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In this month's edition we carry a number of diverse articles but all are related to quality in some form or another. Although SAQI tries to steer clear of politics we are publishing an article by one of our Zambian members who wants to address the recent Xenophobia issue in our country that has affected our "Quality of Life".

We are pleased that our regular contributor from the past, Paul Naysmith has now settled down in the UK and has submitted a piece on the 800th birthday of the Magna Carta.

At the risk of being accused of nepotism I am also publishing an article by my wife Ansie on Deming, Zen and Maths education. We also give a few tips on preparing a business plan by Ed Hatton.

In last month's issue I made a statement that the B Tech in Quality had become obsolete. This was the information I had on hand at the time. I am pleased to report that feedback on the article was received and for the time being at least this Qualification is still being presented at the Cape Peninsula UT, Durban UT, Pretoria UT, UJ and Nelson Mandela Metropolitan University. There are plans for it to be replaced but this will only come into effect in 2017. Thanks for the feedback on this and we will keep you posted on developments.

As ever, I would be happy to receive comments relating to our articles or any other items of interest relating to quality at exec@saqi.co.za

Yours in Quality

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Quality:
helping South Africans live,
learn and work better



Deming, Zen and Mathematics Education Part One

by Ansie Harding

Introduction

The three bedfellows in the title might at first glance seem to have very little in common. But the astute reader is sure to have guessed that the common factor is Quality. Deming is synonymous with Quality but how Zen and mathematics education are drawn into the threesome might not be so apparent but will be explained later. This first article is mainly about Deming and how his philosophies relate to mathematics education.

About quality

Companies throughout the industrial world have adopted the principles of quality management to improve production, products and services and yet, to define quality is not a simple task. Single aspects of quality are often emphasized such as "fitness of use", attributed to Joseph Juran one of the prominent names in quality. "Conformance to requirements set by consumers" is the aspect highlighted by Philip Crosby. Another of the quality Gurus, Kaoru Ishikawa, a Japanese quality expert, says that a quality product is "most economical, most useful and always satisfactory to the customer". W Edwards Deming, also referred to as the father of quality, advocates that quality "should be aimed at the needs of the customer, present and future". Important in all these highlighted features of quality are that the customer decides on what the quality of the product or service is, not the manufacturer or service provider. Customer satisfaction is of utmost importance.



In the academic world it is not so easy to know who the customer is. Is it the student? Or is the student only the product delivered to the potential employer who then in turn becomes the customer or are the parents who provide the funding the customers? Is society in general the customer? Perhaps it is all of the above. What is then meant by customer satisfaction? Surely these wide ranges of customers have different expectations and

will be satisfied in different ways. Customers in a manufacturing environment are simpler to identify than customers in a service environment. Also, if the student is the customer, is he or she able to decide what is best for them?

This is not the only difference between the industry and education. In a manufacturing environment products are lifeless objects whereas in a university we deal with diverse people with diverse abilities. It is far more difficult to control the quality standards of the student input than in the case of raw materials. Entrance requirements and conformance to standards are far more difficult to measure. The interaction between student and lecturer can hardly be compared to an assembly line. It is an interactive process where personalities and attitudes play important roles.

Likewise, the quality of the output in the manufacturing environment is simpler to measure than the quality of a student at the end of his studies. For manufacturing firms delivery targets and profit is an easy indicator for measuring effectiveness. In education, on the other hand, outcomes such as knowledge, know-how, wisdom, character and preparedness for the job market are more difficult to measure. Can the same quality principles then apply to both a manufacturing and a service industry? More specifically, where does quality fit into teaching mathematics? In order to answer these questions we zoom in on two diverse views of quality and see how these bear on teaching mathematics.

About Deming

Of all the quality gurus, it is Deming whose view on quality has most bearing on education. Although education is different from industry there are many similarities as well. Managing people and resources are applicable to both. More importantly, quality is an integral and desirable feature of the products of both industry and education and it is here where our interest lies. Deming's premise is that quality improves productivity and competitive position.

One of the key points of Deming's work is that he believes that all people are educable, that they want to do a good job and they deserve respect. He also says that where there is a problem the system can be blamed 85% of the time and only 15% of the time on the workers.

Deming emphasizes that attention should be paid to the quality of the system as a whole, that the quality control step may be

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scaled down. In education this means that over-emphasis of final exams is not desirable. Examining a student on everything he has learned takes up considerable time and comes down to inspecting defects out rather than building quality in. It does not contribute much to student learning and certainly does not cater for the diverse abilities of students. The quality of the teaching system is important rather than the examination. The move then is away from Quality Control towards Quality Assurance and ultimately TQM (Total Quality Management).



