard to the interests of stakeholders who will influence its ability to do so.

We support the Board and executive management in achieving the appropriate balance of social, environmental and economic stewardship necessary to ensure ongoing shareholder value protection and creation, by balancing the interests of legitimate stakeholders. Non-financial risk assessment, together with the design and implementation of relevant accounting, control and reporting processes, supported by appropriate review, verification and audit processes are essential elements of good corporate governance.

Our focus areas include:

- Governance practices and structures.
- Corporate transparency and accountability.
- Business ethics.
- Stakeholder relationship management.
- Corporate citizenship and social responsibility.
- Supply chain/contractor compliance.
- Value-based risk management:
 - HIV/AIDS risk management;
 - Environmental, health and safety risk management; and
 - Reputation risk management.

For further information, please contact Schalk Walters on +264 61 284 1000.

Forensic Services

Forensic Services brings to bear a broad spectrum of accounting and financial analysis techniques to reconstruct the history of a transaction and determine the true facts. Our specialists are expert witnesses accustomed to challenge and seasoned in the presentation of facts in the face of vigorous cross-examination.

Forensic Services' main products and services can be divided into three distinct areas:

- **Forensic investigation** – Forensic and investigative accounting involves probing financial and accounting issues, often in a legal or regulatory context. Each investigation is different and requires specialist skills to expedite a speedy and reliable outcome. Services include:
 - Fraud, corruption and financial investigations.
 - Information technology forensic services.
 - Asset tracing and recovery.
 - Anti-money laundering services.
 - Integrity, probity, background checking and other ad hoc investigations.
- **Accounting litigation support** – We provide support to clients involved in major disputes requiring analysis quantum and expert witness services. We often act as an expert witness on behalf of clients, because our opinion is always independent, adding considerable credibility due to our excellent reputation, based on the available evidence. Services include:
 - Dispute resolution.
 - Insurance claims services.
 - Valuations.
 - IT and legal systems support.
 - Intellectual property and licensing management services.
- **Fraud prevention consulting** – Our pro-active services are designed for responsible and progressive organisations that wish to manage their risks before problems occur. Increasing international awareness of the need for good corporate governance and effective in-house fraud management has resulted in a huge increase in demand for our fraud prevention services. Services include:
 - Fraud prevention services.
 - Business ethics advisory services.

For further information, please contact Schalk Walters or Estelle Auchas on +264 61 2841000.

Transaction Services

PricewaterhouseCoopers Transaction Services is involved in more deals around the world than any other professional services firm. This involvement could be anything from assisting a buyer in price negotiations to advising on the most effective tax structure for a newly acquired business. We serve clients in domestic, cross-border and global transactions.

Transaction Services' main product is due diligence reviews of varying scope. These reviews are focused on catering for the needs of different stakeholders and ensuring that critical issues are addressed, including uncovering potential financial and strategic risks and rewards, and helping our clients use the due diligence findings to their full advantage during the deal negotiation.

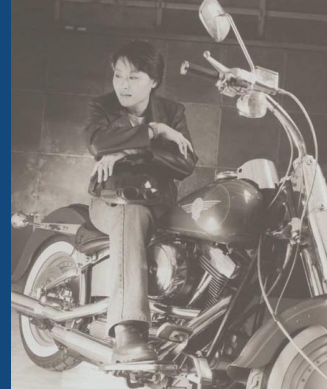
The other services we provide are focused on individual transaction needs and encompass the following:

- **Sell-side due diligence** – Due diligence commissioned by the vendor, which is made available to potential purchasers, ultimately with a duty of care to the successful buyer. It is a well-established mechanism designed to facilitate the disposal process of a business.
- **Post-deal services** – Following an acquisition, the purchased business is under pressure to realise the acquisition premium that has been paid to buy it. This means that business as usual is not sufficient. Performance needs to improve, through increasing revenues and/or cutting costs, and through synergies. Post-deal services help companies to harness value in the first 100 days so that financial returns on the deal are maximised.
- **The Accelerated Transition®** – For mergers and acquisitions, the period immediately following completion of the deal is the critical time to capture deal value and improve performance of the acquired company. The Accelerated Transition is a defined methodology that looks to stabilise the company and complete the integration with speed and ruthless prioritisation.
- **Strategic deal services** – Strategic deal services involve a critical assessment of a corporate's current strategy, and an assessment of implementation, progress to date and whether the business is on track to meet its stated objectives.
- **Realising value on complex disposals** – Experience shows that complex disposals require a process as demanding as a managed integration, or value is destroyed.
- **Bid support services** – Our bid support services are delivered in two contexts: For a potential acquirer (in advance of a bid) we are asked to perform a hostile review of its own business and then turn our sights to the potential target. Often the analysis is also extended to the "white knights" that may emerge as competing bidders. As part of defence planning, we are asked to undertake the work on behalf of a chief executive officer and finance director to identify areas of strategic, operational and financial vulnerability.
- **Market due diligence** – Market (or commercial) due diligence provides a detailed, commercial assessment of the market and strategic positioning of a target business. It assesses the future competitors and the market as a whole.

Transaction Services professionals work together with our industry specialists, human resource consulting, risk management and consulting resources to deliver value to our clients.

For further information, please contact Louis van der Riet or Albé Botha on +264 61 284 1000.

Tax and Legal Services



Taxation is one of the biggest cost items in any business, yet it is one of the most manageable. Using state-of-the-art methodologies and technology, coupled with specialist skills, our team of more than 30 advisers can assist to control and minimise the tax burden by providing innovative and practical tax and business solutions. Our advice covers all aspects of Namibian direct and indirect taxes and exchange control regulations. We also provide comprehensive secretarial services to companies and close corporations. Through our extensive network of international offices we are also able to provide clients with current and specialist advice on structuring their international business operations and investments. Our services are organised into six specialist areas:

- Corporate Tax.
- Employment and Wealth.
- Indirect Tax.
- International Tax.
- Secretarial Services.
- Estate and Trust Services.

Corporate Tax

Corporate Tax provides specialist advice to assist Namibian corporates to manage taxation costs and cash flows. Our specialists are informed on current regulatory and business developments, and use this knowledge to maximise the return to our clients through corporate tax planning.

Services include:

- General tax consulting.
- Corporate tax management and tax planning.
- Pre-insurance and pre-filing reviews.
- International reorganisation/mergers and acquisitions.
- EPZ and registered manufacturers applications.
- Share incentive schemes.
- Tax returns.
- Provisional tax returns.
- Evaluation of financing schemes.
- Registration of companies for tax process.

Employment and Wealth

We advise on personal financial services, trusts and estate planning, international assignment services, employment law services and payroll administration services.

