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JULY / AUGUST 2022 - EXTRA

DPWI STRENGTHENS PROPERTY MANAGEMENT EMPOWERMENT POLICY



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...is the official house journal of the Department of Public Works and Infrastructure.

It is a forum of discussion, debate and information for and about the Department, aimed at reflecting the Department's goals and objectives.

All employees are invited to send in articles, which may be of interest to the Department and its stakeholders.

Views expressed in *WorxNews* do not necessarily represent the views of management.



DPWI Back to Business after State of disaster lifted

Since the lifting on all COVID-19 restrictions, the department has hit the ground running in efforts to stabilise and make up for the time lost during the Corona Virus Pandemic that led to lock down periods, where a number of public servants worked from home.

The months of July and August 2022 have been eventful for staff members of DPWI, and the public service as a whole that we (**WorxNews** editorial team) saw it fit to develop an extended copy of the July/August 2022 issue of **WorxNews**, in order to make sure that all departmental events are captured and recorded for publishing.

In this copy of **WorxNews**, you can extensively read up on a conference that was hosted by the Ministry of DPWI through the REMS branch, to meet up will Landlords of properties that the department currently leases from. Furthermore in this segments, you can also read on the departments leasing procedure when procuring a building from a potential landlord.

As you go through the newsletter, you can read up on the Women's Day event that the Pretoria Regional Office held to commemorate the country-wide initiative, and also view a gallery of pictures capturing the Women's day events that were held in other regional offices.

This issue also covers the Deputy Minister's site visit at MCD Skills Training Centre where EPWP Participants are currently being trained in artisan work. Also, the issue covers the Welisizwe Bridges Programme planning workshop, held in Durban, the workshop also comprised of site visits of completed bridges, as well as sites identified for the construction of bridges.

The **WorxNews** team would like to thank those employees who continue to identify information and stories worth sharing about themselves, their units and departmental projects. This ensures information flow within the Department and the country at large. We invite all officials to do the same.

Thank you and enjoy the read!

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DPWI STRENGTHENS PROPERTY MANAGEMENT EMPOWERMENT POLICY

By: Hope Motitimi

One of the central mandates of the Department of Public Works and Infrastructure (DPWI) is to provide accommodation to government departments.

In order to fulfil this mandate, the Department, through its Real Estate Management Services (REMS) Branch, provides maintenance and up-keeping of state-owned properties, as well as leasing-in buildings from the private sector. Over the years, however, the Department has been overly reliant on leases with the private sector in order to accommodate civil servants.

On 28 July 2022, DPWI hosted a Landlord's Conference in Boksburg to address various challenges faced by the Department, user departments and landlords of private buildings, regarding the leasing-in and leasing-out of buildings.

During the conference, Ms Nyeleti Makhubele, Deputy Director General (DDG) responsible for REMS branch, spoke about the outline of various strategies that the DPWI has implemented in order to reduce the over-reliance of signing leases from the private sector. Ms Makhubele said that moving forward, signing long-term leases, as opposed to month-to-month ones, would reduce the amount of money the Department is currently spending on lease in agreements.

One of the strategies that the Department will implement to reduce expenditure on leases, is the category matrix strategy. The category matrix strategy details different leasing term

options, with specific configurations for each option to be used as term agreements when the landlords and the Department enter into a leasing contract.

One of the ideas discussed was for the DPWI to work on a plan for landlords and user departments to sign in on permanent plans. She said that the Department should be given an opportunity to insist on higher investments from the landlords, for either refurbishment, upgrading, or any type of maintenance. It was further emphasized that portfolio managers need to be able to manage their contracts well.

A Property Management Empowerment Policy will be put in place so that it can assist in carrying out the Department's mandate and reduce challenges that user departments are facing. It also aims at transforming the industry by empowering Black-owned enterprises in doing business with DPWI.

As the Department finds it difficult to deliver on its mandate because of a number of challenges, such as poor contract management, poor maintenance by the landlords, and short-term leases by user departments. The DDG urged a solid collaboration between the Department and the Landlords. "My assessment is that this is a tripartite alliance between the DPWI, user departments and the landlords. I encourage us to keep this partnership to get the work done. If we do not work together, the chain does not break and that hinders us to plan for transformation," said the DDG. ■



MINISTER PATRICIA DE LILLE'S FIRST CONFERENCE WITH LANDLORDS

By Andile Xulu

The Department of Public Works and Infrastructure Minister Patricia de Lille together with Deputy Minister Noxolo Kiviet hosted their first Landlords conference on 28 July 2022 in Boksburg, Gauteng. The conference was attended by more than 300 delegates, comprising of landlords, property owners and representatives from banks as well as property associations.

