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| **2016/2017 – 2018/2019**  **STRATEGIC PLAN** |
| **2016/2017**  **ANNUAL PERFORMANCE PLAN** |
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| This document outlines and explains the revised strategic plan of the .ZA Domain Name Authority (ZADNA) for a 3 year period of 2016/2017 to 2018/2019, and ZADNA’s 2018/2019 annual performance/business plan and budget. The business plan is yet to be approved by ZADNA members, but is submitted to the Minister of Telecommunications and Postal Services as stipulated in the ECT Act. |

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# Key Definitions

***“Act”*** or ***“ECT Act”*** or ***“ECTA”*** means the Electronic Communications and Transactions Act 25 of 2002;

***“DNS”*** means the Domain Name System

***“dotCities”*** means the dotCapeTown, dotDurban and dotJoburg TLDs that ZACR is in the process of launching from May 2014;

***“DTPS”*** means the Department of Telecommunications and Postal Services;

***“ICANN”*** means the Internet Corporation for Assigned Names and Numbers, the California-based not-for-profit entity that, amongst other things, manages the root zone of the domain name system and oversees the function of allocating Internet numbering resources;

***“Minister”*** means the Minister of Telecommunications and Postal Services;

***“Registrar”*** means an entity authorized or accredited to register domain names on behalf of registrants;

***“Registrant”*** means a holder of a domain name;

***“Registry”*** or ***“Registry operator”*** means an entity that licensed or accredited to operate an SLD;

***“SLD”*** means a second level domain that follows immediately below .ZA, such as ac.za, gov.za and org.za;

***“ZACR”*** means the ZA Central Registry, the non-profit entity appointed by ZADNA to operate a centralized registry platform for the management of unrestricted SLDs; and

***“ZADNA”*** means the .ZA Domain Name Authority.

# Introduction

The 2016/2017 to 2018/2019 strategic plan and the 2016/2017 Annual Performance Plan are meant to better define some of the performance targets of ZADNA in line with the stipulations of the ECT Act. The Act requires ZADNA, as a matter of “must”, to perform certain functions, and this plan uses those specific functions as ZADNA’s strategic goals. This is a shift away from the previous years when specific ECT Act responsibilities were grouped into four (4) strategic goals. Accordingly, as listed in Section 65 of the Act, ZADNA’s functions, and consequently its strategic priorities, are:

1. Administer and manage the .ZA name space.
2. Comply with international best practice in the administration of the .ZA domain name space.
3. License and regulate registries and registrars.
4. Publish guidelines on:
   1. The general administration and management of the .ZA domain name space.
   2. The requirements and procedures for domain name registration.
   3. The maintenance of and public access to a repository,

With due regard to the policy directives, which the Minister may make from time to time by notice in the *Gazette*.

1. Enhance public awareness on the economic and commercial benefits of domain name registration.
2. Conduct research into, and keep abreast of, developments in the Republic and elsewhere on the domain name system.
3. Continually survey and evaluate the extent to which the .ZA domain name space meets the needs of the citizens of the Republic.
4. When so requested by the Minister, make recommendations to the Minister in relation to policy on any matter relating to the .ZA domain name space.
5. Continually evaluate the effectiveness of this Act and things done in terms thereof towards the management of the .ZA domain name space.

The aforementioned goals form part of ZADNA’s strategy for the next 3 years i.e. 2016/2017 to 2018/2019. Included herein is a detailed environmental analysis covering the macro environment, domain name industry and internal (organizational) factors that are worthy of consideration for ZADNA to achieve its strategic and performance objectives. In a nutshell, this strategic and performance plan appreciates the continuous evolving nature of the Internet and its domain name system, and positions ZADNA to drive further development and growth of .ZA in a manner that guarantees that .ZA remains a namespace of choice for South Africans.

The rapid expansion of the domain name system (DNS), which flows from the introduction of more than 1000 new TLDs by ICANN, means that more focus should be put on creating .ZA awareness, and on giving South Africans sufficient diversity within the .ZA SLDs. For this to happen, it is important that enhancements to the regulatory and policy framework, and consolidations in the .ZA infrastructure, should be carried out.

The 2016/2017 annual performance plan details ZADNA’s performance targets for the financial year. The performance plan includes financial forecasts, which show ZADNA expects to receive gradually increasing domain name revenue due to the increase in .ZA domain name registrations and increase in the per-domain-name fee that ZADNA received from ZACR. The forecasts also show that ZADNA intends building contingency reserves as a means of assuring its continued financial sustainability.

# Part A: STRATEGIC PLAN 2016/2017 to 2018/2019

# Strategic Overview

# Vision

A world-class domain name regulator.

# Mission

To implement an effective domain name regulatory and management framework that positions .ZA to be accessible, stable, secure, growing and competitive in serving South Africans and then the global Internet community.

# Values

1. **Transparency**

As a public entity regulating and managing the .ZA namespace, ZADNA considers being transparent in its work as an important value because it ensures that different stakeholders that depend on ZADNA’s work know and appreciate ZADNA’s approaches and decisions in executing its mandate.

1. **Accountability**

ZADNA is a statutory entity reporting to the Minister of Telecommunications and Postal Services, and also accounts to its members. Accordingly, accountability is an important value.

1. **Inclusivity**

Because ZADNA’s work affects interests of registries, registrars, registrants and the public in general, it is important that ZADNA affords these different stakeholders opportunities to participate in ZADNA’s policy and regulatory processes.

1. **Affordability**

Domain names are part of ICT services, and in line with the Government’s pursuit of increasing access to ICT services, ZADNA commits itself to having .ZA domain name fees as affordable as possible.

1. **Excellence**

ZADNA sees it as critically important to have a world-class domain .ZA namespace where domain name registration is fast, easy and affordable and occurs in a robust and secure domain name infrastructure on international best practice.

# ECT Act and Other Mandates

ZADNA is a statutory, not-for-profit entity established in terms of Chapter X of the Electronic Communications and Transactions (ECT) Act 25 of 2002 to administer, manage and regulate the .ZA namespace. Section 65 of the Act specifically stipulates ZADNA’s mandate as follows:

## Section 65

1. The Authority (ZADNA) must­—
2. Administer and manage the .za domain name space;
3. Comply with international best practice in the administration of the .za domain name space;
4. License and regulate registries;
5. License and regulate registrars for the respective registries; and
6. Publish guidelines on­—
7. The general administration and management of the .za domain name space;
8. The requirements and procedures for domain name registration; and
9. The maintenance of and public access to a repository,

With due regard to the policy directives which the Minister may make from time to time by notice in the *Gazette*.

1. The Authority must enhance public awareness on the economic and commercial benefits of domain name registration.
2. The Authority—
3. May conduct such investigations as it may consider necessary;
4. Must conduct research into and keep abreast of developments in the Republic and elsewhere on the domain name system;
5. Must continually survey and evaluate the extent to which the .za domain name space meets the needs of the citizens of the Republic; and
6. May, from time to time, issue information on the registration of domain names in the Republic.
7. The Authority may, and must when so requested by the Minister, make recommendations to the Minister in relation to policy on any matter relating to the .za domain name space.
8. The Authority must continually evaluate the effectiveness of this Act and things done in terms thereof towards the management of the .za domain namespace.
9. The Authority may­—
10. liaise, consult and co-operate with any person or other authority; and
11. appoint experts and other consultants on such conditions as the Authority may determine.
12. The Authority must respect and uphold the vested rights and interests of parties that were actively involved in the management and administration of the .za domain name space at the date of its establishment: Provided that­—
13. such parties must be granted a period of six months during which they may continue to operate in respect of their existing delegated sub-domains; and
14. after the expiry of the six-month period, such parties must duly apply to be licensed registrars and registries as provided for in this Part.

**Section 68:**

The Authority **may**, with the approval of the Minister, make regulations regarding:

1. The requirements which registries and registrars must meet in order to be licensed, including objective standards relating to operational accuracy, stability, robustness and efficiency.
2. The circumstances and manner in which registrations may be assigned, registered, renewed, refused, or revoked by the registries with due regard to the express recognition of the right of groups and members of groups within the Republic to identify with, use or communicate cultural, linguistic, geographical, indigenous or any other expressions of heritage including any visual or audible elements or attributes thereof.
3. Pricing policy.
4. Provisions for the restoration of a domain name registration and penalties for late payments.
5. The terms of the domain name registration agreement, which registries and registrars must adopt and use, in registering domain names, including issues in respect of privacy, consumer protection and alternative dispute resolution.
6. Processes and procedures to avoid unfair and anti-competitive practices, including bias to, or preferential treatment of actual or prospective registrants, registries or registrars, protocols or products.
7. Requirements to ensure that each domain name contains an administrative and technical contact.
8. The creation of new sub-domains.
9. Procedures for ensuring monitoring of compliance with the provisions of this Act and the regulations provided for in this Chapter, including regular .ZA domain name space technical audits.
10. Such other matters relating to the .ZA domain name space as it may be necessary to prescribe to achieve the objectives of this Chapter.
11. Policy to be applied by the Authority.”