He is also of the opinion that there is no such thing as “zero defect”. Quality standards against which “zero defects” may be judged are set by the manufacturer and are not absolute. One manufacturer may set standards to which his products conform. Another manufacturer may set higher standards to which the products no longer conform. For Deming the emphasis is on continually improving the process of production to achieve higher quality standards. In other words, the absence of defects does not ensure that the product will be valuable to the purchaser. In an education environment it means that achieving “zero defects” (no failures) in an examination does not mean that all the students are well-prepared for the jobs they will do in future, nor does it necessarily ensure that the student has mastered thinking skills and independent learning.

Deming has drawn up a list of 14 points along which the quality of an organisation can be improved. These 14 points apply anywhere, to small organisations as well as large ones, to manufacturing as well as to the service industry and also in education.

1. Create constancy of purpose toward improvement of product and service.
2. Adopt the philosophy that Western management must awaken to the challenge, must learn their responsibilities and take on leadership for change.
3. Cease dependence on inspection to achieve quality. Eliminate the need for inspection on a mass basis by building quality into the product in the first place.
4. End the practice of awarding business on the basis of price tag. Move towards a single supplier for one item, on a long-term relationship of loyalty and trust.

5. Improve constantly and forever the system of production and service, and thus constantly decrease cost.
6. Institute training on job.
7. Institute leadership. The aim of supervision should be to help people do a better job.
8. Drive out fear.
9. Break down barriers. People must work as a team.
10. Eliminate slogans and targets asking for zero defects and new levels of productivity.
11. (i) Eliminate work standards (quota). Substitute leadership.
(ii) Eliminate management by objectives, by numbers and by numerical goals. Substitute leadership.
12. (i) Remove barriers that rob workers of their right to pride of workmanship.
(ii) Remove barriers that rob people in management and in engineering of their right to pride of workmanship. This means abolish the annual or merit rating.
13. Institute a vigorous program of education and self-improvement.
14. Put everyone in the company to work to accomplish the transformation.

Deming provides a seemingly Western outlook on Quality. Yet Deming started his work after the Second World War in America but was not appreciated in his own country. He was invited to Japan where his work was greatly appreciated. The Japanese could better relate to his ideas than his own countrymen could. It was only in the 1980's that Deming's work took off in America. It does therefore seem as if there is a strong component of Deming's work that links Western philosophy with the Eastern outlook and maybe Zen philosophy.

Part two of this three part series will be published next month and will touch on the Zen philosophy and its relationship to quality.

About the Author

Ansie Harding is a professor of mathematics at the University of Pretoria in South Africa. She has published extensively on Mathematics Education and believes in creativity when it comes to teaching and life in general.



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Quality checks for your business plan

Many business plans lead businesses into disastrous situations

by Ed Hatton

We all know we should check our cars before travelling. Equally important is the need to check your business plan for faults and potential failures before making it the core of your business, or using it to ask for finance. Here is a 6 point check:

1. Can YOU execute? Failure to convince financiers of this aspect is probably the number one reason for rejection. More critically, it is probably the number one reason for early start up failure. Points to check: Do you have enough knowledge to run the business? The entrepreneur of a business which markets services needs to understand marketing as well as the service. Do you have any experience in this field? Hobbies are often a help in this regard, for instance enthusiastic cooks setting up catering companies. Do you have the time to execute the planned actions, and will your family support that? Entrepreneurship is not for the faint hearted, there will be many late nights and early mornings. Can you take risk? If you are uncomfortable with being daring at times you should plan for safer businesses. Can you lead? You will need to tell people what to do and learn to make uncomfortable, even agonising decisions.
2. Have you done a sensibility check? Most business plans I see have glaring flaws in them. For instance listing all the grand marketing promotions and advertising planned and then providing a marketing budget of a fraction of that cost. Or not thinking about the capacity of the organisation to handle the projected customers. Are there enough tables in a restaurant to serve the projected number of meals? Can enough sales calls be made to get to the sales forecast? Will the cash flow support the raw material purchases needed? Check the whole plan with a cynical eye.
3. Is there really a reason for customers to buy from you? Perhaps the second biggest reason for business failure. Take a hard look and answer the question: "Why would this business attract customers away from the companies they now buy from"? If there are insufficient reasons to convince an outsider then the plan is likely to lead to failure. Think again or find a different business.
4. Are the sales projections realistic? Entrepreneurs are optimists by nature, but forecasts should always be conservative. Check issues like sales per customer, the proportion of new business to existing customers and the expected win / loss ratio. Cut out the optimism, be realistic or pessimistic. Do not build a plan which is reliant on a marketing promotional plan which has never been tried before.
5. Have the key success factors and major risks been identified? Your plan should identify the four or five factors

that must be achieved for the plan to succeed. Sales running to forecast is usually one of those, but others may be customer satisfaction levels, quality standards, productivity, cash flow or others. These must be monitored frequently, at least once per week, preferably in a dashboard. Risks are equally important. Identify the four or five biggest risks to the success of the plan, and have mitigation plans prepared and monitor frequently.

