



The official story behind the Durban 2010 Portal

Press release

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Chapter 1: A world-class citizen-centric metro

eThekwini partners with Adapt IT to become the most citizen-centric metro in the country, with the 2010 FIFA WORLD CUP™ as the obvious springboard

This citizen-centric commitment comprises a combination of socio-economically driven initiatives, (to drive out poverty/raise the standard of living of all its citizens), the development of infrastructure and related projects and the ability to attract investment and identify opportunities to grow the GDP in the region.

This significant citizen-centric mandate requires a long-term vision, strategic alignments, as well as robust implementation plans that make the best use of limited financial and human resources.

There are mandatory requirements or prices to entry to realise such a strategy. They include:

- Maintenance and the ongoing development of existing infrastructure, including IT, telecoms, banking, roads, facilities and so on
- The identification of opportunities that will create sustainable wealth for communities that will ultimately uplift and empower them to become self sustainable
- Ability to interface and communicate with its citizens (rather than communicate at them), which implies a degree of interactivity and connectivity

Adapt IT is one such strategic alliance.

Adapt IT is now a JSE listed IT group, was formed from a unique group of KwaZulu-Natal based IT companies. As a listed entity due diligence and corporate governance are key operating drivers, whilst its services and solutions span the complete IT life cycle from consulting and application design through to delivery and support.

Drawing upon expertise in multiple domains, technologies, tools and platforms, it utilises both industry-standard and innovative proprietary methodologies as well as best practices to design, develop and deliver practical solutions and extraordinary results together with its Clients.

Chapter 2: Beyond 2010

eThekwini has identified 2010 FIFA WORLD CUP™ as a strategic opportunity and intends to leverage it beyond 2010

The reasons why South Africa went to great lengths to win 2010 FIFA WORLD CUP™ are grounded in creating an infrastructure and a legacy, and a tourism orientated proposition that will endure long after 2010 FIFA World Cup™ has come and gone. This long-term tourism orientated proposition has more potential sustainable value than the short-term return from hosting the games:

- The World Cup is set to create 129 000 jobs, contribute R21 billion to South Africa's GDP, bring in 480 000 visitors who will spend in the region of R9.8 billion during the month-long event. It will generate R7.2 billion in taxes
- 3 million tickets will be available for 64 matches, one third or a million will be allocated to South African fans, another million to international visitors and the third million to sponsors, teams and the "FIFA family."

eThekwini will tap into this goldmine, and attract more tourists than its host city counterparts.

As one of several host cities the "regional competition" is on for a slice of the 2010 FIFA WORLD CUP™ pie, and he who presents the most compelling argument to these global and local football tourists will "win".

The South African Tourism strategy (which has been implemented aggressively since 2004) is geared to achieving 10 million tourists by 2010. The underlying rationale behind the 10 million by 2010 strategy is:

- Tourists create employment (every 7-8 tourists = 1 new job)
- Tourism drives GDP (Tourism is now the second largest contributor to GDP in South Africa)
- Tourism has the ability to spread wealth across a wider section of the population

But there's more. To become truly world-class, any metro has to embrace the opportunity to interact with its citizens, with its ratepayers, and technology is one obvious platform.

Chapter 3: Technology is not the end – only the means

Portal Technology as a tool to becoming the most citizen-centric city in South Africa

When this vision was being explored, and tactics considered, the City Management Team looked to global best practice. The most relevant example of this best practice was from the recent Olympics in Beijing. The NBC Beijing portal was delivered on the SharePoint platform, and the very same platform is again being used for the 2010 Winter Olympics in Vancouver.

(<http://www.nbcolympics.com/>)

Adapt IT – the proactive incumbent

At the time Adapt IT was the incumbent intranet and extranet solutions partner with the eThekweni Municipality, chosen for its ability to deliver world-class solutions with local expertise. This company once described as, "... a SMME with a reputation for an imaginative approach to solving problems, and it has a proven track record of reliability and trustworthiness" has evolved into a JSE group listed company, was tasked with transforming a web-site into a portal, with the express objective of:

- Showcasing and making the City accessible online, thereby attracting the lion's share of tourists to Durban in the short term (whilst the games are being played)
- To continue to attract tourists to the region beyond the games and 2010
- Creating a portal that would be 100% citizen friendly, enabling citizens to interact with the authority (and vice-versa) on a number of levels

In response to the City's stated objectives, Adapt IT motivated and presented a "Proof of Concept" for a world class 2010 FIFA WORLD CUP™ Portal (to surpass Beijing, and now Vancouver), and due to the magnitude and timescales and global benchmarks for this type of project, formed a specific technology partnership with Microsoft.