## Additional non-ECT Act Responsibilities

In addition to the statutory responsibilities, ZADNA is normally expected, and sometimes required, to assume secondary responsibilities that are associated with domain name industry and the Internet community.

1. **Alternate Dispute Resolution Regulations**

The Minister of Communications promulgated the Alternate Dispute Resolution (ADR) Regulations in 2007 as stipulated in Section 69 of the ECT Act. The Regulations are meant to resolve disputes over .ZA domain names in a cost-effective, expedited manner outside the normal court processes. The Regulations allocate the following responsibilities on ZADNA:

1. Accredit ADR providers;
2. Monitor implementation of the ADR process;
3. Publish adjudicator decisions on the ZADNA website; and
4. Establish an ADR subsidy fund from the ADR fees to fund non-affording parties interested in lodging disputes.

These functions are passive and do not put any additional strain on ZADNA’s resources.

1. **dotCities**

The dotJoburg, dotDurban and dotCapeTown (dotCities) launch in 2014 requires ZADNA to play a primarily oversight role to ensure that the dotCities serve the interests of the metro municipalities of Johannesburg, Durban and Cape Town. This responsibility results from the fact that ZADNA endorsed ZACR’s dotCities applications following consultations with the then Department of Communications and concerned municipalities.

ZADNA’s role also becomes necessary for strategic positioning of the dotCities, the main goal being to position the dotCities and local alternatives to .ZA. To date, ZADNA has been involved in dotCities policy development, launch oversight, marketing and awareness, and liaison with the DTPS and the 3 municipalities of Joburg, Cape Town and Durban.

1. **Internet Governance**

ZADNA’s role as a domain name regulator inevitably leads to its participation in several Internet Governance (IG) processes. In particular, ZADNA participates actively within ICANN processes that relate directly to the DNS. This is an inevitable role because of the strong linkages existing between regulating a ccTLD such as .ZA (a ZADNA function) and developing policy for the DNS as a whole (an ICANN function).

In addition, the ever-present IG debates makes it necessary for ZADNA to participate in other relevant IG processes, especially the United Nations’ Internet Governance Forum (IGF) and African Internet organizations. ZADNA’s participation is limited to those issues that affect the operation and regulation of .ZA, whereas the lead in all issues of public policy resulting from IG debates is left to the DTPS’ discretion.

# Situational Analysis

The analysis of the environment in which ZADNA carries out its business was done to inform ZADNA’s plans for the next three (3) years running from 2016/2017 to 2018/2019. The analysis of ZADNA inevitably requires the analysis of the .ZA namespace because ZADNA’s performance is inherently linked to .ZA. Accordingly the environmental analysis covers both ZADNA and .ZA. Where feasible, ZADNA and .ZA are separately analyzed. The analysis was done at four (4) environmental levels:

## Macro environment analysis

The analysis allowed ZADNA to assess the broader Internet ecosystem within which .ZA is located. The analysis was done using the PESTL (political, economic, social, technological and legal) approach. PESTL is a useful framework for these kinds of analyses because it provides a more holistic view of key factors affecting one’s strategic priorities. After thorough discussions between the ZADNA Board and management, the PESTL factors affecting .ZA and ZADNA’s mandate were identified to be as follows:

1. IANA Stewardship and ICANN accountability;
2. Scramble for controlling global Internet Governance agenda;
3. Minister’s ICT Policy Review Process;
4. Delegation of more than 1000 new gTLDs; and
5. ZA-led dotAfrica.

## Industry analysis

The analysis at the industry level focused on the developments and trends within the domain name industry, and was done using the Five Forces Model. The Five Forces Model allowed ZADNA to look at the dynamics within the domain name industry from the five (5) factors identified in the model, these being:

* + 1. ***Threat of entry***

ZADNA as an organisation faces no threat of new entrants in South Africa because ZADNA, by design, is the only local domain name regulator. However, .ZA faces several threats. The impact of other TLDs was assessed, especially the new +1000 new gTLDs that started being delegated into the DNS root zone since 2013. Already delegated new gTLDs include the ZA dotCities (dotCapeTown, dotDurban and dotJoburg) and other new entrants such as dotPhoto, dotPicture, dotMovie and dotApp.

This analysis simply confirmed that, globally, the domain name industry is an extremely competitive industry with more than 1500 competitors worldwide. At the local level, the industry remains equally competitive because there are no prohibitions against South Africans registering domain names in other unrestricted TLDs.

The conclusion was that ZADNA needed to push more aggressively to make it worthwhile for South Africans to choose .ZA ahead of other TLDs, and to choose the dotCities as alternatives to .ZA.

* + 1. ***Threat of substitutes***

Substitutes were identified primarily to be those TLDs and domain name practices that may directly confuse .ZA as South Africa’s online identity by giving an impression that they are suitable for South Africans. Existing substitutes include the controversial generic SLDs such as za.com, za.net and za.org, which to the unsuspicious domain name applicant may be understood to be South African namespaces.

ZADNA’s conclusion was that the impact of these generic SLDs had rapidly subsided in the last few years, which demise can be attributed to the success of ZADNA and its registries and registrars in promoting and branding .ZA as the true online ID for South Africa.

It is important to ensure that the ZA dotCities are not seen as substitutes to .ZA, but are positioned as local alternatives to .ZA. This factor influenced ZADNA to ensure that ZACR was the one that was endorsed to launch and operate the dotCities so that they are strategically positioned as local alternatives to .ZA.

* + 1. ***Power of suppliers***

In the domain name industry, suppliers are seen as registry operators because they supply the technology for the operation of registry databases. In .ZA, ZACR (for co.za, net.za, org.za and web.za), SITA (for gov.za) and TENET (for ac.za) are some of the .ZA registry operators. Their power lies in their ability to influence registry systems and standards, which in turn have a potential to influence the pricing of .ZA domain names.

ZADNA’s analysis has shown that the power of .ZA registry operators was limited in that their pricing of services depends on ZADNA approving such pricing. This limited influence is seen as supportive of the goal of providing affordable domain name registration services in .ZA.

* + 1. ***Power of buyers***

Domain name buyers are both registrars and registrants. Registrars are domain name retailers, stocking in-store different TLD options, and not only .ZA and ZA dotCities. Their power lies in their ability to influence registrants to choose some TLDs over others. South African registrars, therefore, are an important player in supporting the growth of .ZA.

ZADNA’s view is that local registrars are very supportive of .ZA because not only are they South African, but also they find .ZA domain name prices to be very competitive. Consequently, they are able to sell .ZA names at competitive market prices that are more competitive than dotCom, for example.

The power of registrants (i.e. domain name holders) lies in their ability to choose other TLDs instead of .ZA. They also have power to choose foreign registrars instead of South African ones.

ZADNA’s view is that registrars and registrants present an important level of strategy because of their buying power. The conclusion is that .ZA was well positioned to meet the needs of the registrars and registrants because of the very competitive prices that commercial SLD operators such as ZACR offer, and the free domain name registration that SLDs such as gov.za, ac.za and nom.za offer.

* + 1. ***Extent of competitive rivalry***

The nature of the domain name industry, fortunately, is such that a ccTLD such as .ZA is given natural branding advantage in that it becomes the only TLD identifying a particular country. The work of ccTLD managers (such as ZADNA) then becomes primarily that of creating awareness around their ccTLD, and making it easy, fast and affordable for the citizens to register names in the ccTLDs.

While it is possible for South Africans to register names in other TLDs, ZADNA’s conclusion is that .ZA has become a substantially entrenched brand that the majority of South Africans identify as their own identity for online presence. Notably, not even dotCom is closer to .ZA in terms of the number of registrations, and this means that .ZA is at a level where, with aggressive awareness, it can be grown further by getting more South Africans registering .ZA domain names.

The addition of the dotCities is a positive measure in that it provides local alternatives to .ZA such that there shouldn’t be a major concern if registrations in the dotCities increase because the dotCities are effectively TLD brands from .ZA.

