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PwC Namibia

Communications Capability Statement

2015



pwc

*At the core of the industry.
At the forefront of developments.
Delivering value.*



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About PwC Namibia

PwC Namibia is Namibian owned and managed, and a member of PwC Africa.

In Namibia, PwC employs over 200 staff of which 14 are partners / directors, and 4 Associate Directors located in two offices, Windhoek and Walvis Bay.

We have a diverse client base covering the full spectrum of economic activities, and we provide a range of services to match.

We strive to be a transformed firm that represents the demographics of Namibia, and also to create an environment that will enable growth and economic empowerment for all our people, in particular those that were previously disadvantaged. As one of the largest professional services firms in the world and in Namibia, we believe that we have a responsibility to play a role in empowering all the people of our country, starting with our staff.

We know that the value we create to our clients creates the relationship they are looking for. That being said, the partnership at this firm adds value on empowerment, development, growth, and socio economic change in Namibia.

***Our
Purpose:***

***Build Trust in
Society and
Solve Important
Problems***

Information Communication Technology Industry Overview in Namibia

In Namibia, a sound policy framework has been adopted to facilitate investment in the ICT sector which includes the following policies: ICT Overarching Policy, Communications Policy, IT Policy, Broadcasting Policy and Postal Policy.

Through an all-encompassing regulatory framework, Namibia's ICT industry is more than ready to embrace investment of any proportion. The following regulations stand to support the industry: Communications Act 8 of 2009 which established the Communications Regulatory Authority of Namibia (CRAN) as the converged regulator for ICT. CRAN was established to facilitate foreign direct investment, promote entrepreneurship and local participation, ensuring a 51% Namibian ownership in investment opportunities and promotes fair competition among ICT players. (Ministry of Information & Communication Technology)

The importance of infrastructure in the industry is clearly demonstrated by the Namibian Government's direct investment in the West African submarine Cable System (WACS). "WACS, a submarine communications cable links Africa with Europe along the west coast of Africa.

In February 2011, the Government of Namibia, in conjunction with Alcatel-Lucent Submarine Networks was connected to the giant project through Telecom Namibia to contribute to the sustainable

development of Namibia and SADC as a whole. The project was co-aided by Botswana to create a WACS Landing Point in Swakopmund at an investment figure of USD37.5 million from each of the two countries involved.

Today, Namibian based communication companies boast current technology infrastructure that has connected thousands of clients to the world arena in terms of video, data and voice capabilities. The West African Cable System (WACS), that introduced high speed broadband internet possibilities to Namibia and other countries in the southern African region, serves a greater number of Africans and widens the continent's chances of development in other downstream sectors.

MTC and Telecom Namibia's tn Mobile are the two mobile service providers operating in a highly competitive and tight market that has realised numerous benefits from the active and relatively youthful working class citizens who characterise the cities and other industrial towns in the country. According to the Ministry of Information & Communication Technology, the country has achieved a 98% mobile coverage of the population. Telecom Namibia is the only fixed-line operator in Namibia and is owned by Namibia Post and Telecom Holdings (NPTH), which in turn is owned by the State. NPTH is also a majority shareholder of Mobile Telecommunications Ltd, MTC.

The Namibian broadcasting industry is serviced by two Television stations, the Government owned NBC (Namibia Broadcasting Corporation) and One Africa TV a privately owned broadcaster. The industry has a total of 15 radio stations.

Recent events have seen the introduction of digital television by the national broadcaster, NBC. This means viewers can expect much clearer images as well as a more interactive service delivery.

However, the broadcasting industry and regulators face both opportunities and challenges in dealing with the transition from analogue to digital broadcasting.

The transition requires decisions to be made on a great number of political, social, economic and technological issues, reported the NBC on their website.



MEDIA

WORLD

WORLD

WORLD

BUSINESS

NETWORK SERVICE



PwC Experience in the industry

As one of the world's largest professional services firms, PwC offers you the benefit of years of experience gained from working with a broad range of clients, a global network of professionals and an extraordinary depth and breadth of services.

Assurance Services

Through PwC, our Assurance group provides audit and assurance services to clients on their financial performance and operations. We also help them to improve their external financial reporting and adapt to new regulatory requirements, such as the King Report of Governance for South Africa 2009, the New Companies Act and International Financial Reporting Standards (IFRS).

