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## **THEWESTERNCAPELANGUAGEAUDIT**

### **DIETAALODITINDIEWES -KAAP**

**2001**

### **KORTSAMEVATTENDEVERSLAG**

### **SHORTSYNOPTICREPORT**

Note: this synopsis has been prepared in Afrikaans and English. An isiXhosa version is available in the executive summary of the main report. However, Section 5 of this report, does not appear in the main report in isiXhosa, and therefore an isiXhosa translation of this section is provided.

## 1. BACKGROUND TO THIS REPORT AGTERGROND VAN HIERDIE VERSLAG

The Western Cape Language Ordinance prescribes the use of three of the eleven official languages of South Africa as the languages in which the administration will conduct its affairs and communicate with the population it serves. Die drie tale is Afrikaans, Engels en isiXhosa; die huistale van die oorgrootemeerderheid van die inwoners in die Provinsie.

Die *Taalkomitee* van die Wes-Kaapse provinsiale regering is onder andere daarmee getaak om die interne en eksterne taalgebruik van die provinsiale regering te monitor en om aanbevelings daarvoor aan die bestuur van die provinsiale regering te maak. In pursuance of this responsibility the language Committee, after all due tender procedures, commissioned *MarkData (Pty) Ltd* to undertake an empirical investigation of the language use and practices within the ambit of the operations of the administration. This investigation was conducted in 2001 and a detailed report was prepared and submitted by March 2002. Aanbevelings van die bevindinge is ook aan die Taalkomitee en aan Minister McKenzie gemaak.

Although the full report offers an Executive Summary of its content, *MarkData* has decided to prepare an even shorter and condensed version of its analysis for more widespread circulation, if required. Hierdie is die korter verslag wat vir die doeleinde van wyer bekendstelling van die bevindinge voorberei is.

This synoptic report also contains brief sections of analysis included at the request of Minister McKenzie. Die omvang van die ontleding vir hierdie verslag is derhalwe effens uitgebrei.

## **2. GOALS OF THE STUDY**

### **DOELWITTEVANDIEONDERSOEK**

The objectives of the investigation, shortly summarised from the project brief, were to determine and evaluate:

- Hoese senioramptenare die vereistes om indrietaletefunksioneer, verstaan endaaropreageer.
- All types and levels of language use in the administration in relation to operating requirements and the needs and expectations of employees.
- Die mate waarin lede van die algemene publiek in hul eie tale bedien word, geleent hede daarvoor gebied word en daar aan hulle verwagtinge voldoen word.
- The extent to which the language requirements of major stakeholders and external clients of the administration are met.

## **3. METODOLOGIE**

### **METHODOLOGY**

The methodology employed in the investigation embraced the following subsets of interviews among stratified probability samples, or purposive samples aimed at targeted cross-sections of relevant people among the following:

- 50 senioramptenare: diepte -onderhoude vir kwalitatiewe insigte.
- 1040 staff members at different levels in all departments: face -to-face focused interviews in own languages for quantitative and qualitative results.
- 862 lede van die publiek dwarsoor die Provinsie: persoonlike onderhoude oor ervaringe en reaksies by provinsialeraakvlakke.

- 284 stakeholders/clients of major types: personal interviews about language interaction with the provincial administration.

Die ontleding van al die terugvoer uit die onderhoude waarop hierdie en die vooafgaande verslae gebaseer is, is deur senior vakkundiges gemaak.