## Organizational analysis

The organizational level analysis was targeted at both ZADNA as an organization and at .ZA as a namespace, which ZADNA regulates. The analysis was done using SWOT (strengths, weaknesses, opportunities and threats) technique, which allows ZADNA to look at itself and the .ZA namespace, and identify any gaps that it needs to close in order to continue supporting the growth of .ZA. The following were identified to be important SWOT factors:

* + 1. ***Strengths***

The following were identified as strengths:

* + - 1. Competent registry managing large SLDs: ZADNA established ZACR and allocated it the commercially-oriented co.za and web.za and non-commercially-oriented org.za and web.za. These SLDs account for around 99% of the total +1 million .ZA registrations, and continue to grow ahead of other SLDs.
      2. Established namespace and market: .ZA is an established, well-known namespace in SA that most South Africans tend to choose ahead of other TLDs for domain name registration.
      3. Competitive pricing: .ZA offers both price-competitive and free domain name registrations. ZACR SLDs (co.za, net.za, org.za and web.za) cost registrars a R45 wholesale fee, which is cheaper than the +/- R100 registrars pay for .com. In addition, some of the .ZA SLDs do not charge registration fees e.g. ac.za, edu.za, gov.za and nom.za.
      4. Enhanced ADR mechanism: the .ZA ADR process means domain name disputes are speedily and cost-effectively resolved. The ADR process has helped limit trademark abuse in .ZA domain name registration because trademark owners have a speedy, cost-effective mechanism to reclaim their trademark names from squatters. In December 2015, the Minister promulgated the amendment of the ADR Regulations to include (in addition to co.za) net.za, org.za and web.za. This means the Regulations now cover around 99% of the .ZA domain names.
      5. Global visibility and participation: .ZA is well-known globally as South Africa’s TLD. In addition, ZADNA participates actively in global domain name industry processes, especially in ICANN and AfTLD where its personnel play important leadership and best-practice roles.
      6. Financial sustainability: ZADNA continues to gradually build up contingency reserves from the ZACR domain name revenue. The gradual increase in domain name registrations means that ZADNA’s revenue should continue to grow steadily. ZADNA also intends to increase the per-domain-name fee ot receives from ZACR, and this should help increase ZADNA’s financial sustainability.
      7. Ability to satisfy different communities with different needs: the structure of .ZA is such that it allows for SLDs to be delegated to meet different community needs. For example, gov.za serves the SA government and its departments, and ac.za serves the SA academic and research community. ZADNA has also proven able to serve the different communities through clear policies and charters for the different SLDs.
    1. ***Weaknesses***

The following were identified as weaknesses to ZADNA and .ZA:

* + - 1. ECTA limitations: this is a ZADNA weakness and was also seen as an opportunity should the ECT Act be amended in the near future to enhance ZADNA’s regulatory powers. In the meantime, the shortcomings in the Act mean that ZADNA is not able to license registries and registrars, and has so far been compelled to deal with registries such as ZACR by agreement instead of licensing.
      2. Lack of general public awareness about domain names: hitherto, public awareness remains limited. Even though ZADNA is working incrementally on awareness, its revenue pool does not allow for a much broader awareness campaign that can be sustained through commercial channels. To counter this, ZADNA will seek to intensify its awareness through media and industry partnerships.
      3. Poor local visibility: in spite of its global recognition in the domain name industry, ZADNA, as a South African domain name regulator, is less-known in South Africa and its role is not clearly understood. This demands that ZADNA should focus on creating public and stakeholder awareness not only about .ZA, but also about itself as the regulator.
      4. Limited operational and financial resources: ZADNA has a limited number of employees, and this restricts its effectiveness in carrying out its mandate. However, ZADNA is in the process of employing additional staff.
    1. ***Opportunities***

The following were seen as opportunities:

* + - 1. ICT policy review process: the DTPS is in the process of finalizing an ICT White Paper following the Final Report of the Minister’s ICT Policy Review Panel. ZADNA has an opportunity to lobby DTPS to enhance its role through the policy, especially in relation to existing gaps such as ZADNA’s in dotCities. In addition, the Minister’s National ICT Forum presents an opportunity for ZADNA to build effective relations with local stakeholders to link its regulatory work to the broader national agenda of delivering ICT services to South Africans.
      2. ECTA amendment: the finalization of the ICT Policy White Paper is expected to lead to the amendment of the ECT Act. ZADNA will use the amendment process to propose required amendments that will help enhance ZADNA’s ability to license and regulate .ZA registries and registrars with clearly defined accountability lines.
      3. Significant, untapped market: SA has around 52 million people around 25% of whom have access to the Internet. The +/- 25 million South Africans using the Internet present an important untapped market that ZADNA should explore aggressively. Currently, there are a little more than one (1) million .ZA names. To address this:

1. The local registrar and reseller base should be diversified and grown.
2. The reach of the .ZA domain name education and awareness should be expanded.
   * + 1. ZACR per-domain-name fee review: since the signing of the Operating Agreement with ZACR in 2012, ZADNA has not increased the per-domain-name fee it receives from ZACR, whereas the fee that registrars pay to ZACR was increased in 2015. ZADNA will look at increasing its share of the fee, but is committed to ensuring that such increase does not lead to the increase of the fee that registrars pay to ZACR.
       2. Capacity building: offering registrar, reseller and DNS training to the SA youth entrepreneurs and other entreprenerus is seen as a good opportunity that should drive the growth of .ZA forward.
       3. Current and future dotCities: the lesson from the current dotCities has shown that ZADNA does well to drive the launch and operation of local dotCities, and should look at working with more SA cities and regions for the next round of new gTLD application.
       4. ENUM: “ENUM works by translating a telephone number into a domain name. This allows users to continue to use the existing phone number they are familiar with, whilst allowing the call to be routed using the domain name system. This system enables users to cut costs by bypassing the ordinary telephone system and costing no more than the rental already being paid for the Internet connection. ENUM also allows you to publish additional information alongside your telephone number. For example, you can publish your postal address, email address or other location information.” (nominet.co.uk).

ZADNA sees ENUM as an opportunity for supporting the Voice-Over-Internet Protocol (VOIP) in South Africa by working with relevant ICT players to encourage assigning .ZA names to traditional telephone numbering.

* + - 1. Strategic partnerships: the DNS concerns different facets of a country, and requires collaboration between different players. For ZADNA, in line with its mandate, working in partnerships with relevant organisations such as the Small Enterprise Development Agency (SEDA), Companies Intellectual Property Commission (CIPC), business organisations, and intellectual property organisations can help in both creating domain name awareness and in bundling .ZA domain name registration with company and intellectual property registration.
    1. ***Threats***

The following were identified as threats that ZADNA should address as part of its strategy:

* + - 1. Free domain names: several smaller ccTLDs have introduced free domain name registration in a bid to increase registrations. These efforts do not, however, seem to have translated into valuable TLD brand success. The .tk TLD (for Tokelau Islands) has become the biggest ccTLD in the world in registration numbers (with around 15 million registrations) purely because of free registrations. This rapid growth, however, has had a negative effect in that.tk has become synonymous with being seen as a haven of cybersquatters and online criminals.

ZADNA has tracked the trend of free TLDs and come to the conclusion that (a) free registrations have a negative effect of significantly devaluing a TLD from a brand perspective and (b) there are already existing .ZA SLDs offering free registrations to their communities, such as nom.za and ac.za. Accordingly, ZADNA will continue to allow free SLDs for specific communitites, while at the same time working with registries and registrars to grow and promote paid-for SLDs at competitive prices.

* + - 1. New gTLDs: with around 1 300 new gTLDs being delegated into the Internet root zone since late 2013, Internet users now have a significantly wide choice of domain name registrations. For ccTLDs, the challenge, and probably the main competition weapon to stave off new gTLD competition, is to create more brand awareness around their ccTLDs. Accordingly, ZADNA plans to create more awareness around .ZA, while at the same time giving more South Africans expanded choice of SLDs within which they register names.
      2. Social media: this threat is indirect, but still presents an important threat to the growth of .ZA because instead of registering own domain names, people are attracted to free web presence on social media sites such as Facebook, Instagram and Google+. ZADNA plans to educate the public more about the downsides of social media pages and the value of exclusively your own, personal “online real estate” in the form of an exclusive domain name that clearly identifies them as South African.
      3. Dependence on proprietary registry technology (ZACR): the establishment of the ZA Central Registry (ZACR) in 2012 has presented a significant world-class registry platform on which ZADNA grows .ZA further through easy, affordable, accessible and robust registrations in co.za, net.za, org.za and web.za. The downside to this is that the registry technology is proprietary and is therefore paid for. It is possible that if free, open source registry software of the same standard were to be used, there could be significant cost-savings in the .ZA domain name value chain that could enable ZADNA to further reduce domain name fees, thus making .ZA more price-competitive. ZADNA will investigate this possibility and quantify key benefits that could justify migration from a proprietary technology to a robust, open source technology.
      4. Security: online security remains a serious threat even in the domain name industry. ZADNA appreciates this threat and continues to monitor security developments and to introduce continuous security improvement standards with which .ZA registries should comply.

