

**Strategic Plan
2016/ 2017 to 2018/2019**

**Annual Performance
Plan & Budget
2016/2017**

Strategic Goals 2016/2017 to 2018/2019

STRATEGIC GOALS	ANNUAL PERFORMANCE OBJECTIVES		
	2016/2017	2017/2018	2018/2019
1. ADMINISTER AND MANAGE THE .ZA DOMAIN NAME SPACE	<ul style="list-style-type: none"> Build internal and/or alternative EPP-standard registry management capacity through ZA zone file management and signing ZA zone 	<ul style="list-style-type: none"> Broaden EPP-standard registry operator base to create alternative registry capacity through non-ZACR SLDs 	<ul style="list-style-type: none"> Support development of .ZA registry operations capacity through increased registrations and best practice technical and other measures
2. COMPLY WITH INTERNATIONAL BEST PRACTICE IN THE ADMINISTRATION OF THE .ZA DOMAIN NAME SPACE	<ul style="list-style-type: none"> Expand .ZA infrastructure security, trust and redundancy through DNSSEC and additional redundancy measures 	<ul style="list-style-type: none"> Expand infrastructure resiliency through increased IPv6, Anycast and security enhancements Expand DNSSEC reach to the rest of new SLDs 	<ul style="list-style-type: none"> Measure international best practices and .ZA's performance in relation thereto, and implement measures to close best practice gaps in .ZA Implement ZADNA's nameserver infrastructure upgrades

Strategic Goals 2016/2017 to 2018/2019

STRATEGIC GOALS	ANNUAL PERFORMANCE OBJECTIVES		
	2016/2017	2017/2018	2018/2019
3. LICENSE AND REGULATE REGISTRIES AND REGISTRARS	<ul style="list-style-type: none"> Develop registry-registrar licensing/accreditation framework 	<ul style="list-style-type: none"> Implement registry-registrar licensing/accreditation framework 	<ul style="list-style-type: none"> Enforce registry-registrar compliance with licensing/accreditation requirements Measure impact of licensing regime on ease of domain name registration
4. PUBLISH DOMAIN NAME REGISTRATION GUIDELINES	<ul style="list-style-type: none"> Publish .ZA domain name, SLD charter and registrar accreditation guidelines and practices 	<ul style="list-style-type: none"> Provide updated domain name guidelines focusing on specific aspects of domain name registration in .ZA and African 	<ul style="list-style-type: none"> Provide updated domain name guidelines focusing on specific aspects of domain name registration in .ZA and African
5. ENHANCE PUBLIC AWARENESS	<ul style="list-style-type: none"> Expand .ZA, African and African public awareness reach through regular presence and visibility in print and digital channels and in strategic partner campaigns 	<ul style="list-style-type: none"> Implement .ZA, African and African public awareness through regular presence and visibility in print and digital channels and in strategic partner campaigns (Proudly SA, Brand SA & CIPC) throughout 9 provinces 	<ul style="list-style-type: none"> Increase African public awareness by reaching out to more than 50% of South African population.

Strategic Goals 2016/2017 to 2018/2019

STRATEGIC GOALS	ANNUAL PERFORMANCE OBJECTIVES		
	2016/2017	2017/2018	2018/2019
6. CONDUCT RESEARCH, SURVEYS AND INVESTIGATIONS	<ul style="list-style-type: none"> Measure and assess the impact of .ZA and ZADNA fees and trends in comparison to other ZADNA 	<ul style="list-style-type: none"> Expand .ZA market research to measure consumer trends and developments across global ZADNA 	<ul style="list-style-type: none"> Measure consumer attitudes and requirements regarding ZA
7. PUBLISH .ZA DOMAIN NAME REGISTRATION INFORMATION	<ul style="list-style-type: none"> Publish quarterly and annual .ZA registration statistics and trends 	<ul style="list-style-type: none"> Publish quarterly and annual .ZA and ZADNA registration statistics and trends 	<ul style="list-style-type: none"> Publish quarterly and annual .ZA and global ZADNA registration statistics and trends
8. MAKE DOMAIN NAME POLICY RECOMMENDATIONS TO THE MINISTER	<ul style="list-style-type: none"> Submit to the Minister annual ZADNA Governance policy developments and recommendations Improve contribution to ZADNA policy processes (ZADNA, ZADNA, etc) through approved submissions 	<ul style="list-style-type: none"> Submit to the Minister annual ZADNA Governance policy developments and recommendations Enhance ZADNA policy participation and influence through increased ZADNA personnel participation across different ZADNA 	<ul style="list-style-type: none"> Submit to the Minister annual ZADNA Governance policy developments and recommendations Enhance ZADNA policy participation and influence through increased ZADNA personnel participation across different ZADNA