The true value of an audit lies in ensuring compliance with exacting rules, regulations and standards; assisting our clients in managing the financial hurdles that they encounter on a daily basis; and assisting clients to improve their financial reporting and related internal controls processes. Our audit approach can be tailored to meet the needs of organisations of all sizes, as evidenced by our appointment as auditor to some of the largest companies as well as to thousands of small and mid-sized businesses. In every case, a PwC audit is underpinned by our deep industry knowledge, wide international experience, global network of skilled professionals and commitment to delivering quality services.

This deep industry knowledge is one of the foundations of our success. Our teams are aligned to the industry groupings in which they have the most expertise, enabling them to deliver tailored solutions to complex issues in these sectors. Our traditional core competency has been augmented over the years by the development of additional services that address our clients' requirements.

Our audit clients include many of the top-performing companies on the JSE Securities Exchange, as well as many small and mid-sized businesses. In addition to audit services, we also provide accounting and regulatory advice and assurance-related services.

Advisory Services

Helping organisations work smarter and grow faster, working with you to solve your complex and day-to-day problems.

At PwC, we design strategies to help you innovate, grow, reduce costs and leverage talent. We help you execute these strategies, deliver value and ensure long-term success. We do this by creating sustainable solutions that work for you. You benefit from our combined industry knowledge and subject expertise, and our collective experience.

Our footprint allows us to work with you wherever you are.

Sustainability and growth derive from customer satisfaction. Responding to rapidly changing customer needs requires agility and innovation. Our advisory services are focused on doing exactly that.

Our local team of specialists work with you to challenge current convention and introduce leading practice, drawn from our global network across industries, to solve complex problems and implement solutions.

Harnessing new opportunities

- Enhancing performance
- Improving management and control
- Dealing with crisis
- Restructuring and realising value.

We believe that creating the value you desire depends on our understanding of your issues and challenges, and of the industry forces affecting you – something we take great care with.

We understand the importance of delivering early and sustained value. We invest in experienced, specialised staff who, combined with their deep industry insights, are powered through our training, tools, research and access to the global PwC network. This ensures they know what you need them to know. We are leading advisors to a large and growing number of organisations that operate within sectors of financial services, government and public services, health care, mining, energy, transport and logistics, retail and consumer products, entertainment, and communications.

Our promise to you: “Our relationship with you creates the value that you are looking for.”

Helping organisations change

Enterprise transformation is about fundamental change at strategic and/or operational level.

We work with you to transform the way you operate and perform. Distinct from ‘blue sky’ strategy, we design and implement practical change with measurable business benefits. We accelerate the alignment of your people with a clear road map to the future. Our support throughout your journey provides capacity to deliver success.

Helping organisations increase performance

Optimising core operations is about achieving consistent high quality, reducing waste, increasing throughput and managing costs effectively. We help you increase performance by improving the efficiency and effectiveness of your core business operations, including supply chain. We assist you to evolve and adapt continuously in the face of a constantly changing and increasingly complex global supplier, production and customer environment.

Helping organisations align support functions to business needs

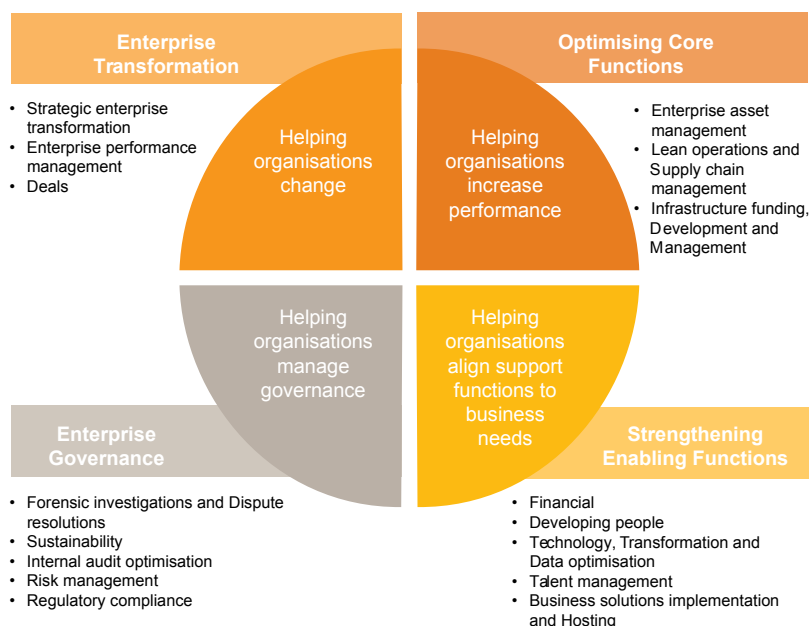
Strengthening enabling functions is about creating value-adding business services across your organisation’s support functions. Support functions must anticipate and deliver to the changing demands of business. Creating cost-effective and agile support functions releases scarce resources to focus on core business. We help you transform your support functions, taking advantage of best-fit delivery models and harnessing technology.

