

## **Annual Performance Plan 2024-2025**

This document outlines and explains the Annual Performance Plan of the .ZA Domain Name Authority (ZADNA) for 2024/2025 fiscal year and Budget. This plan is submitted to the Minister of Communications and Digital Technologies, 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;

"**AFTLD**" means the African Top Level Domain;

"**AFRINIC**" means the African Network Information Centre;

"**ccTLD**" means the Country Code Top Level Domain;

"**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;

"**HDI**" means Historically Disadvantaged Individuals

"**NSD**" means the Name Space Development;

"**PLR**" means the Policy, Licensing and Regulation;

"**DCDT**" means the Department of Communications and Digital Technologies;

"**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 Communications and Digital Technologies;

"**Registrar**" means an entity authorised 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 centralised registry platform for the management of unrestricted SLDs; and

"**ZADNA**" means the .ZA Domain Name Authority

## Board Statement

The South African Domain Name Authority (ZADNA) was established in terms of Chapter X of the Electronic Communications and Transactions Act of 2002. Its mandate is to regulate the za domain namespace and ensure that the Namespace is used and managed efficiently. This is to ascertain that the za country code Top Level Domain (ccTLD) is always visible on the internet, as za is the South African identifier online. Furthermore, ensure that the za namespace is always robust and resilient.

Continuing with the implementation of the approved five-year strategic plan (2020-2025), the Board endorses the Annual Performance Plan (APP) that outlines the annual targets for the 2024/25 financial year.


Key priorities for ZADNA

- Successful conclusion of the commitments of the 2020-2025 strategic objectives;
- Formulate an inclusive and collaborative Strategic Plan for 2025-2030
- Continuous improvement of stakeholder engagement;
- Improving the growth of the .za Namespace;
- Improving DNS standards and policy compliance through participatory regulations; and
- To promote the entrance of new players in the sector.

This annual performance plan is aligned with the functions of ZADNA as outlined in the ECT Act, and the National Integrated ICT Policy White Paper. The plans also seek to transform the DNS sector and get more players of colour to participate.

As Chairperson of the Board and on behalf of the Board, we are committed to giving strategic direction to ZADNA and ensuring that the strategic plan is implemented.

Signed By

  
**Ms. Palesa Legoze**  
**Chairperson of the Board**  
**ZA Domain Name Authority**

## Accounting Officer Statement

During the 2023/24 financial year, ZADNA positively impacted its stakeholders and the country through numerous programmes it initiated aligned with its strategic outcomes and also through progressive partnerships. These initiatives include but are not limited to:

- We will continue to enhance our stakeholder engagement and management through focused and segmented stakeholder initiatives;
- Improve .za Namespace compliance rate by working together with industry stakeholders;
- Consolidate efforts to empower communities through our Digitising the undomains programme;
- Better support of the non-commercial Second Level Domain community; and
- Continue to optimise our internal capabilities so that we may become a Smart Regulator.

These were achieved while executing and exceeding set performance targets for the majority of our outputs, and ZADNA also hosted the Africa Internet Summit with its partners and sponsors.

Even with these notable achievements, ZADNA will continue to aspire to reach greater heights by focusing on the following for the 2024/25 financial year:

- Set the tone of ZADNA's Vision 2030;
- Expanding the reaching and impact of the Digitising the undomains programme;
- Bolster the existing Research Chairs to ensure they become centres of excellence;
- More focus on empowering SMME and marginalised communities;
- Focus on influencing the regional and global DNS sector and ecosystem; and
- While improving our internal control and sustaining our clean governance.

Signed By



**Mr Molehe Michael Wesi**  
**Chief Executive Officer**  
**ZA Domain Name Authority**

## Official Sign-Off

It is hereby certified that this Annual Performance Plan:

- It was developed by the management of ZADNA under the guidance of the Board.
- Takes into account all the relevant policies, legislation and other mandates for which the ZADNA is responsible.
- Accurately reflects the Impact, Outcomes and Outputs which the ZADNA will endeavour to achieve over the period 2024- 2025

Signature: \_\_\_\_\_



**Mr Molehe Michael Wesi**

**Chief Executive Officer**(Accounting Officer)

**ZA Domain Name Authority**

**Approved by:**

Signature: P Legoze

**Ms Palesa Legoze**

**Chairperson of the Board**

**ZA Domain Name Authority**

# PART A: Our Mandate

## 1. **Constitutional Mandate**

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. The mandate can be summed up as follows:

### 1.1 **ECT Act Mandate**

The Section 65 responsibilities of ZADNA can be summed as follows:

- (a) Management and administration of the .ZA namespace;
- (b) .ZA policy, licensing and regulation;
- (c) Monitoring and compliance;
- (d) Domain name awareness and education;
- (e) Research and development; and
- (f) Making relevant policy recommendations to the Minister.