Strategic Goals 2016/2017 to 2018/2019

STRATEGIC GOALS	ANNUAL PERFORMANCE OBJECTIVES		
	2016/2017	2017/2018	2018/2019
9. EVALUATE THE ECT ACT'S EFFECTIVENESS IN RELATION TO .ZA MANAGEMENT	<ul style="list-style-type: none"> Benchmark ECT Act regarding domain names against foreign domain name laws and regulatory frameworks 	<ul style="list-style-type: none"> Submit potential statutory and regulatory enhancements to strengthen ZADNA's mandate 	<ul style="list-style-type: none"> Benchmark ECT Act regarding domain names against foreign domain name laws and regulatory frameworks
10. OVERSEE IMPLEMENTATION OF ADR REGULATIONS	<ul style="list-style-type: none"> Implement Minister's promulgated amendments to ADR Regulations Ensure compliance of relevant parties with the Regulations 	<ul style="list-style-type: none"> Measure trends in domain name dispute resolution in .ZA and in ICANN TLDs 	<ul style="list-style-type: none"> Enforce compliance of ADR parties with Regulations Measure ADR impact in eradicating intellectual property abuse in ZA.
11. ENSURE BUSINESS SUSTAINABILITY AND EFFECTIVENESS	<ul style="list-style-type: none"> Increase revenue through increased ZADNA's share in .ZA per domain name revenue split and through dotCities revenue generation Enhance internal controls and implementing additional corporate governance measures 	<ul style="list-style-type: none"> Support .ZA and dotCities promotional campaigns to increase domain name registration 	<ul style="list-style-type: none"> Increase reserves through increased surplus investments

Strategic Goal 1: Administer and manage .ZA

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
4. ADMINISTER & MANAGE ZA DOMAIN NAMESPACE	1.1 Monitor ZA Operating Agreement Implementation	(a) Ensure ZACR compliance with Operating Agreement	Measured & analysed ZACR quarterly performance	Measured & analysed ZACR quarterly performance	Measured & analysed ZACR quarterly performance	Measured & analysed ZACR quarterly performance	CEO, FM
	1.2 Standardize SLD policy framework	(a) Finalize outstanding SLD charters	Draft law.za charter released for consultation	Draft school.za charter released for consultation Finalised law.za charter & pricing	Finalised school.za charter & pricing	Completed law.za & school.za transit on report	PRM
		(b) Monitor SLD General Policy Implementation			Implementation report on Protection of Personal Information and Privacy & Proxy Registration Services	Implementation report on Data Uniformity & Whois	Annual report GP compliance and review

Strategic Goal 2: Comply with international best practice

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
2. COMPLY WITH INTERNATIONAL BEST PRACTICES IN ZA ADMINISTRATION	2.1 Implement secure & reliable infrastructure & practices	(a) Oversee DNSSec deployment		Completed analysis & report on DNSSec deployment by registry operators		Completed analysis & report on DNSSec deployment by registry operators	TM/C, PRM
			Held DNSSec awareness event		Held DNSSec awareness event		TM/C, CAC
		(b) Ensure uninterrupted ZA zone file management	Completed report on ZADNA's nameserver performance	Completed report on ZADNA's nameserver performance	Completed report on ZADNA's nameserver performance	Completed report on ZADNA's nameserver performance	TM/C
	2.2 Identify best practice gaps	(a) Measure ZA performance against other Top Level Domains (TLDs)		Finalised benchmarking scope	Completed benchmarking report	Finalised best practice interventions	NDC, PRM