Helping organisations manage governance

Enterprise governance is about managing corporate and social responsibility. It is also about protecting and enhancing reputation.

We help manage governance, risk and compliance challenges. We take a broader view on regulatory, economic, social and environmental considerations and the impact these have on your business.

We help you design and implement appropriate frameworks and structures to manage governance, risk, compliance and controls. In this way you safeguard your future and your reputation.



PwC provides a range of pressing telco services to address your most pressing business problems

PwC service offerings in a telco context

Security, Risk & Compliance

We enable organizations to pursue an organized approach to managing security, risk and compliance related strategy and implementation. We help clients with: operational risk, security & resilience, information assurance, business continuity, and compliance and regulation

Enterprise Strategy

We work with executives to support agenda setting and improve the success rate of strategic initiatives

Finance

PwC's corporate finance service offering works at the cross-roads of corporate strategy and corporate finance, serving clients on strategic issues that materially affect shareholder value

Organization, Change & Leadership

We design new operating models, based on market economics and customized to deliver against shareholder expectations, customer needs, and relationships among the constituencies in the organization's enterprise

Operations

PwC provides a level of operations expertise unique among general management consulting firms. Our definition of operations includes product and process development - e.g. we have a ready made lean operator methodology to cut cost and grow stronger

Mergers & Restructuring

We provide a range of merger and restructuring services to companies. In the past five years, the firm has supported more than 600 acquisitions and restructurings

Marketing & Sales

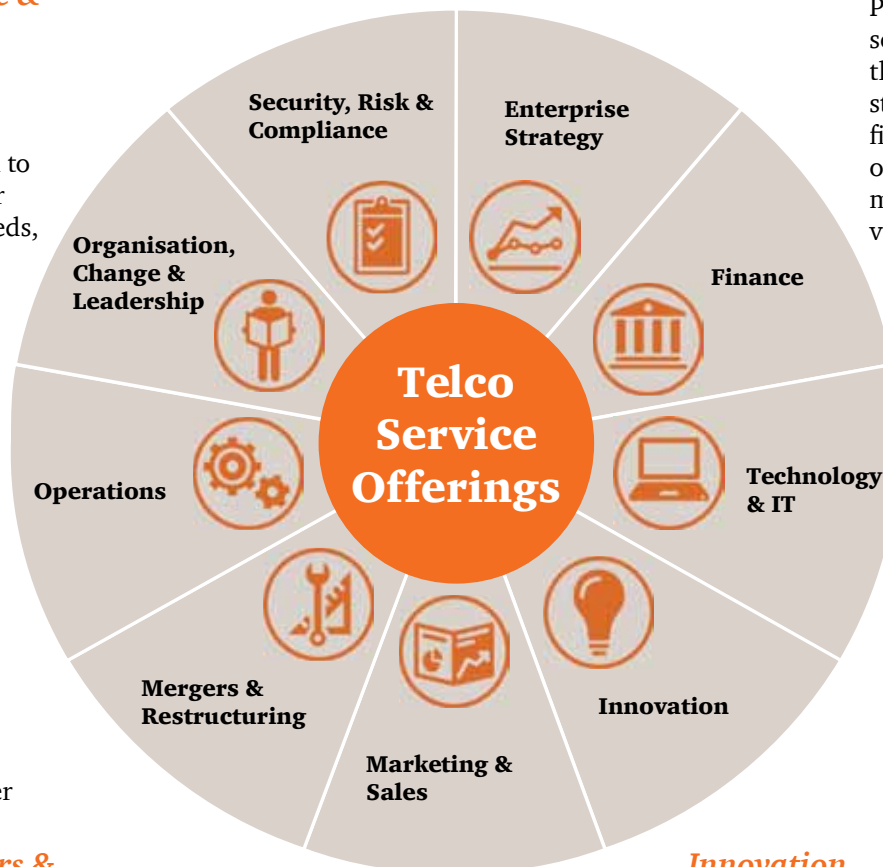
Our advisory service develops and implements integrated programs to help our clients deliver results in today's increasingly "consumer-centric" era of marketing and sales