The DPWI is responsible for the provision of accommodation for government departments. As the largest landlord and facilities manager in the country, the Department has a responsibility to not only deliver and manage quality infrastructure but also combat climate change, and enhance sustainable development through its mandate.

The purpose of the conference was to engage with landlords and stakeholders on issues that include the Strategic Integrated Project (SIP) 28 that deals with Power and Water Savings in Government Buildings Project, the Refurbish, Operate and Transfer programme, month-to-month leases, the Green buildings policy and fighting corruption. "I conveyed to the landlords that as DPWI we are doing our part and we now turn to the private sector to do theirs by putting in measures to reduce water and energy demands in their buildings that we lease" said minister de Lille.

The DPWI wants to improve efficiencies to its leasing portfolio. The Refurbish, Operate and Transfer programme is part of DPWI's plan to pursue a more efficient strategy to improve state-owned facilities. This will in turn enable client departments utilizing these assets to deliver services and have a development impact.

Attendees representing the renewable energy, energy and water efficiency as well as, alternative waste management sectors were encouraged to participate in the Refurbish, Operate and Transfer programme.

The conference also aimed to strengthen the working relationship between DPWI and private landlords as well as map the way forward for more effective operations that will assist both the department and landlords in their day to day operations.

"We owe it to this beautiful country to do our best, to cooperate and work together, not in the spirit that is best for individuals, but in the spirit of what is best for our country. I appeal to the landlords to work with us so that we can help build South Africa back up together," concluded the Minister.



“COMING TOGETHER IS THE BEGINNING. KEEPING TOGETHER IS A PROGRESS. WORKING TOGETHER IS SUCCESS.”

By Siphamandla Nyembe

“Coming together is the beginning. Keeping together is a progress. Working together is success.” These were the words that Deputy Minister for the Department of Public Works and Infrastructure (DPWI), Noxolo Kiviet used to introduce her address at the Landlord’s Conference, which was held at the Birchwood Hotel in Boksburg on 28 July 2022.

The over-arching aim of this conference was to forge a greater understanding and links between the Department and private landlords. The gathering also sought to create relations that would help improve DPWI’s processes and operations to allow the work-flow to be more seamless and productive between DPWI and private landlords that are renting out their properties to the department.

The Department spends approximately R5 billion per annum on renting property from the private sector, yet it only receives less than R100 million in revenue from leasing its properties. This is an indication of the extent of challenges that the Department is currently facing and it is through this conference that it sought to rectify the overspending on leases, by sharing information and crafting strategies together with the landlords.

Deputy Minister Kiviet in her address, stated that in order to achieve greater operational efficiencies in the provision of accommodation for government departments, the DPWI will look at outlining various strategies that it adopted in order to improve the implementation of its Property Empowerment Policy. One of these strategies is the Integrated Renewable Energy and Resource Efficiency Programme (IREREP). This

strategy is aimed at introducing energy efficiency, water efficiency, alternative waste management, embedded solar Photovoltaic (PV) and other renewable energy options into the DPWI’s property portfolio.

Another strategy that was mentioned was the Refurbish, Operate and Transfer (ROT) strategy presented by Professor Kgosientso Ramokgopa who is the Head of Infrastructure South Africa. Since DPWI is targeting already existing buildings that require funding to be refurbished, this strategy is based on the private sector providing up-front capital and resources to renovate and re-purpose buildings for office use, if necessary.

In return for providing the capital to fix these buildings, DPWI will secure government tenants and enter into long-term lease agreements with private property firms in order to recoup the money spent on renovating these buildings. Once the lease agreements have run their course, the buildings will be returned back to the state.

In response to President Cyril Ramaphosa’s address to the nation on 25 July 2022 regarding plans to fix the country’s electricity crisis, DPWI plans to answer this call through the Strategic Integrated Project (SIP) 28. The SIP 28 document speaks to water and energy supply management efficiency. Discussions held at this conference were all in an effort to strengthen the working relationship and partnership between DPWI and private landlords that will map a way forward for more efficient and effective operations, which will assist both parties in their daily operations. ■



THE PROCESS DPWI FOLLOWS TO ACQUIRE A BUILDING FOR A CLIENT DEPARTMENT

By Tiisetso Nkome

An essential part of what the Department of Public Works and Infrastructure does on a daily operational level, is to acquire accommodation for client departments.