6. Do you know what your competitors are doing? You must be able to position your company against its competitors with the differences clear in your mind. The test is that you are able to show why the customer why they should buy from you while talking about the competitor with respect.

Now that you have done your safety checks to your car and business plan you can go away on holiday in a relaxed frame of mind. Enjoy!

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Ed is a Business Partners Mentor and an active member and counsellor at LifeLine. He writes the business advice blog Marketing Strategy <http://marketingstrategy.co.za>

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Happy birthday Magna Carta

by Paul Naysmith

In June of 2015 will you be wishing the Magna Carta a very happy birthday? Well an eight hundred year old document may not necessary warrant a lovely slice of cake, however like any milestone, I'm sure somebody somewhere is celebrating this anniversary. I think that I'll be celebrating in my local park or other public space through the medium of free form dance.

I accept that many will not probably care, or even be aware of the Magna Carta. In Quality circles, I think I will be viewed with surprise on wishing to discuss such a document, however like I always do, I will ask for your patience and explain why I think that this is an important Quality document.



The Magna Carta was not born out of the need to establish conformity to a required standard as are many new documents in today's context. Like any good historical tale from the middle ages, it starts with a villainous character, in this case, King John of England. King John longing for an expensive war with the neighbours across the English Channel, levied taxes on the impoverished inhabitants of his lands and it was viewed at the time that balance was needed from those being taxed, to those at the top of the taxation pyramid scheme. A few English noblemen, with support from the very powerful Church, went about creating a new set of rules to bring equality to society and removing some power from the King. Some historians say that this prevented civil war from ensuing and in my view establish a very early new Quality standard. All of the Magna Carta's sixty-three sections (British Library) go into great lengths to define, what we recognise today as 'common law'.

The Magna Carta is interestingly enough an exceptionally popular document, even in the context of today's environment. Recently the London Telegraph newspaper (Lawler & Gurdon,

2014), went to great lengths to remind the people that it is more popular today in the United States of America, than of its country of origin: England. A beautiful golden reproduction currently sits deep below the current chambers of the Senate House in America's democratic capital heart: Washington D.C. The Magna Carta was also evoked during hearings when another unruly leader, required levelling, after going beyond his own laws in the scandal around the Watergate tapes.

Today only a small number of original Magna Carta documents exist. A medieval exercise of making multiple copies of the document would have meant that the best monks in the abbey were taken off their Bible Xeroxing duties to, well copy the original Magna Carta. Ironically, an unapproved release was issued to the community, without the King's seal of approval (a literal great big gob of wax), as it didn't actually make it legal. Therefore the Magna Carta had to receive a little rework before receiving an 'approved' release. I guess this also may have initiated future document control requirements, so it not really that different than many other business Quality documents of today, except for the waxy seal bit.

This document to me has one section of particular interest from a Quality standpoint. And before you guess incorrectly that it is section 33 on the removal of 'fish weirs' (another particular amusing common folk versus the system type argument) it is section number 35:

"There shall be standard measures of wine, ale, and corn (the London quarter), throughout the kingdom. There shall also be a standard width of dyed cloth, russet, and haberject, namely two ells within the selvedges. Weights are to be standardised similarly." (British Library)

Some lovely examples of defining a Quality standard right there, the use of 'shall' as an example; however it does have words I did have to look up in the dictionary (what the hell is an 'ell'? I asked myself). How wonderful to think that once upon a time, long ago, there was a defined legal standard for buying stuff. Ok I may be the only one to get a little tingling sensation, my Quality gland working away inside me to release a little burst of joy when I read this, however imagine a world today without established measures?

This has gotten me thinking about today in the United Kingdom, where we are devout followers of conformity to measured standards, inherited down from at least twenty-seven generations. I'll give you a few examples to help my argument. In

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Britain we (whether legally correct or not) will often reject a gloriously foamy headed beer, because it isn't a 'pint'. We will stand our ground, like the noblemen of yesteryear demanding it be 'topped up'. We will challenge the fuel filling station when we believe we are not receiving our car's worth of diesel, and report the said filling station to the department of 'Weights and Measures'. We in Britain actually have a government agency to confirm measured values of stuff sold in the UK, I know it is bonkers. I believe, that for no other reason than the Magna Carta, we as a society in the British Isles have inherited the cultural belief that we are due fair and correct quantities as advertised.



Aside from the Magna Carta, I am also very grateful to the other defined International and Industry standards that are around us today. In 2015 we celebrate 800 years of one standard, and look forward to the hopeful rebirth of another: ISO 9001.

If according to the discussion document version of the 9001:2015, it would appear that further evolution continues of a standard, that maybe key to your role in Quality. This will no doubt mean that a great many new training courses, auditing activity and other associated spending activities will be launched in your or other businesses around the world.