This milestone driven "Proof of Concept" earned Adapt IT the go-ahead to develop the 2010 portal.

There are caveats:

- To work against the clock to launch the portal web presence
- To keep the portal live/functional whilst it continues to be developed
- To research and create content that would "push the hot buttons of the right tourists in their own languages" and in so doing make Durban the South African destination of choice

- To create the portal within very tightly defined milestones/deliverables (and against which the billing is based)
- To use the most cost effective and reliable software solutions available (including the global standards from Microsoft, and the local standards from Open Source)
- To up-skill and employ as many local people as possible in the development and maintenance of the portal

The cost, and the availability of resources has necessitated that the portal will grow over time, though the world cup experience will be a special one

www.fifaworldcup.durban.gov.za will have a number of cutting edge features that will both add value to residents and attract international interest. Image galleries will be interactive and make use of latest technologies including Silverlight, PhotoSynth and DeepZoom. The portal will host live webcams of both the stadium and the city and have up to date news and tourist information. Additionally the portal will have an extensive Durban Tourism approved accommodation database. Interactive mapping will ensure all Durban visitors can easily find the information they require. Finally Durban will be well represented across all major social networks allowing visitors to interact with the city in their preferred way.

Initially, the portal will be available in English and Zulu, but later FIFA's three official languages – Spanish, German and French will be added. While other host cities have pages on their Web sites with information on 2010 FIFA World Cup™, Durban is the first city to create a portal entirely dedicated to the soccer tournament.

The portal will evolve beyond 2010

Importantly, the vision for the portal is a long-term one. It is designed to meet Durban's first challenge for the near future, namely the needs of residents, tourists and the city management as one of the hosts of the 2010 FIFA World Cup™. It is no understatement to say that that event's marketing needs are considerable, but also geared to attracting tourists on an ongoing basis.

However, the 2010 portal will live on to form part of other projects. It will evolve into an information portal incorporating the current www.durban.gov.za website.

Chapter 4: A milestone driven approach to delivery

The Durban 2010 portal is a powerful platform with several specific objectives

As with all projects of this nature, the team has approached the project from a milestone or phased point of view. There are 4 distinct phases.

To date the first phase (an information centric portal) has been completed, tested and paid for.

The second phase (the interactive portal) is 50% complete, whilst the 3rd phase (a visitor portal) will be ready in time for the launch of 2010.

The 4th Phase (a citizen centric portal) will only commence once the 2010 FIFA WORLD CUP™ games are over.

In more detail:

Phase 1 – Information Portal (live and 100% functional)

In a nutshell, this aims to provide Durban's residents, business and the media with up-to-date information on Durban's 2010 preparations, highlight the attractions of the area and provide relevant tourist information. It will supply a wide range of information in multiple languages and includes a webcam of the stadium, a Stadium Time Lapse showing arch completion and Site Search options.

More specifically, this "phase of the portal" is aimed at providing information, particularly for locals in a robust, stable, easy to use FIFA approved portal.

It was known that the majority of interest initially would be local. With this in mind all 40,000 words on the portal have been made available in English as well as Zulu - a first for any host city.

The official FIFA languages will follow – namely German, French and Spanish.

Portal analytics (geographical visitors by %) from Phase 1 have supported this decision:

1	South Africa	84.2%
2	United Kingdom	5.7%
3	United States	3.9%
4	Germany	1.5%
5	Australia	0.9%
6	India	0.9%
7	Netherlands	0.8%
8	France	0.7%
9	Norway	0.7%
10	Brazil	0.7%

With "local interest first" in mind, the first phase of the portal has focused on relevant news and/or information:

- Stadium Progress Updates
- Information on plans and preparations
- Interactive Stadium image galleries including Photosynth, Silverlight and Deepzoom
- A live stadium webcam
- Press releases
- Background and History of the bid
- Latest 2010 FIFA WORLD CUP™ news

Additionally, it was recognised that some international visitors would be accessing the portal and the following tourist orientated information is being provided:

- Durban tourist information
- Health and safety information
- Local language guides
- Distance calculators
- Currency converters
- Live weather feeds
- Latest news

This phase has been launched, is 100% functional, and approved by FIFA.