Services include:

- International assignment services.
- Compensation advisory services.
- Offshore employment.
- Exchange control.
- Employment contracts.
- Drafting of partnership and shareholders' agreements.
- Legal interpretation.
- PAYE consulting, administration and reconciliations.
- Tax returns.
- Provisional tax administration.
- Registration of employees and employers for tax purposes.

Indirect Tax

Our specialists have a detailed knowledge of local and international laws and practices and can offer an unparalleled breadth and depth of services and advice on VAT and customs and excise duties.

Services include:

- Value-added tax administration and consulting.
- Customs and excise duties consulting.
- Cross-border transactions.
- International/inward investment.

International Tax

We provide business solutions to specific, complex client needs that control and minimise the global tax burden, taking into account exchange control as appropriate. We work as part of an integrated local and international industry-focused team of business advisers, to provide specialist international tax and exchange control services.

Services include:

- Corporate inbound and outbound structure planning.
- Transfer pricing.
- Exchange control.
- Offshore trusts.
- International structured, project and infrastructure finance.
- Cross-border leasing.
- International mergers, acquisitions and reorganisations.
- Inward/outward investment.

For further information, please contact Albé Botha on +264 61 284 1000.

Secretarial Services

For local and foreign organisations and individuals needing secretarial assistance, PricewaterhouseCoopers has one of the largest departments of this kind in Namibia. The team of secretarial consultants is lead by a person who has more than 10 years' experience and an in-depth knowledge of the Namibian and South African Companies Acts and statutory requirements.

The consultants will assist clients by submitting relevant documentation needed to do business in Namibia. Amongst the services provided are:

- Company secretarial compliance services.
- Registration of companies and close corporations.
- Guidance and advice on trading and working requirements in Namibia.

For further information, please contact Christo Davids, Trudi Cilliers or Christa Jurgens on +264 61 284 1000.

Estate & Trust Services

The Estate and Trust Planning service that PricewaterhouseCoopers provides to individuals is unique and unmatched in Namibia. The team of advisers is highly qualified, has an in-depth knowledge of Namibian and South African legislation, and services clients throughout Namibia. The team is in a position to best advise and assist individuals with this personal, yet crucial part of one's planning needs.

Introduction

Estate planning involves applying the law of property, trusts, wills, future interests, insurance and taxation to order the estate planner's affairs for his benefit and enjoyment, as well as that of his family, during his lifetime and after his death.

The realisation of the importance of being able to assist individuals with the above personal financial long-term planning issues, gave rise to the implementation of a separate and dedicated service line within PricewaterhouseCoopers Namibia. Our Estate & Trust Advisory Services Division is committed to stay at the forefront of developments in all fields impacting on the estate plans of individuals. The relaxation of exchange control regulations for instance enables offshore investments for individuals. The introduction of capital gains tax in South Africa from 2001 will influence decisions regarding inward- and outward investments of residents both in Namibia and South Africa. The existence of estate duty regimes in neighbouring countries also poses its own challenges to sound estate planning in the subregion. The following relevant services are therefore offered by PricewaterhouseCoopers:

Estate planning

- Identification of estate planner's needs.
- Drafting of estate plans.
- Consultation with regard to wills.
- Implementation of estate plans.
- Calculation of estate duty liability.

- Determination of liquidity of estate.
- Advice on the tax implications of an estate plan for the estate and heirs, namely:
 - Transfer duties.
 - VAT.
 - Income tax.
 - Stamp duties.
- Advice on entities in the context of estate planning, namely:
 - Sole trader.
 - Partnership.
 - Trust.
 - Company.
 - Close corporation.
- Advice on bequests to minors

Trusts

- Advice on the creation of inter vivos and testamentary trusts.
- Drafting of trust deeds.
- Registration of trusts.
- Advice on the tax and legal implications of trusts.
- Implementation of the objects of trusts.
- Advice on the daily administration of trusts.
- Preparation of annual financial statements and tax returns of trusts.
- Acting as accountant or auditors of trusts.

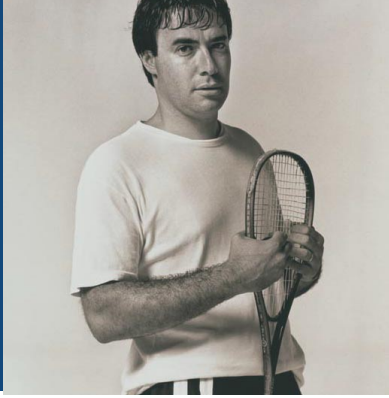
Deceased estates

- Administration and winding up of deceased estates as executors or as agents or nominated executors.
- Preparation and lodging of annual financial statements and tax returns of deceased estates.

Our team

Our Estate & Trust Advisory team in the Windhoek office is headed by Christo Davids (BA, LLB, Advocate). The Estate & Trust team is able to draw on the wide and extensive skills available not only within PricewaterhouseCoopers Namibia but also from within the worldwide firm. These include specialised local and international tax, audit and accounting expertise. The team has recently extended its own capacities and can also assist with the winding-up and administration of deceased estates.

For further information, please contact Christo Davids or Trudi Cilliers on +264 61 284 1000.



Corporate Finance

PricewaterhouseCoopers' Corporate Finance practice provides comprehensive financial, economic and strategic advice to companies facing complex business challenges. Our Corporate Finance team has developed a reputation for excellent advice, strong relationships and unique levels of independence. These attributes, coupled with a vast range of experience, have made PricewaterhouseCoopers Corporate Finance a key corporate adviser in the Southern African market. Our position has been reinforced through the completion of key local and cross-border deals. Our range of specialist advisory services across critical areas of corporate finance include:

Mergers and Acquisitions (M&A)

Our highly dedicated and exclusive merger and acquisitions research resources are able to identify opportunities, locally and internationally, as well as provide input on trends and global transactions, while assisting clients with their transaction.

Infrastructure, Government & Utilities

Project Finance – We specialise in the development and negotiation of innovative institutional, financial and security arrangements for limited-recourse and asset-based transactions. We have local and international financial advisory experience in a wide range of sectors including transport, water, telecommunications, power, healthcare, property and public-private-partnerships. We provide independent advice, thereby ensuring the best-structured and most competitive deals for our clients.

Privatisation – Our privatisation specialists act for government, city councils, public authorities and state-owned enterprises preparing for and implementing privatisation programmes. Our team also provides specialist advice to potential investors, management and employees.

Valuation and Strategy – Our Valuation and Strategy team specialises in complex and specialist valuations. The demands of a new and sophisticated business environment require specialist solutions to determine the value of enterprises. Our team specialises in the development of valuation models for unique and complex business models.