I don't mind change, well I really like change for the better, more than just changing, for the sake of it. This has me considering about your own documented rules and standards. Yet if conformity to standard is important to you, and you will have the minimum mandatory documentation at your disposal, however where did the other 'rules' in your business originate from and what culture has it created?

I'm not one for keeping out of date or non-applicable standards within the business, however to me, considering the impact of any change and understanding the culture that it has created is fascinating.

I have my own personal life lesson from, and a love of all things 'we've always done it that way'. However have you ever stopped to consider whether this culture of always 'doing it that way', is supportive of creating a Quality culture in your business?

In many business or Quality improvement projects I have found that there is some rule that prevents the team or process from achieving excellence. Through very simple investigation, I find

that this rule is unfounded, and the process owner is unaware of its existence. What I do is then look to the team or the people in the process, and ask them to define their own rules, sometimes with unanticipated wonderful outcomes. This is much easier said than done, I appreciate that a culture based on a rule from long ago will be challenging to overcome, however worth the effort if you too can create a culture of Quality.

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About the Author



As well as being a Quality Punk and Improvement Ninja, [Paul Naysmith](#) is the HSEQ regional manager in the United States for a leading oil- and gas-well services company. He is a Chartered Fellow with the UK's Chartered Quality Institute (CQI) and an honorary member of the South African Quality Institute (SAQI). Naysmith has a bachelor of science in paper science and management, and has worked in industrial textiles, food manufacturing, and the aerospace industry. When not working, he enjoys photography, training to become a

Cajun, and spending every precious moment with his family. Connect with him on www.paulnaysmith.com, LinkedIn, or follow on twitter [@PNaysmith](#) or buy his printed book [Business Management Tips from a Quality Punk](#) also available as an [ebook](#) (Lulu, 2013). Paul is a regular contributor to the eQuality Edge Magazine, Quality World Magazine and Quality Digest Magazine. Reproduction of any of Paul's articles can only be authorized by contacting him directly at naysmith@yahoo.com



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Jacob Zuma asks Africa: Why are their citizens not in their countries and are in South Africa?

by Joseph Mwansa SAQI member from Zambia

My reflection

The headline above has appeared in many online newspapers as well as on national televisions both in South Africa as well as other countries. After reflecting on these and the past statements that are coming from our leaders, it would appear there is a conflict in the way they want this handled but no doubt hoping for the positive out-come, whatever that is. I must say, after the initial slow reaction, the entire Government reacted positively and over the last past few days we saw the write ups from various ministers on how they were looked after in many parts of the continent during the dark days.

On one hand the Government of the republic of South Africa wants to assure the rest of the sub-Sahara Africa that they condemn xenophobia and that the other nationals are welcome here. On the other hand, they want to assure the locals that the Government has heard their cries, that foreigners are taking the local jobs, competing for services, are criminal and therefore must be sent back!



To complicate matters is the outburst by Nigeria and the possibility of hurting not only the local economy by cutting down the inflows South African companies bring in from the investments abroad but the harm that may befall their nationals in those countries. President Zuma has asked other countries to also share in the blame and responsibility of this evil that has befallen us. He asks, "Why are these nationals here in the first place?" The President has also informed the nation that he has prepared a report for SADC and AU on the Xenophobia attacks. I

wonder what will be in the report. Will it be "we are handling it and South Africa is not a "violent country"; that it is a few criminal elements that are tarnishing our name and to that effect, we have launched a "not in our name, stop xenophobia, we are one" campaign? Foreign nationals are being re-integrated in our communities and that this will not happen again though we admit that we have not managed to keep it that way since the apartheid era. (We forgot to inform the nation that time for being violent is over and we "need healing").

Or, "will it be Africa is to blame, why are your nationals in our country in the first place? We didn't manufacture the problems and yet you are blaming us. These foreign nationals have told us that once they raise a voice where they come from they disappear and South Africa becomes the natural choice, jumping many other countries in between since there is peace here in South Africa." "As we speak", the report would add, "We have tightened up our porous borders and our defense forces have been deployed inside the country as well as at our borders. We are also arresting all illegal immigrants and sending them back to you to deal with".

Not one single reason can be attributed to migration but there are many

Mr. President, migration is not just an African Issue or for that matter, a South African issue alone but a world-wide problem. It did not start now but pre-colonial times. As is common knowledge most of the tribes in Zimbabwe, Mozambique and Zambia migrated from the present day South Africa, forced by their own blood brothers either because of succession battles or in search of better fertile land or for whatever reasons. The point worth noting is that these were blood related, so for most it is simply home coming- to their South Africa relatives, to the land of their fore-fathers!

This is not a strange phenomenon. We have witnessed before at one point in history, where the black Americans flocked back to Ghana, Liberia and many other parts of Africa, to reclaim their roots. President Obama traced his Irish roots and was given a hero's welcome. The Jews all over the world flocked back to Israel.

