

# Appendix B

## Policy Implementation Strategy

The strategy builds on a previous draft strategy from the Presidential National Commission in 2004, which built on a GITOC strategy developed in 2003.

The strategy falls into three phases – initiation, enhancement, and mature – with the first two estimated to require a three-year time frame for implementation.

Implementation will require a robust programme of projects. Some projects are included as implementation examples. This programme will need to be further developed and refined, prioritised, matched against resources and then implemented with appropriate oversight and accountability. The task of further developing the programme of projects will fall to an appropriately mandated body charged with finalising and implementing this strategy.

<i>Recommended Strategy</i>	<i>Implementation Examples</i>
<b>INITIATION PHASE (6 – 18 months)</b>	
<p><b>1. Disseminate information within Government</b></p> <p>a.) All government departments must be included in general learning, content development, consultations and communications functions. People outside the ICT environment must be included in briefings, especially communications and procurement staff. Senior management should be aware of the strategic and developmental benefits of using FOSS/OC</p> <p>b.) The link between the MIOS, open content and FOSS must be explained and established through involvement of different spheres of government, communications and human resource development.</p>	<p>Create and conduct a robust programme of:</p> <ul style="list-style-type: none"> <li>• briefing sessions</li> <li>• information publication through appropriate media</li> <li>• OSS website updates, expansion and maintenance</li> <li>• presentations to relevant interest groups.</li> </ul>
<p><b>2. Initiate trial use and development</b></p> <p>a.) Encourage use of FOSS, including modification and customisation. .</p> <p>b.) Promote development of enhancements to software via the FOSS collaborative model.</p> <p>c.) Establish FOSS/OC awards of a significant nature to recognize innovative use.</p> <p>d.) Assess delivery of SITA against FOSS budgetary commitments (R18m for 2004) and extent to which SITA has met its commitments.</p>	<p>Encourage and specially fund pilot projects across Government.</p> <p>Establish annual 'FOSS in Government' and 'National FOSS' awards.</p> <p>Audit SITA and other appropriate entities on their use and delivery of FOSS/OC solutions.</p> <p>Provide a service to government, citizens and businesses that seeks, identifies and creates useful open content.</p>
<p><b>3. Establish a global position and maintain strategic partnerships</b></p> <p>a) Engage with other countries to establish relationships for collaboration on special projects.</p> <p>b) As Government, seek partnerships with all sectors in South Africa, with the rest of Africa and the world, for promoting development, implementation and support of</p>	<p>Establish working collaborations with other countries on strategic FOSS/OC projects.</p> <p>Establish a multi-stakeholder association for the development of FOSS/OC in SA.</p>