The actual cost of this phase billed to eThekweni was approximately R 850 000.

Phase 2 – An Interactive Portal (work in progress)

This includes a comprehensive overview of the city by means of video content, image galleries of Durban, interactive city mapping and other options. The portal will be translated into German, French and Spanish.

More specifically, the second Phase of Durban's 2010 portal is focused on delivering added value interactive content, designed to make the portal unique, relevant and compelling as well as amplifying the proposition.

Durban is set to host 7 games including a semi final and this is the opportunity to showcase to the world that Durban is not only ready for the games – but an exciting vibrant destination.

One area of focus will be to dramatise the FIFA final draw in December when it will be decided which team is based where during the 2010 FIFA WORLD CUP™.

The use of visual components is communicating across the language barriers.

A number of "Host City first interactive components" have been launched in this phase including:

- Numerous Interactive virtual tours in the form of PhotoSynths
- Interactive Image Galleries in utilizing Silverlight and Deepzoom technologies including a 360 degree panoramic tour of the inside of Durban's new stadium, a South African first
- Interactive mapping

Furthermore the following components are being developed, and are on track for implementation in the time frame:

- All content available in the official FIFA languages - German, French and Spanish
- Full site search capability
- "What's on" in Durban guide
- Advanced interactive mapping
- A press sign-in area
- A newsletter signup service
- Durban's Twitter Feed
- A video channel promoting Durban's tourism videos

This phase is 50% complete, and on schedule

Phase 3 – Visitor Portal (not yet started)

This incorporates a number of tools to showcase Durban, amplify the promise, with the specific objective of putting further up the tourist list of must see destinations.

Therefore, during the world cup period, content will shift to updates, news on games and local events. FIFA content feed will be integrated and blogging will be possible in different languages.

Durban will engage with the public across all major social networks including Twitter, Facebook, YouTube and Flickr with an emphasis on “encouraging and deploying user generated content”.

Additional deliverables are:

- Accommodation finder
- Durban dining database
- Durban activity finder
- Advanced Interactive mapping (part 2)
- Blogs from local thought leaders
- Durban CCTV camera integration
- Numerous additional interactive galleries
- Live FIFA news, photo and video feeds
- Real-time security and public notices via SMS, Twitter and email newsletters
- Up to date information for locals on Fan Parks and 2010 events

This phase is being mapped and planned currently.

Phase 4 - Citizen Centric Portal

In the final phase of work, with the 2010 FIFA World Cup™ over, the 2010 Portal we be redeveloped to include the existing Durban intranet and extranet portal and will focus on the needs of the following key user groups:

- **Stakeholders who are directly affected**
 - Citizens
 - Business
 - Corporates
 - SMME"s
- **Stakeholders who are indirectly affected**
 - Municipal Employees
 - Politicians
- **Tourists**
 - Local
 - Global

Improved service delivery

This Intranet will assist the improved delivery of services by extending the technology platform to key service delivery personnel.

The following solution components will be key:

- Online interfaces to customer information across the enterprise to facilitate timeous responses to customer queries
- Internal collaboration tools to assist in the management of projects in a proactive and transparent manner. Examples include but are not limited to, eThekwini employee intranet including document management, diary management, shared drives, knowledge management, workflow capability with alerting ability
- Integration to the CCTV camera network providing key users the ability to monitor large volumes of information in a user-friendly manner
- Municipal blogging improving internal communication and facilitating transparency
- Online newsletter services
- Durban tourism information including event, activities, dining and accommodation

Chapter 5: Functionality versus cost

The most cost effective technology was a primary concern to the Metro and the Adapt IT team

Functionality versus cost/value for money

It goes without saying that technology is not the end, merely the means to it, and therefore the team were mandated to use the technology that was:

- Robust enough to support the portal
- The best value for money
- The best use of South African "IP"
- In accordance with Government's policy on South African based systems
- Aligned with the minimum interoperability standard (mios) imposed by government agents amongst themselves

The question of Free Open Source Software (FOSS) as opposed to the use of commercial software, in this case Microsoft Office SharePoint System aka MOSS, was debated.

Government policy is directed at promoting open source software unless proprietary software is demonstrated to be superior

The eThekweni Municipality IT people, who have pioneered Government's Free Open Source Software policy for the last 5 years, were consulted extensively. The www.durban.gov.za website and local Municipal intranets, with a combined 25 applications have been built on the FOSS platform.