The present King of the Zulus in Durban has been in Zambia several times to celebrate with his brothers and sisters during the C'wala ceremonies and rightly declaring they are one!

As can be seen, yes, in times of troubles or instabilities in the

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place one calls home, people are forced to go in search of freedom or food but it is only and always normal that once the troubles are over, they return home.

In the modern times, many of our people from the African National Congress and many other such civil and political groupings, equally fled to the same countries where “their relatives had gone” before them. Because they were related, they were welcomed and stayed from the 1950's to 1994, in peace and not in camps but among their relatives.

When time came, when peace was negotiated they returned home. The question is why then are they preventing their decedents, who fled before them, to come back home?

Zambia is a unique place. Yes it is not rich, endowed with minerals but poor, but has welcomes various groupings including its own people that fled many years ago into Zaire and resettled them. Many South Africans and Zimbabweans after they regained their freedoms opted to stay. If one was to go to compounds such as Mademvu or Chaisa, one would mistake the place to that of Zimbabwe in terms of dominant Zimbabwean culture. These places are settlements like Alexandra. Xenophobia is unheard of in the poorest places in Zambia. These people share the little they have.

There are many South Africans all over the world and it is not just economics at play here but all other human factors. Let me illustrate Mr. President. In nearly all corners of the world, you have Indian nationals, European nationals, South African nationals and now Chinese nationals. Are they running away from troubles, e.g. such as economic or persecutions? Is the report to BRICS also going to be like that of SADC? These nationalities I am talking about have equally displaced the locals, have shared space and facilities but are never attacked.

At the Oriental city in Bruma, many normal South African businesses have closed down because they could not compete with the cheap Chinese products. Has there been xenophobia? What message therefore will you tell the BRICS countries? “To fix their economies so that they don't travel many miles, jumping many countries just to come to South Africa”?

Are you also going to tell the many South Africa laborers who work in mines in Zambia and Mali, in the constructions industries across the continent that they should come back because the government “has now chased away all foreigners and their jobs and services are freely available?

Suggestion

My humble suggestion in solving this challenging situation is to first acknowledge the pre-colonial injustices. People from Southern Africa were forced to flee to other countries but now the countries of origin have re-drawn the borders and permanently shut them out.

We can also implement our own SADC protocols on free movement of our people in line with what our European

counterparts have done. Over time things will balance out. Make no mistakes, many African countries are on the up hence the many investments South Africa is doing and reaping from those very economies. Pick n' pay, Standard bank, Shoprite, Nandos, MTN, Mines to mentioned but a few are some of the companies that are thriving in the so called poor countries.

Yes tighten the immigration laws and man boarders but bear in mind that you too can utilize this same migration to the benefit of South Africa like Sweden and USA have done. President Obama recently just had to issue an executive order to legalize those that have been illegal for so long as long as they contribute to the welfare of USA and pay tax. It is estimated there are well over 40 million illegal immigrates in USA alone!

The fear of foreigners grabbing local jobs is real and Government should indeed look into this seriously, but equally, many foreigners who were caught out in this xenophobia attacks were those that are self employed and potential job providers.

Let the law takes its course when any foreign national is found to do criminal activities. It is said there are 4,000 foreigners in jails as per the statement attributed to the president. These criminals whether in South Africa or elsewhere belong behind bars. Just like there are many South Africans in foreign jails but that cannot be the basis for what we saw by citizens.

Lastly, we can look at the investment for these small scale migrants. What they bring are skills, hard work and lessons learnt can help the locals. It is reported that most of them operate illegally and do not have licenses but perhaps it is high time you relaxed the investment requirements for such people with skills. Insisting on the R2,000,000 for a Spaza shop or showing people how to weave do not require that much but imagine how many people can be empowered?

Conclusion

In conclusion, note that, many citizens in countries in the world are no longer performing some jobs or services that were traditionally carried out by locals anymore. However, these countries are relying heavily on migrant workers. The examples of such jobs or services are nursing in UK. It is also the same situation in the United States of America where jobs such as fruit picking, taxi drivers, street cleaning and hotel services being done by foreigners.

In Dubai nearly all metro buses, ship and hotel related jobs are done by Iranians, Filipinos, and other Asian nationalities. Here in South Africa itself, saloons, barber shops, internet cafes and Spaza shops are provided by foreigners. In Zambia, Burundi nationals and Somalians own most Spaza shops; Mines too are owned by South Africans, Europeans, Indians, Chinese and other nationals. In all these instances, foreign labor is also provided by the owners of capital even when those skills are present locally.

It is hard therefore to imagine how these services will be provided without foreigners in all these countries that have become a global village.