## .ZA Namespace Analysis

* + 1. **SLD structure**

ZADNA’s business model is dependent on the .ZA SLD structure. From its inception in the early 90s, .ZA adopted the SLD structure along the same lines as the United Kingdom (.UK), Australia (.au) and New Zealand (.NZ). Because of the SLD structure, there are multiple registries in the namespace for multiple SLDs. ***Figure A*** below lists the current SLDs.



***Figure A: .ZA SLDs***

Most of the SLDs are restricted in that they impose eligibility requirements to domain name applicants. For example, ac.za only accepts registrations from South African registered academic and research institutions. Edu.za accepts registrations from South African further education and training (FET) and private colleges. Gov.za accepts applications from the South African government departments (national and provincial) and local government.

Currently, only co.za and the recently re-launched web.za are open, unrestricted SLDs that accept registrations from any interested party – both South African and non-South African.

* + 1. **Growth through ZACR**

Most of the .ZA registrations fall under the co.za SLD, which accounts for a little more than 1 million registrations. Org.za accounts for around 30 000 registrations***.*** Growth in other SLDs is limited as they account for only around 10 000 registrations.

The ZACR is currently the only registry that has a formal registrar accreditation process, and this makes easy regulation and oversight for ZADNA. The ZACR registrar accreditation process is an interim measure that will be transitioned into ZADNA’s registrar licensing once the ECT Act is amended to give ZADNA more meaningful regulatory powers.

There are at least 430 registrars accredited to register names in the ZACR SLDs, with more than 70% of these being South African registrars. Registrars provide an important marketing channel as they – like retailers – market TLDs on their “domain name retail shops”. Making it easy, fast, price-competitive and secure for the registrars to register names is one important attraction for the growth of ZACR SLDs.

* + 1. **Domain Name Price Performance**

The overall .ZA registration fee model is variable and mixed between free SLDs (e.g. ac.za, gov.za, nom.za) and paid-for SLDs (e.g. ZACR SLDs). This mixed model is what makes .ZA dynamic and able to meet the needs of different communities. For the ZACR SLDs, the per domain name fee was recently adjusted from R35 to R45 to enable ZACR to meet its recently increased costs attributable to significant investments in registry infrastructure upgrades and human resource upskilling. ZADNA will annually review the adjusted fee with a view of reducing it once ZACR manages to satisfactorily cover its operating costs.

***Table 1*** below shows other ccTLD registration fees in comparison to ZACR fees. The table shows that ZACR fees still remain more competitive compared to other leading namespaces.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **gTLDs** |  |  |  | ***ZACR*** | ***Difference*** |
| COM | $8,20 | $8,20 | R86,92 | R45,00 | (R41,92) |
| NET | $8,20 | $8,20 | R86,92 | R45,00 | (R41,92) |
| ORG | $8,50 | $8,50 | R90,10 | R45,00 | (R45,10) |
|  |  |  |  |  |  |
| **Nominet** |  |  |  | ***ZACR*** | ***Diff:*** |
| UK (legacy) | £80,00 | £80,00 | R1 436,80 | R100,00 | (R1 336,80) |
| UK (EPP) | £3,50 | £3,50 | R62,86 | R45,00 | (R17,86) |
| CO.UK | £3,50 | £3,50 | R62,86 | R45,00 | (R17,86) |
| ORG.UK | £3,50 | £3,50 | R62,86 | R45,00 | (R17,86) |
| NET.UK | £3,50 | £3,50 | R62,86 | R45,00 | (R17,86) |
|  |  |  |  |  |  |
| **New Zealand** |  |  |  | ***ZACR*** | ***Diff:*** |
| CO.NZ | NZD 15,00 | NZD 15,00 | R135,30 | R45,00 | (R90,30) |
| ORG.NZ | NZD 15,00 | NZD 15,00 | R135,30 | R45,00 | (R90,30) |
| NET.NZ | NZD 15,00 | NZD 15,00 | R135,30 | R45,00 | (R90,30) |
| .NZ | NZD 15,00 | NZD 15,00 | R135,30 | R0,00 | (R135,30) |
|  |  |  |  |  |  |
| **Australia** |  |  |  | ***ZACR*** | ***Diff:*** |
| COM.AU | AUD 19,25 | AUD 19,25 | R191,15 | R45,00 | (R146,15) |
| ORG.AU | AUD 19,25 | AUD 19,25 | R191,15 | R45,00 | (R146,15) |
| NET.AU | AUD 19,25 | AUD 19,25 | R191,15 | R45,00 | (R146,15) |
|  |  |  |  |  |  |
| **India** |  |  |  | ***ZACR*** | ***Diff:*** |
| CO.IN | INR 250,00 | INR 250,00 | R45,00 | R45,00 | R0,00 |
| ORG.IN | INR 250,00 | INR 250,00 | R45,00 | R45,00 | R0,00 |
| NET.IN | INR 250,00 | INR 250,00 | R45,00 | R45,00 | R0,00 |
| .IN | INR 350,00 | INR 350,00 | R63,00 | R0,00 | (R63,00) |
|  |  |  |  |  |  |
| **Russia** |  |  |  | ***ZACR*** | ***Diff:*** |
| COM.RU | RUB 450,00 | RUB 450,00 | R135,00 | R45,00 | (R90,00) |
| ORG.RU | RUB 450,00 | RUB 450,00 | R135,00 | R45,00 | (R90,00) |
| NET.RU | RUB 450,00 | RUB 450,00 | R135,00 | R45,00 | (R90,00) |
| RU | RUB 600,00 | RUB 600,00 | R180,00 | R0,00 | (R180,00) |
|  |  |  |  |  |  |
| **Brazil** |  |  |  | ***ZACR*** | ***Diff:*** |
| COM.BR | BRL 27,00 | BRL 27,00 | R128,25 | R45,00 | (R83,25) |
| ORG.BR | BRL 27,00 | BRL 27,00 | R128,25 | R45,00 | (R83,25) |
| NET.BR | BRL 27,00 | BRL 27,00 | R128,25 | R45,00 | (R83,25) |
|  |  |  |  |  |  |
| **China** |  |  |  | ***ZACR*** | ***Diff:*** |
| CO.CN | CNY 30,00 | CNY 30,00 | R51,60 | R45,00 | (R6,60) |
| ORG.CN | CNY 30,00 | CNY 30,00 | R51,60 | R45,00 | (R6,60) |
| NET.CN | CNY 30,00 | CNY 30,00 | R51,60 | R45,00 | (R6,60) |
| IDN version | CNY 160,00 | CNY 160,00 | R275,20 | R0,00 | (R275,20) |

* + 1. **Alternative Dispute Resolution**

The .ZA ADR process continues to be an important measure that supports the integrity and stability of .ZA. To date, resolved domain name disputes are around 300, with around 30 disputes resolved each year from 2007. In December 2015, the Minister gazetted the amendment and extension of the ADR regulations to cover net.za, org.za and web.za in addition to co.za. This is a good development that ensures intellectual property protection across multiple .ZA SLDs.

ZADNA has also made submissions after consultation with the ADR practitioners petitioning the Minister to review the ADR regulations comprehensively with a view of introducing unpaid-for mediation prior to adjudication and with a view of reducing the ADR fee payable by complainants. Indications to date are that the comprehensive amendment of the ADR regulations is likely to be finalised in the course of 2016/2017.

## Global Internet Governance Landscape

ZADNA continues its active participation in relevant Internet governance fora in Africa and globally.

1. **AfTLD**

Africa Top Level Domains (AfTLD) is the association of African ccTLDs that ZADNA helped re-launch in, and support from, 2006. AfTLD provides a platform for policy discussion amongst African ccTLDs, and carries out annual technical, regulatory and business capacity building programmes. It hosts an annual conference that takes place in various African locations annually. ZADNA hosted the 2013 annual conference in Durban 2 days before the ICANN Durban meeting in July 2013. ZADNA has previously been involved in AfTLD’s Board of Directors through its CEO who was AfTLD’s Chairperson from 2009 to 2012.