## 4. KEY FINDINGS

### SLEUTELBEVINDINGE

#### 4.1 SENIOR AMPTENARE SENIOR OFFICIALS

Die persepsies en houdings onder senior amptenare kan, met belangrike uitsonderings, soos volg uiteengesit word:

- Attitudes to language use are shaped by the officials' own language backgrounds rather than by an awareness of the language rights and needs of others around them.
- The relationship between full opportunities to use one's own language and confidence and empowerment is generally not understood.
- Daar is neigings om tale te stereotipeer, byvoorbeeld: Engels is ekonomies bemagtigend, Afrikaans en isiXhosa word met onderontwikkeling vereenselwig, Engels het meer status as Afrikaans en isiXhosa, ens.
- The officials have become aware of the fact that when people affirm their own language it is often seen as making a statement.
- When white Afrikaans-speakers do this it is often perceived as being offensive, reminding others of the power relations of apartheid.
- Language affirmation by isiXhosa-speakers, on the other hand, is seen as a reaction to the dominance of other languages.
- Insistence on the use of English is the least controversial.

Perceptions such as these can make it difficult for South Africans to accept one another's language needs and rights.

Amptenare het slegs 'n oppervlakkige bewustheid en kennis van die beginsels wat die taalwetgewing onderlê, asook die implikasies daarvan. Dit lei tot sekere gevolge:

- They favour a flexible and pragmatic language policy, responding to the needs in the most typical situations.
- Hulle het informele oplossings vir meertalige situasies – beskikbare kollegas doen die vertaalwerk.
- Hulle is meer geneig om die taalbehoefte van die publiek as dié van personeel te eerbiedig.
- They question the necessity of devoting time and effort to the equal treatment of languages when employees appear to adjust to situations - often by using languages other than the ones they would prefer to use.

Generally, the officials report that language use varies around 50/50 for Afrikaans and English, depending on the department, but with an impetus towards English. Dit is duidelik uit hulle beskrywings dat isiXhosa min gebruik en na die rand toe uitgeskuif word. Gebaretaal van dowes word grotendeels geïgnoreer.

They recognise a need to accommodate isiXhosa speakers but the net effect is that it results in a shift, not to isiXhosa, but to English. This is due to the fact that most senior personnel do not understand isiXhosa at all.

Die meeste amptenare aanvaar egter dat briewe en skriftelike kommunikasie in die oorspronklike taal beantwoord moet word, maar taalgebruik ten opsigte van kennisgewings, naambor de ens. is baie omstrede. Ook hier is hulle geneig om die minimum wat prakties werkbaar is as voldoende te aanvaar.

Very few officials are actively improving their language competencies, although they have an interest in doing so.

Hulle is dikwels onseker oor die personeel se gesindhede oor taalgebruik. Sonder die duidelike wete dat taalverwagtinge onder die personeel soms baie sterk is, voel die amptenare vry om die beginsel van taalgelykheid oor die hoof te sien. They are also genuinely concerned about the costs and practicality of actively applying multilingualism, and they are not convinced of its necessity.

Die amptenare dink nie veel van die gehalte en doeltreffendheid van die huidige taaldienste, tolkdienste ens. nie en betwis die aanvraag daarvoor.

As one might expect in this climate, multilingual fluency is not formally rewarded in appointments, promotions and bonuses, etc. Only bilingualism in Afrikaans and English is rewarded effectively, although not necessarily officially. Departments generally do not budget for language services or development.

Ondanks die feit dat daar sommin aktiewe bewustheid van die beginsels van, en die behoefte aan taalgelykheid is, is daar baie belowende suksesverhale in spesifieke afdelings en dienste. Hierdie suksesverhale word kortliks in die hoofverslag uiteengesit.

## 4.2 THEEMPLOYEES DIEWERKNEMERS

### **Languageuseandworksatisfaction:**

In spontaneous responses on work satisfaction and dissatisfaction, language issues emerged as a minor factor. Terwyl verhouding in die werksomgewing die enkele belangrikste bron van tevredenheid is, gevolg deur die bevrediging wat die werk self bied, word taalfaktore slegs deur 1% genoem. On the negative side, a slightly higher (5%) spontaneously identifies language frustrations as a specific problem, but it is clearly not an issue that is felt intensely among the large majority.

Less than 1% (5% among isiXhosa-speakers) suggested using English as a common medium of communication to solve problems.