Strategic Goal 3: License & regulate registries & registrars

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCES
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
3. LICENSE & REGULATE REGISTRIES & REGISTRARS	3.1 Influence shift in broader policy and legislative regime	(a) Contribute to DTPS policy & legislative amendments to enhance ZADNA's regulatory mandate	Completed report to Board about developments in ICT policy review	Internally approved proposed amendments	Proposed amendments submitted to Minister	Annual report submitted to Ministry about regulatory challenges & developments	PRM, CEO

Strategic Goal 4: Publish domain name guidelines

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE VARIABLES				RESOURCES
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
4. PUBLISH DOMAIN NAME REGISTRATION GUIDELINES	4.1 Develop SLD registration practices & guidelines	(a) Publish .ZA Registration Practices & Guidelines	Finalised registration practices & guidelines	Published registration practices & guidelines		Updated registration practices & guidelines	PRM, CAC
		(b) Publish SLD charter guidelines		Finalised SLD charter guidelines	Published SLD charter guidelines		PRM, CAC
		(c) Publish ZACR registrar accreditation guidelines	Finalised ZACR registrar accreditation guidelines	Published ZACR registrar accreditation		Updated ZACR registrar accreditation	PRM, CAC
	4.2 Publish global registration guidelines & practices	(a) Publish global domain name registration guidelines & practices		Finalised global domain name registration guidelines		Published global domain name registration guidelines	PRM, CAC

Strategic Goal 5: Enhance public awareness

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE STANDARDS				RESOURCES
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
5. ENHANCE PUBLIC AWARENESS	5.1 Implement .ZA education & awareness campaign	(a) Implement ZADNA awareness		2 quarterly local stakeholder briefings held	2 quarterly local stakeholder briefings held	2 quarterly local stakeholder briefings held	CAC, PSC
		(b) Implement .ZA public awareness	Events in 2 provinces	Events in 2 provinces Briefing to CIPC & NYDA	Coverage in 2 national radio stations, 2 print media Outreach events in 3 provinces Briefing to BUSA, Brand SA	Coverage in 2 national radio stations, 2 print media, Events in 3 provinces Briefing to SACF, SEDA, SEFA	CAC
	5.2 Broaden participation in domain name value chain	(c) Implement registrar-reseller capacity building	Finalised project scope	Registrar-reseller training event in 2 provinces	Registrar-reseller training event in 2 provinces	Registrar-reseller training event in 2 provinces	PSC, CAC, TM
	5.3 Enhance .ZA Website Presence for Strategic Communities	(a) Implement Schools .ZA Website Project	5 published schools websites in Eastern Cape, Western Cape & Gauteng	5 published schools websites in KZN & Mpumalanga	5 published schools websites in Free State & Northern Cape	5 published schools websites in Limpopo & North West	CAC, PSC

NOTE:

** = Task completion dependent on ZACR cooperation and on DTP5 formalizing ZADNA's role in dotCities.

Strategic Goal 6: Conduct research, surveys & investigations

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
6. CONDUCT RESEARCH, SURVEYS & INVESTIGATIONS	6.1 Release annual research report	(a) Conduct .ZA market survey	Finalised research scope	Appointed research service provider	Commenced market research	Completed survey report	NDM, outsourced service provider
	6.2 Enforce ZACR compliance with Operating Agreement	(a) Audit ZACR compliance with Operating Agreement	Finalised compliance audit scope Audit notice sent to ZACR	Appointed service provider	Completed ZACR audit report		PRM, TM/C

