



# e - Quality Edge

bringing quality information to South Africans since 1996

# SAQI

The South African Quality Institute



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## South African Quality Awards

The South African Quality Awards are held annually and were established by the government through the Department of Trade and Industry (dti) with the aim of promoting quality and effective quality management methodologies in South African business. It is adjudicated by the dti, Business, Labour, the National Metrology Institute of South Africa, the South African Bureau of Standards and the South African National Accreditation System.

### SME

### Large Enterprise

**Best Enterprise Award**  
Africa Technical Centre

**Best Enterprise Award**  
Itron Metering Solutions

**Best Quality Product Award**  
Not Achieved

**Best Quality Product Award**  
S A Breweries

**Best Quality Service Award**  
IMP Calibration Services

**Best Quality Service Award**  
Swift Micro Laboratories

**Best Quality Exporter Award**  
Invisible Card Company

**Best Quality Exporter Award**  
Not Achieved

**Quality Champion Award**  
Paul Harding (Individual)



*Quality is the password to success*

## Social networking for Quality

SAQI is encouraging its members to refer a friend and for each friend referred and signed up, SAQI will give a 10% discount on your renewal fees.

Make sure your referral indicates your name and SAQI membership number on your friend's application form to qualify for this special offer.

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**Quality:**  
helping South Africans live, learn and work better

# Winner Quality Champion Award

Paul Harding South African Quality Institute

the South African  
**Quality**  
Awards  
**2011**



Paul Harding and Dr Rob Davies - Minister of Trade and Industry

SAQI are proud that their MD Paul Harding has been recognised for his contribution in the promotion of quality in South Africa. This award crowns a journey of quality promotion that started 25 years ago when Paul was asked to take over the quality activities at the Nissan Stamping Plant in Rosslyn North of Pretoria. From those early beginnings Paul has been involved not only with the implementation of Quality Management Systems but also in their development and promotion through his work on TC 176 and many other committees at SABS. When Paul retired as GM of Corporate Quality from Nissan South Africa in 2004 he thought he was going to take things easy and focus on his garden. Nothing could be further from the truth. After setting up his own consulting Company, that he named Tri Q Cooperation, after Juran's Quality Trilogy, he began sharing his vast experience with many organizations that had not been exposed to the rigorous quality programs that are found in the automotive industry.

## PASSION

Anyone who knows Paul will tell you that his passion for quality is never ending. When he was offered a three month contract to manage the South African Quality Institute he grabbed the opportunity with both hands. After his three months was over he realised that the work had only just started. Two and a half years later as the current MD he is still passionately spreading the word of quality. Apart from his local involvement with the SABS Technical Committees on Quality, Paul is very much involved with promoting quality in education both at tertiary and school level. He sees the SAQI "Quality in Schools program", led by his colleague Dr. Richard Hayward, as an important focus and believes today's quality inspired learners will be tomorrow's quality inspired leaders.

## SHINING ON THE WORLD STAGE

Paul is also involved with creating partnerships for quality with other overseas organizations. Following his successful trip to China to speak at the Shanghai International symposium he was recently invited as a keynote speaker in Uzbekistan at the 2011 UZ TQM conference. There he had the opportunity to share his

experience with delegates from all over Central Asia and particularly with Indian, Russian Uzbekistan and Kazakhstan delegates. At this time, exactly a year after South Africa hosted the FIFA Soccer World Cup, we can reflect on Paul's submission to the American Society for Quality of his article about the FIFA World Cup, "Shining on the World Stage" Paul believes strongly that we as a country must capitalise on the success of this event and make quality a way of life in our country. He accepts that this is a challenge but believes that in the spirit of Ubuntu we can emulate much of the harmonization of society that the Japanese practised in order to make them quality role models.

## SAQI - CATALYST FOR GROWTH

This country needs a catalyst for growth and sustainability to live the message that is a preamble to our constitution. **"To improve the quality of life of all citizens and free the potential of each person"** Paul experienced this in action on his trip to China and was impressed with the support for the quality movement that came from not only business but also the government and individual citizens. The general impression that China is only producing inferior products is a myth. There may still be some companies that have not embraced the concept of quality in China but these are quickly being transformed through a massive quality development program. Compared to other international quality role players South Africa still lags behind in the support for a quality ethic. Although there are pockets of excellence in our country, this quality knowledge and best practice is not freely shared to make it a national focus. Paul feels that although SAQI has tripled its membership in the past two and a half years it is still only a "drop in the bucket" compared to its Chinese, European and American equivalent organizations. It is good that last year's dti Quality Champion, Dr. Lucas Moloi has joined the ranks of SAQI as its Chairman to also spread the message of quality. It is Paul's and Lucas's goal to increase the SAQI membership and to this end Paul has taken J F Kennedy's famous quote and modified it slightly.