Below is the process that the DPWI follows to obtain a building for a client department;

- First and foremost, a client makes a request for accommodation with the number of years that they will require the lease to run. A client can request accommodation for various reasons depending on the client's needs, such as an over capacitation of staff, or a need for storage for vehicles, etc.
- DPWI then receives a procurement instruction where a "Needs Assessment" is conducted. The needs assessment outlines the square meterage that they want to occupy, the parking base that will be required for staff members, the scope of the vehicles staff members drive, to determine the kind of parking they will be provided with, and a locked garage which will house the minister's car, should there be a need.
- The procurement instruction is then received by the Real Estate Management Services Branch, to verify the request and to make sure the needs assessment is accurate.
- Supply Chain Management (SCM) Unit, then provides a procurement number which gets sent out to the designated region or province for procurement processes.
- Once the tender is out, the Bid Evaluation Committee (BEC) reviews the space and specs and provides the bidders an opportunity to bid until the closing date of the tender.
- Once all bidders have submitted their bids and the tender has closed, the BEC evaluates the bidders using a scoring criteria which is known by the client and the department. This

criteria is dependent on the need and demand satisfaction of the client.

- During the BEC's evaluation of the tender bids, the BEC's National Bid Adjudication Committee (NBAC) for leasing, will look into whether the bidder has stipulated the rental rate and if the rent is at the market rate. The Department is mandated to create savings and ensure that the rental rate is at a reputable market rate. The Rode Report is used as a benchmark for this. Rental rate is not the only thing they look into, they also review the operational costs and whether the factors listed in the operational costs form part of the client's needs. This is done to ensure that they stay within budget. The escalation rate of the bidder is also reviewed to ensure that it does not exceed their maximum escalation annual rate of 6%. If the highest scoring bidder is on par with the operational costs, rental and escalation rates, then they are awarded the tender.
- Finally, the winning bidder's lease years will be dependent on their B-BBEE status. Bidders who have a Level 1 B-BBEE status, which means that 51% or more of the organisation is owned by black individuals, qualify for a 5 to 9 year contract that can also go up to 11 years maximum. Organisations with less than 51% of black proprietorship, automatically qualify for a 3 year lease.

The Minister of DPWI Patricia de Lille would like for the department to only commit to long term contracts, in order to cut costs, as month-to-month rentals are costly. Long term leases mean that the lease will gradually increase at a minimum of what the market rate was the year of the commencement of the contract. When the lease nears its end, REMS branch and the Landlord will revise the rental rates and consider contract renewals. ■

CELEBRATING WOMEN'S DAY IN STYLE



CELEBRATING WOMEN'S DAY IN STYLE



WATHINT' ABAFAZI: EMPOWERING WOMEN TO FIGHT BACK

By Tiisetso Nkome

The Department of Public Works and Infrastructure (DPWI) marked Women's Month by hosting several events aimed at recognising the social, economic, cultural and political achievements of women. These Women's Month events, held at various DPWI regional offices were also used to empower women about issues that affect them. The Pretoria Regional Office hosted its Women's Month event on 26th of August 2022, and the day was celebrated under the national theme "Women's Socio-economic Rights: Building Back Better for Women's Improved Resilience".

Among those who came to the Pretoria event, are guest speakers from the Department of Social Development, the South African Police Services, Akeso Mental Health Clinic, to name a few. Ms Tebogo Phiri, the Regional Manager of DPWI Pretoria Region, opened the programme for her staff and guests by welcoming everyone to the event. In her welcoming speech, she stressed on the importance of women finding financial independence to ensure great livelihoods for themselves and their children. Ms. Phiri urged women to avoid reliance on men as their dependence on men has a tendency of perpetuating abuse.

After Ms Phiri's welcoming, the programme started and the various guest speakers took to the stage to talk to the women of Pretoria Regional Office on the issues that women face at work and in their day-to-day lives.