Strategic Goal 7: Publish .ZA domain name registration information

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCES
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
7. PUBLISH .ZA DOMAIN NAME REGISTRATION INFORMATION	7.1 Publish annual .ZA registration report	(a) Monitor & compile .ZA registration statistics & trends	Finalised quarterly .ZA registrations report	Finalised quarterly .ZA registrations report	Finalised quarterly .ZA registrations report	Completed .ZA registrations report	PSC, CAC

Strategic Goal 8: Make domain name policy recommendations to the Minister

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE	
			Quarter 1	Quarter 2	Quarter 3	Quarter 4		
3. MAKE DOMAIN NAME POLICY RECOMMENDATIONS TO THE MINISTER	8.1 Influence local Internet Governance	(a) Participate in coordinating local Internet Governance (IG) dialogue	Finalised IG engagement scope with local IG partners	Held annual IG event	Completed local IG report	Distribution of annual local IG report	NDC, PSC	
		(b) Recommend SA-centric IG policy positions to DTPS		Completed IG policy gap analysis	Submitted IG policy recommendations to DTPS		PRM, CEO	
	8.2 Enhance participation in key Internet policy fora	(a) Contribute to ICANN & other relevant fora processes	Written analysis of key ICANN & other policy processes	Written analysis of key ICANN & other policy processes	Written analysis of key ICANN & other policy processes	Written analysis of key ICANN & other policy processes	CEO, PRM	
				Approved contribution to specific ICANN processes		Approved contribution to specific ICANN processes	CEO, PRM	
	8.3 Enhance relationships with govt & Parliament	(a) Regularly update DTPS about ZADNA's work			Submitted Internet Governance & policy report to DTPS	Submitted Internet Governance & policy report to DTPS	Submitted Internet Governance & policy report to DTPS	PRM, CEO

Strategic Goal 9: Evaluate ECT Act effectiveness in relation to .ZA management

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESPONSIBLE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
9. EVALUATE ECT ACT EFFECTIVENESS IN RELATION TO .ZA MANAGEMENT	9.1 Contribute to ECTA amendments **	(a) Submit ZADNA's proposed amendments to DTPS		Finalised ZADNA submission	Submitted, proposed amendments & enhancements	Follow-up on DTPS	PRM, CEO

Strategic Goal 10: Oversee .ZA Alternative Dispute Resolution process

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
10. OVERSEE ZA ADR PROCESS	10.1 Oversee ADR Implementation	(a) Ensure adjudicator & registry compliance	(i) Timely publishing of finalised decisions (ii) Timely payment of ADR fees to ZADNA	(i) Timely publishing of ADR decisions (ii) Timely payment of ADR fees to ZADNA	(i) Timely publishing of ADR decisions (ii) Timely payment of ADR fees to ZADNA	(i) Timely publishing of finalised decisions (ii) Timely payment of ADR fees to ZADNA	FM, PRM

NOTE:

** = Task completion dependent on DTPS actually amending ECTA and overlaps with 3.1(a) above. The task cannot be completed if DTPS delays the amendment process.


Strategic Goal 11: Ensure business sustainability & effectiveness

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
11. ENSURE ZADNA BUSINESS SUSTAINABILITY & EFFECTIVENESS	11.1 Achieve financial sustainability	(a) Regularly collect domain name revenue	(i) Monthly domain name revenue collection (ii) Expenditure within budget	(i) Monthly domain name revenue collection (ii) Expenditure within budget	(i) Monthly domain name revenue collection (ii) Expenditure within budget	(i) Monthly domain name revenue collection (ii) Expenditure within budget	FM
		(b) Increase ZADNA's share in ZACR's per domain name revenue	Board-approved increase in ZADNA's share of ZACR per domain name fees	Implementation of increased ZADNA share of ZACR per domain name fee		Completed annual review of ZACR per domain name fee	FM, CEO
		(c) Collect law.za per domain name fee		Approved law.za pricing & revenue split	Collected law.za revenue	Collected law.za revenue	FM
		(d) Generate dotCities revenue **	Formalized ZADNA role on dotCities	Finalized ZADNA dotCities per domain name fee	Timely collected dotCities revenue	Timely collected dotCities revenue	FM, CEO