### 1.2 **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 the domain name industry and the Internet community. These are:

#### 1.2.1 **dotCities**

ZADNA oversees the operation and policy setting for the ZACR-operated dotJoburg, dotDurban and dotCapeTown (dotCities) that launched in 2014. The ICT Policy White Paper has entrenched ZADNA's dotCities role as it stipulates that the domain name regulator must now endorse and manage current and future dotCities

## **1.22 Internet Governance**

ZADNA participates actively within ICANN processes that relate directly to the Domain Name System (DNS). This is because of the strong linkages existing between regulating a ccTLD such as .ZA (a ZADNA function) and developing policy for the DNS (an ICANN function). ZADNA also participates in AfTLD, AfriNIC, and the United Nations' Internet Governance Forum (IGF) ZADNA serves as the Secretariat to the South African Internet Governance Forum (ZAIGF), which assumes the responsibility of convening the ZAIGF on an annual basis in conjunction with the Department of Communications and Digital Technologies and other stakeholders.

## **2. Update on Institutional Policies and Strategies**

ZADNA appreciates different environmental factors that affect the Internet sector and the domain name industry in particular. Chief amongst these factors is the Integrated ICT Policy White Paper that entails key ministerial policy directives, one of which is the planned integration of ZADNA with the Independent Communications Authority of South Africa (ICASA) and the Film and Publication Board (FPB).

This strategic re-alignment has since been abandoned, and ZADNA has been requested to pursue a DNS regulator of the future. A position paper articulating this was submitted to DCDT after the endorsement by the board.

The rapid expansion of the domain name system (DNS) and the continuous increase in domain name registrations globally are important factors influencing ZADNA's business targets. One of the key strategic developments facing .ZA and the rest of the domain name industry are changing naming conventions wherein domain name holders show growing interest in having domain names as high (e.g. from your name.co.za).



# PART B: Our Strategic Focus

## 1. **Vision**

A world-class domain name regulator.

## 2. **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.

## 3. **Values**

- Transparency - ZADNA maintains active consultations with interested and affected parties in carrying out its mandate, in developing policies for .ZA.
- Accountability - ZADNA takes responsibility for its decisions and can objectively and fairly justifying its actions.
- Inclusivity - ZADNA ensures that its stakeholders can participate actively in its policy and regulatory processes, and that none should feel constrained from making a meaningful contribution in such processes.
- Integrity - We act with integrity in all we do (doing what's right).
- Excellence - ZADNA pursues a flexible, adaptable policy and regulatory framework that makes domain name registration to be fast and easy, using a robust and secure domain name infrastructure on par with international best practice.

#### 4. Strategic outcomes and priorities

1. Sustainable and resilient domain name space
2. Empowered communities
3. Engaged stakeholders
4. Efficiently regulator domain name space
5. (Become a ) Smart regulator



#### 6. Situational Analysis

The approach to the strategy review process and development of the APP was done in alignment with the provisions of the frameworks and guidelines outlined in National Government's various policies dealing with strategic planning, performance review and performance. These include the Public Finance Management Act No 1 of 1999, the Framework for Managing Programme Performance Information, the Policy Framework for Government-wide Monitoring and Evaluation Framework, and the overarching National Evaluation Policy Framework.

Most pertinent to the review process and subsequent structuring of the APP is the Framework for Strategic Plans and Annual Performance Plans, which is the benchmark for the process, content and approach to the Strategic Plan and Annual Performance Plans.

ZADNA is the statutory regulator and manager of .ZA Namespace. ZADNA is the custodian of Internet Governance in South Africa. It accounts to the Department of Communication and Digital Technologies and its Members.

ZADNA is mandated to enhance public awareness on the economic and commercial benefits of domain name registration; comply with international best practice in the administration of the .ZA domain name space; license and regulate registries and registrars; and publish guidelines on the .ZA domain namespace.

## **7. External Environment Analysis**

An external environment analysis allowed ZADNA to assess the broader Internet ecosystem within which .ZA is located. The analysis of the Internet industry and its relevance specific to ZADNA was done using the PESTEL methodology to consider the external positioning of ZADNA, as well as a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

### **5.1 PESTEL**

PESTEL utilises six key themes: Political, Economic, Social, Environmental, Technological and Legal. This methodology provides a more holistic view of key factors affecting relevant strategic priorities and performance.

