

# THE FREE MARKET FOUNDATION of Southern Africa

progress through freedom

2 November 2005

U.S. Citizenship and Immigration Services  
California Service Center  
Center Director

RE: Dr. Jack Shevel

Dear Immigration Officer:

I am a founding member of the Free Market Foundation of South Africa, and I currently serve as that organization's Executive Director. The Free Market Foundation is an independent policy research and education organisation, founded in 1975 to promote the principles of limited government, economic freedom and individual liberty in South Africa. We are Africa's oldest and only world-class, internationally recognized think tank and policy institute promoting free market principles. I have authored books, including #1 best seller, *SA: The Solution*, outlining principles of reform for South Africa, in recognition for which, with my related work, I was a Nobel Peace Prize Nominee in 1989. I was actively engaged in formulating the South African constitution around these limited-government principles.

Given my position and responsibilities, I have become familiar with leaders in South African business management and innovators who have tapped the power of markets to social benefit. In that regard, I have no hesitation in stating that Jack Shevel is a truly extraordinary individual.

Dr. Shevel's track record as an exemplary leader makes him, if not unique in our country's economic history, then certainly one of a small band of truly extraordinary individuals who epitomize ideal free market principles through leadership, innovation, competition and dogged principled behaviour.

Dr. Shevel, as CEO of the Netcare group, pioneered the concept of risk-sharing healthcare in South Africa, in which private provision of care (and a corresponding alteration of payments to per-case or per-diem models) rapidly altered the South African health care market. Under Dr. Shevel's leadership, Netcare has grown to become South Africa's largest private healthcare provider, and it operates over 60 health care facilities. Dr. Shevel is internationally renowned for his exploitation of market efficiencies and new technology in healthcare, and for his novel management innovations, such as integrating performance measurement and provider input towards hospital development.

## **Johannesburg**

1<sup>st</sup> floor, Norfolk House, Fedsure Close 2,  
cnr Norwich Close & 5<sup>th</sup> Street, Sandton  
PO Box 785121, Sandton 2146  
Tel: +27 11 884 0270 • Fax: +27 11 884 5672  
Email: [fmf@mweb.co.za](mailto:fmf@mweb.co.za)

## **Cape Town**

1<sup>st</sup> floor, Equity House,  
107 St George's Mall, Cape Town  
PO Box 805, Cape Town 8000  
Tel: +27 21 422 4982 • Fax: +27 21 422 4983  
Email: [fmf.ct@mweb.co.za](mailto:fmf.ct@mweb.co.za)

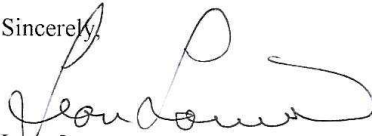
Website: [www.freemarketfoundation.com](http://www.freemarketfoundation.com)

Non Profit Organisation Registration Number: 020-056-NPO

Jack Shevel's commitment to the fundamentals of free economies in theory and practice is a relatively rare feature across the world. The manner in which he has constantly sought an inclusive rather than an exclusive basis of ownership of Netcare, the company he founded and led for 10 years, speaks to a very real understanding of the requirements of a successful growing organisation in a changing world.

I applaud Jack Shevel as a man of principle who will always be welcome and successful where free market values prevail. For this reason, and because of the remarkable man he is, I have no hesitation in supporting his visa petition to authorize employment in the United States. There, his extraordinary ability as an executive, combined with his unassailable commitment to free markets, entrepreneurship, and improved patient care, will be of real and lasting value.

Sincerely,

A handwritten signature in black ink, appearing to read 'Leon Louw', with a large, stylized flourish extending to the right.

Leon Louw

Executive Director, Free Market Foundation of Southern Africa

+27-84-618-0348

[fmf@mweb.co.za](mailto:fmf@mweb.co.za)

[www.freemarketfoundation.com](http://www.freemarketfoundation.com)