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Customer of the Year

Each year WorldatWork, the US based organisation which promotes reward management worldwide and with which SARA is affiliated, acknowledges the global partners that share its mission of providing Total Reward education and knowledge development to reward professionals throughout the world. This year at the WorldatWork Total Reward Conference in Anaheim, California attended by 2500 reward professionals, WorldatWork honoured the [South African Reward Association](#) as a global education

partner and presented the “Customer of the Year” Award to Nicolene de Beer who represented SARA at the Customer Appreciation Dinner.

At this event SARA was acknowledged as a longstanding member of the WorldatWork global education community and as a key partner in promoting and educating reward professionals. SARA was presented with a framed replica of the front cover of the award winning monthly publication *workspan*. The replica cover included SARA’s name along with the headline – *WorldatWork Customer of the Year*.

This award is testimony to the extent at which the SARA membership is availing themselves of the opportunity to obtain additional competencies by attending the courses presented through the WorldatWork Institute. The SARA Exco would like to extend their gratitude and appreciation to the membership for supporting the initiatives offered by the association. WorldatWork has associates across the globe and it is a true privilege for SARA to have received this award.

Ronel Nienaber - President: SARA

e-research

The latest e-research from e-reward has been posted in the library on the SARA website. These reports are for paid-up SARA members and can only be accessed with a password. To view these informative documents go to: [e-research](#)

Issue 42: Part 2: What is Happening in Bonus Schemes Today – Survey Findings

Conducted in Spring 2006, the survey carried out on behalf of subscribers to e-reward research reports produced up-to-date and revealing information on approaches to the operation of bonus schemes in the UK from senior HR and reward practitioners in 86 organisations – in both private and public sectors. This survey has been prompted by the interest expressed to us by a number of e-reward subscribers in bonus schemes. There has been no recent survey covering this area and, with the help of respondents, this is a gap we have attempted to fill. The survey covers the six main types of bonus schemes, including team pay.

Increased Pay Fails to Halt Skills Flight

The number of executives leaving South Africa in 2005/06 rose despite higher pay packages, underlining the country's struggle to retain a skilled labour force. A national survey by consultancy firm Deloitte found that 39 percent of respondents in the marketing and sales sector had lost senior staff between August 2005 and July this year, up from 24 percent the year before.

The sector showing the second-largest loss was manufacturing and production, where 16 percent of respondents said they had lost top executives. There was no figure for the previous year. Manufacturing is of particular concern as it includes highly skilled

professionals who are vital to a multibillion-rand government plan to upgrade infrastructure, especially ahead of the 2010 soccer World Cup.

Eleven percent of those in the financial services sector, one of the biggest contributors to gross domestic product, reported a loss of high-level managers.

"We are certainly seeing the effects of a skills shortage in the executive market," said Louise Marx of Deloitte.

South Africa has highlighted the skills gap as one of the main threats to much-needed economic growth as it seeks to create jobs and ease poverty. The local economy grew by 4.9 percent in 2005, its fastest pace in more than two decades. But the government wants to boost that to 6 percent in four years.

Such is the urgency of the skills crisis in South Africa that officials have said the government may need to re-enlist experienced whites who lost their jobs due to affirmative action policies aimed at promoting black economic empowerment.

"Nothing short of a skills revolution by a nation united will extricate us from the crisis we face ... the most fatal constraint to shared growth is skills," deputy president Phumzile Mlambo-Ngcuka said recently.

The report, which polled over 400 firms, said the main reason for the exodus was better jobs abroad and that the trend came despite a healthy increase in salaries for this group.

Overall, executive salary increases in 2005/06 were double the average inflation rate for the period August 2005 to July 2006, according to Deloitte.

[Business Report](#)

High-Flyers Curb Ambition for Quality of Life

With senior executives around the world complaining that their work is encroaching ever more damagingly on their personal lives, almost nine out of 10 say that work-life balance considerations are now critical in their decision whether to join, or remain with, an employer.

A survey of 1311 executives in the US, Europe and Asia-Pacific by the Association of Executive Search Consultants (AESC) has revealed a sea-change in the attitudes of corporate high-flyers, with a growing number rejecting long hours and the scramble up the corporate ladder in favour of better quality of life.