Shareholder Value Management (SVM) – Shareholder value management enables senior executives to identify and action the critical issues that impact value. Our SVM team works with clients to develop successful responses to these issues across the whole organisation, by providing a proven path to value creation. Through rigorous analyses and industry expertise, SVM provides a systematic way to identify and resolve the issues having the greatest value impact.

JSE Sponsor

PricewaterhouseCoopers Corporate Finance is registered as a JSE-accredited sponsor. A sponsor is responsible not only for assisting an issuer on its application for listing but is also responsible for providing advice on a continuing basis to the issuer on the application of the listings requirements.

In acting as a sponsor, PricewaterhouseCoopers Corporate Finance is able to add considerable value in areas such as corporate governance, best practice in reporting, disclosure and accounting issues. We also provide regular updates on topical issues, ranging from taxation, accounting, regulatory and other pertinent issues associated with being a listed company. The wealth of relevant experience and knowledge within PricewaterhouseCoopers Corporate Finance can be rivalled by few.

For further information, please contact Albé Botha or André Smit on +264 61 284 1000.

Public Sector Services



Restructuring processes; changes in legislation; outdated systems and a move to resource-based budgeting and accounting; a shortage of “specialists” with key knowledge; financial constraints; growing demand for more services; good governance; performance assessment and management and calls for greater accountability are some of the challenges facing the public sector in Namibia.

The way forward

PricewaterhouseCoopers is uniquely qualified to help overcome these challenges. Recognised thought leaders, we have the sheer size, skills, ability, commitment and know-how required to carry out major engagements in the public sector.

A positive contribution

The basis of our service is a well-staffed, well-trained, well-motivated and well-managed team. We help our clients secure the services they require by assessing their current situation and identifying and addressing their future needs. Our value-for-money approach includes:

- Practical recommendations.
- Working with key stakeholders.
- Involving officers in planning.
- Focusing on relevant/key issues.
- Implementing and managing change.
- Working within a framework of good governance.
- Introducing performance assessment and management.
- Being an integral part of the process.
- Producing timely results.

A quality service

At PricewaterhouseCoopers we take pride in the quality of service delivered to our clients and we ensure this by using qualified and experienced staff and drawing upon industry specialists with sophisticated, value-adding consulting mindsets. Attention to detail and sensitivity to local needs are part of the deal.

Relevant experience

Our wealth of relevant experience and our understanding of the public sector ensure that we can provide our clients with the top-quality services that they require. This includes providing services to public sector organisations within:

- National and provincial government.
- Regional and local government.
- Public entities.
- Other parastatals and government organisations.

Proven methodology

PricewaterhouseCoopers' methodology and approach to public sector engagements have been tried and tested. The cornerstones are:

- A systematic but flexible approach.
- Efficient and effective use of resources.
- High-quality, internationally developed procedures.
- Appropriate use of state-of-the-art technology and techniques.
- Focusing on problems and developing practical solutions.
- A transfer of skills and knowledge.

Broad range of services

Providing services to various public sector markets, we are number one in this industry. We attribute this to our strong client base, large staff complement with specialist industry knowledge, good relationships with decision-makers and our strong national network.

PricewaterhouseCoopers has a strong audit and internal audit client base in all tiers of government, as well as a large base of resources with specialist knowledge. Our spread of offices throughout the region and our strong communication network between offices both locally and internationally ensure that we can provide clients with the best service.

Specialist services

BAUD – Bar coded asset management

PricewaterhouseCoopers and Combined Systems Group entered into a strategic alliance to provide BAUD solutions to meet clients' requirements for fast, accurate and human-free asset management.

CMA – Cash management and accounting

The CMA solution has been designed to generate accurate financial management information in the form of income statements, balance sheets, cash flow forecasts, bank reconciliations, key performance indicators and performance benchmarks for our clients. The system provides the crucial link between the systems in use at the client and a fully outsourced back office accounting solution.

e-Reconciler

Many organisations struggle to find the time to effectively reconcile their bank accounts to address the reconciling items before having to move on to the next reconciliation. As a result, many organisations have a backlog in bank reconciliations and others are simply not reconciling their bank accounts at all! This is not only true of the public sector but is also evident in the private sector.

e-Reconciler is a Windows-based cash management and accounting system that imports and downloads ASCII files from the cash book or general ledger and the bank, matches these files electronically, produces a user-friendly, self-balancing bank reconciliation and produces detailed reports of cheques, receipts and payments not in the cash book or on the bank statement.

EXCELSIOR performance management tool

The public sector and related institutions/organisations continue to face change. The management of these institutions and organisations needs to demonstrate that performance is managed, measured and improved.

Increasingly our public sector and related institutions /organisations need to demonstrate that public monies are spent in accordance with their legal mandates and high quality services are rendered to clients and communities.

In response to these challenges and expectations PricewaterhouseCoopers has developed the EXCELSIOR improvement programme. Our programme is designed to help organisations link improvement initiatives together through a systematic approach.

At the heart of our approach is our unique EXCELSIOR diagnostic software that enables organisations to:

- Adopt a one-stop-shop approach to improvement and self-assessment against the Excellence model and other quality standards.
- Integrate key improvement initiatives into a set of generic issues.
- Avoid initiative overload – one tool to drive forward organisational improvement through a single and unifying improvement process.
- Diagnose performance against government initiatives, including the modernising government agenda and best value initiatives.
- Compare and benchmark performance within and outside of the organisation.
- Drive forward an action plan based on agreed priorities.
- Prepare for pre-inspection by providing a systematic process that produces good evidence of organisational performance.

For further information, please contact Dr. Christina Swart-Opperman or Immanuel Awene on +264 61 284 1000.



human resource consulting (hrc)

PricewaterhouseCoopers' **human resource** consulting practice works with clients who aim to make their people a sustainable source of competitive advantage. Our strategy is built on our belief in developing our own people to be creative and effective team players committed to outstanding client service. We bring the ability to take fresh perspectives, to think differently, and to develop and implement new and value-adding solutions.

We work closely with clients to offer practical, multi-disciplinary approaches to the increasingly complex challenges facing business. One of the main challenges is to create environments where their people can work most effectively. **human resource** consulting brings together all of the professionals within PricewaterhouseCoopers working in the HR consulting arena – benefits, communications, assessment, education, equity, reward, staffing, regulatory, legal, and process management – affording our clients an unmatched breadth and depth of expertise, both locally and globally.

Our expertise in combining detailed tax, legal and regulatory knowledge with leading-edge human resource practices and plan design sets us apart.

Our core beliefs

Although **human resource** consulting has various fixed programmes and courses, we believe that there is a unique solution for every client. Based on this, we prefer to tailor-make a solution for every client, based on specific needs. In developing this solution, various areas of expertise are combined to provide the ultimate in problem solving.