The following table outlines the results of the PESTEL analysis conducted in preparation of the APP.

**Table 1: PESTEL analysis outcomes**

Theme	Pertinent observations and considerations identified relevant to ZADNA
<b>Political</b>	<ul style="list-style-type: none"> <li>• ICANN now solely oversees the IANA function through a multistakeholder process.</li> <li>• Ongoing reality of Ministerial appointments regarding the continuity and impact on approved projects.</li> <li>• Need to manage biased perceptions regarding ZADNA being a non-partisan organisation.</li> <li>• Need to manage and inform the government Administration that results in a political lack of understanding the ZADNA mandate and purpose.</li> <li>• Impact of Geopolitics on the international positioning and relationship management of ZADNA.</li> <li>• Cross-border collaboration in eradicating e-crimes still not solid enough to give domain name regulators and operators clarity over their international obligations.</li> <li>• The objective of localisation ("Buy-local") is diluted, probably due to the ignorance of the ZADNA mandate, as some Governments and associated local initiatives choose to use .net or .com or similar, and not .ZADNA.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>• ICANN new gTLDs attract domain name holders to obtain their own TLDs (e.g. .mtn, .dstv).</li> <li>• Weaker Rand making it easier for stronger currencies to register their domains and trademarks in South Africa.</li> <li>• Weaker Rand however results in increased costs of technical expertise, international training, and overseas travel.</li> <li>• Rate of Exchange has a direct impact on the deletion rate of existing domains.</li> <li>• Cost of travel and Geopolitics impact on partnerships.</li> <li>• Opportunity to leverage the Township Economy, SME support policies and development as ways to expand the mandate of ZADNA .</li> <li>• Pressure from key stakeholders in so far as ZADNA's ability to influence and impact on transformation and BBBEE.</li> </ul>

Theme	Pertinent observations and considerations identified relevant to ZADNA
<b>Social</b>	<ul style="list-style-type: none"> <li>• More than 30 million South Africans have access to Internet, a figure that is probably underestimating access to the Internet through mobile devices and applications, nevertheless signalling a substantial potential for growth of domain name uptake.</li> <li>• Social Media users more than 50% of the population, making SM an indirect competitor to domain registration.</li> <li>• Domain name use for social and heritage preservation low.</li> <li>• Pressures of the need for inclusivity and the support of the transformation agenda impacts on the operational expectations for ZADNA.</li> <li>• Lack of digital skills in the overall economy is a barrier to entry for increased awareness of the need for domains, and the uptake of domain registration.</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>• Open Source registry systems may offer more cost-effective domain name registration.</li> <li>• DNSSEC deployment worldwide significantly increased as all ICANN gTLDs (around 1, 300) deploy DNSSEC.</li> <li>• Internet security remains a high priority due to the increasing security threats, including those driven through Geopolitical interests.</li> <li>• Lack of digital skills remains a barrier to entry.</li> <li>• Access to connectivity/technology hampers access to Internet, thus uptake of domains.</li> <li>• Lack of In-depth understanding of DNS.</li> <li>• Dependence on external infrastructure and service providers to uphold the primary mandate of ZADNA.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Green footprint of delivering on the ZADNA mandate not accounted for and is increasingly becoming a requirement from stakeholders to demonstrate responsible environmental practices.</li> <li>• Environmental, social and governance (ESG), being a reference to a collection of performance evaluation criteria</li> </ul>

Theme	Pertinent observations and considerations identified relevant to ZADNA
	that assess the robustness of ZADNA and its strategic performance.
<b>Legal</b>	<ul style="list-style-type: none"> <li>• Intellectual Property abuse online and in the domain name registrations remain rife.</li> <li>• Privacy issues require a balance between providing publicly accessible Who-Is services and protecting the privacy of domain name users.</li> <li>• Cross-border collaboration in eradicating e-crimes still not solid enough to give domain name regulators and operators clarity over their international obligations.</li> <li>• Impact of POPIA legislation on direct (within ZADNA control) and indirect (users of domains) dimensions.</li> <li>• Outdated legislation hampering growth and clarity, especially where new regulations and policy instruments are needed to keep up with technological and economic developments.</li> <li>• Lack of regulatory instruments.</li> <li>• Irrelevant and outdated international best practices.</li> </ul>

The above findings and observations from the PESTEL analysis was used as input to the development of strategy and specifically operational plans, both in terms of actions needed, but also in informing the risk exposure and associated mitigation actions outlined later in this document.

