

August 2014

# JUSTICE TODAY

A Magazine of the Department of Justice & Constitutional Development



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**the doj & cd**

Department:  
Justice and Constitutional Development  
REPUBLIC OF SOUTH AFRICA



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# Editorial



Luyanda Makapela | Editor

As the country celebrates Women's Month, which coincides with the 20 years of freedom and democracy, we are reminded of the great sacrifices and commitments made by a number of women in the struggle for liberation. This month also allows us to reflect on how far the country has gone in redressing gender stereotypes and imbalances that persisted in our homes and workplaces. Whilst we acknowledge the achievements made, we are cognisant of the fact that more still needs to be done in advancing the women's agenda forward.

The Department of Justice and Constitutional Development has been in the forefront of prioritising and championing women's rights and empowerment. One of the issues which is still on the agenda is fast-tracking the appointment of women into leadership positions. The department has made significant progress in this regard.

*Justice Today* had an opportunity to take a glimpse on some of the milestones reached in transforming the previously male dominated face of justice into the one where women have successfully

taken up leadership positions.

Currently, some of the critical positions are led by women and we bring you this special edition of *Justice Today* which focuses mainly on some of these women leaders in the justice sector. Interestingly, you will get to know how they have overcome stereotypes and barriers on women who were then perceived only as mere "care-givers and shadows" for men.

This edition further showcases departmental programmes geared towards ensuring that gender mainstreaming is realised. Read more on how the department has performed in the implementation of the Employment Equity Act whilst ensuring that its workforce profile reflects the demographics of the country, in accordance with the requirements of the Act. This is to ensure that the department achieves the 50% set target by 2015.

The newly established Office of the Chief Justice (OCJ) is headed by a woman which is yet another demonstration by the department in seriously taking the women's agenda forward. She shares with you her experience in the new

office and how she strives to bring the best in the OCJ.

The South African Chapter of the International Association of Women Judges (SAC-IAWJ) has been trying to encourage and increase the number of women judges in the bench since its inception in 2003. Find out more about the journey travelled, its strides in empowering women judges, and how the day-to-day problems facing women and children are dealt with and properly resolved through the judicial system.

With all these efforts, the department continues to ensure that South Africa has moved from a history where women suffered oppression based on their gender, colour and class, to one where gender equality is now a constitutional imperative.

As it is a norm, we encourage you to participate in our Eye Chart.

***Till next time.***

***Wathint'abafazi! Wathint'imbokodo  
"You strike a woman, you strike a rock".***

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# DG SINDANE A FEMALE AMBASSADOR FOR JUSTICE

Glory Msungwa



In 2009, the department made history and appointed the first-ever woman Director-General, Ms Nonkululeko Sindane. Having been at the helm of the department since January 2010, Ms Sindane is an attorney with risk management experience. Her wealth of experience includes serving on the boards of Eskom, Armscor and the Civil Aviation Authority.

Ms Sindane previously worked as Deputy Director-General: Transport Regulation and Public Entity Oversight at the Department of Transport until December 2006. Prior to this, she was Deputy Director-General: Shareholder Management and Regulatory Services and Chief Director, Performance Monitoring and Benchmarking. She was once a Director for Corporate Governance and Legal Administration within the Department of Public Enterprises.

Before joining the public service, Ms Sindane worked at Umgeni Water as a legal and risk manager and at Shepstone and Wylie Attorneys as a conveyance attorney in the litigation department.

**GM: As the first female director-general of the department, did you find the position challenging as a woman who has set the scene and who has had to allay stereotypes about women leaders?**

**NS:** Yes, it was challenging as this position used to be dominated by males. It was even 10 times more challenging because of the size of the department, and as such, achieving our mandate has been and continues to be a challenge. However, on my arrival, I was blessed because I was given all the support by my colleagues.

**GM: You were the first female chairperson of the Justice Crime Prevention and Security (JCPS) Cluster, how did you manage as the only woman in the sector at that time?**

**NS:** The JCPS Cluster deals with interesting strategic and policy issues which affect the way in which we deliver services. The country depends on the cluster to provide security for women and children. It was challenging as I only had a law background and did not have direct experience in the environment.

The sector is historically male-dominated, but I had support from my colleagues who were very committed. However, it was better after the arrival of the National Police Commissioner, General Riah Phiyega as another woman in the cluster. Even though I was chairing the cluster, there were many women who made contributions to its success, which would not have been possible if it were not for the cooperation and mutual respect of all involved.

**GM: In your view, how does an organisation benefit by having women in leadership positions?**

**NS:** Female leaders bring their own management style.



*Director-General Ms Nonkululeko Sindane*

When I came here, the department was hard-core, dealing largely with courts and the human element was not as strong as I would have liked it to be. My focus was, and still is, to make people come up with solutions to their problems. I believe that not all solutions should come from me. I am a very consultative person. I try to make people see why they have to do something in a certain way. But there is a cut-off point where consultation stops and work has to be done.

**GM:** *Has there been any progress made in the advancement of women? In your view, what more can be done to advance the emancipation of women in the department?*

**NS:** There is progress, although for the first three years, since I have been in the department, we had a challenge at EXCO level, but that has been sorted. We now have women in executive positions, the Chief Financial Officer, Ms Louraine Rossouw and the Deputy Director-General, Legislative Development, Ms Kalayvani Pillay. Quite a number of women have been employed in the Office of the State Attorney. However, I must admit that although we have not yet met our target, we are moving with speed in ensuring that there is more women representation in senior management.

I advocate for women to be given more challenging opportunities in the department and we are currently looking at our Annual Performance Plan on policies that do not advance issues of women in the workplace. Women come to work as employees and go home as mothers. Part of our task is to ensure that we analyse policies so that women's issues are addressed accordingly.

In the past two years, women have been mentored to manage huge projects, an indication of unwavering support for women empowerment, not necessarily for future employment in the department, but for the country generally. Last year we started a training programme in partnership with the National School of Government Women in Leadership we took 20 women in leadership to improve their managerial skills. The programme seems to be going very well.

**GM:** *What challenges - as a woman leader - do you still face daily and how do you overcome them?*

**NS:** There are many challenges, but I prefer to focus on the positive. Internally, it has been capacity building and bringing everybody to focus on serving the public. Justice as a department that was previously dominated by old employees and we now have very young employees with a pool of great and innovative ideas.

The challenge is to force the old culture into a new way of doing things for the benefit of the department and the public we serve. Knowing that I am appreciated makes the magnitude of the challenges I face every day worthwhile. I have been empowered in so many ways by people whom I come into contact with on a daily basis.

**GM:** *What barriers are still prevalent in society that hinders women when applying for leadership positions?*

**NS:** Society expects women to be like men. Their ideas of being good leaders are still developed around male leaders. We must not be afraid to apply for leadership

positions, women must remember that a great leader has to find joy in making people feel good about themselves and creating an enabling environment for employees to flourish.

***“I encourage women to seek support if they feel they cannot handle household, and work demands, it does not mean we are weak.”***

**GM: In your assessment, how can the department retain women that are already in senior positions?**

**NS:** The department is working towards the retention policy. We want to ensure that women feel good and the working environment is positive. Employees must gain trust in the department and be given space to make critical decisions for the betterment of the organisation. Their work needs to be valued and given feedback on how to go about realising their potential.

