



Oxalis Community Founding Meeting

(Digital meeting)
November 19th 2020, Online

Background Document for Voting Item 4

Approval of the 2021 operational plan and budget

Last updated 4. November 2020

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1 Introduction to Voting item 4: The 2021 Operational Plan and Budget

At the founding meeting for the Oxalis Community on November 19th, 2020 members with voting rights are kindly requested to approve The Oxalis Community 2021 operational plan and budget.

This background document provides the following main parts:

- Background information (2020)
- Operational plan for 2021 (chapter 3 in this document)
- Budget for 2021 (chapter 4 in this document)
- Voting item 4 - approval of the Operational Plan and Budget (chapter 5 of this document).

2 Background

2.1 Retrospective 2020

In 2020, the Norwegian Digitalisation Agency (now DFØ) decided to end all activities related to maintenance and further development of Oxalis components - no later than September 1st, 2020. It was therefore decided to transfer ownership of the software to an open source community who is both able and willing to take responsibility for governing the maintenance and further development of the software.

During the summer of 2020 NorStella stated their interest in facilitating such a community as part of their foundation, and to take over ownership and responsibility for governance and future development of the Oxalis software on behalf of such community.

As a result, DFØ and NorStella initiated negotiations of terms and conditions of for DFØ to handover ownership of, and responsibility for, the Oxalis software. These negotiations resulted in a document of understanding¹ regulating the handover of ownership of the Oxalis Software and a joint strategy for supporting the establishment of a new community.

All known implementers of Oxalis have been informed of the change in DFØ's Oxalis strategy and have been consulted in order to identify an organisation capable and interested in taking over responsibility for the Oxalis Software.

In September 2020, an Advisory Board was formally established to support the handover process between DFØ and NorStella, representing the key stakeholders.

A Steering Committee was established in parallel to ensure a proactive and goal-oriented coordination of the handover activities and the community establishment process. Both the Advisory Board and the Steering Committee has been active contributors in the community design phase, and the preparation of the Constitutional Meeting.

The Steering Committee and the Advisory Board have prepared The Oxalis community Constitutional Meeting and has supported the handover of IPR from DFØ to NorStella. Provisions have been drafted, governance structures have been discussed and possible candidates for the Operations Office (OO) assignments have been evaluated. As a result of these activities a sustainable and scalable framework for future governance of both community and the software have been prepared.

¹ Please refer to the [Document of understanding](#)

The overall outcome is the construction of a solid and transparent basis for establishment of a not-for-profit Open Source community, accepting responsibility for maintenance and future development of the Oxalis software.

2.2 Plans for Q4 2020

The establishment of The Oxalis Community is a significant milestone in the handover process, as it is the basis for building consensus and structured knowledge sharing among Oxalis implementers. Along with the establishment of a handover agreement between DFØ and NorStella and a Community implementation plan, it is the most significant achievement of 2020 apart for Oxalis.

NorStella, in collaboration with the Advisory Board², has defined a sustainable and transparent ecosystem covering maintenance and development of the Oxalis Software - where development activities have been given the highest priority and support activities will be organized and funded according to availability of resources and budgets.

The strategy for the remainder of 2020 is to facilitate the handover of IPR and responsibility of the Oxalis software in parallel with implementation of an Oxalis stakeholder community, by involvement and participation of the key stakeholders³. DFØ and NorStella has agreed to prolong the handover steering committee activities until the first formal annual statutory committee meeting can be held, to facilitate the activities⁴. This will ensure optimal support during the community implementation; it will also enable fall-back mechanisms and exit criteria stated in the DOU.

Activities conducted in 2020 will be funded by in-kind contributions from the key stakeholders. Implementation of operational activities will be covered by the signup fee from members joining the community in 2020.

3 The Oxalis Community operational plan for 2021

3.1 General direction

The general direction for 2021 is to:

- Adjust The Oxalis Community governance to reality
- Initiate software maintenance
- Identify and document requirements and means for supporting Oxalis implementers

² See appendix A for an overview of Advisory board members.

³ Oxalis Implementers and DFØ (former owner of the software)

⁴ End Q1 2021



The workplan is divided into 3 workstreams, with the goal to establish operations in a community consisting of Oxalis implementers, based on their stated and prioritized requirements.

2021 will be used to:

- Implement an Oxalis community, responsible for identification and priority of key requirements for maintenance and further development.
- Establish OO capable of ensuring the quality and availability of the Oxalis software handed over from DFØ.
- Facilitate predictable and transparent change- and release management for the Oxalis software components.
- Support the handover process by assigning the needed capabilities for development, change- and release management.

3.2 Community activities

The core focus of community activities for 2021 is the establishment of a transparent and efficient governance structure. A structure capable of managing issues, change requests and roadmap for the Oxalis software.

The primary focus for the Oxalis Community activities are:

- Establishment of an active community
- Identification and implementation of governance bodies in the community
- Adjustment of governance model and provisions (if required)
- Identification of key requirements to the Oxalis software
- Establishment of an initial strategic roadmap for the Oxalis software.