## 5.2 SWOT

Further analysis of the external environment applicable to ZADNA was conducted using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) technique. The analysis was used to identify any gaps that should be addressed to improve ZADNA's delivery capacity and to enhance its support of the growth of .ZA. The following were identified to be important SWOT factors (Table 2):

**Table 2: SWOT analysis outcomes**

Strengths	Weaknesses
<p>(a) ZADNA has an <b>established organisation structure</b> built on <b>robust infrastructure</b>, managed by a dynamic team, and operated by a <b>committed workforce</b>.</p> <p>(b) It is <b>respected on the Continent</b> as a domain regulator which is underpinned by a <b>good track record</b> and a <b>well-regulated .ZA domain</b>.</p> <p>(c) .ZA is an <b>established, secure, resilient, and available</b> namespace that most South Africans choose ahead of other namespaces.</p> <p>(d) 98% of total .ZA registrations (+1.3 million currently) are managed by a single, <b>competent registry</b> managing large SLDs. This makes ZADNA's regulation easy as it largely focuses on a single entity.</p> <p>(e) .ZA offers both <b>price-competitive</b> (through ZACR) and free domain name registrations (through, for example, gov.za, ac.za and nom.za).</p> <p>(f) .ZA <b>Alternative Dispute Resolution</b> procedure that makes resolution of domain name disputes fast, easy and cost- effective, and supports the protection of intellectual property rights.</p> <p>(g) ZADNA has strengthened is <b>financial sustainability</b> having built up contingency reserves.</p> <p>(h) ZADNA is a <b>recognised statutory body</b> giving it a legislative standing and associated powers.</p> <p>(i) The ZADNA team has developed <b>substantial industry specific and relevant expertise and experience</b></p>	<p>(a) The ZADNA <b>business model is at risk</b> due to <b>overreliance on a single-source revenue stream</b>.</p> <p>(b) Given this, ZADNA cannot be considered as <b>financially self-sustainable as its revenue options are limited and not diversified</b>.</p> <p>(c) <b>Human resource capacity</b>, including sufficient technical skills <b>is limited</b>, resulting in putting pressure on the team's ability to cope with the extent and requirements of the mandate. This impacts on developing skills for the future and putting the current <b>team at risk of employee dissatisfaction and even burnout</b>.</p> <p>(d) The service provider has a domain name <b>pricing framework that is inflexible</b> thus not stimulating domain name registrations through for example offering discounts.</p> <p>(e) <b>Regional managed gTLDs</b> appear to be using the ZADNA's contractual relationships as an opportunity for <b>taking on ZADNA customers to grow its own business</b>.</p> <p>(f) <b>ZADNA is relatively unknown</b> as a <b>regulator</b>, not being recognised as one of the strong and known regulators in South Africa.</p> <p>(g) <b>Insufficient governance of both non-commercial and commercial</b> SLD registries, operators, administrators, and registrars.</p> <p>(h) <b>Single point of failure</b>.</p> <p>(i) <b>Lack in available skills</b> to adequately support and regulate <b>DNS</b>.</p>

with which to effect its mandate. This includes **multidisciplinary skills** that cover the full mandate.

- (j) The ZADNA team is **highly motivated** and staffed with eager employees willing to **go the extra mile** to drive outcomes.