1. **ICANN**

ICANN plays an important role of overseeing the management of the root zone of the domain name system, and overseeing the allocation Internet protocol and associated numbers, amongst other key functions. ICANN meets 3 times a year in different continents on a rotation basis, and is responsible for driving the multi-stakeholder policy development processes that support gTLDs. It also provides a platform for ccTLD managers to contribute to policy and related issues that relate ccTLDs’ business.

ZADNA actively participates in ICANN specifically in its ccNSO (country code Names Supporting Organization), which is the structure for ccTLDs. Since 2009, ZADNA’s CEO is one of the 3 ccNSO councilors from Africa, and has participated in several ccNSO working groups and committees.

1. **Internet Governance Debate**

ZADNA continues to participate in various international Internet Governance processes with a view of ensuring the stability and resiliency of the single, global Internet. in the recent past, ZADNA has been playing an increasing role in the local Internet Governance processes, especially within the Minister’s ICT Policy Review Process and the Minister’s National ICT Forum.

# Strategic Planning Process

ZADNA has adopted a simple strategic planning process that defines its strategic direction for 3 years ahead, and that provides the basis on which its annual performance plans are decided. The process works as follows:

**STEP 1: ENVIRONMENTAL SCANNING**

The strategic planning process commences with the scanning of the domain name and Internet environment at a macro and industry level as far it relates to the .ZA namespace. This is then complemented by internal analysis of ZADNA as an organization and the analysis of the .ZA namespace. Key components of the scanning process include:

* Review of .ZA’s developments and performance;
* Assessment of trends in the local internet community;
* Assessment of local ICT policy developments;
* Growth and trends in the global domain name industry; and
* Projections of future industry growth and trends.

**STEP 2: TABLING OF STRATEGY DOCUMENT**

The outcomes of the environmental scanning exercise are used to propose strategic goals. The process includes application of such planning techniques as SWOT (strength, weakness, opportunities and threats) and PESTL (political, economic, social, technological and legal factors). The outcome of the process is the development of strategic objectives for consideration and approval by the ZADNA Board.

**STEP 3: TABLING OF ANNUAL BUSINESS/PERFORMANCE PLAN**

Strategic goals then set a clear direction that ZADNA should follow in its operations. Annual performance plans are then developed based on the set strategic objectives. The Annual Performance Plan is then tabled before the Board and its Committees for their feedback and resource allocation.

Because ZADNA is a members’ entity, the final approval of each business plan occurs when a general meeting of the members approves the plan. Once approved by the members, the plan should then be submitted to the Minister, as stipulated in the Act, and is subsequently tabled before the Parliament.

# Strategic Outcome-Oriented Goals

ZADNA’s strategic goals for 2016/2017 to 2018/2019 are:

|  |  |
| --- | --- |
| **STRATEGIC GOAL** | **GOAL STATEMENT** |
| 1. **Administer and manage the .ZA domain name space** | Improve registry management capacity and processes. |
| 1. **Comply with international best practice in the administration of the .ZA domain name space** | Enhance security and resiliency through DNSSec deployment, while keeping abreast of developments in the international domain name environment to identify emerging best practices that can better .ZA domain name administration. |
| 1. **License and regulate registries and registrars** | In view of the emerging ICT Policy White Paper, influence shift in the legislative regime to enhance ZADNA’s regulatory mandate. |
| 1. **Publish domain name registration guidelines** | Develop and publish guidelines about .ZA domain name registration, policies and the global domain name registration practices. |
| 1. **Enhance public awareness** | Implement a sustainable public awareness campaign through suitable reach channels across all 9 provinces. |
| 1. **Conduct research, surveys and investigations** | Conduct .ZA market survey to measure current and new customer needs, while using technical and other audits to ensure ZACR performance against its undertakings in the Operating Agreement. |
| 1. **Publish .ZA domain name registration information** | Ensure that domain name registration statistics and trends are regularly published through suitable channels to keep the public informed of the growth and trends in .ZA. |
| 1. **Make domain name policy recommendations to the Minister** | Influence local and international Internet Governance processes with a view of making sustainable policy recommendations to the Minister. |
| 1. **Evaluate the ECT Act’s effectiveness in relation to .ZA management** | Participate in the ECT Act amendments to ensure that the amendments sufficiently enhance ZADNA’s regulatory mandate. |
| 1. **Oversee implementation of ADR Regulations** | Ensure accredited ADR provider meet ADR obligations and that ADR decisions are published timely. |
| 1. **Ensure business sustainability and effectiveness** | Improve domain name revenue collection, while enhancing internal controls and corporate governance measures. |

Below is a breakdown of the key outcomes under each strategic goal over the next 3 years (i.e. 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** | * Build internal and/or alternative EPP-standard registry management capacity through ZA zone file management and signing ZA zone | * Broaden EPP-standard registry operator base to create alternative registry capacity through non-ZACR SLDs | * Support development of .ZA registry operations capacity through increased registrations and best practice technical and other measures |
| 1. **COMPLY WITH INTERNATIONAL BEST PRACTICE IN THE ADMINISTRATION OF THE .ZA DOMAIN NAME SPACE** | * Expand .ZA infrastructure security, trust and redundancy through DNSSec and additional redundancy measures | * Expand infrastructure resiliency through increased IPv6, Anycast and security enhancements * Expand DNSSec reach to the rest of new SLDs | * 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** | **ANNUAL PERFORMANCE OBJECTIVES** | | |
| **2016/2017** | **2017/2018** | **2018/2019** |
| 1. **LICENSE AND REGULATE REGISTRIES AND REGISTRARS** | * Develop registry-registrar licensing/accreditation framework | * Implement registry-registrar licensing/accreditation framework | * Enforce registry-registrar compliance with licensing/accreditation requirements * Measure impact of licensing regime on ease of domain name registration |
| 1. **PUBLISH DOMAIN NAME REGISTRATION GUIDELINES** | * Publish .ZA domain name, SLD charter and registrar accreditation guidelines and practices | * Provide updated domain name guidelines focusing on specific aspects of domain name registration in .ZA and African | * Provide updated domain name guidelines focusing on specific aspects of domain name registration in .ZA and African |
| 1. **ENHANCE PUBLIC AWARENESS** | * Expand .ZA, African and African public awareness reach through regular presence and visibility in print and digital channels and in strategic partner campaigns | * 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 | * Increase African public awareness by reaching out to more than 50% of South African population. |

|  |  |  |  |
| --- | --- | --- | --- |
| **STRATEGIC GOALS** | **ANNUAL PERFORMANCE OBJECTIVES** | | |
| **2016/2017** | **2017/2018** | **2018/2019** |
| 1. **CONDUCT RESEARCH, SURVEYS AND INVESTIGATIONS** | * Measure and assess the impact of .ZA and ZADNA fees and trends in comparison to other ZADNA | * Expand .ZA market research to measure consumer trends and developments across global ZADNA | * Measure consumer attitudes and requirements regarding .ZA |
| 1. **PUBLISH .ZA DOMAIN NAME REGISTRATION INFORMATION** | * Publish quarterly and annual .ZA registration statistics and trends | * Publish quarterly and annual .ZA and ZADNA registration statistics and trends | * Publish quarterly and annual .ZA and global ZADNA registration statistics and trends |
| 1. **MAKE DOMAIN NAME POLICY RECOMMENDATIONS TO THE MINISTER** | * Submit to the Minister annual ZADNA Governance policy developments and recommendations * Improve contribution to ZADNA policy processes (ZADNA, ZADNA, etc) through approved submissions | * 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 | * 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** | **ANNUAL PERFORMANCE OBJECTIVES** | | |
| **2016/2017** | **2017/2018** | **2018/2019** |
| 1. **EVALUATE THE ECT ACT’S EFFECTIVENESS IN RELATION TO .ZA MANAGEMENT** | * Benchmark ECT Act regarding domain names against foreign domain name laws and regulatory frameworks | * Submit potential statutory and regulatory enhancements to strengthen ZADNA’s mandate | * Benchmark ECT Act regarding domain names against foreign domain name laws and regulatory frameworks |
| 1. **OVERSEE IMPLEMENTATION OF ADR REGULATIONS** | * Implement Minister’s promulgated amendments to ADR Regulations * Ensure compliance of relevant parties with the Regulations | * Measure trends in domain name dispute resolution in .ZA and in ICANN TLDs | * Enforce compliance of ADR parties with Regulations * Measure ADR impact in eradicating intellectual property abuse in ZA. |
| 1. **ENSURE BUSINESS SUSTAINABILITY AND EFFECTIVENESS** | * 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 | * Support .ZA and dotCities promotional campaigns to increase domain name registration | * Increase reserves through increased surplus investments |

# 2016/2017 Annual Performance Objectives

# Programmes

ZADNA’s performance objectives for 2016/2017 are based on the ECT Act’s stipulations and are as follows:

## Programme 1: Administration and Management of .ZA Namespace

The Namespace Administration and Management programme is made up of the following activities:

### Monitoring .ZA Operating Agreement Implementation

This entails regularly monitoring ZACR’s performance of its duties that are assigned in the Operating Agreement. This includes ensuring that monthly performance reports are submitted to ZADNA, and audits and investigations are carried out from time to time.