The department needs a woman’s touch as they (women) bring a level of fairness in an organisation. I grew in my career because I was given so many opportunities, and it is my vision to create those opportunities for women. My mission is that we retain 99% of women in the leadership and those that we cannot retain must become good ambassadors of the department where ever they go.

**GM: What can be done to ensure that young women have aspirations, skills and confidence needed to succeed?**

**NS:** Firstly, young women must acknowledge that there are certain areas that need a lot of hard work and must be given positive feedback. They must be told when they do wrong and be advised on how to improve from their mistakes. Young women should be given space and tools to solve their own problems. Training done by the Justice College and other initiatives will give confidence to young women to grow and I hope they get recognised and are able to be appointed.

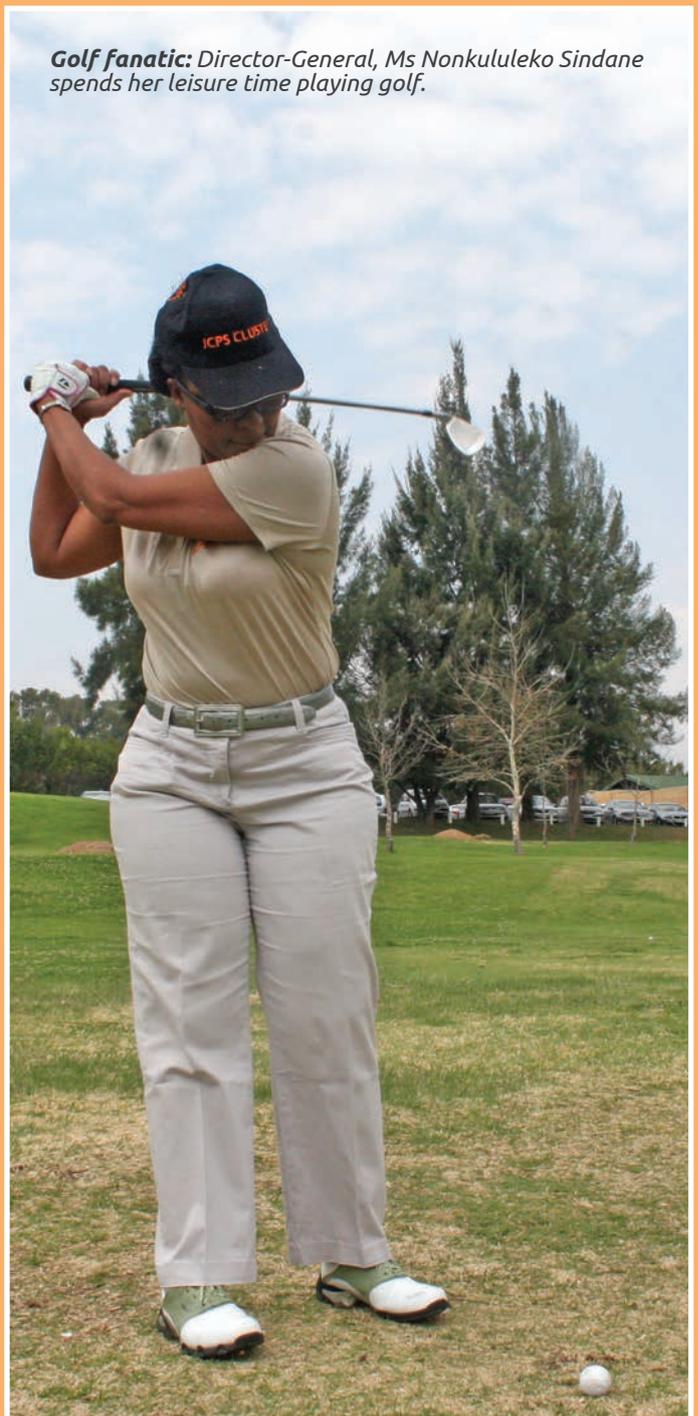
**GM: Being a director-general, and a mother who runs a household cannot be an easy task. How do you balance your work and make sure that none of your responsibilities are compromised?**

**NS:** I have a very supportive family. I am happy that my children are reasonably grown-ups, but I am still a mother to them. Support plays a significant role on how I perform in the office. I constantly remind my colleagues that they have families and must create relations in their own family environment. It is important not to neglect families. Other than spending time with my family, I dedicate my little time to sport. I encourage women to seek support if they feel they cannot handle household

and work demands, it does not mean we are weak.

**GM: What is your message for all women during the Women’s Month?**

**NS:** I hope that they continue working harder and the department remains number one in their hearts. Women must take the fullest advantage of the opportunities in the department and continue to study. A lot of people have walked this path before us and created these opportunities, some women were willing to lay down their lives for us. I encourage colleagues to recruit more women and become mentors so that we grow together. Women judges are not enough, let us work even harder! 



**Golf fanatic:** Director-General, Ms Nonkululeko Sindane spends her leisure time playing golf.



*Delegates attending the SAC-IAWJ Conference in Pretoria recently.*

## SOUTH AFRICAN CHAPTER OF WOMEN JUDGES CELEBRATES 10 YEARS

Mokgethwa Ngoepe

Since its launch 10 years ago, the South African Chapter of the International Association of Women Judges (SAC-IAWJ) has grown to great heights. It has approximately 160 members comprising judges and magistrates.

The decision to form the SAC-IAWJ, in August 2004, was taken at the “Women in the Judiciary Making a Difference” Conference held in Cape Town in October 2003. This international conference was organised by the department’s Gender Unit under the guidance and leadership of the late former Deputy Minister of Justice and Constitutional Development, Ms Cheryl Gillwald. The conference was attended by women judges from eight countries.

The SAC-IAWJ does not have an office and the department’s Gender Unit has been hosting the association and its programmes as well as providing secretariat and financial support since its inception.

The International Association of Women Judges (IAWJ), however, serves as a “mother body” to various international Chapters from different parts of the world. Formed 23 years ago by a courageous and inspired group of 50 women judges from around the world, the IAWJ has grown to more than 4000 members in more than 103 countries worldwide. The association has made great strides in empowering women throughout the world, so that the day-to-day problems facing women and children are properly resolved through the judicial system.

Ms Ntibidi Rampete, Director: Gender Unit said the organisation seeks to bring together women in the legal field and other judicial officers in South Africa who embrace the objectives of the Chapter, regardless of race or rank in the judiciary, with the aim of promoting solidarity among judicial officers.

**“Transformation of the judiciary seeks to equalise opportunities between women and men as part of the broader transformation of the judicial system.”**

She added that advocates and attorneys in private practices are also eligible to join the organisation as friends of the Chapter. The SAC-IAWJ has partnered with the North West, Free State, Pretoria, Nelson Mandela and KwaZulu-Natal Universities.

“Transformation of the judiciary seeks to equalise opportunities between women and men as part of the broader transformation of the judicial system and to align it with the constitutional vision and values of the new South Africa,” explained Ms Rampete.

**The objectives of South African Chapter of the International Association of Women Judges (SAC-IAWJ) are to:**

- Empower women judicial officers through continued judicial education, skills development and mentoring programmes.
- Promote access to justice as well as equality of all at all levels of the judiciary in South Africa.

**The objectives of South African Chapter of the International Association of Women Judges (SAC-IAWJ) are to:**

- Support programmes and activities geared towards eliminating gender based violence in society, with a particular focus on women, children and other vulnerable groups.
- Increase judicial officers' understanding of the broad range of social, economic, psychological and cultural factors that affect, influence women when they appear in courts and to protect and uplift ordinary women.