Innovation

PwC's innovation experts help clients improve their innovation functions, including product development, research and development, and engineering, through: strategy setting; process and organizational changes; capability and technology tool building; and assessing scientific and technological robustness of offerings

Technology and IT

We take a revolutionary view of Technology and IT as a business operating within a business, and address a focused agenda: Strategy, Governance and Efficiency, PMI and Carve Outs, Technology-led Innovation, Sourcing & Outsourcing, IT-enabled Process Transformation, Network Management



Human resource services

We have an established human resource practice delivering solutions to the people-related issues encountered by our clients. By combining our human resource and tax professionals, we are able to offer our clients breadth and depth of expertise in reward & market benchmark, employment benefits, equity incentives, payroll services, employment tax, personal tax, social security and training levy services.

Tax 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 national team of advisers can assist clients to manage their tax risk and, where possible, minimise their tax burden by providing innovative, often proven, practical tax and business solutions.

Our advice covers all aspects of African direct and indirect taxes, exchange control regulations and employee-related issues. Through our extensive network of offices we are also able to provide advice on structuring international business operations and investments.

Corporate Tax

Corporate Tax provides specialist advice to assist African 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.

Indirect tax

Encompassing value-added tax (VAT) and customs and excise duties, indirect tax is an increasingly complex area,

affecting every transaction of a business. Our indirect tax team advises corporate clients on local and cross-border issues. Our clients operate across the full spectrum of industry and we use our expertise to advise them on the best solution to their local, regional, and international issues, often utilising our global network to bring best practice to our clients.

International tax structuring

We provide business solutions to specific, complex client needs that serve to manage global tax risk and, where possible, 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 advisors, to provide specialist international tax and exchange control services.

Transfer pricing

We develop transfer-pricing policies that are practical, defensible and consistent with our client's overall business strategy. Our services include transfer pricing risk assessments, drafting transfer pricing policies and full transfer pricing studies. We also provide advice on current and proposed transfer pricing legislation in Africa and abroad.

Tax Compliance Centre

We provide specialist income tax compliance services to companies, based on global best practice models. The Centre runs income tax compliance processes, and has a dedicated compliance manager responsible for each outsourcing contract to ensure the timely and efficient delivery of tax returns. Tailored electronic tax data collection applications and robust risk management and quality control procedures ensure the delivery of high-quality tax returns.

Private company services

Business leaders regard business as personal. Our past and continued

involvement with business leaders gives us a broad understanding of the unique demands and challenges facing private companies today. Our response is simple – to develop professionals who understand these challenges and rise to them.

These trusted business advisors (TBAs) work closely with our industry experts to provide tailor-made solutions specifically geared to add value in the private company environment. A TBA acts as a gateway to all the knowledge and expertise of our entire organisation, combined with comprehensive knowledge of local markets and industries. Through our TBAs, clients have access to an integrated service delivery approach encompassing any combination of our firm's services.

Trust and excellence are the foundations of our relationships. We foster those relationships by engaging our clients in conversations around the issues, risks and opportunities of the day, in order to ensure that their businesses continue on the road to sustainable profitability and growth. We also know that life is about more than business. It is also about individuals. We therefore extend our involvement to offering advice on personal finances, taxation, succession, estate and retirement planning. We assist clients with every facet of their business in order to add real value, and help them achieve their business goals and dreams.



PwC Business School

The Business School is not a traditional learning institution offering Masters Degrees. We focus on delivering relevant and development solutions based on deep knowledge and experience within PwC's core areas of expertise.

The Business School provides a range of business insights and knowledge-based programmes for directors, executives and managers.

PwC Namibia Business School brings together three unique training solutions:

Thought Leadership

Centre for Thought Leadership with local and international movers and shakers on relevant and thought provoking topics.

The events are specialist sessions, specifically targeted at Executive Leadership and Senior Management. Offerings include:

- Strategy Formulation;
- Communication Forums;
- Interactive Workshops.