### Standardizing SLD Policy Framework

Following from the implementation of the .ZA General Policy and approval of SLD charters, the focus will be on finalizing the outstanding law.za and school.za charters, while monitoring registry operators’ implementation of, and compliance with, the General Policy

## Programme 2: Compliance with International Best Practice

This programme is founded on the experiences and lessons ZADNA learns from its ongoing industry scanning and collaborations with other Internet namespaces, and is focused on work that helps continuously improve .ZA.

### Implementing Secure and Reliable Infrastructure

Following the assumption of full operation of the .ZA zone file using its own nameserver infrastructure, ZADNA will ensure that DNSSec is sustainably and incrementally implemented across the SLDs. Industry awareness about DNSSec benefits will also be carried out to ensure buy-in to DNSSec implementation.

### Identifying Best Practice Improvements

The main target here is to measure the international domain name industry landscape to identify any additional improvements that are worthy of implementation in .ZA.

## Programme 3: Licensing and Regulating Registries and Registrars

In spite of the fact that due to weaknesses in the ECT Act, ZADNA has not implemented a licensing framework, ZADNA seeks to participate in DTPS’ legislative review processes with a view of lobbying the DTPS to amend the ECT Act to allow ZADNA to license registries and registrars in the near future. In addition, ZADNA will continue regulating ZACR and its registrars through the .ZA Operating Agreement mechanisms, as an interim measure until the Act is amended.

## Programme 4: Domain Name Registration Guidelines

ZADNA will expand its offering to the South African public by providing simple, user-friendly guidelines about .ZA domain name registration processes. Key activities here are:

### Publishing .ZA Registration Guidelines

Guidelines will be developed for specific aspects of .ZA domain name registration. The guidelines are meant to aid registries and registrars in dealing with those areas that may not sufficiently covered in existing ZADNA and registry policies.

### SLD Charter Interpretation Guidelines

Recent experience from the development of the ZACR SLD charters has shown that certain charter provisions may be interpreted variably. As a result, developing charter interpretation guidelines is an important aspect of implementing the charters. As ZADNA will develop charters both for the rest of the current SLDs and the new SLDs, charter interpretation guidelines will also be developed and published.

### ZACR Registrar Accreditation Guidelines

ZACR is entitled, through the Operating Agreement, to accredit registrars for its SLDs. ZADNA oversees this process and receives monthly reports about the process. ZADNA will publish guidelines about ZACR registrar accreditation and about registrar interfacing with those SLDs that currently do not have a formal registrar accreditation processes.

### Global Domain Name Industry Guidelines

Guidelines covering the workings and dynamics of the global domain name industry, including registration processes, will be developed and published as part of the public awareness campaign.

## Programme 5: Public Awareness

This programme is planned to continue and broaden .ZA education and awareness through working with different stakeholders and the media. The sub-programme will be carried out at 3 different levels:

### ZADNA Awareness

This is primarily intended at making different local stakeholders and players more aware of ZADNA’s role as a regulator with a view of exploring partnership and collaboration opportunities.

### .ZA Awareness

This is the main level of awareness and is intended to educate the public about the importance of registering .ZA domain names, and to preach the benefits associated with registering .ZA names instead of registering in other namespaces.

### Broadening Participation in Domain Name Value Chain

As means of ensuring that the growth of the .ZA namespace is inclusive, ZADNA will provide training to interested youth and startups aimed at enabling them to become .ZA registrars and resellers. This will allow them to participate in the economic opportunities in the domain name value chain.

### Enhancing .ZA Website Presence in Strategic Communities

ZADNA has committed to an awareness programme that has visible social impact. In line with this commitment, ZADNA will provide .ZA websites and emails to select schools. Due to budgetary constraints, the target is to launch 5 schools websites in each quarter, and to subsequently fund their hosting on an annual basis. In the process, possible partnerships will be explored with other organisations and with Government entities.

## Programme 6: Research, Investigations and Surveys

This programme has the following activities for the year:

### .ZA Market Research

The planned market research will focus on evaluating the extent to which .ZA meets the needs of South Africans and to which ZADNA’s role as a regulator is effectively carried out. The research will include a release of the market research outcomes.

### ZACR Compliance Audit

A comprehensive audit of ZACR’s performance of its obligations in the Operating Agreement will be conducted to ensure that ZACR complies fully with the Agreement.

## Programme 7: Publication of .ZA Domain Name Registration Information

This programme focuses on compiling and publishing quarterly and annual report on .ZA domain name registration statistics, trends and developments.

## Programme 8: Policy Recommendations

Activities in this work will be both on making actual domain name policy recommendations and on participating in key policy fora and processes.

### Influencing Local Internet Governance Dialogue

ZADNA’s focus here will be on engaging on Internet Governance issues and processes, especially those that emanate from the domain name business. Internet Governance issues beyond domain names will receive secondary focus, with ZADNA intending to cooperate and engage with the DTPS and relevant stakeholders in such processes. The engagement should assist ZADNA in making policy recommendations to the Minister.

### Enhanced Participation in Key Global Internet Policy Processes

The target in this goal is to continue contributing to the international Internet Governance dialogue to ensure that the Internet remains stable, resilient and secure. Particular contributions will be made to ICANN processes, with contributions to AfTLD and United Nations’ Internet Governance Forum being a secondary focus. Developments from these fora are noted for reporting and policy recommendations to the Minister.

### Enhanced relationships with government and Parliament

ZADNA will continue its work of participating more actively in relevant processes of government and Parliament, and in establishing defined communication channels to ensure effective information flow between it and these stakeholders. This will include submission of quarterly and topic-specific reports to DTPS.

## Programme 9: Evaluating ECT Act Effectiveness

In line with ongoing Minister’s ICT Policy Review and White Paper processes, ZADNA will make submissions to DTPS highlighting areas of amendment in the ECT Act that should strengthen ZADNA’s role as the regulator and manager of .ZA.

## Programme 10: .ZA ADR Process

This programme focuses on the continued oversight of the implementation of .ZA Alternative Dispute Resolution Regulations by the accredited ADR providers and SLD registry operators.

## Programme 11: Business Sustainability and Effectiveness

The focus here is on ensuring that ZADNA has sufficient resources and control measures to continue its work into the future. The key tasks are:

### Achieving Financial Sustainability

The focus will be on ensuring that ZADNA continues to collect revenue timely and keep expenditure within budget, while also gradually building up its contingency reserves. Other targets here are:

1. Increasing the per-domain-name fee payable by ZACR to ZADNA;
2. Determining law.za per-domain-name fee; and
3. Generating dotCities revenue; and

### Enhancing Internal Controls

Following on the additional controls introduced in 2015/2016, the focus will be on implementing additional internal policies and procedures. Key work will focus on:

1. Finalizing and implementing additional (new) policies, including risk management, stakeholder relations and access to information policies and procedures; and
2. Review and possible amendment of existing controls and policies, including financial policies and procedures, travel and subsistence policies, and Board Committee charters.

### Implement Additional Corporate Governance Measures

The work here focuses on closing existing gaps in corporate governance, especially in view of gradually increasing revenue and employee force. Key targets are:

1. Implementing a human capital development strategy;
2. Reviewing charters of the Technical Committee, Finance, Risk and Audit Committee and the Management Committee;
3. Appointment of internal and external auditors;
4. Appointment of a company secretary; and
5. Implementing a Board Charter and Code of Ethics.

### Building Human Resource Sustainability

The focus will be on implementing a DNS internship program that is meant to contribute to local ICT skills development, while allowing ZADNA to build its human resource capacity.

# Resource Considerations

The Income and Expenditure Statement below (***Table 1***) shows the sources and amount of estimated revenue that ZADNA expects to generate during the year. The Statement also shows details of areas where ZADNA’s expenditure is expected to occur.

