

Motivation for the identification of the New Projects portfolio, and the need for a focused portfolio lead :

It has been a point of consensus since the 2011 bosberaad that the organization will focus on establishing and defining itself as a movement, rather than remaining essentially event-centric. In this phase of the organisation's evolution there is much developmental work to be done, in terms of identifying and exploring potential partnerships and suitable opportunities for collaboration that will help to deepen and spread the AfrikaBurn ethos.

We have identified this as a specific area of responsibility that needs to be driven separately, as a defined function : New Projects. This especially in light of the unique opportunity with which we are presented in relation to the Cape Town Design Capital 2014 project.

The Cape Town Design Capital 2014 board will be formed in the next two weeks and we have initiated conversation with Andrew Borain who has been tasked under the Cape Partnership to bring it into being. Andrew Borain has indicated verbally that he would welcome AfrikaBurn, as a collective representing its artists, to work in creating and placing art in the City and beyond as part of the Cape Town Design Capital 2014 legacy. Burning Man has also expressed interest in the possibility of funding artists from the United States to create installations as part of our offering to Cape Town Design Capital 2014, having first been exhibited at AfrikaBurn 2013. Discussions are in the pipeline.

In line with our intention to establish burner input on civic projects in the public domain, there are many more art partnerships to explore and develop. These include the representation of AfrikaBurn in group exhibitions such as Infecting the City, the Art Walk, and potentially deepening involvement in / collaboration with Carnival. We have already been identified by the Department of Arts and Culture as a potential funding beneficiary and must explore this further. BASA, Pro Helvetia, SDC, and the National Arts Council (among others) are also avenues for exploration of alternative funding possibilities.

Other immediate opportunities and partnerships for exploration and development include the Open Streets initiative, Inhabitat and the Solar Artworks Project, all of which have approached us directly.

Projects and initiatives as relate to the annual Tankwa Town event include the town planning, the greening of the burn, solar projects, and exploring new venues.

Role definition :

The New Projects portfolio serves to open the organisation to opportunity, and to external funding opportunities.

It sits beside Creative, Communications, Volunteers and Outreach and focuses on opportunities that exist in the space between these silos of activity.

It is a function that has existed since there was first the intention to generate an AfrikaBurn event, and it has functioned throughout the organisation's development and evolution, driving it towards it's current state, although it has not to date been clearly defined.

New Projects is a capture function as well as an initiating function and of course follow through. Part civic projects, part government liaison, part outreach, part production, part arts advocacy, part development of new areas of the AfrikaBurn event.

It serves to identify and explore and capture potential partnerships, areas of activity, and suitable opportunities for collaboration that will help to deepen and spread the AfrikaBurn ethos, in line with the ten guiding principles, in areas that straddle these "big 4" portfolios or exist just beyond the confines of each of their specifically defined areas of responsibility.

The New Projects Portfolio is also a self-funded portfolio, outside of the salary commitment.

There are 4 specific areas of activity within the New Projects portfolio.

External fundraising

Civic partnerships

Arts Advocacy

Event-related

The process of activity within these areas would work along the following lines:

- concept workshopping
- idea development
- idea specification
- project plan for each project (including motivation, proposed timeline, budget and funder strategy)
- presentation to directors for endorsement
- activation
- report back to all members

Underpinning all of this is ensuring that all such activity is aligned with the ethos of the organisation, and in such a way that protects and furthers the 10 guiding principles.

The New Projects portfolio lead

- a) The New Projects portfolio lead will identify outbound opportunities,
- b) And will respond to inbound opportunities,
- c) And will ensure that any initiatives or projects that are activated will be done so in line with the ethos of AfrikaBurn and the ten guiding principles.
- d) The portfolio is in part developmental. It will brainstorm, create, develop and motivate creative initiatives and interventions. From initial concept, through idea development, to concrete proposal – and to activation should it be deemed appropriate by the directors.
- e) And it is in part a conduit. It will explore initiatives, projects and interventions that may approach the organisation for collaboration or contribution, and will distribute these ideas (where appropriate) to other Portfolios and staff and volunteers within AfrikaBurn, liaising with them to

further the overall underlying intentions of the organisation - the ten guiding principles.