**"Ask not what Quality can do for you but what you can do for Quality."**

## THE ROAD FORWARD

The initiative of the dti and its partners, SABS, NMISA and SANAS in creating these national quality awards is a great leap forward. We need now to fully support these awards and make sure that the competition to receive these awards becomes a focus of all sector role players both large and small for the 2012 competition.

It is not just in South Africa that we need to embrace quality; we need also to spread the quality message to our African neighbours so that the whole region can expand. Quality products and excellent service delivery do not happen by accident so now is the time to stop talking about quality and start "doing quality"

**"Together we can make a difference"**

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# Benchmarking Social Responsibility: Comparing ISO26000 & SA8000

Article by Rochelle Zaid and Jeff Hollingdale  
DQS South Africa

The forthcoming ISO 26000 guidance standard for social responsibility has the potential to reach wider audience of companies and organizations.

SA 8000	ISO 26000
Certification standard	Guidance standard
Management Systems	Descriptive
Labour Issues, Human Rights	Human Rights, Labour Rights, Environment, Fair Operational Practices, Consumer Issues, Community Involvement
Multi-stakeholder oversight and input at board and government levels	Multi-stakeholder, but with national committees
SA 8000 is a standard that is certifiable, whereas ISO 26000 provides guidance to companies. SA 8000 includes management systems, whereas ISO 26000 is descriptive. ISO 26000 covers a broader range of issues while SA 8000 focuses on an in-depth review of working conditions.	

[Figure above: Information in the table is from "SA8000: The First Decade Implementation, Influence, and Impact."]

The development and recent approval of the ISO 26000 guidance standard on social responsibility, as the first ISO standard on social responsibility, seeks to leverage the work of social responsibility initiatives into one comprehensive document covering human rights, labour rights, environment, fair operational practices, consumer issues, and community involvement. Additionally, it will leverage ISO's ability to engage a wider audience, as many producers in developing countries are familiar with working with existing ISO standards.

The development of this guidance standard took a multi-stakeholder approach. SAAS Executive Director, Rochelle Zaid has been a member of the ISO Working Group on Social Responsibility since it was founded 5 years ago. SAAS is an independent accreditation agency, which has an affiliation agreement with SAI. SAI's involvement and input focused on the labour rights and human rights principles, and sought to ensure that this ISO initiative is working in alignment with existing good practices. The SA8000 standard will be included in ISO 26000's informative annex, which will show a sample of tools to assist organizations who are seeking to benchmark themselves, and to show that they are adhering to the principles.

SAI is preparing several training and auditing tools that will enable employers and auditors to better develop their understanding and implementation of several compliance areas covered in the ISO 26000 guidance standard. SAI's programs offer companies a ready resource for measuring, improving, and demonstrating progress toward the principles of ISO26000, specifically for human rights and labour conditions. Whatever their location or industry, companies might choose to earn SA8000 certification as a credible and well-recognized indicator of high performance

in these issues. SAI's Supplier Tiered Rating System is an additional tool which enables buyers to evaluate a supplier's internal capacity and processes related to social compliance; it builds on SA8000 compliance requirements and embed them in a broader analysis of management systems and progress. The tiered rating system can also be adapted to other social or environmental standards.

SAI's training and technical assistance programs can help companies make targeted improvements in several of the issue areas covered by ISO26000.

Specific courses - both broad and in-depth - include Social Auditing, Freedom of Association and Rights to Collective Bargaining, Wages and Working Hours, Stakeholder Engagement, Management of Supply Chain, Worker-Manager Communications. Going forward, these courses will include modules referring to the relevant ISO26000 guidance.

In addition, SAI's new supply chain management training and tools will enable users to build into their management systems benchmarks drawn down from ISO 26000 guidance on compliance.