The SAC-IAWJ's National Executive Committee (NEC) comprises of members and provincial coordinators in all nine provinces. According to Ms Rampete, there has been significant progress over the years, but a lot of work still needs to be done to increase the number of women in the judiciary. Special attention is required in creating opportunities at all levels of the judiciary including the Supreme Court of Appeal and the Constitutional Court.

"There is a need to identify emerging trends in the annual intake of women and men into the judiciary and their promotion in both the lower and higher courts, looking at all levels for prospective magistrates and acting judges to judges president in order to determine implications and extent of compliance with Section 174 (2) of the Constitution," she concluded.

This year, the association celebrated its 10th anniversary in commemoration of Women's Month under the theme "Reshaping women's participation for gender equality in the South African Judiciary". Supreme Court of Appeal Judge Connie Mocumie has been the President of SAC-IAWJ from 2012 to 2014. She stepped down on 10 August 2014. [\[1\]](#)

**SAC-IAWJ NATIONAL EXECUTIVE COMMITTEE (NEC)**

**PRESIDENT – JUDGE MMALESHANE KGOELE**  
(North West High Court)

**DEPUTY PRESIDENT – JUDGE NOMATHAMSANQA BESHE**  
(Eastern Cape High Court)

**SECRETARY – MS VUYOKAZI NONCEMBU**  
(Regional Court Magistrate, Durban)

**ASSISTANT SECRETARY – MS LALITA CHETTY**  
(Magistrate, Randburg Magistrate's Court)

**TREASURER – MS ELMARIE DU TOIT**  
(Senior Magistrate, Bellville Magistrate's Court)

**VICE PRES. PROGRAMMES – MS SHANAAZ MIA**  
(Magistrate, Johannesburg Magistrate's Court)

**VICE PRES. PUBLICATIONS – MS ROSHELLE SUBBIAH**  
(Magistrate, Johannesburg Magistrate's Court).



**Appreciated:** Minister Michael Masutha receives appreciation award from the former President of the SAC-IAWJ, Judge Connie Mocumie.



**Thanks:** Judge Connie Mocumie receives a gift from Professor Cheryl de la Rey.



**Infotainment:** Chester Missing having a good time with Minister Michael Masutha.



*An inspiration woman: Office of the Chief Justice (OCJ) Secretary General, Ms Memme Sejosengwe.*

## THE FIRST WOMAN AT THE HELM OF THE OFFICE OF THE CHIEF JUSTICE

*Glory Msungwa*

**S**he is a mother of two who is passionate about reading and travelling. Ms Memme Sejosengwe made history when she was appointed as the first Secretary General (SG) of the Office of the Chief Justice (OCJ) in 2013.

She holds a Bachelor of Law degree from the then University of Bophutatswana (now University of North West) a Diploma in Labour Law from the Rand Afrikaans University (now University of Johannesburg). In addition, Ms Sejosengwe also pursued leadership and management studies with the University of South Africa – School of Business Leadership and obtained an Executive Development Programme qualification.

In 1986, her dedication and hard work paid off when she began her career as a public prosecutor at the Lehurutshe Magistrate’s Court in the North West. Whilst still working at the court, she was appointed as a magistrate in 1991. With her experience in the justice environment, she has held positions as a departmental inspector, head of labour relations unit, director: regional coordination and chief director: court performance.

**GM: You are leading an organisation that is male dominated – and you are the first Secretary-General of the Office of the Chief Justice (OCJ) – take us through your journey in this office and how you have overcome challenges?**

**MS:** It has been quite an interesting journey to serve the judiciary. I was previously in charge of court services and judicial relations, whilst also providing secretariat services to the Office of the Chief Justice. I had to work twice as hard because of the work dynamics and working for the OCJ and the judiciary is a massive task.

Building the OCJ as a new organisation that never existed before was not easy, there was no baseline, with very limited budget, no institutional memory or capacity to fall back on. The culture and conventions of the judiciary are unique and I had to adapt quickly and learn faster. Being a woman in a male dominated space is difficult,

I prefer not to be preoccupied with gender issues but rather focus on my strengths. The bottom line is that it does not matter who you are or your background, one should strive to work harder and smarter and give it your best shot. I made a choice to accept the responsibility of a job which comes with its own challenges like any other, I give it my best, as long as at the end of each day. I can sit back and say: I did my best!

**GM: Do you think enough has been done - in the judiciary - to undo the thread of injustice that was rooted in society?**

**SM:** The “thread of injustice” is a broad term which can be answered from many perspectives. I have been in the justice field for some time now and I think enough has been said about interventions to reverse the injustices of the past. Transforming society is an on-going process. From a gender perspective, it is my belief that women

contribute a lot in the development of our society and continue to make a difference in the justice system. The new democratic system has also ushered in a plethora of opportunities for women and the youth which never existed before.

*“Keep your goals in perspective, be professional and confident. Put in an extra effort and be prepared for any work assignment that may come before you.”*

**GM:** *In celebrating 20 years of democracy, what has been done to accelerate appointment of women judges and whilst making the profession attractive to women?*

**MS:** I believe that relevant institutions such as the Judicial Service Commission (JSC) and the Magistrates Commission are doing their best to address the issue and continue to encourage more women from the legal fraternity to avail themselves for the judicial office.

In addition, the South African Judicial Education Institute (SAJEI) has, since January 2012, commenced with aspirant judges training programme including many workshops and other programmes designed to empower judicial officers to discharge their functions more efficiently.

**GM:** *What are your views on the training programme for aspirant women judges, has it made a significant change since its inception?*

**MS:** A radical change has been noticed as we now have a total number of 77 women who have attended the Basic and Advanced Aspirant Judges Courses through SAJEI. It provides a list of delegates who have undergone training for the judges president of all divisions for consideration for possible acting appointments.

**GM:** *Do you then think enough has been done in the transformation of women and race on the bench?*

**SM:** Taking into account that as at 27 April 1994, there were 165 Judges, 160 of those were white men, three were black men and two were white women. At that stage, there was no black woman judge in South Africa.

As of July 2014, there are 243 judges, with 79 (32, 5%) women judges and 164 male judges. I think South Africa is moving in the right direction. Given the fact that we are only 20 years into democracy, it may also be helpful to benchmark ourselves against old democracies and developed countries on how far have they have gone with gender representation on the bench.

**GM:** *The challenges faced by women are partly historical in the work place; what do you think can be done to alleviate these challenges?*

**MS:** Over the years, there have been various campaigns aimed at increasing societal awareness on gender inequalities that are sensitive. Moreover, there are various structures that have been established to advocate inspiring change for women’s advancement. As more women enter the workforce in all fields and capacities, inequality will eventually decrease.

Education is power. It is a tool that can never be taken away from you once attained. Encouraging women at early stages to take interest in traditionally male dominated fields and break barriers is crucial. This can be achieved through increasing exposure at school level on the educational opportunities, different career choices and entrepreneurial options. It is equally important to develop confidence and self-esteem about one’s own abilities and knowledge.

**GM:** *What is your message of support for women on Women’s Month?*

**SM:** Keep your goals in perspective, be professional and confident. Put in an extra effort and be prepared for any work assignment that may come before you. You need to be the best in what you do and remember that it is acceptable to be different and to think outside the box.