However, the Municipality's Technical Team evaluated the capabilities of Plone Technology (which is Free Open Source Software) for 2010 enterprise content management purposes and it was found to be significantly lacking compared to the Microsoft Office SharePoint System in the following critical delivery areas:

- Storage capabilities
- Access speed
- Collaboration capabilities
- Document management
- Workflow capabilities
- Enterprise search capabilities
- Business process and Forms development

Furthermore, in their experience the installation of Plone has brought to light other weaknesses that need to be addressed before it is able to deliver competitively:

- Adoptability with other software is a problem
- Extensive customization is required
- Local support is limited

The team will continue to recommend improvements to the FOSS developers until they are able to implement it exclusively.

In the interim, and to get the job done, Microsoft Office SharePoint System is to be used over a range of capabilities and to support web services and foster operations between other software to an acceptable standard. Moreover, it will be integrated with existing systems wherever possible (it will not replace systems that are in place especially if they are robust and functional).

The result is that a combination of complementary software is being deployed based on their strengths/functionality and cost/value for money.

Sbu Shabalala reiterates, "We chose and recommended the Microsoft platform to create the most compelling and professional online presence, and one that would also generate the greatest return on investment. The platform chosen is fully standards-compliant and interoperable with Open Source Software add-ons." He continues: "The current suite of technology will offer citizens and visitors the best online experience. It was used in the Beijing Olympics, and now the identical platform is the backbone for Vancouver's Olympics as well as for global audiences during Barack Obama's inauguration – clearly three solid proving grounds."

Alignment with the minimum interoperability standard (mios)

"MIOS" is the Government's requirement for a technological landscape that enables different government agencies to collaborate and exchange data effectively. It means the adoption of common standards used on the Internet and the World Wide Web, and the use of XML as the primary standard to enable computer technology to "speak to each other."

In light of the above, Microsoft has embarked on a further initiative to support interoperability for the portal. EMC, IBM, Microsoft with Alfresco, Open Text, Oracle and SAP have jointly developed a specification called Content Management Interoperability Services (CMIS) to broaden and enhance portal operations in all spheres.

Chapter 6: In conclusion - there's more to being world-class than simply deploying technology

When Adapt IT recommended that eThekweni deploy world-class portal technology in their quest to become a world class city, it was a considered recommendation – and firmly grounded in a healthy return on investment – against several measurable deliverables:

- Tourism is proven to increase the GDP of an economy, and has the ability to spread wealth across a wider spectrum of the population
- Tourism beyond 2010 is more important than during 2010. The number of visitors we attract during the games will be limited, whilst the positioning we establish will endure for a long time to come
- A portal that enables citizens to interact with its municipal authority on a number of levels denotes world-class – is no longer a luxury, but a “price to entry”. A world-class city is simply a better place to live, and the more people in the community who enjoy a better standard of living, the better

Return on investment is a double-sided coin.

The technology is simply the means to the end, and “whatever technology works best, at the most reasonable price” is the only criteria that really matters. The consumer of the portal need not be aware that multiple platforms, and integrating information from several different sources has been necessary for seamless delivery. There is nothing to be gained from using one set of technology over another simply because someone prefers it, or someone else has a vested interest in it.

Although Adapt IT is renowned for its innovation, and its world-class delivery ethic, it is also renowned for doing the due diligence that is necessary in this business. Best of breed was searched for and the Beijing case was studied for insights.

When the costing model was developed it was based on a clearly defined scope, the identification of the resources to execute the scope, and a fair remuneration model that included a reasonable profit. Milestones were identified and set, which also served as the basis for payments from Client to Service Provider. To date the project is running on schedule, and the total payments to Adapt IT are in the region of R 850 000. It should also be noted that the scope extended beyond the deployment of technology alone. This is a turnkey project and after the software licensing which accounts for a third of the budget, content development, project management, copywriting and translations contribute to the total. See detailed cost analysis in the press pack CD.

As citizens of eThekweni, and the incumbent IT service provider, Adapt IT acted proactively to recommend that eThekweni develop a portal/technological strategy to transform themselves from an administration into a citizen-centric organization.

The scope of this turnkey project was established in consultation with the Metro, resources were identified, milestone, payment and profit models established, the most robust/best value for money technology sourced and integrated, robust corporate governance practiced to achieve this overarching mandate.