Onder isiXhosa-sprekers egter, was die ervaring van taalprobleme en die daarmee gepaardgaande kommunikasieprobleme beduidend hoër (17%).

### **Patronevantaalgebruik**

Omdat Afrikaans-sprekendes 'n meerderheid van 66% van die personeel is (53% is uitsluitlik Afrikaans-sprekendes 'n verdere 13% tot 14% gebruik Afrikaans en Engels as huistaal), asook 'n meerderheid onder die publiek verteenwoordig, word Afrikaans oor die algemeen die meeste tydens verbale kantoorkommunikasie en kommunikasie met die publiek gebruik.

But the use of English is well above the proportion of English-speakers of the personnel. Furthermore, the use of English rises significantly, approaching equality with Afrikaans, when

- the communication is between sections in a department
- between departments
- when the communication is written and used in formal documents
- and most of all, when communicating with central government departments.

Hence, one can say that Afrikaans is the dominant informal medium, while being challenged by English when communication becomes more formal and structured.

Die personeel rapporteer ook dat die gebruik van Engels met verloop van tyd sterk toeneem. Die toename in die gebruik van isiXhosa is betreklik gering, terwyl die gebruik van Afrikaans geleidelik, maar beduidend afneem.

### **The extent of marginalisation of isiXhosa**

IsiXhosa-speakers comprise only 13% to 14% of the workforce, and this inevitably leads to an under-representation of the language in all forms of communication. Tussen 70% en 85% van alle personeel rapporteer dat, afhangende van die situasie, isiXhosa selde of ooit gebruik word. In vergaderings, bv. meen 85% dat isiXhosa nooit gebruik of gehoor word nie.

However, when isiXhosa-speakers themselves report, only some 50% report that their language is never used in meetings, and 40% of isiXhosa speakers say that they feel free to use their language.



These deviations in findings are due to the clustering of home languages in personnel deployment within sections and workstations. IsiXhosa is therefore not quite as marginal ised as the average pattern would suggest. Nonetheless, the position of isiXhosa leaves much to be desired.

### **Reaksiesoptaalpatrone**

Virtually all people interviewed from all the language groups have an ideal preference for the use of their own languages in the work situation. Maardiemeestesouniedaaropaandringnie.

- Onder Afrikaans - en Engels -sprekendes voel hoogstens 15% dat hultaalvoorkeureverontagsaamword.
- Slegs 3% voel gefrustreer daaroor.
- Only 9% of Afrikaans -speakers and 14% of English -speakers would definitely prefer greater use of their own languages.
- IsiXhosa-speakers, however, have much stronger feelings.
- As many as 50% of them would like to see their language used more often.
- Some 25% feel frustrated and 10% feel angry about the situation.

Across the personnel, the highest levels of language deprivation or frustration occur within the Departments of Community Safety, the Legislature, Provincial Administration, Education and Economic Affairs, Agriculture and Tourism.

Notwithstanding the levels of frustration, both Afrikaans - and isiXhosa speakers tend in many (but not all) situations to nominate English as the appropriate language ahead of their own languages. Daar is dus 'n groot mate van erkenning van die praktiese voordele van Engels as sbrugtaal.

Nogtans is daar binne alle taalgroepe 'n nkern wat sterk genoeg voel om rondom hultaalbelangetemobiliseerindienditnodiggeagword.

### **Taalvaardighede onder die personeel**

Taalvaardighede is eerstens op selfevaluering gegrond en daarna is hierdie evaluering deur onderhoudvoerders gekontroleer en aangepas.

Die vlakke van bevestigde vaardighede is soos volg:

- At least two thirds of Afrikaans - and English -speakers are proficient in spoken Afrikaans and English.
- Almost as many isiXhosa -speakers ( 60%) are proficient in English.
- The problem, however, is that less than 2% of Afrikaans - and English-speakers are proficient in isiXhosa, and only some 10% of isiXhosa speakers can speak Afrikaans adequately.