Opportunities	Threats
<p>(a) <b>Growth of Internet uptake and alignment with key South African national projects</b> (e.g. Job Creation, Buy Local) can <b>drive domain registrations</b>.</p> <p>(b) Opportunity to <b>lead in Africa</b>.</p> <p>(c) Investment in <b>HDI registrar development</b> can stimulate additional growth as Black registrars can reach to communities that traditional ISPs do not reach. ZADNA will roll out an enterprise development programme to take advantage of this opportunity.</p> <p>(d) Partnerships with <b>social media platforms</b> to offer a secure platform using a .za domain and thus giving informal sector businesses and SMMEs digital presence.</p> <p>(e) Optimise the South African <b>DNS Value chain</b> by creating three distinctive streams, Commercial, Non-commercial and Government.</p> <p>(f) Leverage the <b>nom.za to socialise and provide digital identities</b> for greater parts of the South African population.</p> <p>(g) Improve <b>security</b> of the .za namespace by requesting and capturing juristic and natural person unique identifiers</p> <p>(h) Influence policy given the understanding of the sector, and the absence of other players.</p> <p>(i) <b>Create independent infrastructure and systems</b>.</p> <p>(j) <b>Digitise the un-domained</b> as a target growth area.</p> <p>(k) Consider an extension in mandate to give ZADNA additional powers and <b>opportunities for increased revenues</b>.</p> <p>(l) <b>Explore</b> into domains lacking in the creation of <b>new SLDs</b>.</p>	<p>(a) The <b>impact of free domain names</b> on .ZA may over time limit the growth of .ZA.</p> <p>(b) ICANN <b>gTLDs</b> (+1 300 in total) <b>threaten the future growth of .ZA</b> as South Africans can choose to register in these TLDs instead of .ZA.</p> <p>(c) <b>Social media</b> is a threat that may continue to restrict the registration of .ZA domain names because it offers fast, easy, and free online presence.</p> <p>(d) <b>Reliance on a single registry provider</b> (ZACR) poses several challenges to ZADNA's regulatory mandate. This calls for alternative registry management capacity to be put in place to minimise the risk.</p> <p>(e) The proposed <b>regulatory entities merger</b> poses a unique threat to namespace as it has brought uncertainty.</p> <p>(f) <b>Growth of GTLDs</b>.</p> <p>(g) <b>Self-regulation limits the Regulatory</b> need and opportunities thereof, for ZADNA.</p> <p>(h) <b>Bureaucracy</b> within the main stakeholder as well as <b>insufficient support</b> threatens the strategic positioning and relevance of ZADNA.</p> <p>(i) <b>Diminishing relevancy as a regulator</b>, including having to stand down due to the power of some key stakeholders.</p> <p>(j) Financial sustainability, including <b>over-reliance on a single revenue source</b> is a major threat.</p> <p>(k) Limited data on end-users <b>limiting</b> the authority's <b>ability to analyse and design appropriate marketing campaigns</b>.</p>

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|---|--|
| <ul style="list-style-type: none"><li>(m) <b>Collaborate</b> with industry bodies <b>to influence specific use and uptake of SLDs.</b></li><li>(n) <b>Hosting and technical support</b> on the shared market.</li><li>(o) <b>Professionalise the industry.</b></li><li>(p) Influence and support <b>policy development in neighbouring countries.</b></li><li>(q) <b>Revive dormant domains.</b></li><li>(r) Lack of appropriate <b>awareness of ZADNA</b> is yet to be established for the greater part of the South African population.</li><li>(s) Opportunity to <b>create flexibility.</b></li><li>(t) Opportunity to <b>set price ceilings.</b></li><li>(u) <b>Leverage a committed and dynamic team</b> through the implementation of staff wellness <b>to create an empowered and healthy work environment.</b></li></ul> |  |
|---|--|

## 8. Internal environment analysis

The internal environment analysis was targeted at ZADNA as an organisation. The review carried identified what has worked well to date and what has not worked well. Table 3 below summarises the key outputs from this.

**Table 3:** ZADNA analysis of successes and shortcomings

WHAT HAS WORKED WELL	WHAT HAS NOT WORKED WELL
<p><b>1. Resourcing the organisational machinery better:</b></p> <ul style="list-style-type: none"> <li>• Employment of additional staff.</li> <li>• Development of comprehensive organogram.</li> <li>• Own (rented) premises to allow for growth.</li> <li>• Financial stability resulting from the settlement of the ZADNA&amp; ZACR fee dispute.</li> </ul> <p><b>2. Improved corporate governance framework</b></p> <ul style="list-style-type: none"> <li>• Improvements in internal controls (policies, committee charters, delegation of authority, etc) through review of existing controls and addition of new controls.</li> <li>• Internal auditor appointment allowing for better oversight and accountability on resource usage.</li> </ul> <p><b>3. Management of .ZA root by ZADNA:</b></p> <ul style="list-style-type: none"> <li>• Assumption of zone file management by ZADNA capacitates ZADNA to manage .ZA better.</li> </ul> <p><b>4. Growing ZADNA's stature and capacity:</b></p> <ul style="list-style-type: none"> <li>• Emergence of ZADNA independently of ZACR has increased understanding of ZADNA's mandate.</li> <li>• More active participation in</li> </ul>	<p><b>1. Intra-organisational communications:</b> Communication between the Board and members should be improved to aid faster decision-making.</p> <p><b>2. Licensing model limitations</b></p> <p><b>3. Poor ROA enforcement</b></p> <p><b>4. Poor handover processes</b></p> <p><b>5. Poor accountability</b></p> <p><b>6. Regulatory function:</b></p> <ul style="list-style-type: none"> <li>• Lack of regulations make for ineffective regulations.</li> <li>• Lack of professional standards.</li> <li>• Growth of namespace (25k names).</li> <li>• Ineffective marketing strategy for ZARC.</li> </ul> <p><b>7. Scaled up digitisation programme:</b></p> <ul style="list-style-type: none"> <li>• Deployment.</li> <li>• Funding for deployment.</li> </ul> <p><b>8. Domain name registrations, especially relationship for pipeline with CIPC and ZARC.</b></p> <ul style="list-style-type: none"> <li>• Dependency on external systems and capacity</li> </ul> <p><b>9. Audit opinion.</b></p> <p><b>10. Sustainable Namespace:</b></p> <ul style="list-style-type: none"> <li>• Registrations targets not achieved.</li> <li>• Growth targets not achieved.</li> </ul> <p><b>11. Smart Regulator:</b></p> <ul style="list-style-type: none"> <li>• Internal (inward) Digitisation.</li> </ul>