NOTE:

** = Task completion dependent on ZACR cooperation and on DTPS formalizing ZADNA's role in dotCities.

Strategic Goal 11: Ensure business sustainability & effectiveness

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE	
			Quarter 1	Quarter 2	Quarter 3	Quarter 4		
11. ENSURE ZADNA BUSINESS SUSTAINABILITY & EFFECTIVENESS 	11.2 Enhance internal controls	(a) Implement additional internal policies & procedures	Reviewed internal policies & procedures	Approved Consumer Complaints policy	Approved Fraud Prevention Policy	Reviewed Farco Charter	PRM, CEO	
			Approved amendments to Travel & Subsistence Policy	Approved Access to Information Policy	Approved Appeals & Review Procedures	Reviewed Manco Charter	PRM, CEO	
				Approved Risk Management Policy	Approved Information Policy	Approved Technomm Charter	PRM, CEO	
				Approved internal audit committee charter	Approved stakeholder relations policy	Approved Marketing & Advertising Policy	CEO, PRM	
	11.3 Implement outstanding corporate governance measures	(a) Implement a human capital development strategy	Approved human capital development strategy	Implemented human capital development strategy		Implementation progress report	Consultant, CEO	
			(b) Appoint internal auditor		Approved terms of engagement	Appointed internal auditor	Commenced internal auditor role	CEO, Board
			(c) Appoint Company Secretary		Approved terms of engagement	Appointed Company Secretary	Commenced Company Secretary role	CEO, Board

Strategic Goal 11: Ensure business sustainability & effectiveness

STRATEGIC GOAL	ANNUAL OBJECTIVE	KEY TASKS	PERFORMANCE TARGETS				RESOURCE
			Quarter 1	Quarter 2	Quarter 3	Quarter 4	
11. ENSURE ZADNA BUSINESS SUSTAINABILITY & EFFECTIVENESS	11.3 Implement outstanding corporate governance measures	(d) Appoint new external auditor		Approved Request for Proposals	Approved external auditor appointment	Completed external auditor orientation	CEO, Board
		(e) Implement a Board Charter		Approved Board Charter	Implemented Board Charter	Monitoring	CEO, Board
		(f) Implement a Code of Ethics		Approved Code of Ethics	Implemented Code of Ethics	Monitoring	CEO, Board
		(g) Develop a Conflict of Interest policy		Approved Board Conflict of Interest policy	Implemented Board Conflict of Interest policy	Monitoring	CEO, Board
		(h) Review Board Committee charters		Reviewed Techcom charter	Reviewed Farco charter	Reviewed Manco charter	CEO, Board
	11.4 Build human resource sustainability	(a) Implement an internship program	Finalised program scope	Commenced internship	Compiled progress report	Compiled progress report	CEO

2016/17 Income & Expenditure

Budget item	Description	Rands	Notes
INCOME		13 019 175	
ZACR	SLD registrations	12 283 333	1
Interest		735 841	
EXPENDITURE		13 493 536	
Basic office costs		1 350 000	
	Staff engagement	20 000	2
	Office supplies	25 000	3
	Postage, printing & copying	20 000	4
	Rent	780 000	5
	Office refurbishment	455 000	6
	Wear & tear	50 000	
Communications, marketing & awareness		1 640 000	
	ZA	1 500 000	
	Win-a-.ZA Website	140 000	7
External relations		397 000	
	iWeek 2015	200 000	
	Membership contributions: IoDSA	27 000	
	Membership contributions: ICANN	30 000	