Hierdie probleem rondom vaardighede in isiXhosa en Afrikaans bring mee dat Engels as die brugtaal gebruik moet word – een groot rede waarom Afrikaans geleidelik deur Engels vervang word.

### **Attitude to language training and facilities**

Minstens 70% van alle personeel aanvaar dat hulle taalvaardighede verbeter moet word. They endorse more effective language training, particularly in isiXhosa. Maar hulle stel die meeste daarin belang om Afrikaans of isiXhosa te verstaan, eerder as om die tale te kan praat. IsiXhosa- and Afrikaans -speakers are really only interested in being able to speak English.

Ongeveer een -derde onder Engels - en Afrikaans -sprekendes en 17% onder isiXhosa -sprekers is tevrede met die taalvaardigheid -situasie.

In departments like the Provincial Administration and Community Safety, as many as 40% of employees said that no language training service was available.

### 4.3 THE GENERAL PUBLIC DIE ALGEMENE PUBLIEK

#### Reaksies op die Provinsiale diens teaalas 'n faktor

Between two-thirds and three-quarters of the public are very satisfied with the service they receive from the Provincial Government.

- Die minderheid van 10% tot 15% wat ontevrede is, skryf hulle probleme toe aan werksdruk en personeeltekorte – lang toue en wagtye.
- Hulle is meerevredemet die gesindhedevand iepersoneel.
- Only isolated individuals among Afrikaans- and English-speaking members of the public experienced problems in language communication.
- This does not mean that they were always dealt with in their own languages but that they generally interacted easily in both Afrikaans and English.
- The isiXhosa-speakers had a greater problem, but they also tended to be willing to communicate in English.

Daar is min verskille tussen departemente, hoewel daar waarskynlik probleme ten opsigte van isiXhosa in die Verkeersafdeling is.

### **Reactions to language uses specifically**

Language expectations and needs are complex. In the provincial contacts situations :

- Tussen 10% en oordie 20% van mense, veral isiXhosa -sprekende mense, hou daar van om ander tale te gebruik, veral Engels.
- Nearly nine out of ten Afrikaans - and English -speaking people either like or do not really mind using each other's languages.
- Among isiXhosa -speakers, around 75% either like or do not mind speaking English.
- Breedweg geld hierdie patrone en reaksies onder die amptenare met wie die publiek in aanraking kom.
- However, among 12% of Afrikaans - and English -speaking people and some 23% of isiXhosa -speakers, there is resistance to the use of other languages.
- Among about half of these people, there is a principled insistence on using their own languages. This is the source of, and a measure of, the scope for language activism.

With respect to language policy in general :

- Hoogstens een uit tien Afrikaans - en Engels -sprekendes blyk ontevrede te wees oordie algemene behandeling van hul tale, nie noodwendig in die Provinsiale opset nie.
- But among isiXhosa -speakers the proportion rises to around 20%.
- And very large majorities in all language groups endorse the principles of language equality and mother tongue education (with good instruction in other languages, particularly English).

### **Language proficiency among the public**

Daar is 'n beduidende vlak van tweetaligheid binne huishoudings – in een-derde onder Afrikaans - en Engels -sprekende huishoudings word die twee tale gereeld “gemeng” of afgewissel. And among isiXhosa households, two thirds “mix” their home language with English.

Hierbenewens is daar 'n baie groot mate van tweetaligheid in die algemeen:

- Onder Afrikaans -sprekendes kan 80% Engels verstaan en 50% - 60% kan goedgebaar in kommunikeerendit lees
- Onder Engels -sprekendes kan 60% Afrikaans verstaan en 50% kan goedgebaar in kommunikeerendit lees
- Onder isiXhosa -sprekendes kan 80% Engels verstaan en twee - derdes kan goedgebaar in kommunikeerendit lees.

The problems lie in the fact that only insignificant minorities of Afrikaans-and English -speakers understand isiXhosa, and only 20% of isiXhosa speakers can understand Afrikaans, while less than half that number can read and communicate in it.