Services

Management of people and people's programmes

- Administration systems and processes.
- Employment cost management.
- Employment and labour law.
- Resourcing.
- HR risk management.
- HR systems, practices and policies.
- Employment equity.
- HR plans: Organisational plans, structure, job descriptions, remuneration policies and job grading.
- Training needs analysis and assistance in establishing career paths.

Drivers of people performance

- Employee communications.
- Culture and values.

- Financial reward.
- Leadership effectiveness.
- Learning and development.
- Organisational effectiveness.
- Performance management.
- Workplace environment.

Superior people performance

- Enhanced skills and better behaviours.
- Improved innovation and learning.
- High performance and culture values.
- Customer service.
- Diversity management.

Superior business performance

- Budgetary procedure and financial training.
- Profit maximisation.
- Cost optimisation.
- Increased customer satisfaction.
- Superior share price performance.
- Enhanced productivity.
- Improved competitiveness.

A tailor-made approach

human resource consulting's services are built on three cornerstones:

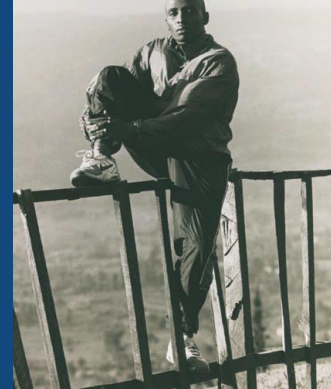
- We aim to make people a source of competitive advantage in your company in the same way that we aim (through our own HR practices) to make our people a source of advantage for our own firm. We implement, as well as advise and design.
- We want to work in close relationship with clients. We offer a multi-disciplinary approach. We offer unmatched breadth and depth, locally and globally.
- Uniquely among our competitors, we combine tax and legal expertise with outstanding HR knowledge.

For further information, please contact Dr. Christina Swart-Opperman, Gloria Izaks or Immanuel Shapopi on +264 61 284 1000.

Industry groups



Metals and Mining



Mining is an exciting, turbulent and unpredictable industry essential to our way of life. It attracts the strong-willed, the adventurous and the maverick. As those who work and invest in the industry know, it's not for the faint hearted. The product is essential; the rewards and the risks of mining it are great.

The mining industry is positioned to take advantage of the many changes brought about in the last years of the 20th century. Globalisation, modern technology and the breakdown of restrictive political and social barriers have created a host of new opportunities for an industry marked by enormous capital costs, complex international regulations, unpredictable geopolitics and volatile prices.

At PricewaterhouseCoopers our Metals and Mining team is working in partnership with more explorers, producers and related service providers than any other professional services firm to ensure they meet the challenges of the mining industry into the 21st century.

Our strength in serving the international mining industry comes from our skills, our experience, and our seamless global network of dedicated professionals who focus their time on understanding the industry and working on solutions to mining industry issues. Our commitment to the mining industry is unmatched. It is demonstrated by our active membership in industry associations around the world and through our thought leadership on the issues that shape the mining industry globally. PricewaterhouseCoopers provides the following services to the mining industry:

- Assurance and business advisory services.
- Corporate finance and transaction support.
- Frontier country support.
- Performance improvement programmes.
- Management information systems consulting.
- Environmental compliance and litigation support.
- Change management consulting.
- Commodity marketing.
- Risk mitigation programmes.

For further information, please contact Louis van der Riet on +264 61 284 1000.



Financial Services

The ongoing transformation of the financial services industry by the key drivers of technology and capital markets thinking is dramatic and complex. As legal barriers fall, the financial services sector is being shaped by megatrends such as convergence, consolidation and globalisation. Each of these megatrends has a significant impact on the way in which our clients manage and think about their business.

We have the largest specialist financial service practice in Namibia, managed by a multidisciplinary team of auditors, management consultants and tax advisers. Our strategy is to bring significant business advantage to our clients through combining our global multidisciplinary teams, integrated across industry sectors, geographies and functional skills to bring our global best practices and creative problem solving to bear. Our specialist Financial Services Global Learning and Education Programme provides partners and staff in Southern Africa, at all levels, with advanced industry specialist skills for advising our clients on the most complex aspects of their business.

The core specialisms of the Financial Services practice are banking, capital markets and treasury, insurance, and investment management, led by a specialist co-ordinating partner for Namibia. This dedicated partner ensures that we can offer a high level of local expertise and industry knowledge together with unparalleled global reach in addressing our clients' most complex business needs.

Our global survey on financial reporting in the insurance and banking industries analyses the reporting of the performance measures considered most important by investors and analysts in financial reporting by insurance and banking companies. The conclusions of the survey indicate that improved reporting assists in reducing the cost of capital and maximising shareholder value.

The core services offered by the practice include:

- Audit and related assurance services.
- E-business consulting.
- Internal audit services.
- Financial risk management.
- Credit risk management.
- Operations and systems risk management.
- Regulatory advisory services.
- Transaction support services.
- Securitisation services.
- Shareholder value services.
- Financial advisory services.
- Management consulting services.
- Tax and legal services.

Banking

The banking practice has taken the lead in presenting significant research on the local banking industry in order to complement our substantial international research projects. The annual PricewaterhouseCoopers “Foreign Banking in South Africa” survey is supplemented by the PricewaterhouseCoopers “Investment Banking in South Africa” survey. Furthermore, at an international level, research includes two global surveys titled “Tomorrow’s Leading Investment Bank” and the more recently released “Tomorrow’s Leading Retail Bank”.

Capital Markets and Treasury

The Capital Markets and Treasury team is a progressive group providing advice to PricewaterhouseCoopers clients in the following areas:

- Risk adjusted performance measurement.
- Financial analytics.
- Financial services-related training for clients, staff and university students.
- Corporate treasury.
- Market risk management.
- Regulatory risk management.
- Risk management technology solutions.
- Economic and monetary union.

Insurance

Our local skills and global network place our insurance team in a unique position to advise on all aspects of insurance, including reinsurance and insurance broking. The firm’s “Tomorrow’s Leading Life Insurer” and “Tomorrow’s Leading Non-Life Insurer” surveys recognise the sweeping changes that insurance companies are facing. We act as auditors and advisers to 13 of the top 20 short-term insurers and 14 of the top 20 life insurers in South Africa and Namibia, ranked by total assets.

Investment Management

The investment management marketplace is rapidly changing and increasingly competitive. As the leading service provider to investment managers, PricewaterhouseCoopers is well positioned to help our clients respond to this dynamic marketplace. We have significant investment management industry expertise in the countries in which our clients operate, which enables us to provide them with a globally co-ordinated approach to address their business needs. As the business of investment management becomes increasingly complex and global, the need for uniformity in how investment managers report and present investment results is intensifying. Institutions, public and private pension funds, high-net-worth individuals, and international investors all want to be able to compare the performance of various money managers on a level playing field. The Investment Management team is at the forefront of the industry, having developed detailed programmes to assist clients in meeting Global Investment Performance Standards (GIPS).