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Corruption: Strong Governments and Ethical Leaders bring Sustainability

by Terrance M. Booyesen and peer reviewed by Megan Grindell (Director: Carter DGF)

Irrespective of where you may live -- and no matter what your line of business and language may be -- universal thoughts most often expressed by people regarding corruption is obscured in darkness and negativity. Corruption is by no means something new; it has followed mankind throughout the ages and it continues to exist in various forms to include *grand corruption*, *political corruption*, *corporate* and *administrative corruption*, as well as *petty* and *systemic corruption*.

The United Nations Convention Against Corruption in New York stated in October 2003 that "*corruption is an insidious plague that has a wide range of corrosive effects on societies and it undermines democracy and the rule of law.*" But while leaders across the world eloquently continue to (re)define corruption, markets are being distorted and human rights are being seriously violated through its abhorrent practices. In its simplest of term, corruption is any illegal act performed between two or more parties with the objective of producing results which would otherwise not have been possible. Considering the broadness of such an act, it is quite plausible to suggest that many so-called 'innocent' transactions between engaging parties falling within this loose definition may in effect be corrupt and therefore illegal. Acts of corruption have become so widespread and are deeply rooted in the fabric of society, to the point that it is deceptively harder to detect and unravel. As compared to a by-gone era where corruption was an act of abusive and selfish power enjoyed by a handful of the political and or business elite, today a far bigger group of individuals have the means and motive to participate in its sordid affairs, causing immeasurable damage to businesses and civil society. Corruption is a problem that affects every country and it occurs in nearly every workplace.

Expectedly, governments are appointed by its citizens on the basis that they will protect the people of their country through the proper establishment of legal and social structures. In this respect, it is critical that a society is assured by its government that it will institute and maintain the necessary frameworks to effectively manage and deal with all forms of corruption. That being said, given the knowledge and assurances that such frameworks exist -- and that they are driven by fair and legal processes -- it is equally important for the civilians of a country to know that all perpetrators of corruption, irrespective of their standing, will be treated in the harshest of terms. Anything less of a hefty sanction against the perpetrators of corruption simply makes a mockery of the structures which are supposed to govern a society.

There are a number of international and regional conventions aimed at fighting corruption, and these include the United Nations Anti-Corruption Convention, the African Union Convention on Preventing and Combatting Corruption, the OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions, and the Southern African Development Community Protocol against Corruption.



SA's ranking in the Corruption Perceptions Index has steadily worsened over the last two decades

Allied to these conventions, there are also a number of business initiatives aimed at eliminating corruption, including the United Nations Global Compact which is a voluntary initiative that seeks to align business operations and strategies with ten principles, including the principle that "*businesses should work against corruption in all its forms, including extortion and bribery*". But although South Africa is a stakeholder to these conventions, and in spite of our own world-class legal and regulatory frameworks to fight corruption, our country continues to demonstrate ineptitude in combatting and effectively managing this terrible scourge.

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Transparency International (TI) is a well-recognised international non-governmental organisation and is devoted to combating corruption across the world. As part of their work, each year they produce a *Corruption Perceptions Index* (CPI) Report on the perceptions attached to *public corruption* for a number of participating countries, and South Africa is included in this report. The index ranks countries based on how corrupt their public sector is perceived to be. The score indicates the perceived level of public sector corruption on a scale of 0 (highly corrupt) to 100 (very clean) and a country's rank indicates its position relative to other countries in the index. To this extent, given the recent spate of corruption allegations brought against various prominent government and business leaders in South Africa, it is hardly surprising that South Africa's CPI score in 2014 was 44 (a score below 50 indicates a significant corruption problem). Even more damaging to the brand of South Africa, is the fact that our TI ranking stands at 67th out of 174 countries and this position has become worse over the years. Understanding that the best ranking is 1, which is currently held by Denmark with a score of 92, South Africa is placed in 67th position and in the same league as Kuwait, Brazil and Bulgaria. Perceptions of public sector corruption in South Africa have certainly deteriorated over the past years, and our country has been a regular contender within TI's bottom league players. This is hardly surprising, considering the former head of the Special Investigation Unit -- Willie Hofmeyer -- who reported before parliament in 2011 that between R25 billion and R30 billion was lost to the government procurement budget each year due to corruption. Furthermore in 2012, the Institute for Accountability estimated that the South African economy may have lost approximately R675 billion as a result of corruption since 1994.



Transparency International also produce a *Bribe Payer's Index* (BPI) Report where *business executives* across the globe are surveyed regarding their respective views on the extent to which companies engage in bribery when conducting business abroad. Again a score is used where a maximum score of 10 corresponds with the view that companies from that country *will never pay a bribe*. Conversely, a score of zero indicates that the country in which the company operates *will always pay a bribe*. According to the most recent BPI Report, South African companies appear to be doing reasonably well with a score of 7.6; and while our ranking of 15 out of 28 countries is fair, there certainly is room for improvement.