SAI and SAAS look forward to ISO 26000's expected publication and towards its potential for guiding more employers around the world towards more engagement in CSR and responsible labour practices.

## For more information:

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# Department of Trade and Industry South African Quality Awards

## Category 2 - Best Quality Product Award - BE The South African Breweries Ltd

Dr Frieda Dehrmann, Central Office QA Manager Technical Services Department

### 1. INTRODUCTION

Founded in 1895, the South African Breweries Ltd (SAB) is the South African subsidiary and historical birthplace of SABMiller plc, one of the world's largest brewers by volume with more than 200 brands and brewing interests and distribution agreements in 75 countries across six continents.

SAB is South Africa's leading producer and distributor of alcoholic and non-alcoholic beverages and one of the nation's largest manufacturing firms. The company operates seven breweries and 40 depots in South Africa with an annual brewing capacity of 3.1 billion litres its full brand portfolio includes ten beers and five flavoured alcoholic beverages.

SAB employs nearly 9,400 people, more than 75% of whom are from previously disadvantaged groups, and 58% of its workers are black. In addition SAB's operations support an estimated 37,095 jobs at SAB's first round suppliers. For each job offered by SAB and its first round suppliers, 6.7 additional jobs are supported in the rest of the South African economy. In all 355,000 full time jobs in South Africa can directly or indirectly be traced back to the production of SAB's products.

As South Africa's leading brewer, SAB is committed to promoting responsible alcohol behaviour – both inside and outside the company. As a subsidiary of SABMiller plc, it subscribes to the Group's Alcohol Framework and has a comprehensive Code of Commercial Communication in place. SAB also actively seeks to encourage collaboration across the areas of education, access to information, law enforcement and parental involvement to encourage responsible alcohol behaviour.

SAB adopted its first equity strategy as early as 1971 and has been a leading agent for change in South Africa. In 2009, SAB tabled its ground-breaking broad-based black economic empowerment transaction, SAB Zenzele, valued at R7.3 billion. Through its various corporate social responsibility programmes, SAB actively invests in community partnerships, socio-economic and enterprise development initiatives to build a stronger South Africa.

Our Breweries are all ISO 22000, ISO 14001, Emark and NOSA accredited, as per Table 1. These certifications demonstrate our commitment to quality as a company, employer and producer of consumer beverages. These are managed through our Quality departments, in conjunction with our Engineering and Risk departments, through our Integrated Business Management Systems (IBMS)

program. These structures will be discussed in Section 2 (with focus on the training and development of our key personnel), and the System will be discussed on Section 3.

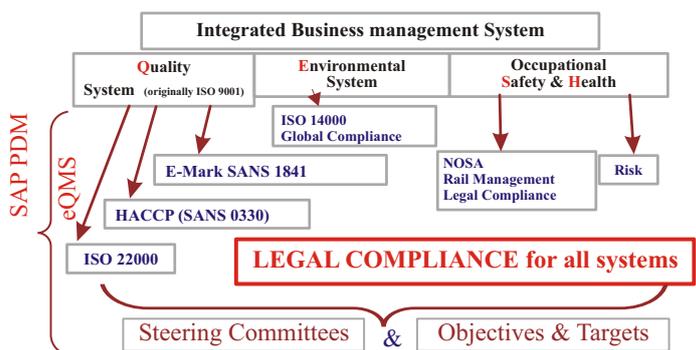


Table 1

### 2. ASSURANCE OF THE BEST PRODUCT QUALITY FOR CUSTOMERS

#### 2.1. QUALITY MANAGEMENT STRUCTURE

Our breweries practice both Quality control and Quality assurance in the production of our products. Our Quality Management departments are situated in our breweries, lead by Quality Assurance Managers, and their reportees. The Quality Assurance Manager reports to the Brewery General Manager. However, sapiential leadership is also provided through Central Office Quality Assurance Department. In addition, a strong framework for Quality practitioner learning and Development is provided at the SAB Ltd Training institute, where the Quality Learning and Development consultant is accountable for the correct training and development of all Quality practitioners.

The effectiveness of the Quality departments is dependent on the capability and competency of the QA practitioners within the departments. SAB Ltd has a Competency Acquisition Process (CAP) process that aims to equip all employees with the tools, skills and attitudes to perform their positions with personal mastery. This process has been developed through the Learning and Development consultant, and it is known as the Dressed4 Success model.