More generally, there appears to have been an erosion of Afrikaans as a home language over past years. In vergelyking met die voertaal in hul kinderjare is daar beduidend minder mense wat vandag Afrikaans as huistaal praat. Dieselfde patroon sal waarskynlik by isiXhosa gevind word.

As gevolg van die besondere vlakke van tweetaligheid en die feit dat Afrikaans- en isiXhosa -sprekende mense so geredelik bereid is om Engels te gebruik, word daar nie 'n beduidende behoefte aan tolk - en vertalingsdienste uitgespreek nie.

#### 4.4 THE STAKEHOLDERS DIE BELANGHEBBERS

Die belanghebbers is redelik hoog -opgeleide kliënte van die Provinsie en hulle is baie gemaklik in hulle skakeling met amptenare. Hul reaksies was soos volg:

- In general there were high levels of satisfaction with the interaction between stakeholders and the officials they deal with. They mirror the sentiments of the general public.
- As with the general public, but even more so, the English - and Afrikaans-speaking stakeholders are able to switch easily between Afrikaans and English.
- As were the officials they deal with.
- The isiXhosa -speaking respondents, however, experienced problems with language interaction.
- Only some 4% of these clients were isiXhosa -speakers, and hence their problems have little effect on the overall responses.
- Soos met die geval by die algemene publiek, is daar in verskillende departementetebesprekings.
- Daar is egter 'n neiging om Afrikaanstalige kommunikasie met Engels te vervang - in sommige gevalle selfs waar beide die belanghebbende en die amptenaar Afrikaans -sprekend is.
- Dus trek die gebruik van Engels, oor die algemeen amper gelyk met dié van Afrikaans.
- Tog is die belanghebbers in hul algemene houdings sterk op hulle taal behouende moedertaal -onderrig ingestel. Dus is die neiging na Engels 'n gebruiksgewoonte wat nie noodwendig op enige persoonlike vervreemding van hulle eie tale dui nie. Dit lei egter tot die verswakking van Afrikaans en isiXhosaasgebruikstale.
- Vanweë die besondere vlakke van tweetaligheid is daar slegs 'n geringe behoefte aan tolk -of vertaaldienste.

**5. THREATS: POSSIBILITIES FOR PROTEST AND LANGUAGE MOBILISATION**  
**BEDREIGINGS: MOONTLIKHEDE VAN PROTES -AKSIE EN MOBILISERINGRONDOMTAAL**

The results show that at present only small minorities of both employees and the general public are frustrated by having to operate in languages other than their own, or are inclined to take a stand on principle to use their own languages. Die heersende benadering is “aanpassing” en “tegemoetkomendheid”. Die feit dat sbaie vana llenie -Engels-sprekendesso geredelik na Engels oorslaan en selfs trots is op hulle vermoëns in Engels, versluiert die twee wesenlikste probleme vir die toekoms, naamlik dat isiXhosa reeds, en Afrikaans baie geleidelik, deur Engels verdring word.

There are, however, small **cores** of people, both among employees and among the general public who are aware that a principle and a right are at stake, and who are already willing to state that they feel inclined to take a stand and use their own languages to reaffirm that principle. An inspection of the detailed results show that these core groups are fairly diverse. They include people with both higher levels of education and income and those in the middle to lower levels of income and education. The fact that the core includes well - educated and more politicised people means that the resources are present for effective communication and persuasion. Among isiXhosa -speaking employees the professionals in the service are in a sense polarised: while most are very capable of operating in English and are happy, if not keen, to do so, there is a core of people who speak good English but who feel concern about the status of their own language. Dieselfde geld onder Afrikaans -sprekendes, hoewel hulle op hierdie stadium ‘n kleiner persentasie uitmaak omdat Afrikaans nog baie algemeen gebruik word. Among English -speakers there are also some who believe that they should exercise their rights to use their own language, which they very often do - unlike isiXhosa -speakers, for example. Met ander woorde, die voorvereistes vir taalmobilisering is aktief teenwoordig.