Colonel Selepe from the South African Police Service (SAPS), spoke on woman abuse, the different forms of abuse and all the efforts that the SAPS is making to defend women and ensure that the perpetrators of women abuse were lawfully dealt with. She also encouraged women to report abuse. She informed the audience of a recently adopted law that prohibits victims of abuse from withdrawing cases once a docket is opened.

The Department of Social Development (DSD) had two social workers address the attendees about relationship abuse. They elaborated on the collaboration their department has had with the SAPS in dealing with domestic violence, and child abuse cases in the family and child violence unit. One of the social workers, Mesdames Maria Kabini, said that her vision was to see each and every police station accommodating social workers on their premises, as this will help speed up helping victims of abuse.

Ms. Maki Tselapedi, one of the guest speakers, is the founder of the NGO Kitso Lesedi, which rehabilitates and reunites displaced homeless people in Pretoria CBD. She unpacked real life stories of people from all walks of life that have found solitude in the streets, trying to escape domestic violence, family and child abuse from their homes. Tselapedi urged women to be weary of the psychological damages and trauma that are experienced by children when they stay in abusive relationships. ■



RURAL BRIDGES PROGRAMME TAKES GIANT STRIDES ON IMPLEMENTATION

By Andile Xulu

The Department of Public Works and Infrastructure, through its Programme Management Office (PMO) branch convened a Welisizwe Implementation Planning Workshop in Durban from the 1 to 2 August 2022. The purpose was to identify hazardous and risky areas, which were affected by flooding water, that have the potential to cause harm to the people living in nearby communities, and further introduce control measures to help such communities.

Attending the workshop were stakeholders from different provinces, as well as delegates from the KwaZulu-Natal Department of Transport and from Infrastructure South Africa (ISA).

On the first day of the workshop participants of the workshop visited the Mona Bridge in Ndwedwe, north of Durban. This bridge was handed over to the community of Ndwedwe in November 2021. The purpose of the visit to the Mona Bridge was to showcase the model of the Welisizwe bridges to different provincial stakeholders that were in attendance.

Later that day, the participants of the workshop, visited one more area in Ndwedwe and two other areas in Inanda, just outside of Durban. These areas were identified because they were heavily affected by the floods that hit KwaZulu-Natal in April this year. The three areas were visited because this is where the South African National Defence (SANDF) has commenced with the physical construction of the Welisizwe bridges.

The second day of the workshop was a discussion between the representatives of the department, led by DDG: Programme Management Office, Nkosana Kubeka and the stakeholders representing various provinces in the country. The discussion was for the provincial representatives to report on the different areas in their respective provinces that have been identified for the installation of the Welisizwe Bridges. The DPWI will then consider these areas and oversee the installation of the bridges across the different provinces.

The representatives of the provinces expressed support for the implementation of the Welisizwe Bridges programme in their respective provinces. Task teams were put in place for each province to assure compliance and engineering protocols.





SITE VISIT AT EPWP'S MCD SKILLS TRAINING CENTRE

By Andile Xulu

The Expanded Public Works Programme (EPWP) is a national programme coordinated by the Department of Public Works and Infrastructure (DPWI). The mandate of the programme is to implement government's objective of alleviating poverty, providing a stipend, work experience and skills development through the creation of work opportunities.

The MCD Skills Training Centre is a workshop where individuals can go get training for any artisan work. This workshop is one of the workshops that EPWP is working with to train beneficiaries of the EPWP Skills Training Programme.

On the 11th of August 2022, Deputy Minister of the Department of Public Works and Infrastructure (DPWI), Noxolo Kiviet, visited the MCD Skills training centre in the Sedibeng District in the Vaal, Gauteng. The purpose of the visit was for the participants to showcase the progress they have made in relation to the provision of critical skills in support of revitalising the economy to resuscitate the country's infrastructure industry.

The 13 artisans, 10 females and three males that are training at MCD have benefitted from various disciplines such as welding, electrical works and fitter skills. Out of all the artisans there, 10 are females and three are males.

During her site visit to the training centre, the Deputy Minister

assessed and engaged with the beneficiaries, checking in on their progress on this skills intervention initiative. While the Deputy Minister addressed the beneficiaries, she said learners must not be scared to voice their concerns to the Department, as the Department is ultimately responsible for their all-round wellbeing.

She encouraged the beneficiaries to work hard and smart so that they may be in a position to become employers and not be stuck in job-seeking queues. "Government is committed to contribute towards capacitating young people, EPWP training must use the exit strategy to help young people develop and establish their businesses. It is very important for young people to use their expertise to serve their communities;" said Deputy Minister.