For further information, please contact Louis van der Riet on +264 61 284 1000.



Technology, Information/ Communication, Entertainment and Media (TICE)

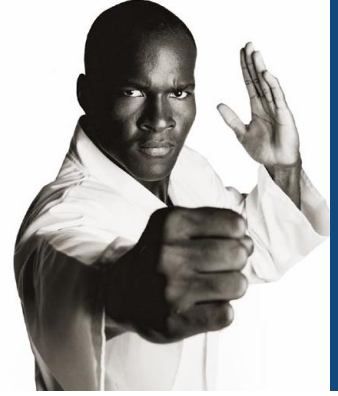
With the rapid pace of change in the technology, communications, entertainment and media industries, companies need a business adviser versed in all aspects of these industries. PricewaterhouseCoopers has an unparalleled position as the leading service provider to these industries, and companies around the world and in Southern Africa have benefited from our industry expertise and advice.

PricewaterhouseCoopers has a unique perspective on the most compelling industry issues and has extensive experience in developing and implementing strategies to anticipate and surmount the drivers of industry change. Our dedicated TICE industry specialism delivers leading-edge thinking and has a proven track record of helping TICE companies translate thought into action. We have the experience, knowledge and understanding to bring more value to our clients than any other business adviser. We provide customised solutions for issues and problems facing TICE companies.

The world's largest companies turn to PricewaterhouseCoopers for an array of industry-tailored services, ranging from business assurance and audit to optimisation of global taxes, business strategy and management consulting services, among many other areas. We offer a unique depth of services and products created specifically for the benefit of the technology, information, communication, entertainment, hospitality and leisure, and media industries.

For further information, please contact Louis van der Riet or Nangula Uaandja on +264 61 284 1000.

Consumer and Industrial Products



In today's marketplace for consumer and industrial products, there are few rules and no boundaries. The lines between retail, wholesale, manufacturing and supply are blurring. New channels of distribution and customer relationships are emerging. Brand loyalty is being attacked. Retailers are feeling the squeeze, and manufacturers struggle to implement the "next big idea" to improve margins and satisfy changing consumer demand. The tide is shifting away from competition between brands to competition against total product categories.

To remain competitive, consumer and industrial products are wringing inefficiencies out of their supply chains, creating integration, reducing costs and staying focused on the end-customer. Innovative alliances and partnerships are allowing companies to creatively approach brand, growth, supply chain and shareholder value issues.

PricewaterhouseCoopers has broad and deep expertise across the consumer and industrial products landscape. Five prime areas of focus for our global Consumer and Industrial Products practice are the companies and related suppliers within the sectors of automotive, consumer packaged goods, industrial products, pharmaceuticals and retail.

Automotive

At PricewaterhouseCoopers we have made an unparalleled commitment to the automotive industry, using technology and knowledge to drive productivity, profitability and value for our automotive clients. The challenges of today's automotive industry – excess global capacity, cost reduction pressures, consolidation, globalisation, and retail realignment – all demand an innovative, knowledgeable approach. We understand the challenges faced by our clients and provide solutions to help them stay ahead of the competition.

We have developed services beyond our traditional service offerings, such as audit, tax, ERP systems and supply chain consulting, tailored to address today's automotive business challenges. These specialised automotive industry services include:

- Acquisitions, inward investment and joint ventures – Our professionals act as specialist motor industry advisers to corporations, foreign investors and lenders, providing industry knowledge and support through every aspect of the transaction.
- Business process outsourcing – We take responsibility for our clients' people, systems and processes in areas such as internal audit, finance, tax and customs duty compliance.
- Strategic enterprise cost reduction – Our approach prioritises cost reduction initiatives on the basis of their impact on overall value across the extended automotive enterprise.
- Customs duty and MIDP rebates – We assist our clients with strategies to minimise the cost of foreign inputs, including customs duty.
- Risk and security – We provide ERP systems assurance to our clients through risk assessments and feature audits, computer security reviews and specialist computer advisory services.
- Consumer centricity and e-business – Our automotive retail services include strategies for network planning, field organisation alignment, e-business and market and customer management solutions.

Our global reach is second to none. We have made global investments in the people, tools and resources necessary to best serve our automotive clients.

Consumer packaged goods

Technology is the driving force in the customer packaged goods (CPG) industry. The web provides new advertising and selling channels; there is increased demand for trading partner collaboration, an increasingly complex global environment and significant cost advantage due to new technologies.

Key issues and trends facing the sector include consumer issues, new competitors and a rapidly changing market. New channels such as the Internet, CD-ROM catalogue and configure-to-order kiosks are emerging and regulatory and political forces are at play. Volatile capital markets and decreasing expenditures on consumer goods are pressuring profitability, while availability issues also play a role in this rapidly evolving industry sector.

PricewaterhouseCoopers offers:

- The largest, most well established global network of CPG professionals.
- Industry-experienced partners with strong client relationships.
- Strong SAP controls and management consulting services expertise.
- A proprietary CPG Business Process Risk Assessment tool that provides a framework for assessing the financial, operational and compliance risks within CPG companies.

Industrial products sector

Global overcapacity, the creation of shareholder value and the growing e-business market are all issues affecting the industrial products sector. Systems risk management has not kept pace with the realisation that the Internet is a powerful tool. Companies continue to emphasise cost containment and reduction, which presents significant opportunities for outsourcing, and the emphasis is on research and development.

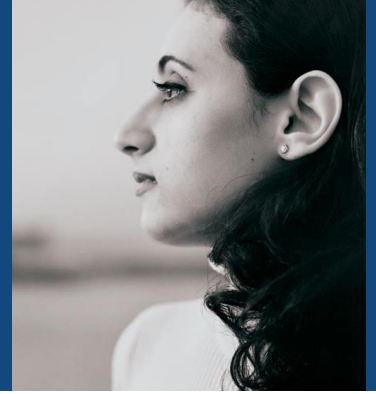
Innovation is truly a competitive advantage (particularly in industries such as speciality chemicals and high-tech materials), and companies making use of it will benefit enormously. Increasingly stringent global environmental and worker safety regulatory requirements, as well as ongoing concerns about ERP complexity and industry consolidations all lead to increased opportunities in this industry.

The PricewaterhouseCoopers advantage includes:

- Leading market share and global industry leadership.
- Ability to serve diverse client requirements with a full complement of ABAS services.
- Global network of professionals providing seamless service to multinational companies.
- Knowledge of vertical integration along supply chain leveraged across industries.
- Products sub-sectors.
- Thought leadership activities, which include conference sponsorship and industry publications.
- Learning and education activities.