Kulturele en etniese protes en mobilisering is 'n baie subtiele proses. Dit kan nie op grond van kwantitatiewe gegewens voorspel word nie. Dit hang baie af van die mate waarin mense bewus word van 'n bedreiging vir hul taal en kultuur. Indien 'n beter opgeleide "kerngroep" wat deur die beginsel van taalhandhawing gemotiveer word, hul saak begin in verkondig en aandag begin vestig op die bedreiging vir hul taal, sal ander mense wat tot dusver "aanpas" ook meer bewus word van die bedreiging vir hul tale.

This change in mindset has already begun and is occurring among isiXhosa speakers and, to some extent, among deaf people. Although Afrikaans appears to be safe at this point, a simple projection of trends would suggest that it is also heading for minority status. Once the balance of usage "tips" in favour of English, the erosion of Afrikaans will occur very rapidly, catching many people by surprise.

Above all, the well-nigh universal lesson from all multi-cultural situations in the world is that in societies where human and individual rights and identity are accepted as legitimate, the marginalisation of languages will almost inevitably lead to protest.

Hierdie navorsing het besonder positiewe gesindhede in sowel die werksituasies as ook in die openbare kontak situasies openbaar. Indien taalprotes en 'n bewustheid van taalregte en taaloorlewing begin in posvat, sal mense hul definisies van kontak situasie begin wysig, en daarna sal die nuwe definisies alle verhoudinge moontlik mag vertroebel. Die bevindinge dui egter daarop dat daar nog tyd oor is vir die Provinsie om pro-aktief op te tree om hierdie toekomsbedreiging te voorkom.



## 6. VERTOLKINGENGEVOLGTREKKINGS INTERPRETATIONANDCONCLUSIONS

### *Amisleadinglypositiveadaptation:*

Thecurrentsituationcanbedescribedasfollows:

- TherelatedominanceofbothEnglishandAfrikaansusageinand around theProvincialAdministration,andthewillingnessofspeakersofthesetwo languages to interact in each other's languages is a prescription for complacency.
- Taalkommunikasie-probleme word as randprobleme ervaar wat slegs met uitsondering die glad de verloop van taalomgang binne die provinsiale regering en tussen die provinsiale regering en die publiek en kliënte versteur.
- Theadministrationhastobecongratulatedontherelativelyhighlevelsof serviceandemploymentsatisfactionitachieves.
- *But, this harmony both disguises and reinforces three serious problems thatcoulderuptinmobilisedprotestinduecourse.*

### *Emergingproblemsandmajorcauses:*

- FIRST: there is serious marginalisation of isiXhosa in the provincial interaction. This problem is disguised by the fact that at most levels the speakersareintheminorityandbythefactthatmostarewillingandkeen to speakEnglish,
- TWEEDENS: daar is 'n beduidende erodering van Afrikaans as gebruikstaal. Weereens word die probleem versluier deur die steeds sterk posisie van Afrikaans en die feit dat ook Afrikaans -sprekendes so geredeliknaEngelsoorslaan,
- THIRD: there is almost no awareness of, or response to, the problems of deafpeople.

### ***Bydraendefaktore:***

Die probleme en hul oorsake word versterk deur:

- Die feit dat die tweetaligheid en die minderheidsomvang van die eerste probleem praktiese aanpassings moontlik maak, wat die behoefte aan doeltreffende taalopleiding, tolk- en vertaaldienste uitstel.
- Die “mark-aanvraag” vir diensdienste is laag datsenioramptenare kwalik hierdie probleme as prioriteit hoef te bejeën.
- Ressoursses op tans mag wettig watswasteful.
- The fact that minority language users, both in the service and the public are often sufficiently clustered or concentrated to maintain the informal level of their languages, while the formal and more widespread use is weakened.
- Die feit dat optrede in Engels ‘n verhoogde “aansien” geniet en dat isiXhosa en Afrikaans -sprekers self dikwels Engels wil praat.