More than half (53 per cent) of those questioned said they have not achieved a satisfactory work-life balance and a similar proportion (46 per cent) felt that their work-life balance had changed for the worse over the past five years.

The majority of respondents were aged 35–54 and four out of 10 worked in companies with sales of over \$1 billion.

Compounding these work-life woes, six out of 10 complained that technologies such as the BlackBerry and mobile phones are further eroding the boundaries between work and personal life.

But whereas previous generations of executives have tended to accept long hours as the price of success, almost six out of 10 (56 per cent) of the current generation said that they would strongly consider refusing a promotion if it negatively affected their work-life balance.

Half have also considered taking a sabbatical, although eight out of 10 said their companies did not allow this.

The AESC findings confirm a trend noted last year in a global study by Burson-Marsteller and the Economist Intelligence Unit which found that more than half of senior business figures around the world would turn down the chance to be a CEO - with the impact of the role on their work-life balance the major reason for shunning the top job.

Aileen Taylor, AESC member and Managing Director of Eric Salmon & Partners Limited, said that she had noticed a growing number of senior FMCG executives looking for jobs in companies where the number of hours worked and location mobility were not the only ways to achieve career progression.

"Particularly in the marketing field, these individuals feel they cannot continue to give their best work under these extended hours regimes," she said.

"For the first time in twenty plus years in the personal care market place, I am seeing candidates prepared to down-size both their salaries and their prospects within large organisations in favour of quality of life."

Peter Felix, President of the Association of Executive Search Consultants, said that the findings should be a wake-up call to every employer that the values gap between them and their executives is widening.

"Top senior executives are hard to come by, and this survey suggests that executives are beginning to carefully measure the cost of their personal lives against the value of their professional goals," he said.

"The balance of power between employers and senior executives has shifted with the executive now in the driver's seat. Employers need to be more creative and nimble in today's market and some negotiating tactics may include being more sensitive to candidate work-life balance needs. If employers do not listen, their competitors surely will."

Management Issues

Remuneration for Board Members

With the numerous governance scandals which have rocked both the local and international business communities in the past few years, organisations have to look very closely at their board composition and retention strategies for their board members.

The publication of the two King reports, the first one in 1994 and the second in 2001, has ensured that South African organisations are increasingly focusing on corporate governance and the fiduciary responsibilities of Non-Executive Directors. Given the fact that Non-Executive Directors can, and will be held legally liable for failure, the possibility of spending time in jail is forcing non-executives in South Africa to take stock of their involvement and contribution on the various directorships that they hold.

Board Charters are being included in Corporate Governance Manuals to ensure that the board members behave in a responsible manner with due regard for the interests of shareholders and stakeholders alike. Directors are being provided with training to ensure that organisations can conduct business ethically and that directors are aware of their legal liability, statutory and fiduciary duties. It is vital that the consequences of unethical behaviour and failures are understood. The Board Charters have an additional benefit in that they provide organisations with an opportunity to formally evaluate the performance of the board of directors.

There are a number of performance elements which need to be addressed in a formal evaluation of the board:

- Do all the directors fully understand their roles and responsibilities?
- Does the board understand its accountability for risk?
- Are board meetings well structured and effectively conducted?
- Are the committees of the board effective?
- Is the board providing strategic leadership?

Organisations such as the Institute of Directors have provided professional development for directors and boards since the beginning of 2001. The development comprises a range of presentations which equips directors with the required skills to provide immediate benefits for the organisations.

The shortage of skills and the demands for Black Economic Empowerment and gender equity in South Africa make it increasingly difficult for Non-Executive Directors to spread themselves too thinly. Huge commitment is required in terms of both time and effort to ensure that the contributions made at board level are based on extensive knowledge of the organisation and the overall business strategy. Gone are the days where a board pack could be opened at the board meeting or even the night before. Since Non-Executive Directors are not involved in the day to day running of the business, they must spend considerable amount of time acquainting themselves with the responsibilities attached to their directorships.

All these factors have an impact on the remuneration of Non-Executive Directors. Companies rely on sound benchmark information to determine whether their Non-Executive Directors are being paid enough for the scope and liabilities of their responsibilities.