- f) The New Projects portfolio will work to raise awareness of AfrikaBurn's ethos and arts advocacy within the greater South African and international burner community and beyond.
- g) And to explore ways of deepening the organisation's application of the principles at the annual Tankwa Town event.
- h) All New Projects initiatives will be proposed in writing and reviewed / approved by AfrikaBurn directors prior to activation.
- i) The New Projects portfolio team will develop a detailed project plan for approved projects (including motivation and expected outcomes, timeline, any budgetary requirements, and the associated funding strategy)
- j) Funding for New Projects will be raised independently by the team, by sourcing funding from external donors or funders. The portfolio is responsible for researching prospective funders, writing proposals and procedures and following up proposals to conclusion.
- k) All applications for funding will be presented to the AfrikaBurn Board of Directors for review and approval before submission.
- l) No spending can be incurred until funds are actually received from the donors.
- m) All activated projects / initiatives / opportunities will be followed with a comprehensive report-back mechanism in the interests of transparency, accountability, and general sharing of information.
- n) The New Projects portfolio lead will recruit, motivate, manage, monitor, and support volunteers within the Outreach Portfolio and manage/mentor their projects.

Opportunities, projects and initiatives identified for pursuit in this cycle:

1. EXTERNAL FUNDRAISING:

The Department of Arts and Culture

The Department of Arts and Culture have approached us, inviting AfrikaBurn to present a proposal for funding.

Discussions are in the pipeline. This requires follow up.



BASA: Business Arts South Africa has expressed willingness to develop a relationship of support in aid of specific AfrikaBurn projects. This is already in development.

Pro-Helvetia

Goethe Institute A representative of the Goethe Institute was invited to attend the 2012 AfrikaBurn event, as a prelude to opening discussions around funding partnerships for event projects. Yes – she bought her ticket!

2. CIVIC INVOLVEMENT PROJECTS

Cape Town Design Capital 2014 project.

The Cape Town Design Capital 2014 board will be formed in the next two weeks and we already have been in communication with Andrew Borain who has been tasked under the Cape Partnership to bring it into being.

Andrew Borain has indicated verbally that he would welcome AfrikaBurn as a collective representing its artists to work in creating and placing art in the City and beyond as part of the Cape Town design 2014 legacy. Burning man is also interested in the possibility funding artists from the United States to create installations that would be first placed at AfrikBurn and then as part of our offering to Cape Town Design Capital 2014.

The deeper motivation is that a city with more art, especially interactive art is a happier and better working city.

3. ARTS ADVOCACY

Creative expression is one of the foundation stones of the AfrikaBurn movement, and the aim is to foster our community's involvement in this area both inside and beyond Tankwa Town. New Projects focuses on arts advocacy outside of our desert home. It will identify suitable partners for collaboration, and work towards a greater input from artists (and broadening the definition of what constitutes art) within the built environment. Both in the Cape Town metropolis and in initiatives in smaller towns.

Street Art Advocacy involvement.

This organisation champions the street art cause and has been identified as a potential project for alignment and collaboration.

The specific aim for this cycle would be for AfrikaBurn New Projects facilitate a mural, involving the community.

The Artspark project

AfrikaBurn initiated this program last year, with three successful pilot projects. The aim of this initiative is to reach out beyond Tankwa Town and bring the burn and any interesting projects to life.

The Cape Town Carnival

We are pursuing a more structured involvement in terms of combining projects, seeing burn related stuff at the Carnival, as well as Carnival stuff at the Burn. As with Artspark, this is already in development.

PRASA

Arting up the train station initiative.

4. INITIATIVES AS RELATE SPECIFICALLY TO THE EVENT

Greening the Burn: In line with the principle of Leave No Trace, it has long been our intention to green the burn. The primary aim is to move beyond relying on our "Leave no trace" principle as fulfilling our environmental diligence, to deepen our commitment to the talk we walk.

The new MOI has expressly named our intentions around being environmentally aware, and we believe this will help with our PBO application.