WHAT HAS WORKED WELL	WHAT HAS NOT WORKED WELL
<p>DCDT policy and other processes.</p> <p><b>5. Awareness:</b></p> <ul style="list-style-type: none"> <li>• Partnerships.</li> <li>• Research.</li> <li>• RR Training.</li> <li>• Public School.</li> </ul> <p><b>6. Regulated DNS Ecosystem:</b></p> <ul style="list-style-type: none"> <li>• Technical capacity building.</li> <li>• Compliance Baseline/Registry.</li> </ul> <p><b>7. Engaged Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Internal Government (external).</li> <li>• Immediate (“int”).</li> </ul> <p><b>8. Specific mentions:</b></p> <ul style="list-style-type: none"> <li>• New funding.</li> <li>• Cohesiveness “magician”.</li> <li>• Positive relations.</li> <li>• RR Trainings.</li> <li>• Inter-Governmental engagements.</li> <li>• Awareness engagements.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff Satisfaction.</li> </ul>

## 1. Outcomes, Outputs, Performance and Indicators and Targets

Outcomes	Outputs	Output indicators	Actual/Audited Performance			Estimated Performance	MEDIUM-TERM TARGETS	
			2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
<b>Sustainable and resilient domain namespace</b>	Domain name registered	Number of domain names registered	23 000 domain names registered	57 088 domain names registered	461 domain names registered	29 818 domain names registered	25 000 Domains names registered	25 000 domains names registered
		Increased net growth rate	-	-	0.25% increase in net growth realised	0.25% increase in net growth realised	1% increase in net growth	1% increase in net growth
<b>Empowered communities</b>	Awareness campaigns	Number of awareness Events conducted	12 awareness events conducted	9 awareness events conducted	43 awareness events conducted	20 awareness events conducted	4 awareness campaigns conducted to stimulate .za namespace growth and awareness.	4 awareness campaigns conducted
	Registrar Reseller Training	Number of Registrars - Reseller training conducted	12 Registrars-Resellers conducted	6 Registrar-Resellers conducted	24 Registrar-Resellers conducted	18 Registrar-Resellers conducted	11 Registrar-Resellers conducted	10 register resellers conducted
	Education and awareness	Number of media coverages achieved	12 media coverage achieved	9 Media Coverage achieved	40 media coverage achieved	39 media coverage achieved	-	-
	Strategic Partnership agreements	Number of strategic partnership agreements signed	-	2 strategic partnership agreement signed	3 strategic partnership agreement signed	4 strategic partnership agreement signed	Conclude 3 partnership agreements.	Conclude 3 partnership agreements.
	Research Reports	Number of research and Benchmark studies conducted	4 Research / Benchmark studies conducted	2 Research and 1 Benchmark studies conducted	3 Research and 1 Benchmark studies conducted	3 Research and 1 Benchmark studies conducted	4 research studies conducted and published.	5 research studies conducted and published
	Public School domain names	Number of public schools with a domain	-	-	Pilot of 200 Public Schools domain names registered	734 Public Schools domain names registered	5000 Public Schools domain names registered	3000 Public Schools domain names registered