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FOSS/OC. c) Assign structures and frameworks for governing partnerships and responsibilities. Transparency is essential to drive greater accountability.	
<b>4. Consult with partners and stakeholders</b> a.) Create multiple opportunities to consult with users, developers and researchers at all levels. Academics and ICT practitioners must be convinced to become involved. b.) Establish an OSS forum to involve all stakeholders, without duplicating functions of Linux User Groups (LUGs) or the Internet Society.	Establish or support and participate in an FOSS stakeholder forum; ensure efforts across government are not duplicated.
<b>5. Establish and execute a supporting research programme</b> a.) Establish a research agenda based on the following objectives: <ul style="list-style-type: none"> <li>• Develop a consistent picture of the needs and expectations of Government with regard to FOSS/OC</li> <li>• Develop policies and legislation relevant to the use of FOSS/OC in Government</li> <li>• Develop research and evaluation instruments to assist decision makers in the identification and evaluation of opportunities and areas for the appropriate use of FOSS/OC</li> <li>• Develop a definition of the roles of the various sections of Government in the area of FOSS/OC, including the roles of SITA and ITAC</li> <li>• Identify new opportunities and identify novel pilot applications for the use of FOSS/OC in Government</li> <li>• Define a clear longer-term research agenda to support the FOSS/OC strategy.</li> </ul> b.) Research should prioritise E-government and migration to FOSS/OC with less emphasis on sophisticated applications development.	Commission ongoing short research papers e.g. ICT systems use in government with a view to migrate to FOSS, FOSS for development, FOSS related national policy analysis and others as required (e.g., software patents). Establish an incentive program for well-documented FOSS pilot projects that are of wider application and use. Include and document total cost of ownership assessments. Ensure robust FOSS/OC legislation is passed (standalone or component of the emerging national ICT or e-strategy).
<b>6. Consolidate support capacity</b> Ensure proper mobilising of existing FOSS/OC support capacity, plan further expansion and build the necessary capacity where successful implementations can be replicated. Include governing bodies of key stakeholders, universities, education organisations and labour in this process, with areas of responsibility to be agreed upon.	Develop, maintain and publish a database of FOSS and related services suppliers. Consider various FOSS certification or credentialing options for suppliers. Provide financial support for local FOSS programmers to contribute to FOSS creation
<b>7. Include FOSS/OC utilisation in short and medium-term plans</b> a.) Audit ICT plans of national and provincial Government departments for clear plans to convert to FOSS/OC. b.) Secure and assign resources to manage and monitor	Perform and publish on an ongoing basis rigorous audits of departmental ICT plans [as per current (since Nov 2003) public service legislation]. Establish a FOSS/OC scorecard

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<p>the ICT plans.</p> <p>c.) Solicit critical responses to these plans and report achievements against plans to the community.</p>	<p>and departmental champions to monitor departmental achievements and success stories.</p>
<p><b>8. Level playing fields</b></p> <p>a.) Avoid any bias against FOSS solutions in Government procurement procedures by:</p> <ul style="list-style-type: none"> <li>• Developing procedures and standards to ensure that tenders and contracts are free of any specifications that unjustifiably discriminate against FOSS (tenders should be technology neutral; guidelines should explain preference for FOSS unless alternatives can be shown to be significantly better)</li> <li>• Developing a FOSS procurement communication strategy to remove any biased mindset that may exist among relevant users and decision makers</li> <li>• Training tender evaluation teams and equip them to deal with the relevant OSS and PS options fairly</li> <li>• Establishing an external oversight committee made up of individuals (from all key stakeholder groups).</li> </ul> <p>b.) Wherever possible, avoid acquisition of hardware that does not support FOSS.</p> <p>c.) Procurement reporting must demonstrate progress against OSS growth targets.</p>	<p>Commission research on sources, extent, and effects of bias in procurement of software.</p> <p>Develop and implement a communications strategy for neutralizing bias in procurement of ICT's.</p> <p>Develop and maintain a database of service providers of FOSS and open standards systems and related services.</p> <p>Enhance procurement processes to align with FOSS/OC policy and support FOSS/OC strategy.</p>
<p><b>9. Develop and execute a supporting communications strategy</b></p> <p>a.) Develop a comprehensive FOSS/OC communication strategy that will ensure optimal knowledge and understanding of, and commitment to FOSS/OC. Target government at the political level, departmental management, IT professionals and computer users in general as well as civil society and private sector.</p> <p>b.) Regularly assess awareness and understanding among stakeholders.</p> <p>c.) Establish common communication standards through implementation of the MIOS and establishment of metadata frameworks (e-GMF) and standards (e-GMS).</p>	<p>Establish and implement communications strategy for promoting the use of FOSS in government.</p>
<p><b>10. Establish and nurture a legislative environment that supports the development and use of FOSS/OC as envisaged in this strategy.</b></p> <p>a) Empower CIPRO to enforce existing exclusion of software patents under the 1978 Patents Act.</p> <p>b) Review all processes and legislation relating to copyright, patents, trademarks, etc, to ensure that they do not create barriers to the implementation of this strategy.</p> <p>c) Initiate a process to amend the Copyright Act and any other relevant Acts, so as to facilitate open content in government.</p>	<ol style="list-style-type: none"> <li>1. Establish clear guidelines for the interpretation of Software in the 1978 Patents Act.</li> <li>2. Review patents, copyright, trademark law and scan other legislation for areas of potential synergy or challenge.</li> <li>3. Engage with all relevant parties involved with multilateral and bilateral trade negotiations that may impact upon the implementation of this strategy.</li> <li>4. Enhance copyright, patents, trademarks legislation and</li> </ol>