The Dressed for Success Model (D4S) rev. 1 model was created out of the need to formalise capability within the QA model. The D4S model aims to elaborate on the requirements of individuals within the QA fraternity, highlighting developmental aspects as well

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as an idea of how they function in relation to the current position role model whilst feeling valued and motivated. The D4S also aims to create aspiration, providing a clear view of what is required of individuals in order to progress into roles other than current. This motivational framework answered questions that were often asked but perhaps not always properly answered.

In-Keeping with the Areas for Individual Development\* the D4S aims to guide one in terms of:

1. **Functional** – The specific skills and competencies that I need for my current job.
2. **Performance** – What additional capabilities including aptitude, skills and potential do I need to move my performance to a higher level?
3. **Leadership** and Management Development – What Capabilities and Behaviours do I need to manage in order to achieve optimum team and individual performance, whilst living the Leadership Brand?
4. **Personal Growth** – What areas do I need to focus on to feel fulfilled in my life?
5. **Career** – What qualifications, capabilities, aptitudes and behaviours do I need to achieve my career aspirations?

The D4S tool kit provides all employees with the tools to develop and track their own progress. This tool contains hyperlinks to positions that provide the details of the position, the recruitment requirements, minimum qualifications, courses to be attended, and a tracker for monitoring self development.

## 2.2. QUALITY SYSTEMS

Our Quality Management systems have developed over time, to become an integrated system that manages the requirements of all the appropriate codes and standards through one management system – the IBMS (Integrated management System). This system synergises the common requirements across the international standards of good practice, to ensure that the one management system can accommodate all of these requirements. Consequently, our management system contains one integrated documentation system, which is relevant for all codes.

2.2.1. **The Quality Assurance systems** are underpinned by the **ISO 9001 principles**, and **all our breweries have converted to the ISO 22000 Food Safety Standard**. This is the basis of our documentation system, which is housed in SAP PDM (Product data management) used as our document warehouse/vault system. This system supports all the management requirements for the ISO 14001, NOSA, Emark (SANS 1841) and rail management standards. All standards are audited internally, at least once per annum, through the internal IBMS audits. Our breweries are also audited on an annual basis by an independent third party auditing company, such as the SABS, or NOSA, for their annual certifications. SAB Ltd partnered with one of South Africa's leading

certification bodies to pioneer the concept of multi-site listing. We now participate in multi-site audits for the ISO 14001 standard. Pivotal to our QA system is our non conformance management system (including trade complaints), which is upheld throughout the process. This system is the driver to ensure that all product is consistent and of correct quality to our consumers. It is also the pulse check for our employees. The monitoring of this system allows our employees to keep their absolute faith in our management commitment to quality.

2.2.2. **Our Quality Control systems** are managed primarily through our laboratories. During production, each “batch” may undergo > 130 quality analysis.

This Quality Control information is housed in an electronic data capture system – known as eQMS – which was developed for SAB Ltd. This information is generated through the quality analysis conducted by the laboratory technicians or process operators, and allows the process to be reacted upon, to ensure consistent product. This system is fully integrated with a LIMS (laboratory information management system) to ensure full product traceability and historical data collection.

2.2.3. Our Quality improvement function has come alive in 2010, where by the following projects have been undertaken to ensure that all key quality control and assurance information is best utilised:

- a. Outer packaging improvement initiatives – this project has highlighted that the biggest defects in our outer packaging are lifting labels. A process has been put in place to drive improved labelling ensuring our customers receive the best dressed product possible
- b. Fill height improvements – this project identified improvements that should be made to the consistency of product volume. This process has been approved for implementation

## 3. BENEFITS OF COMMITMENT TO QUALITY PRODUCT

Our company has benefited from our commitment to our quality product in a number of ways. These are best depicted in three main areas:

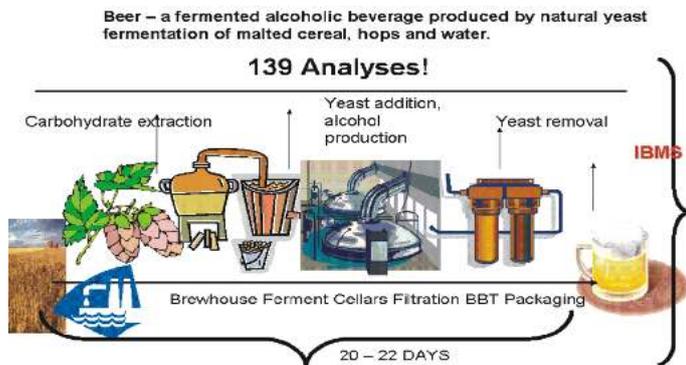
- a. what our employees think about us, and
- b. what South Africa thinks about us, and
- c. what international Food and Beverage judges and Sommeliers think about our product!