Once the platform for questions and comments was opened, Ms Kedibone Buthelezi, one of the beneficiaries training at MCD, expressed her gratitude to the Department for this opportunity. "I am grateful for the opportunity to be part of this apprenticeship." she said.

Lack of equipment is the biggest challenge we face as artisans, but apart from that I really enjoy what I do because I will also have enough experience that will lead me to bring a change to my society. I will continue to work to the best of my abilities to ensure I fulfil my dream of becoming a professional artisan."

KIMBERLEY REGIONAL OFFICE IMPLEMENTS THE CIDB B.U.I.L.D. PROGRAMME IN INFRASTRUCTURE PROJECTS

By Ruwayda Baulackey and Mbulelo Ntetshe

Social facilitation is regarded as one of the critical elements for the success of infrastructure projects as it ensures effective cooperation and facilitates coordination of role-players by creating a conducive environment for the smooth implementation across and beyond the implementation of the project.

The Kimberley Regional Office of the Department of Public Works and Infrastructure (DPWI) in partnership with the Kai !Garib Local Municipality, in Keimoes in the Northern Cape, facilitated a community briefing session in Keimoes on 4 August 2022 at the municipal Town Hall. The purpose was to inform the community about the upcoming project for the construction of the new magistrate building and specifically to garner support and buy-in from all stakeholders.

The DPWI will leverage its construction projects above a certain value threshold for development, aligned to standards prioritized in the Construction Industry Development Board's B.U.I.L.D Programme. These will benefit emerging enterprises in Grades 1 to 6, learners and graduates of T-Vet Colleges and universities, as well as candidates for professional registration. To further stimulate the local economy the B.U.I.L.D Programme encourages the procurement of building materials to be sourced from local suppliers provided they meet the acceptable quality, design standards and are cost-effective.

The Regional Manager of the Kimberley Regional Office, Ms. Ruwayda Baulackey provided a keynote presentation covering project background from the conception and planning and design stage to date. The DPWI, just like the local community, is thrilled that this infrastructure project is finally being implemented. The Senior Project Manager, Mr. Sandiso Cosa, gave a detailed presentation which covered all the technical aspects of the project.

In order not to lose the essence of the message that DPWI conveyed to the stakeholders during the gathering, the briefing session was conducted in both English and Afrikaans.

Below are some of the views expressed by community members during the Question and Answer session:

“We are grateful and excited to see that the community and small town of Keimoes is not forgotten even at a National level. Not long ago the DPWI built a beautiful police station in our town and now they're delivering this state of the art magistrate building as evidenced in the pictures we are shown here today.

We wish that this development of our area will not be the end of it but will continue and expand to the rest of the other towns in the district;” said one of the member of the community.

It is our hope that this project will not see a Contractor brought in from outside the province and our children be overlooked for employment and/or development opportunities;” said a concerned resident.

“We want to appeal to the Department that as and when this project gets off the ground, please exercise oversight and ensure that the main Contractor pays the subcontractors on time. Smaller businesses are negatively affected by late or sometimes non-payment from main Contractors”.

The community expressed immense gratitude for the courtesy shown by the DPWI in making them an integral part of the journey to deliver infrastructure designed to deliver services more swiftly and efficiently to them. The second phase of the social facilitation will be when the Contractor has been appointed and is introduced to the community.

Recruitment of EPWP Participants

This landmark project is identified as an EPWP project. The EPWP workers on the project will be recruited in line with the four universal principles of EPWP which were adopted as core elements of Public Employment Programmes in South Africa:

- Workers to be recruited through a fair and transparent PEPs process;
- The adherence to the minimum wage;
- Work provides or enhances public goods or community services;
- Compliance with minimum labour-intensity appropriate to a particular Sector.



NATIONAL CAREER AND SCIENCE EXPO WITH SANRAL

By Andile Xulu



The South African National Roads Agency (SANRAL) in partnership with the KwaZulu-Natal (KZN) Department of Education hosted a career expo on the 4th of August 2022, in Gingindlovu Sport Ground, north of KZN.

The career expo aimed at exposing learners from previously disadvantaged backgrounds, to many fields of study that they can pursue in tertiary institutions. During the expo various organisations also shared the available opportunities through their bursaries, for learners to apply for.