Lastly, you should always remember the sacrifices made by the gallant women who took part in the 1956 March to the Union Building against pass laws. Their sacrifices were not in vain as our Constitution advocates for democratic, non-racial and non-sexist South Africa. We should take the baton and contribute greatly towards bettering our country. 🇿🇦



# JUSTICE PROGRESSING TOWARDS 50% GENDER EQUALITY

Mosima Mashao

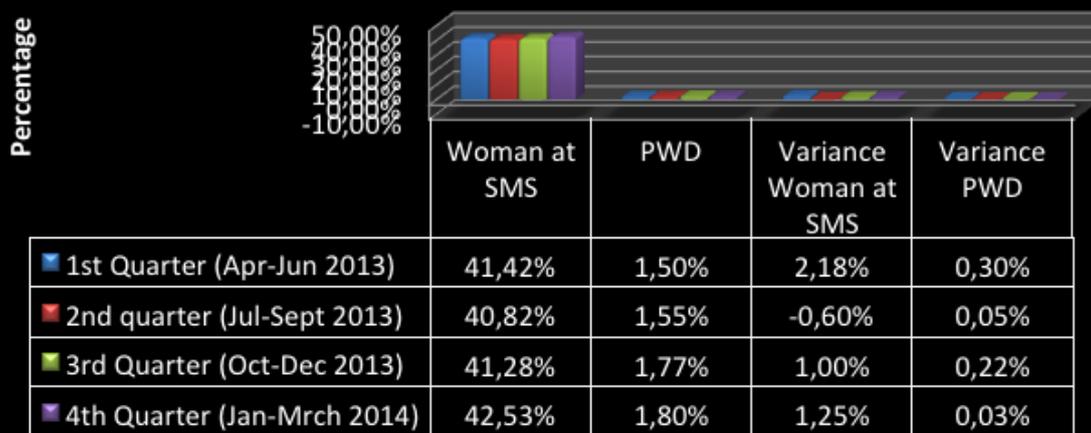
The department is pulling all stops to ensure that its workforce profile reflects the demographics of the country in accordance with the requirements of the Employment Equity Act 55 of 1998.

The department has put in place measures and strategies towards attaining the Employment Equity (EE) targets, one of them is achieving 50% target of women at senior management level. The approval of Circular 20 of 2014

by the Director-General, Ms Nonkululeko Sindane, in February this year, has prompted line managers to put more effort in achieving the set target by 31 March 2015.

Ms Sylvia Mekwa, Human Resources Management Director said her unit continues to analyse and provide monthly reports on the progress of EE targets. It has been noticed that targets fluctuate with insignificant progress as outlined below:

## Quarterly Progress April 2013-March 2014



On the appointment of females at SMS level, statistics went from 39.36% to 41.42% in the first quarter of the 2013/14 financial year. The second quarter saw a decrease from 41.07% in July and August to 40.82% in September. Figures in October, November and December rose slightly from 40.93%, 40.58% to 41.28% respectively at the end of the quarter.

Although the above graph shows fluctuation of targets, the significant progress has been made where three strategic senior management positions were filled during 2013/14 financial year. Those were the Chief Financial Officer, Deputy Director-General: Corporate Services,

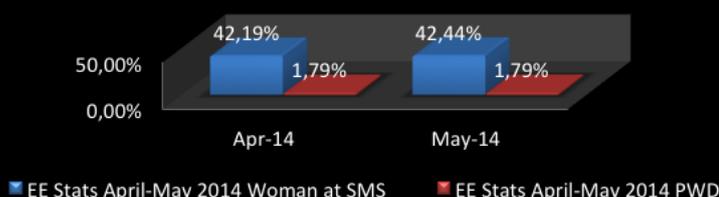
and Deputy Director-General: Legislative Development. "Two of these positions were filled by women, adding women representation at the executive level whilst also enhancing the department's commitment to gender equality," explained Ms Mekwa.

The unsteady pattern, according to Ms Mekwa, has incited methods that will be used to attract competent and qualified women to apply for management positions in the department such as;

- Managers should be held accountable for ensuring the adherence and achievement of Employment Equity targets within their respective branches;
- The utilisation of senior management service recruitment agencies to head-hunt females when the pool of applications is not sufficient,
- Ensuring advertised and vacant posts specify that preference will be given to females to serve as senior managers.

"The department continues to strive towards the achievement of EE targets by intensifying measures that will accelerate the process to ensure the appointment of 50% of women at SMS level," concluded Ms Mekwa.

## EE Statistics April - May 2014



Source: Statistics provided by Human Resources Management

SMS: Senior Management Service  
PWD: People with disabilities

# JUDGE MOCUMIE AN ADVOCATE FOR WOMEN ON THE BENCH

Mokgethwa Ngoepe



**A true leader:** Free State High Court Judge Connie Mocumie – a champion for the transformation of women in the bench.

**M**et former President of South African Chapter of the International Association of Women Judges (SAC-IAWJ), Judge Connie Mocumie, who shared with *Justice Today* readers the route she took in her career as a lawyer until she was elected President of the SAC-IAWJ. She represents all women in the bench and is currently a judge in the Free State High Court.

**MN: Who is Judge Connie Mocumie and where were you born?**

**CM:** I was born in Warrington, Kimberley in the Northern Cape. I am currently based in the Free State High Court and have been a judge there since 2008. I started as a judge in the Northern Cape High Court. I also acted as a judge in the North West and Free State High Courts respectively before being permanently appointed by former President Thabo Mbeki on recommendation of the Judicial Service Commission in March 2008.

**MN: Take us through your education and career path?**

**CM:** I was once a prosecutor in the then Bophuthatswana Homeland based in Garankuwa in August 1988. I continued as a public prosecutor from 1998 until 1994, when I was appointed as a magistrate in Mmabatho. I was then transferred to Klerksdorp in 1995, where I worked as a magistrate for 12 years. In 2001, I was transferred to Justice College on request, where I served as a magistrate and lectured magistrates, prosecutors and other officials within the justice system.

My work included training magistrates on criminal and family law, social context, and, in between, I participated in Moot Court trials through Legal Aid South Africa in skills development for candidate attorneys. In 2004, I was then called to act in the Northern Cape High Court where I served on a mentorship programme meant to empower women until 2005. I also served as an acting judge at the North West High Court between 2011 and 2012, and the Labour Appeal Court. Currently, I am a judge in the Free State High Court whilst I have also been serving as a judge of the Military Court since 2012.

**MN: Was it your dream to become a judge from an early childhood?**

**CM:** It was not necessarily my dream to become a judge, but people always encouraged me to study law as I took part in debates and had a response for every question. When I finished matric, my teacher consistently encouraged me to study law. I subsequently enrolled at the then University of Zululand with an intention to pursue law but due to my involvement in the riots and struggle for liberation, I was detained and charged under the Riots Act.

The experience I went through encouraged me to study law as I wanted to correct the injustices of the Apartheid system. At the time, I felt that I was wrongly accused and the treatment I received during the trial was a gross violation of my rights.

I was arrested and kept for 90 days without a trial and I had to travel back to KwaZulu-Natal to stand trial during holidays. My family had to pay for all the costs.

**MN: Have you encountered any difficulties getting thus far, taking into account the fact that it is a field previously dominated by men?**

**CM:** In South Africa, as much as we want to believe that we have reached a point that we are all equal, we are not yet there. It took a lot of hard work for women to be where they are today. It has not been an easy route, I had to work ten times harder than my male counterparts. There is a lot that still needs to be done to redress the imbalances in our society and I strongly believe that more women have the capacity and competence to make a difference on the bench.