Recent research conducted by Remchannel for eight African countries indicated differentials of up to 4000% for the fees paid to the Board Chairperson for the

attendance of each board meeting. Given that the number of meetings ranges between 4 and 10 per annum, the wide range spread of the remuneration for Non-Executive Directors is astronomical. Additional benefits such as reimbursement of travel and accommodation costs, group life membership and subsistence allowances were reported for the Board Chairperson.

For Non-Executive members of committees the participants reported that the number of required meetings to be attended ranges between 4 and 6 meetings per annum. The differentiation in the fees paid per meeting is approximately 600% and in 12.5% of cases an additional retainer is paid to the committee member.

Anticipated increases of between 2% and 20% were reported for Non-Executive Directors. In the majority of cases these were linked to the inflation rate in the particular African country.

Do South African organisations do enough to retain Non-Executive Director skills? What are the differentials in pay for these sought after skills? To test these questions, Remchannel will publish research results, for South Africa, in the first quarter of 2007. The research will cover all areas of Non-Executive Director Remuneration. For more information call 012 662 2403 or visit: www.remchannel.co.za

Age Discrimination - Employee Share Schemes

United Kingdom: Many UK employee share schemes currently provide for acts of age-related discrimination, including automatically preventing employees who are close to retirement from receiving new awards and/or favouring retiring employees over other leavers by allowing them to receive the full number of shares under their award. However, these will normally be unlawful after 1 October 2006 under the Employment Equality (Age) Regulations 2006 (the "Regulations") and changes will have to be made to scheme rules to comply with the Regulations. To read more on this issue, go to: [Age Discrimination](#)

www.mondaq.com

Reward Awards 2006

SARA calls on companies to honour the contribution that their reward specialists and/or teams have made to their organisations by nominating them for Reward Awards 2006. Winners of these professionally prestigious awards will be announced at the SARA Annual Banquet in November 2006. To ensure that your organisation's candidates are considered for these awards, remember to submit your nominations to SARA by **8 September 2006**.

This year SARA introduced a new award category to its annual Reward Awards - the **Team Award** - to its established categories of **Reward Strategist** and **Reward Practitioner** for 2006. The new award acknowledges the importance of teams in

defining and implementing innovative reward practices whether they are of a strategic or operational nature.

The third category was added to the Reward Awards as a result of companies increasingly emphasising the fact that even though reward practitioners or strategists play a key project management role, it normally takes a team of people to design and implement reward solutions for a company. Often the financial, systems and/or tax specialists, to mention only a few, also get involved and it is therefore only fair to ensure that the team is recognised together with the reward practitioners/strategists that initiated and spearheaded the projects. It is possible for reward practitioners or strategists to be nominated in both the individual and the team categories.

To access the nomination form, go to: [Reward Awards](#)

Sponsorship for Reward Awards 2007

The South Africa Reward Association is calling for proposals of sponsorships for its highly acclaimed Annual Reward Awards 2007. Over the past three years, the SARA Reward Awards has established itself as a prestigious annual event aimed at recognising South Africa's top reward professionals.

A close and active working relationship between past sponsors and SARA has assisted in setting and maintaining a consistently high standard. These standards are recognised amongst peers in the industry as credible and are widely respected. If you are interested in learning more about becoming a sponsor for Reward Awards 2007: [Click here](#)

SARA AGM 2006

The annual SARA AGM and breakfast presentation will be taking place on **11 October 2006** at the **Sandton Sun Grayston**, in Johannesburg. The presentation will be examining the issue of "Using Grading Structures (or not?) to Support the Implementation of HR Strategies" and Mark Bussin will be one of the speakers. SARA members are asked to consider who they would like to nominate to be on the SARA executive committee next year. A formal invitation will be issued to SARA members shortly.