It's therefore no surprise that the SAB Ltd was voted one of the “Most Desirable Companies to work for” (April 2010) in the Magnet Professional Survey 2010. The survey is consulted amongst over 12 000 professionals working in South Africa.

In December 2010, we were awarded first place for

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Excellence in the Food and Beverage category of the very first Top500 Awards held in Johannesburg. SAB was nominated alongside Senwes Limited and Tongaat Hulett Limited in the Food and Beverage category. The Top500 Awards is hosted by Top500: South Africa's Best Managed Companies, a directory publication of SA companies and brings together the first-in-sector winners from 100 leading business sectors in the country. SAB director of Corporate Affairs and Transformation, Vincent Maphai, said: "We are honoured to have received this award which recognizes our goal of seeking to demonstrate leadership in every dimension of our business."



These awards represent recognition for the values, and systems that SAB Ltd strives to uphold, of which the Quality management system of IBMS is pivotal. But our biggest accolades arise from the recognition of our product, in the international Beverage awards, such as:

- a. Monde Selection Awards, and the
- b. International Taste and Quality awards.

Again this year, our entries of Castle draught, Carling black label, Sarita Select and Castle Milk Stout have been awarded Gold and Grand Gold recognition.

This makes Carling Black Labels 21st award, for superior taste.

This commitment to Quality management and processes has allowed us to obtain the ultimate benefits in superior product recognition.

#### 4. USE OF QUALITY IN PACKAGING

The following quality projects have driven improvements in the areas of packaging:

- i) The Quality Assurance system has enabled the identification of a number of regulatory requirements, - such labelling requirements in line with the Trade Metrology Act, and the Labelling regulations of the Foodstuffs, Cosmetics and Disinfectants Act (R146, 2010). To this end, a project was initiated to ensure all our product labels are compliant by 2011. This project is known as Project Avalanche, and has initiated the upgrade of all our product labels by March 2011. This is a multi million Rand project to ensure we comply with all government standards.
- ii) Fill height improvement project has ensured that we implement the best possible quality control

practices to assure our consumers obtain consistent volume product. This has resulted in a decline in the number of customer complaints on fill heights/volume over the F10 performance year.

#### 5. ASSURANCE OF PRODUCT QUALITY AND FEEDBACK MECHANISM FOR DRIVING QUALITY IMPROVEMENT

The essence of the IBMS drives the continual self reflection on quality improvement opportunities through feedback mechanisms. The structure of the IBMS holds the following systems in place that identify improvement opportunities, and the key positions of the Quality Improvement Consultants in Trade and Beer:

- a. The Non conformance systems, where process non conformances are highlighted and where appropriate, will identify projects to ensure quality improvements. The following projects are a consequence of this:
  - i. Fill heights
- b. The Trade complaint system, where consumer and customer complaints are highlighted and identified and where appropriate, improvement projects are initiated from this. Projects for 2010 identified in this manner were:
  - i. Torque project identified through an increase in the number of glass fragment complaints. This identified the requirement to investigate torque processes in non returnable bottles. Since this project, the number of glass fragment complaints has declined.
- c. The Management Review process – in this review process, our senior Manufacturing General managers are required to review their brewery performance bi-annually. In this process we have identified the following improvement processes:
  - i. Auditing procedures for Technical audit compliance to align to the SABMiller Global requirements. To this end, all senior Technical staff will undergo Auditor competency training.
  - ii. Legal compliance for manufacturing legislation. To this end, a senior position was created for the Technical Consultant to ensure we stay abreast of key regulatory requirement in South Africa, and Global Food Safety requirements. This person is a participating member on the Consumer Good Council Food Safety initiative.