### ***A core of resistance and future mobilisation***

- The results show that up to one-quarter of isiXhosa-speakers and at least 10% Afrikaans-speakers have principled reactions against the marginalisation of their languages.
- Daar is ook in albei groepe, asook die dowermense, ‘n klein kern wat oor taalgebruik vererg is en onder wie ‘n mobilisering tot protes plaasvind of sal plaasvind.
- Among senior officials the levels of awareness of the consequences of language marginalisation are low, and so is the awareness of the hidden effects on the empowerment and confidence of individuals.

## 7. REGSTELLELENDE OPTREDE CORRECTIVE ACTION

Corrective action would fall naturally into short term and longer -run strategies. In the **short term:**

- Baie duidelike leierskap oor taalaangeleenthede behoort deur senior bestuur in die departemente uitgeoefen te word om die taalwetgewing te ondersteun.
- To do this, senior management has to clarify its own position. Quite correctly there are misgivings about rigid and dogmatic implementation of the language legislation, but equally a *laissez faire* approach will achieve very little. A creative balance between the active promotion and protection of languages and a legalistic approach will work best. We cannot specify how that approach should be formulated, but recommend strongly that facilitated workshops be held with senior management - at the end of which a balanced but effective short -term strategy should be formalised.
- Departemente behoort ook onmiddellik te begin om 'n vyf -jaar **taalgelykheidsplan** te formuleer, met prioriteitsbeplanning, hulpbronne -identifisering, tydskaal, 'n lopende begroting en aksieplanning oor die vyf jaar. Taalgelykheid as sodanig kan nie meganies bepaal word nie, aangesien die samestelling van elke departement uniek is, maar 'n definisie van taalgelykheid binne elke departement behoort die vertrekpunt van plan te wees.
- There should also be an awareness programme driven by the Central Language Service and the Language Committee, explicitly and visibly supported by departmental management. The awareness plans should cover the legislation, the aspect of language rights, the professional status of translation and interpretation services, language stereotypes and examples of best practice (success stories).

- Die Sentrale Taaldiens behoort uitgebreit te word om hierdie taak te vervul en om mense aan departement te kanseleer om opleiding te voorsien. Daar behoort ook 'n sinvolle integrasie van funksies tussen die Sentrale Taaldiens en diens van onderskeide departement te wees.
- There should also be liaison between the Central Language Service and the Cape Administrative Academy to provide more effective, longer and continuing language training to slot in with the emerging departmental plans.
- Interpretation services should be automatically available for specific activities such as disciplinary hearings and important meetings. The service provided by the Legislator could be made available to departments.

Met die oog op die **medium- en langer termyn** is 'n proses van gesindheidsverandering nodig. What one is referring to here is the need for a change in "mindset". Die motiverings rondom meertaligheid moet dus versterk word. Daar behoort veral op die volgende gelet te word:

- Omdat die aanleer van 'n derde taal wat nie noodwendig veel gebruik word nie vir volwasse mense moeilik is, moet daar positiewe aanspoorings soos pakketbelonings en ander voordele wees vir diegene wat vaardigheid in diens taal kan bewys.
- Blootstelling aan positiewe rolmodelle is ook belangrik. Die diens behoort daar te poeg om simeerbare leidende mense wat diens taal kan praat as "ambassadeurs" vir hierdie sake te benut.
- In this connection the publicising of "*success stories*" of tri-lingual abilities and procedures at work would also be very effective.

Unless such steps are taken the subtle changes taking place and the "soft" marginalisation of minority languages will begin to undermine the motivation of employees and clients. Endansal daar beslisskade berokken word aan die Provinsie se welverdiende huidige reputasie vir goeie dienslewering en simpatiekeskakeling.