SARA Conference 2006

The SARA Conference is scheduled for **9 - 10 November 2006** at the **Indaba Hotel Auditorium** in Johannesburg. This year's theme is "Attract, Motivate & Retain: The Rainbow Reward Challenge". A selection of interesting and thought provoking presentations have been put together to provide reward professionals with the latest

thinking on this issue. Some of the sessions delegates can look forward to attending, include:

- **The New Total Rewards Model: How to Attract, Retain and Motivate the Best and the Brightest** - John Rubino, President of Rubino Consulting Services, USA. Rubino is a WorldatWork faculty member as well as the author of two compensation books. He has over 20 years experience designing and implementing HR programmes for a wide variety of organisations.
- **Winning the Talent Wars** - Aloysias Maimane from TomorrowToday.biz will be conducting this follow up to last year's dynamic presentation "Bright Young Things".
- **Talent Management: Today's Crisis Tomorrow's Opportunity** - David Conradie, Senior Manager: Human Capital Services, Deloitte
- **Panel Discussion** - This popular session will once again be facilitated by the very capable Jeremy Maggs (Radio & TV Personality). The expert panelists who will be answering a range of difficult questions from the cream of South Africa's reward professionals include: Mark Bussin, (Remuneration Consultant); Rob Gentle (Financial Journalist); Vuyo Bahlekazi (Legal Advisor); and Pinky Moholi (Financial Manager).

Please note that the **Business Day** newspaper will be providing coverage of the 2006 SARA Conference.

SARA Banquet 2006

The annual SARA Banquet will take place on **11 November 2006** at the **Indaba Hotel** in Johannesburg. Sponsored by **Remchannel** the banquet is the highlight of the South African reward professional year with South Africa's top reward professionals in attendance to hear the outcome of SARA's **Reward Awards for 2006**. Articles and photos of the Reward Award winners will be published in the first **Business Day** edition following the year-end banquet on 11 November 2006.

SARA Events 2006

SARA Meetings & Function Schedule 2006			
Date	Function	Venue	Time
20 September	Masters Students Function	House of Pharaohs	15:00 - 17:00
27 September	EMG: Repatriating Expatriates – Return on Investment	Country Club Woodmead	07:00
11 October	SARA AGM & Presentation "Using Grading Structures (or not?) to	Sandton Sun Grayston	07:00 -11:00

	Support the Implementation of HR Strategies”		
25 October	SARA EMG Function	TBC	
9/10 November	SARA Conference	Indaba Hotel	
11 November	SARA Banquet	Indaba Hotel	
14 November	Committee Meeting	Randburg	16:00 - 18:00

WorldatWork Feedback Session

The WorldatWork feedback session, which was held on 10 August at the Johannesburg Country Club, was well attended and provided a good opportunity to find out what the current worldwide reward trends are. This year’s WorldatWork conference was held in Anaheim, California and ±2500 people attended, including about 10 SARA members.

There was a definite link between all of the topics presented to us and the “hot topic” of the moment seems to be “Return on Human Capital Investment” (there were 7 presentations at the international conference that focused on this topic). The first three speakers all had some feedback on this prevalent matter. Rene Richter (Remchannel) spoke about the theoretical aspect thereof and Lester Satram (Nedbank) summarised a survey that was conducted on the top 1% of American organisations.

In addition to this topic, Raymond Harraway (Standard Bank) spoke about the role of line management in terms of rewards as well as the method of forced ranking (the “Jack Welsh” approach). Nicolene de Beer (FNB) focused on the issue of Retention which is a hot topic in the SA banking industry at the moment. And once again, work/life balance came to the fore as the question “Are we too focused on pay for retention?” was asked.

Thank you to all the speakers for an extremely informative and entertaining afternoon.

Emily Wilks

KwaZulu Natal Branch News

The KwaZulu Natal, Deloitte offices were the venue for a most enjoyable breakfast showcasing a dynamic presentation on **Work/Life Balance** by Dawie Spohr from Toyota and Dr Colleen Coetzee.

Dawie raised the awareness of delegates to the cost implications of work/life imbalance, the need to create a good EAP program, and the benefits of an effective EAP program when implemented as a Business Imperative. In closing, Dawie outlined statistics showing measurable improvements after a successful EAP implementation.

Via a clinical perspective Colleen also highlighted the need for an effective EAP system. Specific focus was placed on an HIV/AIDS management program emphasising the importance of the provision of treatment in the workplace. Colleen stressed the need for

the destigmatisation of HIV/AIDS by organisations setting up "Wellness Programs" promoting good general health.