For further information, please contact Louis van der Riet on +264 61 284 1000.

Pharmaceutical sector



The core processes of the pharmaceutical sector include research and development, global supply, and sales and marketing. Increased collaboration with third parties, advances in technology, and increased use of information technology are likely to significantly increase available development targets in this industry.

When it comes to global supply, pharmaceuticals are outsourcing manufacturing, and systems implementations are increasing. Managed care continues to have a significant impact on product utilisation, while the changing roles of intellectual capital mean that those who hold information may not be those who need it. Globalisation is placing a strain on the internal audit department's ability to carry out its monitoring function and information technology is impacting sales force management.

PricewaterhouseCoopers is the best-placed professional services firm for establishing a risk management partnership at board level as a result of our:

- High market share of audits in the sector.
- Established reputation through risk assessment and system audits.
- Unique capability to track all directives issued by key regulatory bodies and link them to one another to simplify their application.
- Depth of understanding of key industry issues.
- Worldwide involvement in all the business sectors with which the pharmaceutical sector seeks its alliances and partnerships (creating new areas of risk).

For further information, please contact Dawie Fourie or Nico Weck on +264 61 284 1000.



Retail sector

As a whole, retailing is a mature market, with retailers increasingly looking to emerging opportunities overseas. High levels of consolidation have been seen as a way to reduce costs and buy market share. Retailers are making large investments in technology to better understand the buyer and improve inventory management.

E-retailing has exceeded expectations and the lowest-cost provider is benefiting. The objectives remain to maximise shareholder value, increase earnings per share growth, and create value. Consumers are spending less time and money on shopping and are more value-oriented. Retailers are adapting to changing consumer needs and behaviours and department stores are taking steps to differentiate themselves to stop their eroding market share. Retailers are increasing their efforts to build brand equity in the marketplace. They are also facing a high cost of capital. The largest and most successful retailers are those that are tightly managing the entire supply chain.

PricewaterhouseCoopers provides world-class thought leadership in this field through:

- The Retail Intelligence System, which gives executive management teams direct access to industry thought leadership and cutting-edge views that challenge their strategic thinking. It monitors trends, analyses issues, projects the outlook, and offers timely and objective perspectives.
- Active presence in trade bodies – Our professionals serve as members or associate members and participate in annual conferences in the leading retail trade associations.
- Strong global practice – We are the second largest auditor by market share, and audit some of the world's largest retailers in Namibia, Southern Africa, the United States, Asia-Pacific and the United Kingdom.

For further information, please contact Louis van der Riet on +264 61 284 1000.

Healthcare



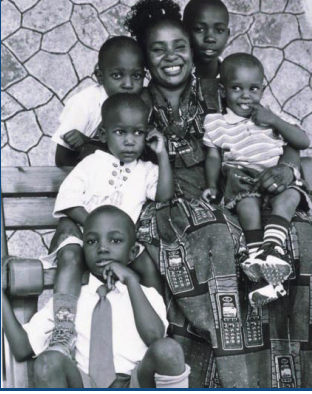
The PricewaterhouseCoopers Healthcare group provides a full range of services to hospitals and clinics (private and public), pharmaceutical organisations (manufacturing and retail), medical aid administrators and funds, and professional practices in Southern Africa.

From a healthcare perspective, the issue of health is perceived as a social responsibility, and the State and community are involved in directing and setting goals for health and healthcare. PricewaterhouseCoopers believes in the rights of citizens to equitable access to healthcare and the right to be treated by medical personnel, but we also believe that access to these services needs to be cost-effective and well managed.

The continuous increase in medical costs, with a medical inflation rate in excess of the average inflation rate has been the topic of numerous articles in financial magazines. The debates for and against managed care are continuing and the emigration of doctors and specialists is still a monthly occurrence. The Healthcare group has kept its finger on the pulse of these activities to ensure that we continue to provide the best service to all of our clients.

The above are only a handful of characteristics of a somewhat tumultuous healthcare industry. We are well placed to advise our clients on matters such as take-overs, amalgamations and expansions in the hospital sector and pharmaceutical entities. With our local resources and knowledge, and our access to the firm's worldwide network and resources, we have proved to our clients that we are leaders in providing professional services to the healthcare industry.

For further information, please contact Dawie Fourie or Nico Weck on +264 61 284 1000.



Higher Education

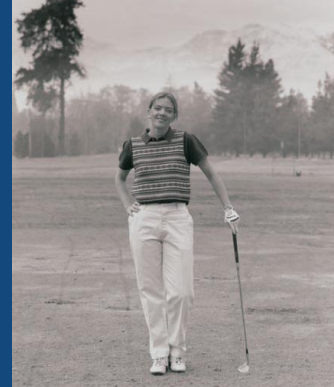
PricewaterhouseCoopers holds a very strong position in the higher education sector, and provides statutory audit, internal audit and consulting assistance to 27 of the 36 South African universities and technikons.

We have experienced a continued high level of involvement in the sector, with many varied and innovative services being provided. Partners and staff regularly present workshops to groups of institutions on Generally Accepted Accounting Practice for Higher Education, and assistance with corporate governance structures, ongoing advice on the enhancement of entrepreneurship as well as ongoing consulting on VAT support the regular audit and internal audit services. This industry group also focuses on performance improvement and cost reduction at a number of institutions. The cost allocation framework developed as an industry-wide project has been implemented at several higher education institutions, and is providing valuable benchmarking information.

The Higher Education group and those servicing this sector in Southern Africa look forward to successful and enjoyable future interaction with the higher education sector.

For further information, please contact Louis van der Riet on +264 61 284 1000 or Andrew Spalding on +27 11 797 5184.

Agribusiness



The PricewaterhouseCoopers agricultural industry specialist group (Agribusiness) dominates the provision of a wide range of audit and related services to agribusinesses in Namibia. In order to ensure focus, the firm's agribusiness clients are defined as those meeting various criteria, namely:

- They are involved in all agricultural activities from production to primary processing.
- All activities are primarily agri-related business activities.
- They include secondary processing by businesses principally owned by primary agri-related activities.
- They are identified input suppliers closely connected to agriculture by virtue of ownership or client base.

In order to demonstrate our ability to provide solutions to the industry's complex business problems, a database containing a wide range of industry-related information and data has been created. This provides the firm's personnel with the required background information, industry knowledge and understanding of the industry.

Due to the extensive diversity of the industry group, knowledge pool co-ordinators have been identified to ensure that the necessary information is available on the database. For this purpose agribusiness is subdivided into:

- Agronomy.
- Livestock.
- Orchards.
- Plantations.
- General.

PricewaterhouseCoopers' clients dominate certain industries such as the beef, maize, wheat, oilseeds, wine and vineyards industries. Significant inroads have also recently been made into the poultry, ostrich and cotton industries.