Client Specific Training Solutions

The Business School provides, Client Specific Learning Solutions including Training Needs Analysis and Customized Training Programmes.

The Business School offers bespoke training solutions to clients to ensure the organisational values, culture and issues are incorporated in the learning environment and the application of the learning is relevant to participants. Offerings include:

- Management Development Programmes (MDP)
- Specialist Development Programmes:
 - » Organisational Effectiveness
 - » Change Management
 - » Time Mastery
 - » Coaching and Mentoring
- Accounting:
 - » Basic Accounting Course

- » International Financial Reporting Standards (IFRS) Annual Update
- Tax
 - » Basic and Advanced Income Tax Training
 - » Basic and Advanced VAT Training.
- PwC Directors & Company Secretarial Series

Public Training Solutions

Public Training Programmes that are focused on developing skills relevant to the local market across all industries covering Tax, Human Resource Services, Corporate Governance, Accounting, Compliance and Soft Skills training.

- The Skills Programmes themes are:
 - » Personal Assistant & Secretarial
 - » Sales & Customer Service
 - » Supervisory Development Programme
 - » Human Resources
 - » Administration & Planning
- Specialist Programmes include:
 - » Employee & Industrial Relations
 - » Coaching & Mentoring
 - » Networking
 - » Negotiation
 - » Ethics.
- Accounting Solutions include:
 - » Basic Accounting Course
 - » International Financial Reporting Standards (IFRS) Annual Update.
- Tax Solutions include:
 - » Basic and Advanced Income Tax Training
 - » Basic and Advanced VAT Training
 - » Customs in Namibia.
- Other Solutions include:
 - » PwC Directors & Company Secretarial Series.

Business Bitesize Sessions

Business Bitesize Sessions are short sessions designed with the busy professional in mind focused on PwC's core areas of expertise.

Business School: Market Research & Surveys

Market Research & Surveys specialises in delivering strategic solutions based on comprehensive stakeholder research.

Who we are - A dedicated research team committed to:

- Subscribe to the codes of conduct of the Southern African Market Research Association.
- Being sensitive to the nature of each unique research study, applying its resources accordingly. For example, we offer translations where necessary, allowing interviews to be conducted in the preferred vernacular language of the respondent.
- Continuously grow our teams allowing for sufficient capacity to assist Clients in a timely manner.
- Understand Namibia and its people as we travel the country and interact with its people on a regular basis.
- Not being office bound, but being a hands-on team.
- Calculating representative sample sizes for quantitative methodologies to allow for generalisation of findings.
- Tailor all measurement tools according to the unique needs and nature of each Client's business.
- Respect the anonymity of respondents to encourage open and honest responses.
- Offer a workable research document. We therefore make great effort in offering recommendations as well as to brainstorm ideas with each Client in the form of a feedback session.
- Take full advantage of both paper-based and electronic formats when it comes to interviewing, choosing the most appropriate and cost effective option to meet a Client's needs.

Our Role:

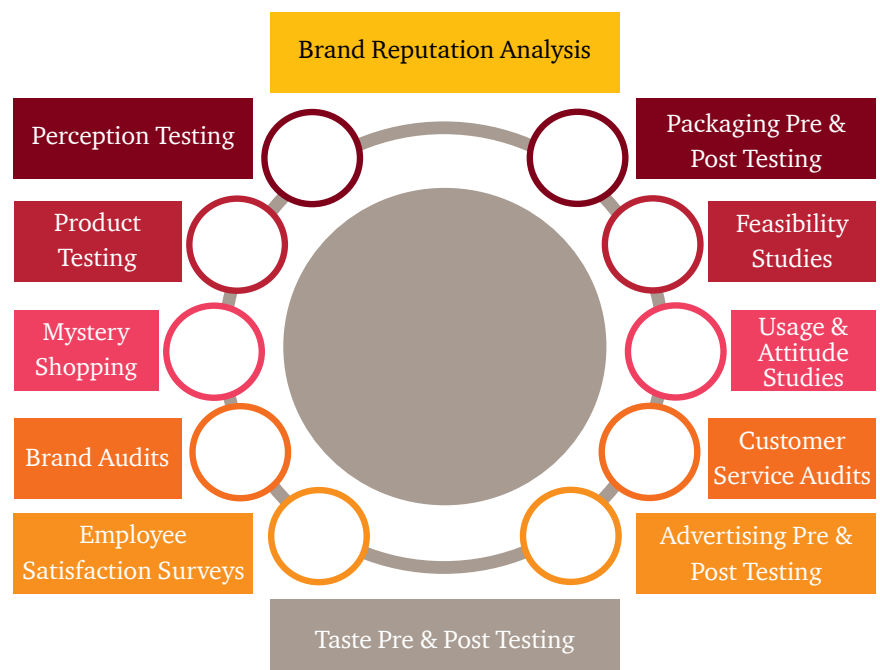
- Market Research & Surveys specialises in delivering strategic solutions based on comprehensive stakeholder research.
- It aids organisations to build and sustain their relationships with their internal and external stakeholders by equipping them with the necessary resources to improve their brands or company's potential.
- Its aim is to assist its clients in gaining a competitive advantage in their field of expertise through developing their internal and external brand to enhance their market share.
- We wish to enhance the community in which it is situated by employing Namibians on a project-by-project basis.
- Most of our interviewers are tertiary students looking for a means to supplement their studies and to gain experience.
- Training is conducted on a regular basis to ensure that our interviewers grow in their abilities whether it being inter-personal or professional.