## Increased Revenue Generation

ZADNA recently resolved to increase the per-domain-name fee that it receives from ZACR in terms of the ZA Operating Agreement from R7.00 to R12.00 VAT exclusive. Accordingly, ZADNA anticipates collecting R13.2 million from the ZACR domain names which are forecasted to reach at least 1,1 million registrations by the end of 2016/2017. Limited revenue is also expected from interest from invested contingency funds. No provision has been made for revenue from dotCities’ registrations because ZADNA first needs to have DTPS formalizing ZADNA’s role over dotCities. It is expected that, if the municipalities require ZADNA to promote the dotCities, ZADNA’s promotional work will be separately financed from dotCities revenue.

## Contingency Funds

ZADNA continues to invest some surplus funds for contingency and business continuity purposes. The surplus resulted from savings in delayed staff appointment, and has been invested to attract interest.

## Human Resources

The 2015/2016 annual performance plan identifies at least 4 additional vacancies that ZADNA plans to fill in the first quarter of the financial year. These new vacancies are crucial for ZADNA to achieve its performance targets. New positions to be filled in are:

* Communications and Awareness Coordinator;
* Office Administrator;
* Namespace Development Manager; and
* Vehicle Driver

## Major budget items

Major expenditure is set to occur in the following budget items:

1. **Marketing, education and awareness**

ZADNA has allocated around 13% of its budget for creating public awareness about ZADNA and .ZA. This budget does not include dotCities awareness.

1. **Rent and Office Relation**

ZADNA has committed to relocate its offices away from the current premises of ZACR. The relocation will enable ZADNA to accommodate new staffing and operational requirements. The relocation requires purchase of such items as office furniture, ICT connectivity and increased rental. The total costs resulting from the planned relocation amount to around 9% of the total budget.

1. **Company Fleet**

The budget includes a planned purchase of a company vehicle, which will help facilitate ZADNA staff participation in various events. The budget includes the vehicle maintenance costs.

1. **Professional Fees**

The professional fees budget is increased to accommodate the planned organisational and human resource development and administration costs such payroll processing. The increase substantially arises from the decision not to employ a Human Resource Administrator at this stage, but to outsource the function for the year.

1. **Meetings and events**

This item accounts for around 7% of the forecasted expenditure and includes Director remuneration for ZADNA Board meetings and for engagements with Parliament. It also includes limited costs for Director training travel and accommodation to international events by ZADNA staff and Directors.

1. **Namespace Development**

This is a new budget line resulting from the decision to have a specific division focusing on the .ZA namespace development-related activities. The budgeted is meant to finance the Online Presence Project which will allow ZADNA to participate in enhancing online of South African schools by developing their websites and providing limited email capacity. In addition, a percentage of the budget is meant to fund the registrar-reseller capacity building initiatives.

1. **Salaries**

The increased salary expenditure accounts for 35% of the total budget and results from the planned appointment of additional staff, and includes anticipated annual increases. It also includes the planned staff training and internship programme.

1. **Travel and Accommodation**

This budget line accounts for around 7% of the total budget, and shows the amounts budgeted for international and local travel. It is substantially increased to accommodate ZADNA participation in DTPS delegations to international events.

1. **Deficit**

The budget shows a deficit of around R300 000. The deficit will be funded from reserve funds. There is also a reasonable possibility that it can also be funded from more than forecasted domain name registrations. In particular, the forecasted revenue is based on 1.1 million registrations. It is very possible that the registrations will surpass the 1.1 million mark during the financial year.

# Risk management

|  |  |  |
| --- | --- | --- |
| **B. PROGRAMME-SPECIFIC RISKS** | | |
| **Programme** | **Risk** | **Mitigation measure** |
| **1. Administer & manage .ZA Namespace** | ***(a) ZACR non-compliance:***  ZACR not wholly complying with the ZA Operating Agreement stipulations | * Compliance enforcement to be enforced regularly, including performance of various audits |
| **2. Comply with International Best Practice in .ZA** | ***(a) Poor DNSSec adoption:***  DNSSec deployment may not get buy-in of the broader .ZA market, which will slow down DNSSec deployment | * Awareness about DNSSec importance and benefits to be created through regular interactions with .ZA registrars. |
| ***(b) Poor public participation:***  Because the local internet community remains “closed” and the domain name industry is perceived to be too technical, very few people may participate in public consultation processes. | * Expand individual role player consultations. * Publicize public consultation notices in key publications to increase participation. |
| **3. License and regulate Registries and Registrars** | ***(a) ECTA amendments not as fast as desired:***  Following the White Paper process, the amendment of ECT Act may not progress as fast as is desired. | * Continue in the Minister’s National ICT Forum and regularly engage and lobby Minister, DTPS and Portfolio Committee to fast-track the Act’s amendment. * Continue regulating .ZA through agreements and SLD charters with registry operators. |

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| **Programme** | **Risk** | **Mitigation measure** |
| **4. Enhance Public Awareness about Domain Names** | ***(a) Insufficient awareness:***  ZADNA’s resources allocated for public awareness may be insufficient if awareness is to be created beyond the immediate domain name community. | * Partner with relevant stakeholders on their awareness campaigns. * Employ suitable personnel. |
|  | ***(b) New gTLDs slow down .ZA growth:***  New gTLDs may be marketed more actively in SA and provide aggressive competition to .ZA | * Increase .ZA awareness * Provide new SLD options |
| **5. Make Domain Name Policy Recommendations to the Minister** | ***(a) Poor DTPS relationship:***  Relations with DTPS may not be as effective as they should be, which may result in unclear expectations about what types of policy recommendations the DTPS seeks from ZADNA. | * CEO to manage relations with the Minister’s Office and DTPS to ensure continued active communications between ZADNA and DTPS. |
| **6. Achieve Business Sustainability and Effectiveness** | ***(a) Insufficient revenue collection:***  Domain name revenue may decrease through slow down in domain name registration | * Ensure domain name revenue is collected in time * Ensure reserve funds are invested in competitive investment options to achieve competitive interest. |

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| **Programme** | **Risk** | **Mitigation measure** |
| **6. Achieve Business Sustainability and Effectiveness** | ***(b) Staff turnover:***  Staff may be attracted to further their careers elsewhere due to better career and remuneration prospects. | * Regularly benchmark salaries and remuneration scheme. * Invest in staff career development through training. |
|  | ***(c) Limited management capacity:***  ZADNA’s management function currently seats solely on the CEO. Should the CEO be unable to perform his functions, ZADNA has no manager ready to fill-in the role. | * Employ additional managers * Develop and implement a succession plan |

# Part B:

# ANNUAL PERFORMANCE PLAN 2016/2017

# Annual Operational Plan 2016/2017

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **Quarter 1** | **Quarter 2** | **Quarter 3** | **Quarter 4** |  |
| **1. 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 school.za charter & pricing | Completed law.za & school.za transition report | PRM |
|  |  | Finalised law.za charter & pricing |  |  |  |
| (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 |  |

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **Quarter 1** | **Quarter 2** | **Quarter 3** | **Quarter 4** |  |
| **2. COMPLY WITH INTERNATIONAL BEST PRACTICE 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 |

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **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 |

**#\* = In line with DTPS’s Strategic Objective 2.1 (**Implement the Policy and legislative programme aligned to the ICT White Paper). Task achievement depends on DTPS success in meeting its related targets.

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **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 |

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **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 | Coverage in 2 national radio stations, 2 print media | Coverage in 2 national radio stations, 2 print media, | CAC |
|  |  |  | Briefing to CIPC & NYDA | Outreach events in 3 provinces | Events in 3 provinces |  |
|  |  |  |  | Briefing to BUSA, Brand SA | Briefing to SACF, SEDA, SEFA |  |
|  | **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 |

**#\* = In line with DTPS’ Strategic Objective 2.2** (Promote transformation of the ICT Sector through the development of the ICT SMME Support Strategy).

**## = In line with DTPS’ Strategic Objective 3.1** (Implement the Information Society and Development Programme focused on the e-Strategy and e-Government)

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\*\* = Task completion de

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| **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 | Appointed service provider | Completed ZACR audit report |  | PRM, TM/C |
|  |  |  | Audit notice sent to ZACR |  |  |  |  |
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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **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 |
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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **Quarter 1** | **Quarter 2** | **Quarter 3** | **Quarter 4** |  |
| **8. 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 |

**#\* = In line with DTPS’s Strategic Objective 2.1 (**Implement the Policy and legislative programme aligned to the ICT White Paper). Task achievement depends on DTPS success in meeting its related targets.