The session proved to be informative and interactive with many questions being asked and answered. The KwaZulu Natal branch looks forward to hosting more such presentations and promoting the field of reward in the province.

Megan Shepstone

Cape Branch News

On Wednesday 16 August, Old Mutual hosted our first Western Cape networking lunch at Old Mutual House in Bishopscourt. We invited Compensation and Benefit Managers from all the major organisations in Cape Town. The purpose of the lunch was to launch SARA in the Western Cape, to enable networking amongst reward professionals in Cape Town and to obtain an indication of what topics Reward Managers would like SARA to cover in its seminars and workshops.

The event was a resounding success. We had overwhelmingly positive feedback from all the invitees about the concept and the value to them of the networking, and several delegates offered to host lunches in future. Old Mutual House is a magnificent venue, beautifully appointed, but also warm and welcoming (there were fires in every room on a cold and wintry day), and the lunch was superb with impeccable service. A very big thank you must go to Old Mutual who organised and sponsored the lunch.

The next lunch will be held at Pick 'n Pay in November and we will also invite John Rubino, who will be in Cape Town facilitating GR 7 and 8.

Dianne Auld

SARA Interns - Update

After two weeks at Nedbank, we spent time at Edcon. During these two weeks we were exposed specifically to the area of employee benefits. The Edcon Medical Schemes, Retirement Funds and other employee benefit programmes were some of the topics covered. In addition to that, we spent time with the MIS analysts and were exposed to the way Edcon manages and processes pay data.

We visited and got insight into how the Edcon stores operate, how the logistics of millions of units of merchandise is processed through a Distribution Centre and how the Edcon Call Centre deals with over 4 million cardholders.

As part of the internship, the other courses we have attended are the Knowledge Resources/21st Century courses on salary structuring, incentive scheme design, as well as the Remuneration Building Blocks Workshop and the GRP series.

Thank you to the organisations which we have visited to date for the manner in which they have received us and shared their processes, practices and policies with us.

Deborah Lehaha, Tebogo Llale and Lucette Muila

Business Day Survey

The **Business Day** survey on Reward Management came out on 14 August 2006. It is hoped that the coverage provided by this initiative will help to raise awareness of the importance of reward management and SARA's role in promoting excellence in this field. A copy of the survey is available on the SARA website: [Click here](#)

Invitation for Research Supervisors

SARA members are invited to act as supervisors for students doing research on reward related issues. Earlier this year SARA decided to develop a database on research in South Africa with regard to performance and reward to counter the lack of empirical research to assist with decision making. Several universities were approached to provide a selection of research topics for Masters and Doctoral students to assist in closing some of these knowledge gaps.

Any SARA members willing to volunteer as supervisors to students doing research for their masters degrees are please asked to contact Gillian le Cordeur at: Gillian@vdw.co.za

GRP Programme 2006

The GRP Seminars for 2006 are outlined in the table below.

Date	City	Course	Module
13-15 November	Johannesburg	GR7	International Total Remuneration (John Rubino)
16-18 November	Johannesburg	GR8	International Benefits (John Rubino)
20-22 November	Cape Town	GR7	International Total Remuneration (John Rubino)
23-25 November	Cape Town	GR8	International Benefits (John Rubino)

For all the details on the GRP courses, go to: [GRP](#)

The registration form is available at: [GRP Registration Form 2006](#)

Should you require further details please contact Gillian at: Gillian@vdw.co.za

Employment Opportunity

Barclays Africa has an opening for a Reward Analyst – B4 Grade at its offices in Melrose Arch. The base salary is R20 000 – R25 000 and the closing date for this position is **4 September 2006**.

Job Purpose: As a member of the Reward team, you will undertake analytical activity and specific research to provide advice on reward issues to HR Business Partners and to support the Reward Consultant in the development of reward policies and solutions to meet HR and business needs. This will include commissioned and independent research, analysis and solution generation. You will be required to play a detail conscious, highly accurate data interpretation support role within the team in support of the above. You will manage and manipulate databases to deliver reward products. You will participate as an active member of the Reward Team, contributing to the performance of the team and supporting both Business Area and Reward Transformation initiatives and projects as required.