2016/17 Income & Expenditure

Budget item	Description	Rands	Notes
	Africa Internet Summit	30 000	
	AFTLD	30 000	
	SA Internet Governance Forum	30 000	
	Other	50 000	8
Fleet		467 000	9
	Company vehicle purchase	380 000	10
	Fuel & oil	60 000	
	Running costs excl. fuel	12 000	11
	Insurance	15 000	
ICT		540 120	
	Computers & software	75 000	12
	IT hosting	20 000	13
	Telephone, fax & wireless	250 000	14
	ZA infrastructure & DNSSec	180 000	15
	Director data bundles	15 120	16
Legal & professional		1 100 000	
	Legal	200 000	
	Professional	610 000	17
	Accounting Service	240 000	
	Contingency - unscheduled policy processes	50 000	
Meetings & events		1 101 500	
	Directors: Board & Committee meetings	750 000	18
	Remuneration		
	Directors: Stakeholder Meetings Remuneration	180 000	19

2016/17 Income & Expenditure

Budget item	Description	Rands	Notes
	Board Meeting Venue Costs	50 000	20
	Director training	121 500	21
Namespace Development		1 050 000	
	Online Presence Project	700 000	22
	Registrar-Reseller Development Program	350 000	23
Research & surveys		300 000	
	ZA market research	300 000	
Staff		4 265 416	
	CEO	1 373 760	24
	Manager: Policy, Regulation & Licensing	490 000	25
	Manager/Consultant: Namespace Development	490 000	25
	Technical Coordinator	379 037	26
	Project Coordinator	462 240	27
	Communications & Awareness Coordinator	311 600	25
	Office Administrator	207 579	25
	Staff training & development	250 000	
	Recruitment	150 000	
	Internship program	151 200	28
Systems & controls		322 500	
	Audit (external)	140 000	
	Audit (internal)	100 000	29
	Bank charges	12 500	
	Insurance	20 000	
	Company secretarial	50 000	30

2016/17 Income & Expenditure

Budget item	Description	Rands	Notes
Travel, accommodation & subsistence		960 000	
	Parliament	120 000	31
	ICANN	400 000	32
	DTPS Support: Local	100 000	33
	DTPS Support: International	240 000	34
	Other events	100 000	35
Deficit - current year: funded from prior years unused funds		-474 361	

2016/17 Balance Sheet

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ASSETS:		
Non Current Assets		215 000
Current Assets		10 904 639
Accounts Receivable	1 100 000	
Bank / Cash on Hand	9 804 639	
Total Assets		11 119 639
EQUITY AND LIABILITIES		
Capital And Reserves		-11 473 639
Accumulated (Surplus)/deficit	-11 473 639	
Current Liabilities		354 000
Trade creditors	354 000	
Total Equity and Liabilities		-11 119 639

2016/17 Cash Flow

	<u>Apr 16</u>	<u>May 16</u>	<u>Jun 16</u>	<u>Jul 16</u>	<u>Aug 16</u>	<u>Sep 16</u>	<u>Oct 16</u>	<u>Nov 16</u>	<u>Dec 16</u>	<u>Jan 17</u>	<u>Feb 17</u>	<u>Mar 17</u>
OPENING BALANCE	10 229 000	9 734 557	9 457 898	9 339 336	8 783 185	9 093 315	8 788 013	9 239 176	8 555 827	8 618 371	9 096 403	9 441 122
CASH RECEIVED	709 860	706 564	1 163 053	1 162 262	1 158 555	1 160 622	1 158 587	1 161 595	1 157 039	1 157 456	1 160 643	1 162 941
Central Registry	641 667	641 667	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000	1 100 000
Interest received	68 193	64 897	63 053	62 262	58 555	60 622	58 587	61 595	57 039	57 456	60 643	62 941
CASH OUTFLOW	1 204 303	983 223	1 281 614	1 718 414	848 424	1 465 924	707 424	1 844 944	1 094 494	679 424	815 924	799 424
Staff engagement	1 500	1 500	2 500	1 500	1 500	1 500	1 500	2 500	1 500	1 500	1 500	1 500
Office supplies	2 000	3 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000	2 000
Postage, printing & copying	1 500	2 500	1 500	1 500	1 500	2 500	1 500	1 500	1 500	1 500	1 500	1 500
Rent	65 000	65 000	65 000	65 000	65 000	65 000	65 000	65 000	65 000	65 000	65 000	65 000
Office refurbishment	300 000	155 000										
ZA				750 000				750 000				
iWeek 2015						200 000						
Membership contributions: loDSA	27 000											
Membership contributions: ICANN							30 000					
Africa Internet Summit			30 000									
AFTLD						30 000						
SA Internet Governance Forum					30 000							
Other	4 000	4 000	4 000	5 000	4 000	4 000	4 000	4 000	4 000	4 000	5 000	4 000
Company vehicle purchase	380 000											
Fuel & oil	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000