The event also served to inform, educate and create awareness around careers in Construction, Tourism and Agriculture. The expo targeted 1 000 learners in Grade 9 and Grade 12 from schools in Ilembe and King Cetshwayo District municipalities, in KwaZulu-Natal.

The Department of Public Works and Infrastructure (DPWI) was among the exhibitors at the expo. DPWI's Sonqoba Xulu told young people, during the exhibition, that if they want to obtain a bursary from the Department, they should maintain a high grade average score.

DPWI, through its Schools Programme offers bursaries to deserving learners from Grade nine, until they complete their tertiary education, in any course in the Built Environment.

Once learners complete their tertiary education, they are absorbed into the Department through the Young Professionals Programme, where they are given adequate job experience and are mentored until they are fully registered professionals in their field of choice. ■

MONKEYPOX

Information

by Alletah Ntsie

The World Health Organisation (WHO) describes Monkeypox as a virus that is transmitted to humans from animals. Monkeypox is commonly found in central and west Africa, where there are tropical rainforests and where animals that may carry the virus typically live.

Symptoms of monkey pox include:

- fever
- headache
- muscle aches
- backache
- swollen lymph nodes
- chills and exhaustion.

A person with Monkeypox may also develop a rash that often begins on the face and then spreads to other parts of the body. The rash can look like a chickenpox or syphilis outbreak on the skin, and scabs form on the outbreak, which then fall off.

Symptoms can last between 2 to 4 weeks and go away on their own without treatment. In most cases, the symptoms of monkeypox go away on their own within a few weeks, but in some individuals, they can lead to medical complications and even death. New born babies, children and people with underlying immune deficiencies may be at risk of more severe symptoms and death from monkeypox.

In most cases, the symptoms of monkeypox go away on their own within a few weeks, but in some individuals, they can lead to medical complications and even death. Newborns, children and people with underlying immune deficiencies may be at risk of more serious symptoms and death from monkeypox.

Complications from severe cases of monkeypox include skin infections, pneumonia, confusion and eye infections which can lead to loss of vision. Around 3–6% of reported cases have led to death in endemic countries in recent times, often in children or persons who may have other health conditions. It is important to note that this may be an overestimate because surveillance in endemic countries is limited.

Monkeypox can spread from on person to the next in the following ways;

- People with monkeypox are infectious while they have symptoms (normally for between two and four weeks).
- You can catch monkeypox through close physical contact with someone who has symptoms.
- The rash, bodily fluids (such as fluid, pus or blood from skin

lesions) and scabs are particularly infectious.

- Clothing, bedding, towels or objects like eating utensils/dishes that have been contaminated with the virus from contact with an infected person can also infect others.

Monkeypox virus usually causes mild illness but the outbreak is causing concern in government. If you think you have symptoms that could be monkeypox, seek advice from your health care provider. Let them know if you have had close contact with someone who has suspected or confirmed monkeypox.

How can I protect myself and others from Monkeypox?

- You can reduce your risk by limiting contact with people who have suspected or confirmed monkeypox.
- If you do need to have physical contact with someone who has monkeypox because you are a health worker or live together, encourage the infected person to self-isolate and cover any skin lesion if they can (e.g., by wearing clothing over the rash).
- When you are physically close to them, they should wear a medical mask, especially if they are coughing or have lesions in their mouth. You should wear one also.
- Avoid skin-to-skin contact whenever possible and use disposable gloves if you have any direct contact with lesions.
- Wear a mask when handling any clothes or bedding if the person cannot do it themselves.
- Regularly clean your hands with soap and water or an alcohol-based hand rub, especially after contact with the person who is infected, their clothes, bed sheets, towels and other items or surfaces they have touched or that might have come into contact with their rash or respiratory secretions (e.g., utensils, dishes).
- Wash the person's clothes, towels and bed sheets and eating utensils with warm water and detergent. Clean and disinfect any contaminated surfaces and dispose of contaminated waste (e.g., dressings) appropriately. ■

IN MEMORY OF OUR FALLEN COLLEAGUES



Nomazizi Julia Ntunja





**WOMEN'S SOCIO-ECONOMIC
RIGHTS AND EMPOWERMENT:
BUILDING BACK BETTER FOR
WOMEN'S RESILIENCE!**

#WomensMonth2022 #WomensEmpowermentAgenda