		name						
<b>Engaged Stakeholders</b>	Internet Governance engagements	Number of stakeholder engagement conducted	12 Internet Governance engagements conducted	13 Internet Governance engagements conducted	33 Internet Governance engagements conducted	65 Internet Governance engagements conducted	17 Internet Governance engagements conducted	14 Internet Governance engagements conducted
							4 .za Stakeholders engagements conducted	4 .za Stakeholders engagements conducted
	Unique Value Proposition (UVP) by Client Type	Unique Value Proposition (UVP) by Client Type and by Industry defined	-	-	Documented and approved Stakeholder analysis and market segmentation	Reviewed and approved Stakeholder analysis and market segmentation	Conduct an economic impact survey study of the DNS	-
<b>Effectively regulate the Domain Namespace (Ecosystem)</b>	Registry and registrar Licensing framework	Approved and promulgated Registrar and Registry Licensing Regulations	-	-	The draft Licensing Framework was approved for public input but was not promulgated.	-	-	-
	Compliance of Registries, Operators, Administrators and Registrars.	Percentage of compliant Registries, Operators, Administrators, Registrars and Registrants	-	-	-	A baseline compliance rate determined	Improve compliance baseline for Registries, Operators, Administrators, Registrars and Registrants by 10%	Improve compliance baseline for Registries, Operators, Administrators, Registrars and Registrants by 30%
	Technical Training	Skilled technical stakeholders				One annual Domain Name Technical Training for Registrars conducted	Two annual Domain Name Technical Training for Registrars conducted	Two annual Domain Names Technical Trainings for Registrars conducted
<b>Smart Regulator</b>	Audit findings with remedial actions	% of audit findings resolved within prescribed timelines	-	80% audit findings resolved	81.3% audit findings resolved	82% audit findings resolved	90% of audit findings resolved with no overdue findings.	90% of audit findings resolved with no overdue findings.
							Obtain an unqualified audit opinion.	Obtain an unqualified audit opinion.

		Reduction of repeat findings	-	-	-	Reported repeat audit findings maintained at 20%	Reported repeat audit findings maintained below 10%	No Reported repeat audit findings
	Standard operating procedures	Defined and codified the internal Business process	-	-	The digital knowledge-sharing process has been developed and documented; furthermore, parts of the proposed process has	5 HR, 5 Finance and 5 Ops processes documented and digitised	Documented and digitised PR and Marketing, Namespace Development and Policy Licensing and Regulation processes.	-
					been implemented.			
	Staff satisfaction index	Increased Staff Satisfaction index	-	2 Staff satisfaction index conducted	Confidence in the senior leadership is positive, with a median score index of 4 out of 5 (i.e., 80%).	Staff turnover rate maintained at 18%	Staff turnover rate maintained below 20%	Staff turnover rate maintained below 20%
							Increase the Staff Satisfaction index to be equal to or greater than 70%	Increase the Staff Satisfaction index to be equal to or greater than 80%
							Establish a Staff Net Promoter Score baseline.	Maintain a Staff Net Promoter Score above 10

## 2. Annual Performance Outputs Indicators, Annual Targets and Quarterly Targets

Output indicators	Annual targets	Q1	Q2	Q3	Q4
<b>Domain name registered</b>	<b>25 000 Domains names registered</b>	8 500 domain names registered	7 250 domain names registered	3 250 domain names registered	6 000 domain names registered
	<b>Provide 100 Township business with domain name and digital skills</b>	Launched initiative in Capricorn District	Launched initiative in Fezile Dabi	Launched initiative in Dr RSM DDM	100 Township businesses with websites and digital skills
	<b>Provide all recognised South African Royal Houses with domain names and digital skills</b>	Launched programme (Phase 2) on Heritage Day in KZN	Launched initiative in Harry Gwala	Registered domains, websites and training conducted	Launched of initiative in Ugu District
<b>Increased net growth rate</b>	<b>Register 3750 names through the CIPC platform</b>	-	CIPC Domain name registration campaign	-	One 3750 domain name registered through CIPC.
<b>Awareness campaigns</b>	<b>4 awareness campaigns conducted to stimulate .za namespace growth and awareness.</b>	One (1) awareness campaign conducted	One (1) awareness campaign conducted	One (1) awareness campaign conducted	One (1) awareness campaign conducted
<b>Registrar Reseller Training</b>	<b>10 Registrar-Resellers conducted</b>	Three (3) Registrar-Reseller training conducted	Three (3) Registrar-Reseller training conducted	Two (2) Registrar-Reseller training conducted	Three (2) Registrar-Reseller training conducted
<b>Strategic Partnership agreements</b>	<b>Conclude 3 partnership agreements.</b>	One (1) strategic partnership agreement signed.	One (1) strategic partnership agreement signed.	One (1) strategic partnership agreement signed.	Review report of 3 existing strategic partnerships concluded.
<b>Research Reports</b>	<b>5 research studies conducted and published.</b>	Two (1) research studies conducted and published.	One (2) research study conducted and published.	One (1) research study conducted and published.	One (1) research study conducted and published.
<b>Public School domain names</b>	<b>9000 Public Schools domain names registered</b>	2500 domain names for the public schools registered	2500 domain names for the public schools registered	1500 domain names for the public schools registered	2 500 domain names for the public schools registered
<b>Internet Governance engagements</b>	<b>14 Internet Governance engagements conducted</b>	Five (5) Internet Governance engagements conducted	Three (3) Internet Governance engagements conducted	Three (3) Internet Governance engagements conducted	Three (3) Internet Governance engagements conducted