Following Transparency International's reports on corruption and bribery, a South African anti-corruption non-profit organisation called *Corruption Watch* produces an annual report detailing corruption complaints. In its 2014 *Corruption Watch Annual Report*, 2,714 complaints were received where 56% of these complaints were confirmed to be corruption. Prior to 2014, reports of alleged corruption increased by 40% from 2,262 incidents of reporting in 2012, to 5,485 in 2013. The number of cases representing actual corruption -- which Corruption Watch defines as the abuse of public power and resources for personal gain -- increased from 38% to 58% over this period. Indeed all these figures are -- irrespective of whether they are perceived or factual -- alarmingly high and it is for this reason that it is imperative that legislative and regulatory frameworks are in place (and applied) to insure the integrity of a country, as well as doing business in that country.

In South Africa, we have an extensive anti-corruption legislative framework consisting of various laws which, amongst other, are aimed to fight corruption. Some of the more commonly known pieces of South African anti-corruption legislation include the Prevention and Combatting of Corrupt Activities Act (12 of 2004), the Prevention of Organised Crime Act (121 of 1998), the Criminal Procedure Act (51 of 1977), the Financial Intelligence Centre Act (38 of 2001) and the Promotion of Access to Information Act (2 of 2002). Besides the rough estimate of twenty pieces of South African legislation that serves within an intricate framework to detect and combat corruption, one should not forget the other international legislation South African organisations must acknowledge and adhere to, notwithstanding whether or not the organisation has overseas representation. In the event that a South African organisation has any government and or a foreign company or foreign person doing business within the organisation's supply chain, then legislation such as the United States' Foreign Corrupt Practices Act of 1977 and the UK Bribery Act of 2010 also has bearing.

Whilst the South African government has implemented a number of frameworks, which include the National Development Plan, the Medium Term Strategic Framework and the Public Sector Integrity Management Framework; the government has made a firm commitment to combat corruption no matter the cost. With the recently announced Multi Agency Working Group, together with other South African anti-corruption agencies such as the SIU (Special Investigating Unit), the Asset Forfeiture Unit, the Anti-Corruption Task Team and the Special Anti-Corruption Unit in the Department of Public Service and Administration, one should expect South Africa's corruption and bribery ratings to improve. Of course one should not forget the critical role played by non-profit organisations such as Corruption Watch, Lead SA and T.F.A.C. (The Fight Against Corruption) who each fulfil a key role in civil society.

Indeed if we are serious about combatting corruption in South Africa, we will all need to play an active role in arresting its damaging effects, and the axiom that it takes "two to tango" rings very loudly, and is quite true. Needless to say it takes at least two parties to participate in any act of corruption; there must be a *Briber and a Bribee* ('Giver' and 'Taker') for the transaction to work.

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"This evil phenomenon is found in all countries big and small, rich and poor but it is in the developing world that its effects are most destructive. Corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government's ability to provide basic services, feeding inequality and injustice, and discouraging foreign investment and aid. Corruption is a key element in economic under-performance, and a major obstacle to poverty alleviation and development."

The United Nations Convention Against Corruption

New York, 31 October 2003

In the context of business, all persons but especially directors, trustees and prescribed officers act as fiduciaries and they are expected by common law and statute to uphold the highest values of integrity and ethical behaviour. In this vein, and as people who are placed within positions of trust, they must serve and protect the organisation against corruption and its associated behaviour. For this to happen, not only must these leaders be beyond reproach themselves, they must be fully cognisant and compliant with the necessary anti-corruption legislation as well as ensure they have implemented robust systems to mitigate corruption.



Of course, there are many good reasons why countries should apply themselves seriously to deal harshly with corrupt people. But besides the more obvious reasons, one also needs to consider and witness the devastation this evil phenomenon has in the developing world where its impact -- particularly on social structures -- is the most destructive. The United Nations Convention Against Corruption aptly stated that *"corruption hurts the poor disproportionately by diverting funds intended for development, undermining a government's ability to provide basic services, feeding inequality and injustice, and discourage[es] foreign investment and aid."* To this end, if corruption continues to rise notwithstanding the grand legislation and anti-corruption frameworks, then people will continue to suffer and especially so in poorer countries.

The recently launched *Social Progress Index (SPI)* attempts to determine what it means to be a good society and makes use of

three dimensions, namely Basic Human Needs; Foundations of Wellbeing; and Opportunity. Within these three dimensions, there are twelve components which form the *Social Progress Framework*. Interestingly, as one considers the extent to which a country is measured in terms of its GDP (Gross Domestic Product) and then compares this to its SPI, then it is hardly surprising to see the correlation of a 'healthy society' and a 'healthy economy'. Such is the case with developed countries such as Norway who were ranked 1st in the world out of 133 countries in 2015, followed by Sweden (2nd), Switzerland (3rd), Iceland (4th) and New Zealand (5th). South Africa was rated a poor 63rd in this index, and we were beaten handsomely by Slovenia (19th), Slovakia (25th), Lithuania (35th), Mauritius (36th), Croatia (37th) and Brazil (42nd).