**“Women must embrace the changes currently taking place in the country, be patient with such changes and we will see a difference.”**

**MN: As the former President of the South African Chapter of the International Association of Women Judges (SAC-IAWJ), what has been your role/mandate?**

**CM:** To ensure that women are equally represented at all levels of the judiciary. We need to ensure that women are skilled, empowered and competent so that when opportunities for judicial positions are available, women are ready.

**MN: As the country celebrates Women’s Month, what are your views in terms of the representation of women judges on the bench – are we there yet?**

**CM:** In April 1994, after our first democratic elections, we had 166 judges in the country and 160 of those were white males. Only three were black males and two were white females. There was no single black woman judge. To date, out of 239 judges in the country, only 77 are women. This clearly shows that we still have to double our efforts in ensuring that women reach 50% representation on the bench.

**MN: What is the Chapter doing in the emancipation of aspirant women judges on the bench?**

**CM:** We have set up a number of programmes for skills development for women. The association is currently running a mentoring programme for women in the judiciary, focusing on different divisions and courts. We take them through high court litigation, particularly those who are from magistrates’ courts, and shadow them for three weeks and give them judgments to consider.

We also draft judgments and see if they can write such judgments. During this period, these members also shadow judges in order to understand a life of a judge, the challenges thereof and how to resolve them. This exercise helps them write better judgments in their daily work.

**MN: Any challenges that the Chapter encounters in realising its goals and how does it hope to achieve them?**

**CM:** When we started in 2004, the department, through Justice College and the Gender Directorate was directly responsible for the Chapter’s existence where programmes were funded through the two units. As priorities changed, financial constraints hampered our growth terribly, we do not have funding and we only rely on a subscription fee of R100 per member every month in order for us to be able to meet once a year. This is very expensive, especially when conducting workshops or conferences. If we could establish proper funding, or set up board of directors that could assist in marketing our association for funding, it could be a relief.

**MN: From 8 – 10 August, SAC-IAWJ held a conference which coincided with Women’s Day activities, can you briefly share light on the purpose of the conference?**

**CM:** The conference was about celebrating women, particularly focusing on women in the judiciary. We have contributed immensely in participating in the nomination and selection of judges to be permanently appointed. The conference was also about reflecting back on where we come from and how we can still work together to ensure that emancipation of women in the workplace is realised. The association also reiterated that we do have strong and competent women that can occupy high positions in the bench.

**MN: What is your overall message for women on Women’s Month?**

**CM:** All women, especially the youth, must not allow circumstances dictate who you are or who you want to be in the future. Women must embrace the changes currently taking place in the country, be patient with such changes and we will see a difference. You should bear in mind that it might not happen overnight, but we do not have to wait for another 20 years to see changes. We have a responsibility to push for the advancement of women at all levels of the judiciary and in our society. In that way, ordinary women and children of this country will benefit. 





# CFO'S INTEREST HAS ALWAYS BEEN IN NUMBERS

Mosima Mashao

**Hardworking:** The department's Chief Financial Officer, Ms Louraine Rossouw knew from an early age that she would be in the finance field.

Having had the privilege of growing up in a loving and caring home with both her parents and two siblings, the department's Chief Financial Officer (CFO), Ms Louraine Rossouw, has always known that she would pursue a professional career in finance one day.

It was through her mother's constant emphasis on the importance of education, as a solid foundation to a progressing and meaningful career in life, especially for a girl child. It is with no co-incident that Ms Rossouw now stands as the overseer of the department's finances.

## She holds and abides by the values her parents taught her which are:

- Treat all of God's creation with respect and dignity.
- Aspire to leave everything in a better state than you found it – at all levels and in all aspects of life.
- If you want a satisfying career you must work hard on Mathematics at school.
- Be open to change and learning.
- Set difficult goals for yourself and measure your performance against those goals.
- The easiest route is never the best route.
- Be disciplined and work hard. Talent alone will not lead to success – always do your best.
- If you fail – try again.
- Laugh at yourself.
- Be grateful and count your blessings everyday.
- Give back to your community.

"Looking back, I now realise how important my mother's motivation was for me to achieve and unlock my full potential, something she was not able to do as she was a supporting housewife to my father," she recalled.

Ms Rossouw finished her foundation phase at Port Natal Primary School in Durban and went to Diamantveld High School in Kimberley where she took Mathematics, Science, Accounting and Biology as her main subjects which she refers to as the "Big 4".

She always advises learners to consider this subject combination as she believes that it provides one with flexibility in terms of what they would want to pursue after school in whichever field one wants to pursue.

"From my own experience, Grade 10 is not the best time and possibly too early to commit to a specific career. It is always useful if you have alternatives available to you," stressed the CFO.

Ms Rossouw explained that neither of her parents had an opportunity to further their education at university level, hence it was their desire that their children be afforded such an opportunity.

After completing her matric, she enrolled at the University of Free State where she obtained a BCom, Honours and subsequently a Masters in Taxation at the University of Pretoria. She then qualified as a chartered accountant and later a certified internal auditor.

Although she once considered a career in medicine, Ms Rossouw's interest has always been in numbers, hence after some consultation, she opted to pursue a career as a chartered accountant. "I must admit that at that time, I was more attracted to the prestige of the qualification than a full understanding of the possible career paths available to a chartered accountant," she recalled.

"I would recommend that young people seek career guidance which provides critical information on each career path, considering your strengths and interests," she emphasised.

***"Women must feel that there are opportunities to advance in their careers. When women see other women being appointed, they get encouraged."***

Ms Rossouw adds that being a parent, she might not always be objective and fully exposed to all different careers to adequately assist her children to make informed decisions when choosing career paths and therefore relies on career guidance professionals.

During her university years and training period, Ms Rossouw was one of the first women to obtain the qualification and recalls only one female who qualified before her, at the firm where she did her training. The firm is today one of the big four global accounting firms.

She advised that finance is an ideal working environment for women and she has never experienced any bias against females in the profession.

Her role as the CFO, she explained, is to provide support to all the branches in the department in order to achieve the strategic goals. She is also instrumental in providing

financial leadership for continuous and consistent services rendered across all regions and courts, which she admits that it is a major challenge.

"Another challenge is to create an environment that will be responsive to the needs of the department and to be fully aligned to the standards, processes and regulations in place," she mentioned.

Her openness to change, commitment to continuous development, discipline and resilience, despite work challenges, are traits that have sustained her in her position as the department's CFO. "While I am guided by the sole purpose to make decisions in the best interest of the department, energy and passion are also essential in maintaining momentum in a large organisation like ours," she stressed.

To overcome difficulties in her job and demanding position, she draws support from her family which she expresses to be invaluable.

The CFO also looks on the brighter side of her job title and points out networking with the relevant stakeholders as one of the aspects she loves about her job.

She advised aspirant female finance professionals to have bravery for making tough decisions, a heart to say what people do not want to hear and to keep in mind that talent alone is never enough. She added that success is through an individual's drive and willingness to give all. "I am a firm believer that women have what it takes to set outrageous goals and pursue them relentlessly with an abnormal determination and focus.

We have the ability to hold onto our goals despite set-backs and disappointments and we need to be ready when an opportunity presents itself," the CFO concluded. 