These are examples of the living IBM System, whereby feedback through the management review and the non conformance system allows the identification of improvement projects. These projects drive better process and quality management, ultimately ensuring that our consumer receives superior quality product. The philosophy of continual improvement has also facilitated the development of some key quality innovations as identified in section 5.1.

#### 5.1. RECENT QUALITY INNOVATIONS

##### The Global Taste System

In SAB Ltd we recognized that the key quality control measurement was the taste of our beer. To this end, we

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## “When will the school catch the thieves?!”

This sort of child's comment makes a parent really angry: “Somebody at school has been stealing my things again!” Sometimes the child is being unfair towards the school. The child might have simply mislaid the 'stolen' item and now blames the school.

Quality schools take any incident of stealing seriously. Good schools have strategies in place to minimise stealing. Remember that no school can be totally theft-proof. Yet vigilance and decisive disciplinary action taken when it happens, reduces theft to almost nil.

Should your child be a victim, tell the school. The school needs to know and does care. British research has shown that for every one person who complains, there are nine other people who've experienced a similar situation. Every one of these nine non-complainers tells an average ten others. No school wants such negative publicity.

What can the family do to help make the child safe from thieves? Four simple tips are:

- 1 If your child's school doesn't have the rule, make it a family one. Mark (preferably with permanent ink!) every single item belonging to your child that is taken to school. That includes all sport equipment and clothes.
- 2 Teach your child responsibility and vigilance. Don't leave items lying around especially at sports practices and matches.

- 3 Always keep money on one's person. Don't put it in school bags and stationery sets. Try to hand money belonging to the school (for example: Civvies Day payment) to the person responsible as early as possible in the day.
- 4 Avoid tempting others! Children, who wear expensive sportswear and parade their top-of-the-range cellphones, tempt thieves. If your child's school permits cellphones, ask whether it's really necessary – especially in a day school.

What does one do if something's lost through personal negligence? If the teacher's at fault, take it up with that person. If it's your child's fault there is the need for 'restitution' or 'wrongs to be made right'. The missing items need to be replaced ... by the child! There might be angry responses and wailing! Pocket money deductions and tasks around the home can help pay towards replacements.

Use these simple tips to make school days almost theft-free.

SAQI has school leadership and management programmes based on Quality practices. For more details, please contact either Vanessa du Toit (012-349-5006; [vanessa@saqi.co.za](mailto:vanessa@saqi.co.za)) or Richard Hayward (011-888-3262; [rpdhayward@yahoo.com](mailto:rpdhayward@yahoo.com))

### SAB Continued from page 6

set about devising a system that recognises consistent flavour profiles by each brand. This system was developed in South Africa, and has been rolled out to our 180 breweries world wide. It enables us to compare our products by the same measurement system no matter where you are in the world. It rests on two key principals:

- a. Taster competency
- b. Brand Flavour profiles.

This had lead to the development of a web based data capture system, allowing tasters to capture their assessment of products, and a suite of reports that can be accessed by all authorised report viewers. This system was developed in conjunction with a South African Software developer in Britehouse (3Fifteen). This system has lead to a consistent improvement in product taste world wide.

### The Laboratory Excellence Index system (LEI)

The LEI system monitors laboratory performance against a holistic set of outputs that are critical to laboratory management. These include:

- a. Competency acquisition process (CAP) for skills development
- b. Lab Audits
- c. Inter Lab Error control systems
- d. MSA (Measurement Systems analysis) of instruments and methods

This system has been adopted by our African Breweries to drive better laboratory measurement integrity and reliability.

### 6. CONCLUSION

The South African Breweries is grateful for the opportunity to present our efforts in the product that best reflect a commitment to Quality. We believe that our IBMS, and the quality practitioners that uphold it, have facilitated the production of a superior quality product in packaged beer, most notably, Carling Black label. As a company we believe that we have demonstrated commitment to the system, to the people who practice it, and their development. In addition, we have attempted to reflect this superior quality in the marketing and promotion of the product – packaged beer. We have demonstrated the ability to take our quality system information, and drive this into improvement projects that result in a superior experience for our consumers. This is evident on the response of the South African public to our product, and especially – Carling Black Label.