Measurable outcomes would be

- 1) to develop, compile and disseminate "greening your burn" guidelines
- 2) to investigate, initiate and roll out a program transitioning to renewables as much as possible for (this is already in development)
- 3) workshops (for example on building wind turbines out of scrap)

EIA and Town Planning

With the sharp rise in attendance it has become more and more necessary to do the due diligence on the trace we leave. At this juncture, we have some difficult decisions to make around accommodating the future growth of the event. New Projects will form a focus group investigating the parameters and considerations around whether we move, exploring potential new venues, and working to develop a site layout for optimal functioning and experience, whether at Stony or at another potential venue.

This is already in development.

Radical Self – reliance pop-up policy team

With the growth of the event, and the growing heavy reliance by some on service providers / vendors (such as overland groups, stretch tent companies, and toilet companies) the organisation now faces the urgent need to develop policy around service providers, and to effectively communicate it to them, as well as following up with those companies that transgress the guidelines.

The measurable outcome would be to produce policy, disseminate it, liaise and follow up with all service providers. This is already in development.



Proposed Policy Departures for the period 01/08/2012 – 31/07/2013

Stacking of directorship and two roles : Robert Weinek

It is requested by the Board of Directors and the Compensation Committee that Members please consider voting to waive the "no stacking" policy requirement so that Robert Weinek may be permitted to fill two paid positions in addition to his Directorship, namely that of DMV lead and Outreach lead. This is on the strict condition that this is a once-off departure and will not create any precedent going forward in future years whatsoever. Pay will only be due once contracts which are fully compliant with employment policy have been concluded (to the satisfaction of the Board of Directors) are signed with Robert.

Motivation for this specific instance of holding multiple roles :

While the it is the organizations intention to move away from any one person holding more than one paid position over and above a Directorship, currently we are still in an intermediary phase, where the organization is not yet able to afford to pay all salaries at a level that can adequately support the role-players who are willing and able to commit themselves to the work and time involved in driving the organization forward as a movement.

It is noted in this regard that, as has proved true in many instances in the past, commitments to external employers tend for the most part to take precedence over commitments to AfrikaBurn. Allowing this departure will serve to mitigate against this.

Outreach is noted as a new portfolio (though a long identified intention) and while the budgetary allocation for the portfolio and it's lead represents a conservative start, it is anticipated that this portfolio will rapidly grow to become an integral and considerable part of the daily business of the organization.

The long-term intention would be for Robert to hand over the DMV administrative lead position, once the organization is able to allocate sufficient monies in remuneration for the Outreach role.

In allowing this instance of stacking we acknowledge the unique skill set Robert brings to the two roles. We enable Robert to engage more deeply with the organization to which he has committed so much of his time and effort, and we retain his focus on the business of the organization.

It is also noted that these two roles do not converge over the critical period in the run up to the annual Tankwa Town event, and so will not present Robert with any conflict of focus that may jeopardize him achieving the deliverables.

Lastly, it is noted that while these are lead roles, there is still plenty of room for anyone who is interested and motivated to get deeply involved, in both portfolios, without being remunerated.

To this end this specific instance of stacking is being proposed as a once-off departure from the employment policy, for this cycle.



Proposed Policy Departures for the period 01/08/2012 – 31/07/2013

Stacking of directorship and two roles : Monique Schiess

It is requested by the Board of Directors and the Compensation Committee that Members please consider voting to waive the "no stacking" policy requirement so that Monique Schiess may be permitted to fill two paid positions in addition to her Directorship, namely that of Communications lead and New Projects lead. This is on the strict condition that this is a once-off departure and will not create any precedent going forward in future years whatsoever. Pay will only be due once contracts which are fully compliant with employment policy have been concluded (to the satisfaction of the Board of Directors) are signed with Monique.

Motivation for this specific instance of holding multiple roles :

While it is the organizations intention is to move away from any one person holding more than one paid position over and above a Directorship, currently we are still in an intermediary phase, where the organization is not yet able to afford to pay all salaries at a level that can adequately support the role-players who are willing and able to commit themselves to the work and time involved in driving the organization forward as a movement.