With its expanding capabilities and services, the agribusiness group is providing breakaway service to leading agribusinesses and the public sector in Southern Africa.

For further information, please contact Louis van der Riet on +264 61 284 1000.



Fishing

Namibia's thriving fisheries sector has become increasingly more important for the social and economic development of the country. Prior to independence fishing in Namibian waters was uncontrolled and dominated by foreign interest. It was therefore important for Government to establish a well-managed and sustainable Namibian-controlled fisheries sector that would contribute to the nation's social and economic growth.

In addition to the need for sustainable exploitation of fish stocks, the Ministry has also focused on an increased ownership and participation by Namibians. This policy objective goes hand in hand with the overall objectives of Government. The policy's success has been well-demonstrated through the fact that today 80% of vessels fishing in Namibian waters are Namibian owned and 63% of their crews are Namibian.

Namibia is also one of the few major fishing nations that earns more income and creates more jobs from processing than from catching of fish. One indicator of the progress of adding value through fish processing is that the number of white fish processing plants grew from zero in 1991 to 13 in 1998, creating 3 500 jobs. This success was due to implementation of policies such as the requirement or onshore processing of hake.

Fishing allocations are awarded on the TAC system and they include Pilchard, Hake, Monk Horse Mackerel, Crab, Rock Lobster, Orange roughy and Alfonsino.

In order to demonstrate our ability to provide solutions for the industry's specialised business problems, PricewaterhouseCoopers is proud to have a dedicated team based in Walvis Bay, servicing and advising clients in the fishing industry.

For further information, please contact Stephen Viljoen on +264 64 217700.

Other services





Business Recovery And Insolvency

Liquidation assignments require fast and effective business recovery and insolvency management services. There are many scenarios under which liquidation may be the best option; however, we carry no pre-conceived ideas that a struggling business should be liquidated as a matter of course. Today's marketplace is becoming increasingly complex and it is important that we continue to offer superior services and unique benefits to clients.

The different types of liquidation services we offer include:

Liquidations/Insolvency

- Members and creditors voluntary liquidation – We serve as liquidators for companies requiring de-registration with a view to:
 - Eliminating the drain on resources.
 - Crystallising capital losses to offset against gains.
 - Transferring assets to successor companies.
- Forced company and close corporation liquidation: Individual's sequestration – When debtors prove irrecoverable and are liquidated or sequestrated, we act as trustees or liquidators. Our expertise is aimed at:
 - Quick and effective administration of insolvent estates.
 - Maximising the dividend paid to creditors.
 - Investigating pre-liquidation affairs with a view to tracing dissipated assets.

Business regeneration

The business recovery service advises upon and implements a complete range of solutions for business failure and recovery situations.

- We review areas impacting on performance.
- We recommend implementation strategies and methods as well as rationalisation and recovery programmes.
- We aim to reverse corporate under-performance by rebuilding and restoring value.
- We provide remedies to save the business or to cushion the damage to creditors.
- We specialise in advice on rescue procedures and helping businesses get "back on their feet" and the implementation of solutions and procedures.

For further information, please contact Schalk Walters on +264 61 284 1000.

E-business



The commercial world is being turned upside down. E-business is the biggest opportunity for business since the Industrial Revolution, presenting limitless opportunity and boundless potential. It's the e-revolution. There'll be winners, survivors and losers. New leaders will emerge and we can help them to do so.

Advances in technology that once took years now occur in months or even weeks. New virtual businesses are created every day, and previously unlikely competitors now vie for market share in places never before possible.

E-business is a driving force of this phenomenon, and technology provides its backbone and infrastructure. At PricewaterhouseCoopers, we have the technological knowledge and business experience to help our clients strengthen and grow their businesses. This will help them to gain the e-business edge in this new information economy. E-business is a common thread that runs through all of our service lines and industry groups, and permeates every aspect of our business.

The E-Business Technology Forecast

PricewaterhouseCoopers is aware that many companies need assistance in navigating the apparently complex aspects of e-business. That is why we have produced the E-Business Technology Forecast, a comprehensive survey of e-business technology.

This publication covers four main themes in a single volume: E-business platforms and applications, the integration of e-business with enterprise information systems, payment technologies, and the technical infrastructure that supports e-business. Orders can be placed through our global e-business web site, www.e-business.pwcglobal.com.

The Southern African Gold Team

PricewaterhouseCoopers South Africa has established an E-Business Gold Team to co-ordinate e-business across all service lines and throughout different industries. Leaders in management consulting, risk management, and tax and legal services are able to create an integrated e-business solution tailored to clients' needs.

For further information, please contact Carl van der Merwe on +264 61 284 1000 or Doug Franke on +27 11 797 5170.



hrc Appointments

Matching talent to opportunities

Globalisation, market demands, employment patterns, capital flows and technology have resulted in a host of new challenges confronting companies. Today's organisations demand staff that can anticipate and manage change, provide leadership and share knowledge to enhance a company's competitive edge. Selecting those staff in terms of matching people, skills and knowledge to meet organisational cultures and goals is a critical and highly skilled task.

hrc Appointments are experts in assisting management with the search, selection and recruitment of their most valuable assets, their people.

As the world's largest business service provider, our profile across industry attracts the best candidates. Our team of specialised selection and recruitment professionals is dedicated to the sharing of knowledge and experience. We have a record of success in assisting major local, national and global companies with selection and recruitment, and ensure independence and objectivity in recruitment decisions and the saving of scarce management time. We provide the resources for the effective and efficient running of companies, through selection of the most suitably qualified and experienced candidates, and our competitive fees focus on quality, service and value. We have access to the expertise and collective experience of our network of directors and staff, the resources of our global organisation, and the support and technical assistance of our partnership.

Our services

We provide assistance by:

- Tailoring each assignment according to the specific needs of the client.
- Preparing job specifications and candidate profiles.
- Drafting and placing of advertisements in the most appropriate media.
- Drawing on an established high-level network of contacts and sources for executive search assignments.
- Assessing candidates by conducting in-depth interviews.
- Utilising behavioural profiling for personality assessment and analysis, ensuring person-position compatibility.
- Conducting discrete reference checking of preferred candidates, confirming past performance, qualifications and potential to fill the position.
- Shortlisting of suitable candidates in order to fully brief the client on the relative abilities of the candidates.
- Preparing and presenting of curricula vitae, focusing on key strengths, experience and technical skills.
- Helping select the most suitable candidate for the position.
- Maintaining contact with both the client and candidate, ensuring that the appointment has been successful.

It is within the context of these services and against the ever-changing panorama of global organisational needs, that hrc Appointments serves clients – in identifying, attracting and assessing the exceptional talent that they demand.

