

1 Charmaine Smith

Director and co-founder of **Infundo Consulting**

Born in Lady Selborne, a township north-west of Pretoria, Smith spent her early school career at a small Chinese school in Pretoria and matriculated at Pretoria High School for Girls. After this, she studied at the University of the Witwatersrand where she completed a Bachelor's degree in Human Movement Studies.

"Teaching was a profession I fell in love with and remained in love with for 15 years, finally leaving the classroom but not education in 2005 when I felt it was time for me to do more and not settle for where I was comfortable. I am a natural disruptor; I have the heart of an activist and teacher and always wanted to make a difference in people's lives. I feel a strong connection to this country and continent. Healing the organisations people work in; offering healing on an individual and team basis; hence offering people an opportunity to embrace more for themselves is a calling for me. I definitely feel an affinity to my work from a spiritual point of view; committing to living a life with greater purpose while knowing that there is much work to be done," says Smith.

She co-founded Infundo in 2007 after pursuing some work as an independent consultant. Soon after that she found herself running the com-

pany alone and managing its first project, which was to bring experts from Austria to train district education officials in KwaZulu-Natal funded by the Dutch government and in partnership with corporate engineering firms.

"I learnt through this experience what is required before meaningful implementation can take place on a skills level. I identified the need to create a readiness for the people and system to take on new opportunities, and have since focused predominantly on deep educational transformation in rural areas, townships, districts and across entire communities who partner with us to ensure that whole systems undergo deep, sustained change," Smith explains.

She and her new partner Gail Wrogemann have now worked to change the way education is delivered in five provinces. Their aim is to improve performance and results as measured outcomes. Their work has been so successful that parastatal utility organisations are now asking Infundo to assist in their transformation.

Infundo aims to assist in the transformation by taking racial divisions and deep conflicts into account, and healing historical legacies which will change the way in which these organisations can perform in future. Smith describes how this is possible: "Many organisations are finding that issues of productivity, missed production deadlines, a reduction in number of contracts secured and not keeping up with market demands are in many cases a result of poor teamwork. This is usually a result of unresolved racial splits, long-standing and deep conflicts; inter-departmental communication problems and loss of trust – which is sometimes the outcome of historical legacies that are yet to be healed. This can impact an organisa-



tion's ability to respond, adjust, and become healthy and innovative. It can lead to organisations functioning at an increasingly sluggish pace. Systems transformation processes are therefore changing the way these businesses do and can perform.

"The innovative use of systems tools, based on strong foundational systems principles, has opened the door for us to really impact a range of organisations. We listen to what is needed and adjust our methodologies and focus to identify and then to work with the specific dynamics which need resolution. This has a significant ripple effect across the rest of the organisation."

Smith presented this work at the African Local Summit in Ghana three years ago as a means to addressing the achievement of the Millennium Development Goals. She now regularly co-presents their work at a number of local conferences as an innovative and proven model of systems transformation.

Outside of work she has a full life as the proud mom of two boys, aged 17 and 18, and stepmom to three young adults (aged 20, 23 and 26). Her fiancé and family are her support structure,

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often taking care of her boys when she is travelling. This allows her to focus on what she has to do and leaves time to be a mom as well. "One of my greatest joys is supporting my boys at the side of the sports field. I try my hand at taking pictures of them in action but this is a talent which remains dormant!"

Kennedy Maxwell, Smith's mentor, former executive director of Johannesburg Consolidated Investment Company Limited and former president of the Chamber of Mines of SA, says: "Charmaine Smith is one of South Africa's game-changers. She has come to understand and deal with the root causes of dysfunctional schools and organisations. Only by intensive engagement with the individuals in such structures, to examine their innermost fears, traumas and prejudices, is it possible to mentor and coach them – thereby freeing them to enhance performance and collaboration with their colleagues. As a result, she has succeeded in numerous instances to turn around seemingly 'impossible' situations into highly successful institutions across the country. Together with Gail Wrogemann she has established a formidable team to bring about significant turnaround and empowerment interventions that bode so well for South Africa."

Smith says: "I am very aware of the privilege I live with and the inequities around me. It would be a sin to know how to offer better education and opportunities and not share this knowledge. The close relationships I enjoy when walking on journeys with our organisations, teams and communities energise me; knowing that I am making an impact fuels my resolve. What an honour to be able to work with diverse people across our country and celebrate their successes with them. It always feels like a reunion when we meet our communities again: we commiserate; grieve and celebrate all the victories with the people we work with. It doesn't feel like work; much more like large interconnected families who support each other on the journey to us all living the best lives we can."