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	regulations.
<b>ENHANCEMENT PHASE (1 to 3 years)</b>	
<p><b>11. Implement projects defined during the previous phase</b></p> <p>a.) Implement, assess and extend or modify the projects developed during the introductory phase</p> <p>b.) Develop systems and procedures needed during the <i>mature phase</i></p>	Commission a review to assess completed and ongoing FOSS/OC strategy projects.
<p><b>12. Standardise software selection processes</b></p> <p>Develop and implement a software selection process that more strongly favours FOSS, building on increased support and development capacity as well as management experience and research data around FOSS/OC.</p>	Commission the development of a revised software selection process for SITA and government departments.
<p><b>13. Ensure best practice software development processes</b></p> <p>a.) Assist all government institutions with software development plans to ensure the advantages of using the FOSS/OC model and using FOSS/OC platforms are considered, justifying any selection of PS over FOSS.</p> <p>b.) Audit application and systems development plans and tenders to insure adherence to the MIOS (for minimum interoperability) and proven open standards.</p>	<p>Establish a software registry for government.</p> <p>Co-ordinate ICT plans with software registry using audits, reviews and analysis of departmental use of systems.</p> <p>Promote the development of an enterprise architecture that spans all national and provincial government departments.</p>
<p><b>14. Aggressively pursue FOSS/OC capacity development</b></p> <p>a.) Develop capacity within Government with a certain minimum level of training for all prospective users across all Departments at all levels, with more intensive and specialised training for 'champions' and 'experts' in every Department. Expert skills will be prioritised in service provider organisations such as SITA</p> <p>b.) Balance skills development through formal training with real OSS use wherever possible.</p> <p>c.) Focus ICT capacity development on open systems, interoperability, policy and software engineering principles.</p> <p>d.) Initiate transversal projects that include a number of different government organisations from different spheres.</p> <p>e.) Establish generic principles on the appropriate use of ICT.</p>	<p>Establish an incentive programme for OSS champions in government, to include communication on the training opportunities.</p> <p>Engage Higher Education Institutions in a strategic planning process on FOSS/OC skills and education</p> <p>Implement a roadshow for HR and training providers to government communicating the importance of training on non-proprietary technologies.</p> <p>Produce and distribute training content for OSS and accredited training service providers.</p>
<b>MATURE PHASE (3+ years)</b>	
<p><b>15. Standardise and monitor content gateways</b></p> <p>Ensure that government content gateways conform to agreed open standards.</p>	Establish a monitoring and reporting body for interoperability and standards; regularly publish reports and degrees of compliance.
<p><b>16. Sustain and enhance systems and procedures</b></p>	To be considered in the light of parallel developments and

<b><i>Recommended Strategy</i></b>	<b><i>Implementation Examples</i></b>
<p><b>on an ongoing basis</b></p> <p>a.) Persist with communication to maintain general confidence in the viability of FOSS/OC solutions.</p> <p>b.) Maintain clusters and networks of support among stakeholders.</p> <p>c.) Contribute to promotion of OSS development and use on the continent.</p> <p>d.) Resources and plans must be in place to plan for the next wave of new technologies, (e.g., around convergence).</p>	<p>experience.</p>
<p><b>17. Seek to expand and deepen levels of implementation</b></p> <p>A broad base of Open Source Software will be used across government, and other industries as measured in regular intervals against updated targets.</p> <p>Regularly audit ICT assets, services and business processes to identify remaining silo'ed systems, inhibitors to interoperability, and continued use of proprietary standards.</p>	<p>To be considered in the light of parallel developments and experience.</p>