3.3 Software Development activities

The focus of the software development activities in 2021 is the establishment of a predictable and well-organized development organisation. This organisation shall not only ensure software availability, software maintenance and Peppol compliance, but also facilitate the continuous growth of the Oxalis Community.

The primary focus for development activities is:

- GitHub management, aligned to the member benefits structure
- Establishing structured change- and release management routines
- Perform bug fixing activities on issues raised in GitHub
- Evaluation and elimination of the issues raised in GitHub (backlog)
- Identification of changes needed to ensure Peppol compliance and/ or improve performance
- Providing solution outlines for core requirements raised by the Oxalis Community
- Act as technical advisor to the Oxalis Community.

3.4 Support activities

The core focus for support activities in 2021 is to identify the implementers support requirements, as well as defining a business model and delivery structure to facilitate those needs within the given economic frame.

The primary focus for support is as follows:

- Identify requirements and a model for providing coordinated member support
- Implementation of a minimum support setup.

4 The budget for 2021

4.1 Budget overview

The table below shows the proposed budget for 2021. The budget includes the budget baseline plus the weighting (in %) used to allocate the income growth into an uplift of the November 1st baseline. The budget does not account for expected growth.

Further details, clarifications, and notes related to the individual budget items can be found in the following sections of this chapter.

4.2 The budget strategy

The Oxalis Community budget will be managed and monitored by NorStella, according to the budget strategy approved by the Oxalis Community. As a result, parts of funds will be transferred directly to NorStella, to cover member administration, accounting and contract management etc.

NorStella will at no time be required to spend more money on supporting the Oxalis Community than the sum covered by incoming funds⁵. As a result, the expenditures will be based on a core principle of cost controlling and timeboxing within a given economic frame.

As the Oxalis Community operation is based on not-for-profit principles, the goal for the budget is a balanced budget at the end of each year.

Unplanned- or non-strategic development activities might be financed by using crowd founding or in-kind contributions, hence these activities have not been included in the budget.

It is a precondition for the budget that the Oxalis Community participates actively in the identification, documentation and prioritization of requirements⁶ - as well as in ensuring Peppol compliance and operational stability.

4.3 The budget baseline

Expenses in the budget are based on an estimation of the expected costs for 2021, plus the expected cost spent in 2020 to implement a minimum organisation responsible for day to day operation (OO).

Each cost item takes into consideration the expected cost for a minimum setup for administration, software development and support, as well as on active participation from members of the community in review, test and quality assurance of new or altered software functionality.

The 2021 baseline budget is based on an estimation of cost needed in order to run a lightweight organisation focusing on fencing and maintaining the Oxalis software⁷.

Budget category	Amounts in Euro
Administration	4.506
Incident & change mgmt	3.525
Development	34.122
Member communications	7.940
Total	50.093

For details behind the budget items - please refer to Appendix B Income and budget details

4.4 Growth estimates and allocation

The baseline budget, described above, will be in balance with an income level of 50.000 € for the first year in operation (2021) – as shown below.

Category	Description	Memberships	Cost/#	Total in EUR
Membership one-time fee	Regular members	50	100	5.000
	Gold members	10	500	5.000

⁵ Main source of income will be membership fees (registration fee and annual fees), but NorStella may find additional founding from crowdfunding (mainly from the Oxalis Community) or external funding from organizations such as EU (ref. AS4).

⁶ Relating to the Oxalis software.

⁷ The Base- and AS4 components.

Membership annual fees	Regular members	50	400	20.000
	Gold members	10	2000	20.000
				50.000

Should this level of income not be met, the revised budget will be focused on minimizing use of paid resources in the Operations Office (OO).

Should the income increase above the baseline budget outlined above (as a result of increased number of memberships) the cost side of the budget will be increased according to the following principles:

Budget Category	Amount in Euro	Growth rate ⁸	Budget if 10% growthrate on income is achieved
Administration	4.506	5%	4.756
Incident & change mgmt	3.525	10%	4.026
Development	34.122	75%	37.879
Member communications	7.940	10%	8.441
Total	50.093		55.102

4.5 Detailed descriptions, clarifications, and comments

The budget listed above is based on estimated basis cost for 2021. Each budget item covers a number of expected activity types and is estimated according to expected weekly workload and expected average hourly rate in euro.

The budget reserved for **administration** covers activities related to membership management, administrative support to the community, contract management, accounting, economic reporting, software licences, Peppol membership. etc. All activities are organized and executed by NorStella as an integrated part of the community's administrative activities. There will be no specific resources assigned to community activities, as NorStella already have resources available for handling such activities.

The budget reserved for **Incident & change management** covers activities related to registration and communication related to reported incidents and changes, as well as the preparation for evaluation and prioritisation by The Oxalis Community Management. These activities are handled by The Oxalis Community Operation Office, assigned and managed by NorStella.