2016/17 Cash Flow

	Apr 16	May 16	Jun 16	Jul 16	Aug 16	Sep 16	Oct 16	Nov 16	Dec 16	Jan 17	Feb 17	Mar 17
Running costs excl. fuel	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000
Insurance	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250	1 250
Computers & software	25 000		25 000		25 000							
IT hosting	1 740	1 660	1 660	1 660	1 660	1 660	1 660	1 660	1 660	1 660	1 660	1 660
Telephone, fax & wireless	30 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000
ZA infrastructure & DNSSec	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000	15 000
Director data bundles	1 260	1 260	1 260	1 260	1 260	1 260	1 260	1 260	1 260	1 260	1 260	1 260
Legal		50 000	50 000	50 000			50 000					
Professional		60 000	60 000	60 000	60 000	60 000	60 000	60 000	10 000	60 000	60 000	60 000
Accounting Service	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000	20 000
Contingency - unscheduled policy processes					20 000			20 000			10 000	
Directors: Board & Committee meetings Remuneration		159 000	8 000	8 000	159 000		8 000	159 000			159 000	90 000
Directors: Stakeholder Meetings Remuneration			90 000					90 000				
Board Meeting Venue Costs		25 000			25 000							
Director training		30 000		30 000			30 000				31 500	
Online Presence Project						350 000			350 000			
Registrar-Reseller Development Program	30 000	30 000	30 000	30 000	30 000	30 000	30 000	30 000		50 000	30 000	30 000
Win-a-ZA Website			140 000									
ZA market research				150 000		150 000						
Staff Remuneration	170 393	220 393	460 784	377 584	327 584	377 584	327 584	378 104	592 654	327 584	327 584	377 584
Audit (external)			140 000									
Audit (internal)			25 000			25 000		25 000			25 000	
Bank charges	1 000	1 000	1 000	1 000	1 000	1 500	1 000	1 000	1 000	1 000	1 000	1 000
Insurance	1 660	1 660	1 660	1 660	1 670	1 670	1 670	1 670	1 670	1 670	1 670	1 670
Company secretarial		10 000			10 000		10 000	10 000			10 000	

2016/17 Cash Flow

	<u>Apr 16</u>	<u>May 16</u>	<u>Jun 16</u>	<u>Jul 16</u>	<u>Aug 16</u>	<u>Sep 16</u>	<u>Oct 16</u>	<u>Nov 16</u>	<u>Dec 16</u>	<u>Jan 17</u>	<u>Feb 17</u>	<u>Mar 17</u>
Parliament			60 000					60 000				
ICANN	100 000			100 000				100 000				100 000
DTPS Support: Local	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000		10 000	10 000	
DTPS Support: International		80 000				80 000				80 000		
Other events	10 000	10 000	10 000	10 000	10 000	10 000	10 000	10 000		10 000	10 000	
CLOSING BALANCE	9 734 557	9 457 898	9 339 336	8 783 185	9 093 315	8 788 013	9 239 176	8 555 827	8 618 371	9 096 403	9 441 122	9 804 639