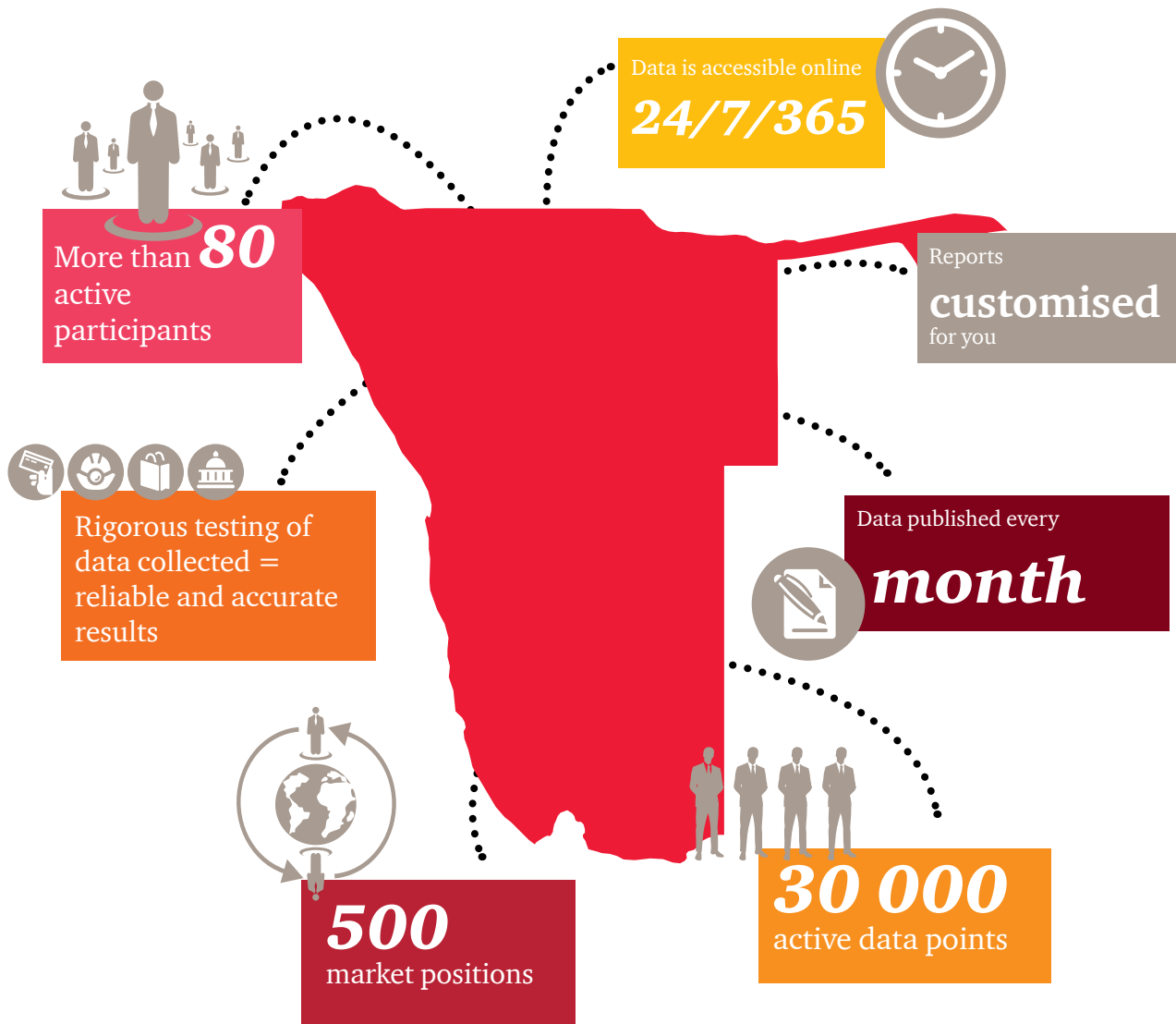
Ensuring Quality

Research quality is assured by following a certain set of control measures:

- The first and most important quality control measures are a) to ensure that the researcher fully understands the Client's expectations, b) that there is an agreement as to how the research will be conducted c) and what dimensions will be measured. A briefing meeting with the Client is thus vital before commencing with a research project.
- The second important quality control measure is to check and back-check at least 20% of the work completed by interviewers for accuracy and honesty to ensure quality of data. These background checks are conducted either per telephone or on a personal basis, in field, by the relevant supervisor.
- Having an ethical work approach according to the PwC Company Values – Excellence, Leadership & Teamwork

Business School: Market Research & Surveys - Product Offering





The largest online salary survey in Namibia - Running for more than 10 years with over 550 participants across Southern Africa.

Our leading-edge survey system allows discerning practitioners to make informed reward and strategy decisions based on the following distinctive features of the system:

- **Real time** a rolling, live database, capable of constant updating
- **Choice** supreme flexibility in defining comparator market
- **Friendly** absolute ease of data submission and retrieval
- **Access** instantaneous, finger-tip driven, generation of reports
- **Freedom** freeing up HR time to pursue strategy and not drudgery
- **Value** one data submission once per annum provides access to multiple surveys

REMchannel® offers a unique value proposition and encompasses more than one survey for one survey fee and one data submission.



Industry relevant Publications

PwC invests in developing points of view on the significant and emerging issues affecting Communications companies. Publications include:

- Cloud-enabled Telco Opportunities
- Communications Review – Going Further
- 18th Annual CEO Survey
- Communications Review – New Opportunities in Familiar Places
- Clearing the Way: 2012 Outlook for Network Decommissioning
- Communications Review – Telecoms in Africa
- We Need to Talk About CAPEX