The budget reserved for **development** covers cost for implementation of bugfix and minor changes, solution outlining and estimation of requested functionality, development of technical documentation and guidelines, development, test and quality assurance. As a result, the budget item covers a technical

⁸ The growth rate listed means that the additional income will be split according to these percentages – adding up to 100% of the additional income. 10 000 EUR will for example lead to 1000 EUR extra for incident and change mgmt. and 500 EUR for additional administration (more members to manage) - and so on.

expert responsible for fencing the software and ensuring the quality and validity of any suggested changes. The development activities are handled by resources assigned by NorStella. Development activities are timeboxed in order to honour the budget. Should the basic need for development exceed the available budget, the community will be asked to support the development by provision of in-Kind resources or crowd funding.

The budget reserved for **member communication** covers activities related to website administration, high-level member communication, facilitation of the annual constitutional meeting, physical meetings and administrative support of up to 10 digital community meetings. The budget item does not include direct administrative support to The Oxalis Community Management, as this team is expected to be self-driven and self-organized.

There is no cost recovery to members included in any of the budget items.

Please refer to Appendix B for details

5 Voting item 4 – the 2021 Operational Plan and Budget

5.1 The 2021 Operational Plan

Members with voting rights at the founding meeting for the Oxalis Community on November 19th 2020 are asked to approve the following priorities for the 2021 Operational Plan:

Governance area	Primary Focus of 2021
General direction	<ul style="list-style-type: none"> • Implement an Oxalis community, responsible for identification and prioritization of requirements for maintenance and further development. • Establish OO capable of ensuring the quality and availability of the Oxalis software handed over from DFØ. • Facilitate predictable and transparent change- and release management for the Oxalis software components. • Support the handover process by assigning the needed capabilities for development, change- and release management.
Community activities	<ul style="list-style-type: none"> • Establish an active community • Identify and implement governance bodies in the community • Adjust governance model and provisions (if required) • Identify requirements for change of the Oxalis software components • Establish an initial strategic roadmap for the Oxalis software.

Software Development	<ul style="list-style-type: none"> • Adjust the GitHub structure, aligning it to the member benefits structure • Establish structured change- and release management routines • Perform bug fixing activities on issues raised in GitHub • Evaluate and eliminate issues raised in GitHub (backlog) • Identify changes needed to ensure Peppol compliance and/ or improve performance • Provide solution outlines and “guestimates” for prioritized change requirements raised by the Oxalis Community • Act as technical advisor to the Oxalis Community.
Support activities	<ul style="list-style-type: none"> • Identify support requirements and a model for providing coordinated member support • Implement a minimum support setup.

5.2 The 2021 Budget

Members with voting rights at the founding meeting for The Oxalis Community on November 19th 2020 are asked to approve this proposed budget:

Budget Category	Amount in Euro	Growth rate	Budget if 10% growthrate on income is achieved
Administration	4.506	5%	4.756
Incident & change mgmt	3.525	10%	4.026
Development	34.122	75%	37.879
Member communications	7.940	10%	8.441
Total	50.093		55.102

6 Appendix A: Advisory board members

- Anders Ødegård, TietoEVRY - OAB leader
- Arun Kumar, Basware
- Brajesh Sachan, Deskera
- Henk van Koeverden, Tradeinterop
- Janne Waren, Visma
- Karl Erik Strømsholm, Zirijs
- Paul Simons Codabox
- Richard van Maaren, APRO
- Rune Lindseth, Compello

7 Appendix B Budget details

Estimated expenses by category

Category	Description	Hrs/week	#	Units	Cost/#	Total in EUR
Administration	Membership services (q&a, sell/register, maintain, billing etc.)	0,8	38	Hours	50	1.880
	Facilitate Oxalis Community (the online part other than meetings)	0,2	9	Hours	50	470
	Procurement (subcontractor contracts and maintenance)	0,2	9	Hours	90	846
	Accounting/reporting (invoices incl subcontractors, transparency)	0,2	9	Hours	50	470
	Licenses (ticketing, community platform, ...)		12	Months	50	600
	OpenPeppol membership		12	Months	20	240
Incident mgmt	Register all reports of expected- and bugs in the code	1	47	Hours	50	2.350
Change management	Register all change requests	0,5	24	Hours	50	1.175
	Use community to prioritize change requests - TE	0	0	Hours	90	-
	Inform requestor and close ticket, or... - TE	0	0	Hours	90	-
	Inform requestor and dispatch to development... - TE	0	0	Hours	90	-
Development	Technical expert and Peppol liaison	5	235	Hours	120	28.200
	Bug fixing - TE	0	0	Hours	90	-
	Update current code (w/Peppol changes) - TE	0	0	Hours	90	-
	New functionality	1,4	66	Hours	90	5.922
	Update documentation and/or inform community - TE	0	0	Hours	90	-
Member communications	Newsletters	0,2	9	Hours	50	470
	SOME	0,2	9	Hours	50	470
	Community meetings (physical)		2	Meetings	1500	3.000
	Community meetings (digital)		10	Meetings	400	4.000