Specialisations

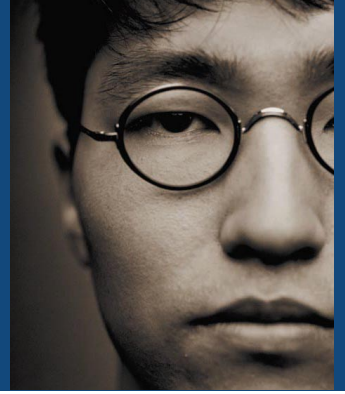
- Executive Management.
- Senior Management.
- General Management.
- Financial Management.
- Banking and Financial Services.
- Information Technology.
- Sales and Marketing Management.

For further information, please contact Dr Christina Swart-Opperman, Peter von Kühne or Immanuel Shapopi on +264 61 284 1000.

Internal support services



Learning and Education



PricewaterhouseCoopers believes that once a member of staff has been employed, the firm has a responsibility to assist him or her in maximising their potential, both as a productive employee, and also as an individual. The learning and education provided by the firm encourages each employee to maximise their potential.

Each employee has access to three different training techniques. Firstly, theoretical knowledge gained via academic studies before employment at the firm is used as a base from which to develop practical application. Secondly, specialist skills are developed to assist the employee in growing in his or her chosen field of expertise. Thirdly, interpersonal skills are explored to ensure that each employee develops all the management skills necessary to succeed in his or her career.

This enhanced education is delivered in a number of ways:

- Coaching – On the job feedback is essential for staff to link theoretical knowledge with practical experience. This is an ongoing process constantly in use in the field.
- Self-training – This approach ensures that each employee takes ownership of his or her own growth through education. Numerous self-study packages are available for staff to use at a time and place that is most effective. Different learning needs can thus be easily catered for.
- Classroom tuition – Formal courses are often held, sometimes at residential venues. This approach is most common when complex issues are being dealt with and constant facilitation is deemed necessary to ensure a uniformity of learning.

For further information, please contact Louis van der Riet on +264 61 284 1000.



Human resources

PricewaterhouseCoopers recognises that our people and their knowledge are our most valuable assets, which is why Human Resources' vision for the firm is to be the "Employer of Choice" in all areas of our business. We aim to attract and retain the highest calibre of professionals, which in turn offers our clients access to top expertise in Namibia. Further to this vision is our mission, through which we strive to provide our service lines with a level of professionalism necessary to ensure best practice in the areas of recruitment, retention, development of people, deployment and employment equity. We achieve this by being approachable, supportive, and client and business orientated so as to add measurable value to our vision.

As part of the transformation process, we have completed a comprehensive national employment equity (EE) plan for the firm. This plan includes employment equity drivers, resolutions to EE barriers and affirmative action measures we intend undertaking, and the required roles, responsibilities and commitment from all staff in the firm. Employment equity is regarded as a business imperative for PricewaterhouseCoopers.

Considerable progress has been made in implementing progressive employee benefit schemes. One such initiative is our flexible work-life policy, which provides employees with the opportunity to tailor their working conditions to meet their personal needs, whilst maintaining the highest level of professional service for our clients. Our world-class performance appraisal and management development system provide ongoing feedback to assist employees with their professional development and career mapping.

A dedicated Human Resources team has been assigned to ensure that a hands-on HR service is available within all our service lines. Our HR team also makes use of a world-class HR information system to ensure they provide a value-added service to their clients.

PricewaterhouseCoopers' profile at schools and tertiary institutions is a top priority, and we are actively marketing ourselves as "the brand to be seen with". A combination of vacation employment, training contracts and bursaries are offered to students studying towards a qualification as a chartered accountant at any recognised South African university.

Various international assignment programmes offer students the opportunity to gain experience within our global network, such as our International Leadership Summit (ILS) and International Exchange Programme (IEP). These valuable opportunities attract top-tier students from countries across the globe to a four-day workshop in Europe or a three-month vacation employment assignment to one of our international offices.

Our involvement at secondary educational institutions is extensive and various initiatives, from awarding bursaries and study prizes for outstanding academic achievement to presenting workshops and developmental programmes, including a business orientation programme for students and a teacher enrichment programme for accounting teachers. These initiatives will contribute to uplifting our education system.

For more information, please contact Dawie Fourie or Dr. Christina Swart-Opperman on +264 61 284 1000.

Marketing & Communication



A strong brand is one of a company's most powerful assets. We've all had the experience of choosing one branded product over another because we perceive it as providing more value, higher quality or greater prestige. There is an implied promise that one brand will deliver more benefits than another. We sense a subtle reassurance that, in choosing a certain brand, we make a better choice.

Like any strategic asset, the PricewaterhouseCoopers brand must be carefully developed, managed and protected to ensure that its power and value are neither lost nor diluted. This we do by assisting our internal clients with the drafting and implementation of marketing and communication strategies that will enable them to use our brand to its full potential. This, along with facilitating both internal and external communication, is one of the main tasks of the PricewaterhouseCoopers Marketing & Communication department.

Although the core Marketing & Communication team is based in Johannesburg, marketing and communication professionals are located in offices throughout Namibia. Services provided include:

- Brand management and corporate identity.
- Internal and external communication.
- Media liaison.
- Developing marketing and communication strategies.
- Language advice.
- Advertising/sponsorships.
- Proposals/tenders.
- Promotional items.
- Desktop publishing and design.
- Brochures, newsletters and other publications.
- Functions/seminars/launches.

For further information, please contact Beverly Jandrell on +264 61 284 1100.



Global Technology Solutions (GTS)

Global Technology Solutions' (GTS) primary responsibility is to support the firm's business objectives through effective management, maintenance and development of the firm's technology infrastructure and support.

Our service commitments are:

- Operating a professional, cost-efficient, global and national organisation consistent with world-class benchmarks.
- Providing a complementary suite of leading-edge tools, enterprise core systems, business unit technologies and knowledge management systems.
- Managing a globally integrated communications and technology infrastructure capable of supporting the mobile and office-based professional.

Drivers for initiatives

A major trend within the firm's business is a drive to globalisation, and GTS is also aligning itself in that direction to ensure that we are able to service the needs of the business in the most effective fashion. The primary guidelines to do so include:

- Delivering existing services for staff at a reduced cost year-on-year.
- Allowing cost growth to be driven by headcount and constraining use of existing services in line with agreed principles.
- Introducing new services in accordance with strict principles of net financial benefit, driven by comprehensive business cases.

Major challenges for GTS

GTS is faced by a number of challenges, in particular:

- Establishing the infrastructure to exploit an e-business-centric model of computing in our interactions with our clients, our business partners, and ourselves.
- Developing enterprise systems in the areas of practice management and human resources.

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Your worlds



Our people