- Communications Review – Exploring Markets in South America
- Accounting for Revenue in the Telecoms Industry

We are uniquely placed to offer you quality service

We have an experienced team, with global network backup and local experts with a proven track record

By organising our firm both locally and globally around an industry focus, our professionals in Namibia and the rest of Southern Africa have access to colleagues in the same specialist area around the world. We have the full support and strength of the PwC Southern African network to create a team with strong experience in the industry. Together with local empowerment and telecoms knowledge, we have a dedicated team globally who have extensive experience in the sector.

Strong brand reflecting quality and trust

PwC is a global brand associated with quality and trust. Our African Deals team was awarded “Financial Consultancy of the Year” in the 2011 Africa Investor investment Awards. PwC Transactions has the broadest and deepest international network targeting blue-chip and middle market deals.

Extensive knowledge of the regulatory environment

The regulatory environment in the ICT industry is complex and requires a firm with a specialised skilled team that has experience and in-depth knowledge of the industry and its regulations.

Our team comprises individuals with sound industry experience and knowledge of the regulatory environment in the ICT industry.

Our Industry Experts



Frans Murray

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Frans is an Partner (Chartered Accountant) within the Advisory Process Control Design & Optimisation division of PwC, Gauteng, South Africa for 10 years. He is experienced in a wide range of areas with specific key expertise obtained working on assurance engagements in the mining sector. Frans joined PwC Namibia in 2012 and is responsible for IT Advisory assignments including system, process control.

Particular areas of expertise include: Evaluation and assessment of computerised business processes for clients (Application Reviews), evaluation and assessment of the Information Technology General Computer environment, Optimisation of business process controls, Sarbanes Oxley compliance and Review of mining operational processes.