**# = In line with DTPS’s Strategic Objective 2.1 (**Implement the Policy and legislative programme aligned to the ICT White Paper)

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| **STRATEGIC GOAL** | **ANNUAL OBJECTIVE** | **KEY TASKS** | **PERFORMANCE TARGETS** | | | | **RESOURCE** |
|  |  |  | **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 |

**#\* = In line with DTPS’s Strategic Objective 2.1 (**Implement the Policy and legislative programme aligned to the ICT White Paper). Task achievement depends on DTPS success in meeting its related targets.

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| **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 | |
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| **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 **\*\*** |  | Proposed scope of ZADNA role in dotCities | DTPS-approved ZADNA’s dotCities role | Finalised dotCities fee-sharing framework | FM, CEO |

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**# = In line with DTPS’ Strategic Objective 4.2** (Create a high performing organisation to enable achievement of the Department’s mandate)

**\*\*** = Task completion dependent on DTPS formalizing ZADNA’s role in dotCities.

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| **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 & corporate governance framework #** | (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 Techcomm Charter | PRM, CEO |
|  |  |  | Approved internal audit committee charter | Approved stakeholder relations policy | Approved Marketing & Advertising Policy | CEO, PRM |
|  |  | (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 |

**# = In line with DTPS’ Strategic Objective 4.1** (Improve performance of SOC’s through proactive and stringent oversight)

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| **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 & corporate governance framework #** | (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 |
|  | **11.3 Build human resource sustainability ##** | (a) Implement a human capital development strategy | Approved human capital development strategy | Implemented human capital development strategy |  | Implementation progress report | Consultant, CEO |
| (a) Implement an internship program | Finalised program scope | Commenced internship | Compiled progress report | Compiled progress report | CEO |

**# = In line with DTPS’ Strategic Objective 4.1** (Improve performance of SOC’s through proactive and stringent oversight)

**## = In line with DTPS’ Strategic Objective 4.2** (Create a high performing organisation to enable achievement of the Department’s mandate)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FULL DESCRIPTION** |  |  |  |  |
| CEO | **Chief Executive Officer** |  |  |  |
| PRM | **Policy & Regulation Manager** |  |  |  |
| PSC | **Project Support Coordinator** |  |  |  |
| TM | **Technical Manager** |  |  |  |
| TC | **Technical Coordinator** |  |  |  |
| CAC | **Communications & Awareness Coordinator** | | Permanent, full-time appointment | |
| NDM | **Namespace Development Manager** | | Initially, a 1 year contract appointment | |
| FM | **Finance Manager** |  | Outsourced |  |

# 2015/2016 Income and 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 |  |
|  | 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 Remuneration | | | | |  | 750 000 | 18 |
|  | Directors: Stakeholder Meetings Remuneration | | | | |  | 180 000 | 19 |
|  | 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 |
| **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** |  |
|  | | | | | |  |  |  |
|  | |  |  |  |
|  |  | | | | |  |  |  |
| 1. Revenue projected at 1.1m registrations @ R12 VAT exclusive from June 2016. | | | | | | | |  |
| 2. Expenditure for staff entertainment and welfare. | | | | | |  |  |  |
| 3. Increased expenditure on tea, coffee, etc expected as ZADNA will relocate to new business premises. | | | | | | | | |
| 4. Printing of meetings packs, annual and quarterly reports, courier, etc. | | | | | | | |  |
| 5. New premises are forecasted to cost R65 000 pm. | | | | | |  |  |  |
| 6. For new furniture and fixtures estimation based on office relocation. This cost should be primarily once-off and unrepetitive. | | | | | | | | |
| 7. Promotional competition to win a .ZA website @ R7,000 design & hosting per name for 20 people. | | | | | | | | |
| 8. Unplanned but relevant event sponsorships/exhibition. | | | | | |  |  |  |
| 9. For planned company vehicle purchase (VW Caddy 7 seater recommended). | | | | | | | |  |
| 10. Once-off full purchase based @ VW Caddy price. | | | | | |  |  |  |
| 11. Tracker, etolls, etc costs of the company vehicle. | | | | | |  |  |  |
| 12. New equipment and software for 5 new employees. | | | | | |  |  |  |
| 13. Web hosting and FTP server costs. | | | | | |  |  |  |
| 14. Expected increase in telephone and fax-related costs (incl. wireless, landline, cellphone, airtime allowance) due to office relocation. | | | | | | | | |
| 15. Costs for .ZA zone file hosting and DNSSec implementation by Domain Name Services @ R15k pm. | | | | | | | | |
| 16. Costs for Directors' data expenditure based on Telkom 2G bundle @ R140 x 12 months x 9 directors. | | | | | | | | |
| 17. Fees other than legal where Board appoint experts to assist in ZADNA technical advise. Immediate examples are HR policies and procedures which will be a once off this year. Driver on a temporary basis until duties are certain and warrant full-time appointment. | | | | | | | | |
| 18. Board remuneration benchmarked against PWC report: R10k x 4 quarterly meetings x 9 Directors = R360k; provision for 3 special Board/general meetings = R270k; Committees @ R2k per member: 4 Finco meetings x 4 members (R32k), 7 Manco x 4 members (R56k), 4 Techcom x 4 (R32k). | | | | | | | | |
| 19. Director remuneration for 2 (compulsory) Parliament appearance by Board (for tabling of annual performance plan and annual report discussion). | | | | | | | | |
| 20. Increased cost due to venue hire for Board meetings, which will fall away once new premises is rented. | | | | | | | | |
| 21. Average IoDSA cost per seminar discounted at around R4500 x 9 directors x 3 courses each. Can be used for other training interventions as well. | | | | | | | | |
| 22. Costs for web design, hosting and maintenance for the Schools Online Presence Project @ R7000 x 100 schools. | | | | | | | | |
| 23. For curriculum design, facilitator, materials design and printing, venue and logistics for the Registrar/Reseller Development Programme. | | | | | | | | |
| 24. 8% (CPIX+2) increase on 2015/16 package. | | | | | | | | |
| 25. All-inclusive, cost-to-company package starting from 1 June 2016. | | | | | | | | |
| 26. 8% (CPIX+2) increase on 2015/16 package. | | | | | | | | |
| 27. 8% (CPIX+2) increase on 2015/16 package. | | | | | | | | |
| 28. Interns x4 @R4200 average salary (cost to company). | | | | | | | | |
| 29. Internal auditor costs. Appointment will occur after April 2016. | | | | | | | | |
| 30. Company secretarial costs for all board meetings @ R10k p/meeting. | | | | | | | | |
| 31. Travel and accommodation for 2 compulsory Parliament briefings x9 directors and CEO at R4k return economy travel +R2k hotel fee + estimated daily allowance @R300 p/d = R6500. | | | | | | | | |
| 32. Travel and accommodation for staff attendance of 3 ICANN meetings (in North America, Central America & EU) @ R80k (travel, accommodation & subsistence) + 2 "new" Directors intro attendance @ same rate. | | | | | | | | |
| 33. Travel and accommodation costs to local DTPS events (workshops, roadshows). | | | | | | | | |
| 34. DTPS will send us a list of key international ICT policy events where they want ZADNA to actively participate, but I think we shouldn’t budget for more than 3 events. If more than this is required, we will have to have DTPS paying for our travel and accommodation. | | | | | | | | |
| 35. Travel and accommodation costs: IGF, Africa Internet Summit and annual AfTLD meetings inclusive of travel, accommodation and subsistence. | | | | | | | | |

# 2015/2016 Projected Balance Sheet

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  | | | |  | |  | | | | | | | |  | | | R |
| **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** | | |

# 2015/2016 Cash Flow Projections

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Apr 16** | **May 16** | **Jun 16** | **Jul 16** | **Aug 16** | **Sep 16** | **Oct 16** | **Nov 16** | **Dec 16** | **Jan 17** | **Feb 17** | **Mar 17** |
| **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: IoDSA | 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 |
| 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 |  |
| 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** |

# ABBREVIATIONS

ADR: Alternative Dispute Resolution

AfTLD: African Top Level Domains

ccNSO: country code Names Supporting Organization

ccTLD: country code Top Level Domain

DNS: Domain Name System

DNSSec: Domain Name System Security

EPP: Extensible Provisioning Protocol

gTLD: generic Top Level Domain

SLD: Second Level Domain

TLD: Top Level Domain

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**END**