Additionally, we have demonstrated the commitment to other enterprises in our country, such as:

- a. various raw materials producers
- b. packaging raw materials suppliers
- c. Certification bodies
- d. And various other secondary stakeholders

We hope you have enjoyed your quality journey through this document.

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# COUNTING EACH DROP . . .

by Terry Booyesen

Is it not ironic how some people can take things for granted and simply believe that the current presence of natural resources, such as water for example, is in itself a guarantee of a future supply? Let us take another example such as the famous Twin Towers of the World Trade Center, New York City, United States of America (US). The years of planning and the building of the Twin Towers in the 1960's was obliterated within 56 minutes on the morning of September 2001. Interestingly, whilst it took the US around eight months of an intensive clean-up campaign, it was a mere five years later that the first building of the new World Trade Center was opened, in May 2006. Whilst this is a stark reminder that devastation will endure in the hearts and minds of millions of people across the world, what is important to note is the *speed* and *action* people of the US took to re-build not only their buildings, but also their national pride which was -- and continues to be -- symbolised within their democratic values, as well as within iconic features such as the Statue of Liberty, big brands such as McDonalds, and their world famous rivers such as the Colorado of some 2,333 km long. Going by the example of the World Trade Center, one need not wonder what the people of the US would do if any of these features -- that sustain their sense of nationhood -- were to be threatened, lost or even destroyed.

Of all those things that 'define' and sustain human beings (whether in America or Africa), without doubt our most precious resource in the world is under threat. *Water* - fresh water is increasingly being brought under the spotlight by international communities; such where the shortage of fresh water and sanitation issues have been the focus of intense debate. It is ironic that a natural resource such as water -- which we take for granted -- may be the cause of future wars as countries fight for a depleting resource. For this reason, water has been described as the 'new oil' and the potential for "water wars" has been flagged as a future risk<sup>1</sup>. Given the fact that the world considers problems with the quality (and access) to fresh water as a massive threat to the future sustainability of civil society, the question arises regarding *why* there is no haste (by governments and civil movements) to act severely against those who threaten our water quality and supply, and why a response is not executed with the same sense of urgency, such as was the case with the 9/11 disaster? The stern warning from the UK Minister of State for International Development, Gareth Thomas, states that, "*if we do not act, the reality is that water supplies may become the subject of international conflict in the years ahead*" and this undoubtedly has a bearing on us all.

South Africa should take greater heed of this warning due to the fact that our country may be more susceptible to the lack of water assurance than other developed countries, which may be the result of -- among other reasons -- a harsh semi-arid climate, spatial variability of water resources, mismanaged water supplies, poorly managed regulation and certain errant corporate behaviour. The scarcity of water is likely to worsen as the demand for water outstrips the supply.

*"There is no doubt that climate change is going to be potentially the biggest source of water stress," he said. "If average global temperatures go more than two degrees above pre-industrial levels you are looking at 2 to 3 billion people potentially suffering water shortages. It's a pretty serious business."*

Charlie Kronick: Greenpeace - Senior Climate Adviser

Of course, the call to action to provide all South African citizens access to fresh water is not only underpinned in our Constitution. South Africa -- as signatory of the Millennium Development Goals (MDGs) -- commits itself to fulfilling the targets of at least seven of the eight goals. By not assuring the supply and quality of water for all the people of South Africa, and where its security is compromised, both the Constitution and the MDGs remain nothing more than a long forgotten, unfulfilled promise.

Indeed we have heard the call for action by President Zuma, reciting the critical importance for South Africa to meet its MDG commitments to halve the proportion of people without access to safe drinking water by 2015<sup>2</sup>. The question of course is how far along are we really to meeting this goal and if we have achieved this goal, why still do we hear of a coalition of 27 international charities demanding action to give fresh water to 1.1 billion people who currently have poor supplies / poor quality water? It is a known fact that global warming -- amongst other exacerbating factors - - is compounding the water crisis, furthermore, that two-thirds of the world's population will live in water-stressed countries by 2025. This in itself, and evidenced in South Africa, leads to massive instabilities and conflict between communities and their governments.