He is certified in Risk and Information System Control (CRISC)



Yulanda Marais

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Yulanda joined PwC Namibia after an extensive career working in various industries across Ghana, Mali, Namibia and South Africa, designing and implementing various big scale change projects as well as leadership and people systems for multi-national corporations. She believes in a systemic approach, as it sustains deeper changes that will enable agile environments where people will want to work and where leaders deliberately design improved business performance. Not just to ensure operational excellence in this financial year, but also to ensure a new and improved business is designed, including skilled and capable people, to enable new and challenging future states.

Yulanda is an internationally trained and registered Practitioner in Organisational Capability Assessments. This enables organisations to validate and link longer term career paths to retain and develop sustainable resources. Organisational Capability auditing is also rolled out by understanding what work and cross functional relationships are required to ensure effective leadership decision-making, at all levels of the business, not just the top. She designs effective organisations using best practice and behavioural competence frameworks for each level in the organisation.



Chantell Husselmann

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As Partner for the Indirect Tax Practice, Chantell has serviced a client portfolio from a broad range of industries. She was recently involved in consultations between Inland Revenue Directorate and Ministry of Finance on the deferment of Import VAT payments. She also has experience on facilitating consultations between large international groups involved in the merchandising of inter alia mineral products. She has extensive experience in the small and medium enterprise industry, in particular retail, agricultural and property entities.

Chantell further assists in the provision of tax clearance on the audits of clients from various industries, including financial service providers, medical service industries and large cross border retail groups. She has been involved in the performance of various VAT reviews for state owned enterprises, an airline company, a Telecommunications Company, Local Authorities and various other public sector entities. Chantell is the retired president of the Institute of Chartered Accountants of Namibia (ICAN) and is currently a member of the Public Accounting and Auditors Board (PAAB).



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Samuel completed his bachelor of accounting degree (cum-laude) at the University of Namibia in 2005 and obtained his Honours degree in accounting from Rhodes University in South Africa in 2007.

He joined PwC in 2008 as a trainee accountant and progressed to become an audit Senior in 2010. He became a chartered accountant in 2011 and is a registered member of the Institute of Chartered Accountants of Namibia (ICAN) and South African Institute of Chartered Accountants (SAICA).

Gerhard is responsible for the system, process and data assurance practice in Namibia and is with the PwC Risk Advisory Services since 2001. He is a business advisor and specialises in system, process and data assurance to assist organisations in achieving their Business and IT objectives.

Areas of expertise:

A holistic and integrated approach to assist business in achieving their intended results through tailor made solutions. Alignment of Strategy, IT Strategy, Risk and Performance Management within organisations.

Industry specific end-to-end reviews of financial and business processes, including SAP and Oracle ERP reviews.

Data services, including CAATs (Computer Assisted Audit Techniques). Project management and system implementation assessments. Identifying, understanding and managing risk to help ensure an appropriate balance between risks and opportunities.

IT general control reviews.

A proven track record of service delivery and building lasting relationships at top tier clients in the Namibian market across industry sectors:

Bank Windhoek, Standard Bank Namibia, GIPF, Bank of Namibia, Development Bank of Namibia, Agribank of Namibia, Alexander Forbs, Kalahari Sands, Agra, Namport and Nampost.

Daleen is a University of Stellenbosch graduate where she was awarded a BConsumer Science degree with the focus on consumer buying behaviour and satisfaction levels. She started her career as a Research Executive at a Namibian Market and Stakeholder Research company where she discovered her passion for Brand Communication. She decided to further expand her skills in this field and completed an Honours degree in Brand Communication and Leadership at Vega, a highly celebrated Brand Communication Institute in Cape Town, in 2008. She achieved a distinction in her final paper, confirming her skill in developing strategic solutions and motivating reasoning. After that Daleen started her own Research Agency which operated for 6 years. Daleen joined the PwC research team during 2015. Daleen has more than 10 years of practical experience in the field of Market and Stakeholder Research and data analysis.

Her extensive experience includes:

- Equipping clients to gain their competitive advantage when it comes to growing or building their product or company brands
- Skills in developing strategic solutions and motivating reason
- Policy development based on comprehensive research
- Data Analysis & Reporting
- Research Quality Control & Checking
- Data Collection & Methodology design

Contact Us

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