It is noted in this regard that, as has proved true in many instances in the past, commitments to external employers tend for the most part to take precedence over commitments to AfrikaBurn. Allowing this departure will serve to mitigate against this.

New Projects is noted as a newly defined portfolio (although it has been a function since the inception of the first Tankwa Town event) and while the budgetary allocation for the portfolio's lead represents a conservative start, it is anticipated that this portfolio will rapidly grow to become an integral and considerable part of the daily business of the organization.

The long-term intention would be for Monique to hand over the Communications administrative lead position (although she would likely continue to serve voluntarily as oversight on the committee), once the organization is able to allocate sufficient monies in remuneration for the New Projects role.

In allowing this instance of stacking we acknowledge the unique skill set Monique brings to the two roles. We enable her to focus more on an area which needs exactly that, and about which she is passionate, and we retain her focus on the business of the organization to which she has committed so much time and effort.

It is also noted that these two roles do not converge over the critical period in the run up to the annual Tankwa Town event, and so will not present Monique with any conflict of focus that may jeopardize her effectively fulfilling her obligations for both roles.

Lastly, it is noted that while these are lead roles, there is still plenty of room for anyone who is interested and motivated to get deeply involved, in both portfolios, without being remunerated.

To this end this specific instance of stacking is being proposed as departure from the employment policy, for this cycle.



2

Proposed Policy Departures for the period 01/08/2012 – 31/07/2013 : Back pay

It is requested by the Board of Directors and the Compensation Team that Members please consider voting to waive the policy requirement of no back-pay for roles which were defined, active, and being filled voluntarily for the period August-October. This is on the strict condition that this is a once-off departure and will not create any precedent going forward in future years whatsoever. Pay will only be due once contracts which are fully compliant with employment policy have been concluded (to the satisfaction of the Board of Directors) and signed with the relevant staff.

1) The **Creative Portfolio** lead

Motivation : The contract was signed and delivered to the Compensation Committee in August, although consensus had not yet been reached on the proposed Employment Policy and the policy had not yet been ratified by members. The incumbent was nonetheless engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

2) The **Communications Portfolio** lead

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

3) The **Finance Portfolio** lead

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during the months of September and October. This is noted as payment for a period for which payment had already been approved by the membership.

4) The **DMV Portfolio** lead

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

5) The **Gate and Ticketing Portfolio** lead



Proposed Policy Departures for the period 01/08/2012 – 31/07/2013 : Back pay

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

6) The Health and Safety Portfolio lead

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

7) The Outreach Portfolio lead

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so these contracts have not yet been submitted. The incumbent was engaged in the ongoing function of the role during this period. This is noted as payment for a period for which payment had already been approved by the membership.

8) That Elizabeth Linsell be eligible for remuneration as a Director for the August period.

Motivation : There was concern around whether contracts could be signed and submitted prior to consensus on and ratification of Employment Policy, so she elected not to submit the contract once she had signed it. This is noted as payment for a period for which payment had already been approved by the membership.

Roles that are not being identified for back-pay are :

Special Events as this is event-specific

Social Media manager as this is up-to-date

Online manager as this is up-to-date

Financial manager as the incumbent has advised she will forgo any differential

Volunteers as there is to date no incumbent

DPW 1 as this outside of the defined period

DPW 2 as this outside of the defined period

Event Logistics Coordinator as this is outside of the defined period



3
Proposed Policy Departures for the period 01/08/2012 – 31/07/2013

Back pay for New Projects

Should the creation of the New Projects role be approved by Members at the AGM, the membership is respectfully requested to consider if the **New Projects Portfolio** lead would be eligible for remuneration for October in arrears. The directorship and compensation committee have not discussed this and so do not have a definitive position on this departure.

Motivation : Although this role had not been formally identified and defined by 31 July, the function has been ongoing, with the incumbent has been specifically engaged therein during this period.

It is noted also that the monthly amount of R5 000 had been approved in principle within the Creative Portfolio, and allocated to the incumbent, and that the proposed role has now been more clearly defined and separated out into a stand-alone portfolio.

22