According to the World Health Organisation (WHO) and UNICEF<sup>3</sup> (the United Nations Children's Fund), there are 1.1 billion people, which represents 18% of the world's

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population, who lack access to safe drinking water and 2.6 billion people (42%) who lack access to basic sanitation. This calamity leads to many other problems, not least the health issues such as those of diarrhoea and the fact that 443 million school days are lost globally to this illness and 1.8 million children die from water related diseases every year. Realistically, while the 3rd MDG for access to safe drinking water appears likely to be reached in most regions, sub-Saharan Africa does not appear likely to achieve this goal.<sup>4</sup>

Consider the fact that the WHO/UNICEF estimate that an additional investment of US\$ 11.3 billion per year<sup>5</sup> will be required to achieve the MDG for the most basic drinking water and sanitation, it takes no genius to understand that this is a global crisis and that all hands will be required on deck, so to speak.

Clearly, whilst this problem directly affects individuals -- and mostly those in outlying rural areas -- there are also massive implications upon businesses, who are not immune to the consequences. A social entrepreneurial South African company engaged in prospecting for, and developing new energy and new water resources, Touchstone Resources (Pty) Ltd, quickly points out that a key issue facing our businesses relates to the assurance of its water supply (AOS). AOS is the guarantee that a given quantity of water, including its pressure and quality, will be delivered at a given place and time and such that through its provision the business operations will not be disrupted.

Interestingly, according to the National Water Resource Strategy of 2004, 98% of the national water resource had been allocated as AOS at that date. That AOS is now rapidly declining and some enterprises will start to see more frequent breakdowns as the security of our water becomes more threatened. When the breakdown happens, it can be catastrophic, particularly considering our existing challenges with service delivery in most of the municipalities in South Africa, who offer piecemeal repairs. These breakdowns can become permanent and those businesses who are largely dependant on water -- as a part of their operations -- will need to expedite their risk strategy to consider the manner in which they deploy on-site water storage, redesign their operational parameters as well as the manner in which they will generate water pressure

required for their factories, which is normally provided by the water bulk suppliers.

Once again, there is a call upon the attitudes and actions of governments and business leaders regarding their strategic plans, their timing and the investment they are instituting to address a worsening and potentially catastrophic situation.

Simply put, when there is no water, our health, our food and our business supply chains are directly impacted and human health protection becomes a major challenge. And so the final question remains; have we run out of time to save the world's most precious resource -- fresh water -- and if not, will South Africans act with the same speed and action undertaken in our US example, to protect and sustain the people of our nation?

1. *Water will be source of war unless world acts now, warns minister - by Ben Russell, Political Correspondent, Saturday, 22 March 2008*
2. *The Millennium Development Goals (MDGs)*  
<http://www.un.org/millenniumgoals/pdf/MDG%20Report%202010%20En%20r15%20-low%20res%2020100615%20-.pdf>
3. *WHO/UNICEF - <http://www.unicef.org/>*
4. *WHO/UNICEF, 2005 : 26*
5. *WHO/UNICEF, 2005 : 2*

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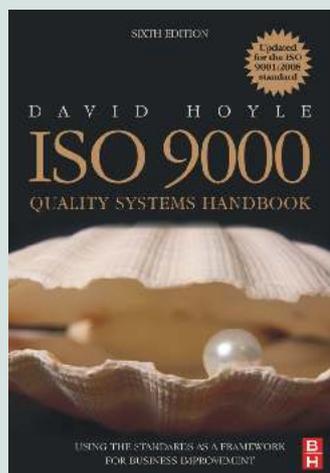
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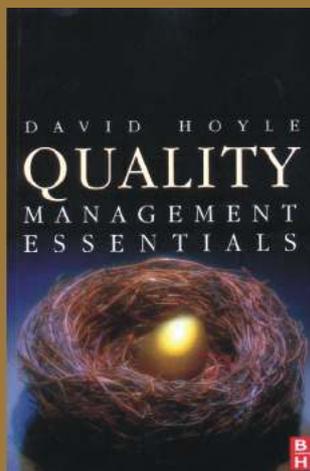


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B12	ISO 14000 overview	1	R2,150.00			31			25	
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B16	Internal Quality Auditing	3	R4,250.00	8-10		24-26		5-7		7-9
B20	Organisational QMS Lead Auditor	5	R9,980.00					10-14		
B24	How to write procedures	3	R4,250.00	1-2	4-5			3-4		
B34	Statistical Process Control	5	R9,980.00			1-5			7-11	
B38	Development of QMS	5	R9,980.00	20-24	25-29				14-18	
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