## 20 YEARS ON – HOW FAR IS DEPARTMENT ON WOMEN'S ISSUES?

Every year, government, across all spheres, commemorates Women's Month in August as a tribute to thousands of women who marched to the Union Buildings, on 9 August 1956, in protest against the extension of pass laws to women.

The march was seen as a turning point in the role of women and struggle for freedom and when the democratic government took over in 1994, issues of women have since received priority.

**Here are some of the highlights undertaken by the department in prioritising the emancipation of women in the workplace:**

- Currently, the department has 41.53% of women in senior management level, and is working towards reaching the target of 50% by March 2015.

- In Employment Equity targets, the department has the highest representation of women with disabilities at senior management level with 4.34% as by September 2013.
- A total of 250 middle and senior managers have undergone gender mainstreaming course conducted by the National School of Government.
- 298 female officials benefited from bursaries awarded by the department in various fields.
- In accelerating service delivery, the department has introduced an Electronic Funds Transfer (EFT) where more than 90% of maintenance beneficiaries now receive their monies electronically.
- At the national office, the department has established the Justice Homework Centre as a way of creating an enabling environment for female officials whilst on duty. 

# DO NOT JUST DREAM, MAKE YOUR DREAMS A REALITY

Luyanda Makapela



**Go-getter:** Deputy Director-General: Legislative Development Ms Kalayvani Pillay.

**M**s Kalayvani Pillay, the department's Deputy Director-General: Legislative Development is one perfect example of a go-getter who continues to aim high and inspires other women to follow suit. She believes that with perseverance, dedication, commitment and hard work, anyone can make their dreams come true. **Justice Today** caught up with her to find out more about her life, career, and most importantly, words of wisdom for other women as the country celebrates Women's Month.

**LM: Tell us about your early life and education?**

**KP:** I was born and bred in Chatsworth, Durban and studied law at the University of Durban Westville (now University of Natal). After qualifying as an attorney, I worked at a law firm in Chatsworth until I came to the Department of Justice and Constitutional Development in 2000. While working in the department, I also completed a Master's Degree in Public and Development Management at the University of the Witwatersrand.

**LM: Take us through your professional career path?**

**KP:** I am a non-practising admitted attorney and very proud to call myself a public servant. I enjoyed and loved my work as an attorney. Having worked at a practice based in Chatsworth, I became familiar with issues facing communities and gained a lot of experience as a lawyer in that community.

The decision to leave was very hard, but my career, from being a lawyer, took a dramatic turn as I am now involved with research and legislative development. My work also entails a great deal of management and I feel very blessed to have pursued all my dreams that perhaps for other people, may remain only as dreams. My career path has now been fulfilled as I am actively involved in changing legislation to ensure that justice is served and accessible to everyone.

**LM: You are the first woman to hold the position of DDG: Legislative Development in the department tell us how you deal with the stereotypes of women who are perceived as supporting men in the workplace rather than being leaders?**

**KP:** I make sure that such perceptions do not hamper what I do. I am comforted by the fact that I am educated, qualified and experienced for the job at hand. Working in a much pressured environment, constantly chasing targets, I always avoid being distracted by fighting territorial battles, whether it is gender-based or organisationally. Even though it is not good to lose focus of your real work, sometimes these battles are crucial to ensure that you claim your space.

**LM: What challenges do you face and how do you resolve them in the workplace?**

**KP:** There are many factors and sometimes it is not just because I am a woman. People become comfortable with the way things were in the past, and tend to find it hard to break out of that, do things differently and accept a different person. But people's minds change when they see that their perceptions of you are misconstrued. Again, focussing on one's work is most important and that is the only way you can prove yourself to those reluctant when they see the results.

**KM: Looking at the demographics of women representation in senior management, there are still challenges, how do you think they can be addressed?**

**KP:** We have many women who are qualified, but

the challenge is finding people with the right level of experience. All women, regardless of what position they hold, should grab every opportunity and always be willing to learn. If you are given a task, do not check your job description first and see if you should do it. Use the opportunity to learn and make a difference. You will never know when the seemingly meaningless task you refuse to do will eventually lead you in a direction you have never imagined. It might develop you in your own line of work.

**LM: What kind of skills and training is needed to ensure that young and aspiring women succeed in the workplace?**

**KP:** Good education is important and knowing what you want to achieve as an individual is very crucial. You do not want to find yourself working in a job that you are not passionate about. When you feel passionate about what you do, you are more likely to learn, whether through formal education or experiential learning.

**LM: In your view, what changes or developments does a woman leader bring into an organisation?**

**KP:** Women add a different dimension to the workplace. Women in leadership are an indicator of diversity in an organisation and such diversity translates to new ideas and a different way of doing things. An organisation can only become more innovative when it embraces diversity.

**“Women must feel that there are opportunities to advance in their careers. When women see other women being appointed, they get encouraged.”**

**LM: What can women do to ensure that their potential in the workplace is fully recognised?**

**KP:** They need to support each other at all times. For example, when a woman is appointed to a senior management position, there should be more mentoring and coaching. When a woman is appointed in a male dominated environment, she will not only be getting to grips with her new work, but also dealing with males who find it hard to accept a woman as a leader. When problems arise, it is crucial that women feel they have the support of others and by doing so, we will constantly learn from each other’s experiences.

**LM: What can be done to retain women in senior positions while ensuring that the department grows young women leaders for continuity?**

**KP:** Women must feel that there are opportunities to advance in their careers. When women see other women being appointed, they get encouraged. Setting targets for the appointment of women in senior positions, and achieving them, is also important. Training opportunities, bursaries and exposure to work and experience is critical.

Any person, whether a woman or man, feels appreciated when they are exposed to all levels of their work and are not made to feel that there are certain things they cannot do.

**LM: Women have an enormous responsibility to multi-task, how do you balance your life at home and at work?**

**KP:** Planning is very important. I plan everything on how my day would look like, from making a shopping list, cooking and juggling through all my activities. When driving to work, I have a mental list of what I will be doing on that day. I constantly check my diary to see what commitments I have or have not done. I also make sure that I do not have too much backlog. This is hard to do, but work can cause stress if not monitored.

**LM: Your overall message for Women’s Month?**

**KP:** “The future belongs to those who believe in the beauty of their dreams.” – Eleanor Roosevelt. 📖





## WOMEN SHOULD BELIEVE IN THEMSELVES

Glory Msungwa

**W**ith 58 courts and two high courts under her management, amongst other duties, *Justice Today* caught up with the Gauteng Regional Head, Ms Emily Dhlamini to shed light on her life and work as the nation celebrates Women's Month.

**GM: Briefly tell us about yourself and your educational background?**

**EM:** I was born and bred in Mamelodi township, 53 years ago. I obtained my undergrad and post graduate degrees in Human Resources Management from the University of Johannesburg. I am now four modules away from completing my Master of Business Administration (MBA).

**GM: Take us through your career journey.**

**EM:** I have been in the public service for the past 33 years, 16 of which I have spent in the Department of Justice and Constitutional Development. I started as a human resource director, acted as a human resource executive manager at the National Prosecuting Authority (NPA) for four years, and for the past eight years, I have been serving as the Gauteng Regional Head.

**GM: What are your responsibilities as a regional head?**

**EM:** I am responsible for giving strategic direction to the province and ensure that the Medium Term Strategic Framework (MTSF) of the department is implemented



and achieved. The critical area of my work is stakeholder management, and I am currently chairing the Provincial Justice Crime Prevention and Security (JCPS) Cluster Development Committee.