For more details regarding the required experience and qualifications as well as a breakdown of the position's main accountabilities go to: [Employment](#)

Employment Wanted

The curriculum vitae of individuals looking for employment in the reward field are listed on the SARA website.

Setjie Morukhu - is looking for a position as a Skills Development Facilitator or a related position that deals with Skills Development. He has a B Admin from the University of the North and has worked as a Contract Skills Development Facilitator.

Malose Thole - is looking for research or skills development management and related positions. He has a BA Honours in Behavioural Science from the University of Limpopo and is currently working as a research evaluator.

If you are interested in obtaining further details: [click here](#)

Website Postings

The presentation by Charles Parson on “Managing HIV/AIDS amongst expatriates working in Africa” is available on the website at: [EMG Library](#)

The presentation by Ann Eybers on Medical Risk Management is available on the website at: [EMG Library](#)

The Reward Quarter Issue No. 2, covering Bonus Schemes, Performance Pay and Broadbanding is available on the SARA website at: [e-research](#)

The SARA e-bulletin for July 2006 has been posted on the website at: [Library](#)

Live Membership Database

SARA members are encouraged to access the SARA membership database on the website and edit their personal details on line when it becomes necessary. To make use of this new facility, go to: [My Membership](#)

WorldatWork Courses

WorldatWork offers a number of internet courses. If you are interested in registering for any of these courses, please contact the Secretariat at Tel: (011) 789 1384 for the password and then go to: [WorldatWork](#)

Total Rewards Conference - Europe

WorldatWork is holding its first European **Total Rewards Conference** from **26-27 October 2006** in Brussels. Among the speakers are world-renowned experts who have driven the human capital discussion to the top of the public agenda. The conference chairman is Xavier Baeten, director of the Executive Remuneration Research Centre and the Strategic Rewards Research Centre at Vlerick Leuven Gent Management School (Belgium). He is known for his expertise in executive remuneration, strategic reward management, employee benefits and stakeholder management.

The conference keynote speaker is Professor Prabhu S. Guptara, head of the Centre for Organisational and Executive Development based at the Wolfsberg Executive Development Centre of UBS AG (formerly the Union Bank of Switzerland). He is also the founder and chairman of Advance, a London-based management training and consultancy firm. For additional information, visit: www.worldatwork.org/brussels2006

HR Africa Summit

HR Africa Summit 2006: This premier gathering of human resource practitioners will be held from **27-30 November 2006** at the Southern Sun Grayston in Johannesburg. There will be an extensive range of expert speakers including experts from Botswana, Ghana, Malawi, Namibia, Nigeria and Zimbabwe. The presentations for the 2006 programme are guaranteed to be more interactive, more case study focused, more practical, and

more strategic focused than ever before. Topics to be discussed include: using HR as a strategic alliance in your business; remuneration strategies, career development and talent optimisation; HR measurements and performance KPIs; and standardising HR practice in Africa.

We are proud that three SARA members will be presenting papers at this conference:

- Ronel Nienaber
- Nicolene de Beer
- Herman Nieuwoudt

For further details go to: www.hr-africa.com

e-reward Conference

e-reward.co.uk is organising a major one-day conference, entitled *New Realism on Reward Strategy*, to be held on **30 November 2006** in central London. An impressive panel of speakers has been lined up to discuss and explain current trends in reward strategy. The event has been planned to coincide with the publication of a new book *Strategic Reward: Making it happen* - a collaboration between e-reward's Michael Armstrong and Duncan Brown, Assistant Director General of the Chartered Institute of Personnel and Development. For more details on this event go to: e-research

New Members

New Corporate Members

- HN Sepiso – City of Windhoek (Namibia)
 - Linda Brand – Foshini Retail Group
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Editor's Note

Dear Readers

I welcome input from readers of the SARA Bulletin and encourage you to forward any information or announcements that you would like to see published in the bulletin. Contributions need to be forwarded to me by the 20th of every month and SARA reserves the right to edit content for clarity and/or brevity.

Please note that the views expressed in this newsletter are not necessarily those of the South African Reward Association.

Kind regards

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