2 Thuli Sibeko

Co-founder of **Anglo African Events and Campaign Management** and founder of **Girls Invent Tomorrow**

ANGLO AFRICAN EVENTS is a company that designs and executes events and campaigns. Sibeko has designed and produced many successful events for major corporations including HP, Intel, Microsoft, Nokia, Absa Capital and Unisys. Prior to starting her business she was a member of a non-profit organisation called Community Youth Empow'ment, which was committed to social upliftment through community-based initiatives.

In 2013, she founded Girls Invent Tomorrow, an initiative created to educate, empower and encourage girls to pursue careers in technology. Since its inception, the not-for-profit organisation hosted three 'Girl in ICT' career days, one in Johannesburg, Durban and Cape Town. The career days provided a platform for leading women in technology to share their journey and experience in working in a male-dominated field while providing real life career guidance to the girl learners.

In March 2014, Girls Invent Tomorrow hosted its first Introduction to Coding Workshop and held two more such events in July. Natassia De Villiers, Sibeko's partner at Girls Invent Tomorrow, comments: "Sibeko is one to be taken note of for the simple reason that she is an activator. She not only talks the talk, but actually makes sure that she and others around her walk the walk. I have known her for over a decade now and have always known of her activist role in educational initiatives and outreach programmes among the youth. She connects and inspires people. She is not full of empty words but full of words bubbling with passion and action. We live in a society where activators and doers are needed more than ever. We need to see people join movements; we need to be inspired and motivated to move mountains and reach out to others. Sibeko does this every day."

As a member of a large family grow-



ing up in Soweto, Sibeko has been taught, in her mother's words that "we do not exist in this world alone". As she strives to achieve her own personal goals at Anglo African Events, she is also mindful of those that are watching her from below and she never wants to leave anyone behind. Throughout her enterprising initiatives, Sibeko has always found ways of upskilling others in her community or giving back in some way so that the benefits she receive can be felt by her circle of influence, such as donating school supplies in Diepkloof, Soweto, or school uniforms in Newcastle, KwaZulu-Natal.

"Even if we get briefed on a big project that's not in my space, I never say I can't, I always get myself involved and see what the project entails and spend time doing research to ensure that I can deliver. I'm always getting out of my comfort zone by trying and doing things that I would not ordinarily do," says Sibeko.

She is also working on a health and wellness initiative in the hospitality industry, and in her spare time she partakes in events like the Cape Argus Pick n Pay Momentum Cycle Tour or the 94.7 Cycle Challenge, all in the aid of nominated charities. Her sole purpose is to make an impact in the world by changing lives and inspiring others.

PEOTONA DEVELOPMENT INVESTMENTS 1 (PROPRIETARY) LIMITED
(Registration Number 2006/023879/07)
("the Company")

**ROUND ROBIN RESOLUTION OF THE BOARD OF DIRECTORS
PASSED ON 30 JUNE 2014**

FINAL REDEMPTION OF "A" PREFERENCE SHARES


RECORDAL

1. The Company is a Shareholder of Macsteel Service Centres SA (Pty) Ltd.
2. The Company received a dividend from Macsteel Service Centres SA (Pty) Ltd on 30 June 2014 in the amount of **R3,000,000-00**.
3. In terms of the "A" Preference Share Subscription Agreement, Macsteel Service Centres SA 2005 ("MSCSA") subscribed for 15,000,000 "A" Preference Shares in the share capital of the Company.
4. In terms of the "A" Preference Share Subscription Agreement and the Articles of Association of the Company, dividends shall be payable by the Company to MSCSA (as the holder of the "A" Preference Shares) on each Dividend Date (as this term is defined in the "A" Preference Share Subscription Agreement), as follows:
 - 4.1 pay dividends in the amount of **R72,028.89** which have accrued to MSCSA in relation to the "A" Preference Shares; and
 - 4.2 redeem **920,732.11** "A" Preference Shares as at 30 June 2014 ("the Redemption Date").

IT IS HEREBY RESOLVED THAT:

The Company:

1. declares and pays all dividends which have accrued to MSCSA in relation to the "A" Preference Shares being an amount of **R72,028.89**;
2. redeems the remainder of the "A" Preference Shares in issue, being **920,732.11** in the issued share capital of the Company held by MSCSA at a redemption amount of **R920,732.11** on the Redemption Date, in terms of the "A" Preference Share Agreement and the Articles of Association of the Company;
3. pays the redemption duties of **R2,301.83** on the "A" Preference Shares referred to in resolution 2 above.
4. all the "A" Preference Shares have now been redeemed.
5. after payment of dividends (as per clause 1 above), redemption of the final balance of "A" Preference Shares (as per clause 2 above) and payment of Redemption Duties (as per clause 3 above), a balance of **R2,004,927.17** has been received as an unencumbered dividend by the Company.


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