I am also responsible for court operations, financial, case management, administrative and ensure that the different departments are provided with the necessary facilities in all our courts. This includes children's courts, waiting arrears for victims of sexual offences, separate rooms for intermediaries and children with two-way mirrors.

**GM: Describe your typical day in the office?**

**EM:** It is quite hectic, I spend more time at our service points (courts) than in the office. I also ensure that staff meetings take place on a monthly basis so that the general staff are updated on every development. This also grants them an opportunity to raise any concerns with management.

**GM: Through the years, women had to face multiple challenges take us through the challenges you encountered when you were appointed as the regional head and how they affected you?**

**EM:** The road was never an easy one and I continue to be faced with challenges on a daily basis. Women are treated as inferior to men, and they still feel that they need to prove themselves as twice as hard. The reception was not good, I faced challenges where there were bad reports about my management and it affected me emotionally although I knew I was innocent. Through prayer and strong support I constantly got from my family and colleagues, I managed to overcome many challenges.

**GM: When you think back at how you grew into your role, what words of wisdom would you share to inspire other women leaders and alleviate their fears?**

**EM:** There is a place for women in leadership, we are go-getters, we talk less and do more. Women should confront challenges with courage. Thirty-three years ago when I was still a clerk, I never thought that one day I will be here. One must have a vision, map out the road you want to take. My recipe for survival is to dream big and I continue to do so.

***“The department must have confidence in women and believe that they are able to turn things around. While government remains committed to empowering women, women must also feel worthy of these positions.”***

**GM: What more can the department do to retain and advance women into leadership positions?**

**EM:** It must give continuous support, mentor and create opportunities for women. The department must have confidence in women and believe that they are able to turn things around. While government remains committed to empowering women, women must also feel worthy of these positions.



Gauteng Regional Head, Ms Emily Dhlamini.



**Providing effective leadership:**  
KwaZulu-Natal Regional Head,  
Ms Mabel Ramela.

## NEW KZN REGIONAL HEAD SPELLS OUT HER VISION

Mokgethwa Ngoepe

**H**aving served the department for three decades, with multiple accolades in her possession, the new KwaZulu-Natal Regional Head, Ms Mabel Ramela is aiming to take her region to greatest heights.

Ms Ramela joins two other women regional heads in charge of Limpopo and Gauteng regions. As part of celebrating Women's Month, **Justice Today** caught up with her to hear about her new appointment and her secret for success in serving the department in the past 30 years.

**MN: Who is Mabel Ramela and where were you born?**

**MR:** I am a very soft spoken and hard working person. I was born in the Free State and spent most of my life in the Gauteng Province. I am a people's person who is passionate about mentoring young women because I believe they can gain from my experience and improve on it.

**MN: Tell us about your career and when you joined the department?**

**MR:** I joined the department in 1984. I worked as an interpreter and a clerk. It was the beginning of an

incredible journey that brought passion, commitment and hard work. I was guided, coached and mentored by seniors within the department and with their guidance, encouragement and my determination, I worked through the ranks and today I am able to look back at my journey and simply say, "I have seen it all".

In 1992 I was appointed as Chief Administration Clerk, then in 1999 I was promoted as Senior Administration Officer and I became Assistant Director within the Criminal Section at Johannesburg Magistrate's Court, responsible for Johannesburg Branch Court in 2000. In 2003, I was appointed as Deputy Director: Cluster Manager, and subsequently, KwaZulu-Natal Court Operations Director in 2007. This year, I have now been appointed as the KwaZulu-Natal Regional Head.

**MN: Tell us about the awards you have collected over the years?**

**MR:** In 2006, I received the best performance award on the Integrated Case Management System (ICSM) in the Bloemfontein Cluster from the Chief Operations Officer (COO). That was followed by the Service Delivery Innovation Award in 2008.

I also received a Team Management Award (Rapid Response Teams) in 2009. This achievement focused on administrative performance of courts and audits. This led to the concept of model courts where, as a region, we developed a plan to have all courts performing at the level of a model court. A model court is a court with greater level which offers support services to the judiciary and prosecutors as well as other stakeholders. Lastly, I received the People Management and Empowerment Award in 2010.

**MN: In August, South Africa celebrates Women's Month annually, what is your message to women out there?**

**MR:** I wish all women a happy Women's Month. This is the month where we reflect on the initiatives, campaigns and sacrifices that led to the free emancipation of women in the country. Let us take advantage of government programmes that aim to improve the living conditions of women and children. We need to use the opportunities available to empower other women, fight poverty and unemployment. We should mobilise ourselves and get involved in debates on gender issues and support women to get involved in the mainstream economy.

Discussions around equality in the workplace, promoting opportunities and issues around reproductive rights are some of the issues that need to gain prominence amongst our debates as women.

**MN: Do you think the department has done enough in the transformation of women in the workplace?**

**MR:** Yes, but I believe there is still a room for improvement to reach the expected target. There are more women now in senior and middle management than before; the change is visible.

**MN: What are the successes achieved by women since the dawn of democracy?**

**MR:** Yes, there are changes. There are more women in Parliament and there is an increase in number of women in cabinet. A significant number of women participating in executive positions is also evident.

**MN: Do you think government is playing a vital role in uplifting and empowering women especially in rural areas?**

**MR:** Our country is still faced with a number of girls dropping out of schools, teenage pregnancy and social ills of *Ukuthwala*. HIV/Aids and substance abuse are on the increase and these affect women in rural areas. A lot still needs to be done to provide public education to women in rural areas.

For example, in our region, we are planning to have public education in KwaMhlab'uyalingana and Kokstad in trying to address these challenges.



*Providing effective leadership: KwaZulu-Natal Regional Head, Ms Mabel Ramela.*



**MN: Tell us about your new role as KwaZulu-Natal regional head?**

**MR:** My role is to provide strategic leadership in the management of the region and to manage and support the delivery of justice services to our citizens. Facilitating the provision of justice services in line with the strategic goals and objectives of the department and the annual regional business plan is also my mandate. Lastly, I need to ensure that I form partnership and collaborate with our Justice Crime Prevention and Security (JCPS) Cluster stakeholders in the region.

*“Discussions around equality in the workplace, promoting opportunities and issues around reproductive rights are some of the issues that need to gain prominence amongst our debates as women.”*

**MN: What do you like about your new role?**

**MR:** It is a huge responsibility which I value and I will strive to support and implement departmental strategies. My appointment comes at a time when I am surrounded by eight colleagues (other regional heads) who are my mentors whom I draw a lot from their experience, they give me a lot of guidance in working towards a common vision and a desire to make the department, an effective department.

My predecessor did a good job and I can now build

on the successes in taking the region forward. Our region has a highly skilled and knowledgeable senior management team with a determination to ensure it makes a difference in providing effective service delivery. Monitoring and evaluation is fundamental in all our projects as it enables us to come-up with various interventions to various challenges.

We are all expected to demonstrate high levels of accountability in our operations. If we want to root out fraud and corruption, we must be able to confront and deal with those who are corrupt. A high level of accountability is always vital for good governance and administration.

**MN: Do you think this is the biggest achievement you have scored in your career or you have more dreams ahead?**

**MR:** For now, I am focusing on the current achievements and I am putting energy to make it a success. Dreams will always be there but for now, my focus is on the new appointment and to provide effective and responsive management and administrative support for judicial decision-making processes within the court environment.