Considering an index of this nature, including those such as the aforementioned, they most certainly support the rationale found in the King Reports for Good Governance that for a society and an economy to be healthy -- in other words balanced -- a country needs to have proper systems and structures in place which protect all forms of abuse against people, the planet and indeed profits. For this to occur, and where people and economies can operate for the benefit of all its stakeholders, corruption needs to be addressed in a far more meaningful and decisive way.

It is clear that the heart of the corruption problem lies within the perceived lack of accountability for maladministration which leaders -- and government -- seem to be evading. And whilst there may be anti-corruption architectural structures in place to tackle corruption in South Africa; these are meaningless if there is no political leadership that prevents continual impunity for the perpetrators fuelling corruption. Finally, having regular access to trends and detailed corruption statistics, which are not hidden under the guise of 'commercial crime', will go a long way to address the core issues, not least being able to craft suitable mechanisms to tackle this problem once and for all.

For further information contact:

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Quality in Schools

Many of our readers are parents themselves or interact often with children. We have asked our education editor, a retired headmaster, to share thoughts on how to get Quality principles and practices instilled in young people.

Protecting the rainbow of our Rainbow Nation

Richard Hayward

Right now South Africa is under the world spotlight for the wrong reasons. Words such as racism and xenophobia are used to describe what's happening here. Many South Africans are asking what is happening to the country that was once so famously described by Desmond Tutu as the Rainbow Nation. What can we do to bring back the beliefs and hopes of the mid-1990s that we can indeed be a warm and welcoming country once more?

The primary influence on how a child sees others is the family. No child is born a racist or a xenophobe. Those hateful attitudes could start in the family or if not in the family, from what the child experiences and sees around him as he grows up. No matter how horrifying the incidents splashed across our newspapers, talked about on radio shows and screened on TV, they need to be discussed in our homes. The child should learn from parents those ethical and true values through which we live our lives with our fellow man.

A few months ago I was doing a workshop at a Muslim school in Pretoria. On the site was a mosque and I asked whether I could visit it. In that beautiful mosque I was reminded once more of the commonality of values amongst great religions of the world. So much hatred and prejudice are caused simply through ignorance. Families can do much to break down such negativity by visiting places of worship and sites that are important to beliefs other than one's own. Ask to be invited and you'll usually be overwhelmed by the warmth of the welcome.

South Africa is – as far as I'm aware – the only language in the world with eleven official languages. Then, of course, there are those additional languages spoken by people from across Africa and the world. How many languages other than one's mother tongue can most people speak? Yes, there are those polyglots who can speak half a dozen or more. Yet many folk don't bother to learn another language.

It's unreasonable to expect anyone to speak a string of languages. Yet it's not too difficult for children (and us!) to learn a small number of words of different languages. Such respect nurtures

friendship. When children might get a little frustrated at having to learn a second and maybe third language at school, remind them of its positive significance. Nelson Mandela gives us a powerful reminder of that significance of being able to speak a person's language:

If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart.

In the midst of all the recent xenophobia, there were many stories of true friendship across cultures and ethnic backgrounds. Soup kitchens were opened; blankets and clothing were given to the homeless. In one informal settlement, a resident told a news reporter that there were no problems with foreigners. In fact, foreigners were most welcome and, "Their shops sell their goods cheaper than the big shops in town. Also, when we run out of money, they let us pay them at the end of the month. We like them here and we'll protect them." Daily, many of us have opportunities to show friendliness and warmth.

Racism and xenophobia aren't going to disappear in this country. Yet it can be hugely reduced. Whether as a child or an adult, we should have the courage to speak out. The present public outcry has been excellent but we need to never stop being vigilant. Edmund Burke, the Irish statesman, observed that the only thing necessary for the triumph of evil was for good men to do nothing. Whatever our age, we need to understand that these words of Martin Niemöller, the Protestant pastor who spent seven years in a Nazi concentration camp, could even happen in the Rainbow Nation:

First they came for the Socialists, and I did not speak out because I was not a Socialist.

Then they came for the Trade Unionists, and I did not speak out because I was not a Trade Unionist

Then they came for the Jews, and I did not speak out because I was not a Jew

Then they came for me – and there was no one left to speak for me.

Dr Richard Hayward does Professional Development programmes under the aegis of SAQI. Seven of the programmes have been endorsed by SACE (South African Council for Educators) and earn PD points. Certificates are issued by SAQI. For more details, please go to www.saqi.co.za (click Quality Education) or www.MySchool.co.za (click on Benefits). Richard's contact number is 011 888 3262. Poor schools are sponsored.

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