**MN: What do you do in your spare time?**

**MR:** I read novels and I have recently bought *The Alchemist* by Paul Coelho. I have just finished reading *Leading Without a Title* by Robben Sharma. I read lot of memoirs and most interestingly was *The Richest Man in Babylon* by George Clerson. I like listening to music, particularly Afropop and gospel. I am also a great movie fan. 🎬



**Providing effective leadership:**  
KwaZulu-Natal Regional Head, Ms  
Mabel Ramela.

# EYE CHART

The **Justice Today** **EYE CHART** has clues whose solutions can be found by carefully reading all the articles in this issue. Fill in the answers correctly and stand a chance to **WIN**.

W	F	T	Y	G	E	N	D	E	R	E	Q	U	A	L	I	T	Y	Y	G	S	N	J	X	I
D	G	J	D	D	D	B	K	F	A	H	G	J	M	O	S	T	O	P	F	S	K	F	K	C
S	E	T	U	O	G	D	G	M	D	L	F	R	E	E	L		D	H	P	Q	H		X	Q
X	L	E	G	I	S	L	A	T	I	V	E	F	W	A	R	M	A	M	E	L	O	D	I	A
V	D		S	O	D	I	O	V	K	T	B	R	U	D	Y	D	Y	D	Y	A	H		Y	R
G	H	E	T	H	G	P	T	Y	F	X	K	S	P	Y	T	G	R	C	V	F	R	A	O	T
H	G	M	B	M	I	P	V	X	Y	J	M	I	R	T	X	A	W	E	Q	T	P	C	M	P
H	J	O	B	F	R	Q	E	Z	X	C	V	F	B	I	R	W	N	Q	O	R	E	C	R	Q
I	O	G	T	W	A	Z	W	G	G	P	D	B	R	U	R	S	B	K	Y	K	E	O	K	F
K	P	O	K	I	Q	P	F	Y	O	S	P	R	O	L	C	L	S	K	H	F	J	U	D	G
G	F	E	D	Y	U		L	J	G	F	Y	H	H	E	F		V	F	Q	F	O	N	I	F
T	B	N	W	T	U	P	F	H	I	L	G	R	U	F	T	O	H	J	T	F	F	T	D	H
R	S	G	W	T	I	P	F	D	Y	K	F	D	Y	Y	I	J	N	O	U	U	A	I	K	I
B	J	M	D	N	Q	F	D	H	O	U	F	F	F	O	O	D	I	P	D	P	H	N	D	S
U	K	O	P	R	N	T	I	B	I	D	I	R	A	M	P	E	T	E	C	E	Y	G	O	F
T	F	G	A	E	T	I	P	D	H	K	O	O	T	M	R	D	D	W	B	S	W	P	T	K
A	E	O	A	M	R	O	L	F	H	D	U	R	S	U	O	T	G	R	Y	V	Y	R	X	O
J	Y	E	E	S	P	C	G	S	Y	S	D	U	G	P	P	W	W	Y	S	F	J	A	A	D
O	K	N	Q	E	T	M	D	F	D	I	R	O	U	E	G	G	Y	D	I	I	P	P	O	W
V	G	G	E	G	I	O	B	D	U	K	D	M	P	F	S	D	O	A	P	M	Q	N	S	A
H	D	Y	E	I	P	F	G	R	U	U	G	I	H	H	G	D	P	B	G	D	A	Q	O	H
U	T	D	A	F	Y	J	D	U	O	U	U	L	X	A	K	J	D	J	S	R	Z	R	I	G
O	U	D	H		T	S	A	H	F	G	S	I	A	G	S	R	B	O	G	A	Z	Y	Y	D
M	X	H	U	O	P	F	A	G	U	S	R	T	T	B	S	U	K	P	G	I	I	F	R	U
H	Y	U	S	E	T	M	A	B	E	L	R	A	M	E	L	A	Y	R	A	J	P	Y	A	U
D	E	R	Y	O	P	E	G	J	C	F	U	R	Y	E	A	H	O	F	P	E	R	O	P	H
T	D	T	U	S	X	G	U	J	O	L	P	Y	S	A	Q	Y	R	D	J	O	P	J	F	T
S	S	R	F	H	D	J	J	F	D	T	U	O	D	H	J	O	E	Y	W	R	Z	X	X	X

## EYE CHART CLUES

- DG is the first female chairperson of the.....Cluster.
- Who is the Director of Gender Unit?
- Justice is progressing towards 50% of.....
- Which subjects does Ms Rossouw refer to as the "Big 4" Mathematics,....., Science and Biology.
- Ms Pillay is the DDG of..... Development in the department.
- In 2012 Judge Mocumie was a Judge of the .....Court.
- Which township was the Gauteng Regional Head born?
- Which Regional Head quoted "I have seen it all"?
- Ms Memme Sejosengwe is currently serving under the Justice.....

# HOW TO ENTER & WIN

Complete the **EYE CHART** and **STAND A CHANCE TO WIN A PRIZE**. Fill in your details on the entry form and fax to 086 226 0222, attention Nthabiseng Ngwetsana. The first 3 correct entries draw will **WIN** a prize.

NAME.....

POSTAL ADDRESS.....

TELEPHONE:.....

*Terms & Conditions: If you have won a prize, you are advised not to enter any other competitions run in Justice Today for a period of 12 months to afford other employees an opportunity to win.*

# JUSTICE TODAY

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\*Andries Street was renamed Thabo  
Sehume Street and  
Schoeman Street was renamed Francis  
Baard Street by Tshwane Council in March  
2012.

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(c/o Thabo Sehume and Francis Baard  
Streets)

\*Andries Street was renamed Thabo  
Sehume Street and  
Schoeman Street was renamed Francis  
Baard Street by Tshwane Council in March  
2012.

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THE DEPARTMENT OF JUSTICE AND  
CONSTITUTIONAL DEVELOPMENT  
DIRECTOR-GENERAL  
MS NONKULULEKO SINDANE

PRETORIA

SALU Building,  
316 Thabo Sehume Street, Pretoria  
(c/o Thabo Sehume and Francis Baard  
Streets)

\*Andries Street was renamed Thabo  
Sehume Street and  
Schoeman Street was renamed Francis  
Baard Street by Tshwane Council in March  
2012.

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Eastern Cape	043 - 702 7006	043 - 722 5525	No 3 Phillip Frame Road, Weaverly Park, Chiselhurst, East London, 5201
Free State	051 - 407 1800	051 - 448 4458	71 Maitland Street, Bloemfontein, 9301
Gauteng	011 - 332 9000	011 - 331 0425	15th & 16th Floor, Schreina Chambers, Commissioner Street, Johannesburg, 2001
KwaZulu-Natal	031 - 372 3000 / 3007	031 - 304 9213	2 Devonshire Place, Smith Street, Durban, 4001
Limpopo	015 - 297 5577	015 - 297 5570	92 Bok Street, Polokwane, 0700
Mpumalanga	013 - 753 9300	013 - 752 2666	24 Brown Street, Nelspruit, 1200
Northern Cape	053 - 839 0000	053 - 832 6815	Cnr Stead & Knight Streets, New Public Building, Kimberley, 8301
North West	018 - 397 7000	018 - 384 3406	Tirelo Building, Dr Albert Luthuli Drive, Mmabatho, 2735
Western Cape	021 - 462 5471 / 5479	021 - 462 3135	Plein Park Building, Plein Street, Cape Town, 8001

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