	<b>4 .za Stakeholders engagements conducted</b>	One (1) .za Stakeholders engagement conducted	Launch .za Woman in DNS	.za Awards held	One (1) .za Stakeholders engagement conducted
<b>Compliance of Registries, Operators, Administrators and Registrars.</b>	<b>Improve compliance baseline for Registries, Operators, Administrators, Registrars and Registrants by 10%</b>	Drafting Compliance Audit/Checklist Plan endorsed by Management	Registries, Operators, Administrators and Registrars Engagement	Compliance Audit/Checklist Plan implemented.	Compliance Rate Report and Remedial Action Plan
<b>Technical Training</b>	<b>Two annual Domain Name Technical Training for Registrars conducted</b>	-	One (1) technical training for the South African DNS industry conducted.		One (1) technical training for the South African DNS industry conducted.
<b>Audit findings with remedial actions</b>	<b>90% of audit findings resolved with no overdue findings.</b>	90% of audit findings for Q4 Resolved	90% audit findings for Q1 resolved	90% audit findings for Q2 resolved	90% audit findings for Q3 Resolved
	<b>Obtain an unqualified audit opinion.</b>	Review of internal control environment.	Develop and implement an internal control improvement plan	-	Audit Readiness Plan
	<b>Reported repeat audit findings maintained below 10%</b>	-	Reported repeat audit findings maintained 0% for the 2024/25 Financial Year	-	Reported repeat audit findings maintained at 0% for the 2024/25 Financial Year
<b>Increased Staff Satisfaction index</b>	<b>Implementation of Staff Wellness Initiatives</b>	Staff wellness engagement conducted	-		Staff wellness engagement conducted
	<b>Increase the Staff Satisfaction index to be equal to or greater than 80%</b>	Staff satisfaction survey with 80 % conducted	Staff Satisfaction Index survey report completed	Implemented initiatives of the Staff Satisfaction Index recommendations report	
	<b>360-degree feedback survey – CEO and Executive Management</b>			-	360-degree feedback survey report completed

### 3. Programme Resource Considerations

#### Approved Budgeted Income & Expenditure for 2024/2025 in Rands

2024/2025				
Budget item	Description	Actual 2022/2023 @ R15	Current Budget 2023/2024 @R15	2024/2025 @R15 Approved Budget
<b>INCOME</b>		<b>22 240 004,32</b>	<b>23 772 343</b>	<b>28 630 085,41</b>
<b>Revenue</b>	Revenue: ZARC	20 573 884,32	21 075 000	21 075 000,00
<b>Other Income</b>				
	Interest Income	1 666 120,00	2 061 443	2 150 085,41
	Non-Commercial Subsidy	-	635 900	1 405 000,00
	External Funding		-	4 000 000,00
<b>EXPENDITURE</b>		<b>27 702 044,00</b>	<b>26 173 925</b>	<b>28 550 498,77</b>
<b>Basic operational costs</b>		<b>2 039 025,00</b>	<b>3 195 076</b>	<b>3 315 830,11</b>
	Office supplies	94 831,00	100 000	105 100,00
	Printing & Stationery	125 584,00	140 000	147 140,00
	Rent	1 043 078,00	1 457 764	1 457 764,00
	Office furniture & refurbishments	8 501,00	52 000	52 000,00
	Repairs & maintenance	600,00	31 200	32 791,20
	Motor vehicle running costs	41 830,00	43 000	45 193,00
	Bank charges	19 555,00	50 000	52 550,00
	Computer Software and IT Hosting	363 787,00	421 112	442 588,71
	Telephone, data bundles & wireless	35 121,00	316 800	320 000,00
	ZA infrastructure & DNSSec	306 138,00	343 200	360 703,20
	Operations		240 000	300 000,00
<b>Board Meetings and conferences</b>		<b>1 947 559,50</b>	<b>2 062 086</b>	<b>2 220 000,00</b>

	Directors: Board & Committee meeting allowance.	1 361 379,00	1 401 336	1 400 000,00
	Directors: Stakeholder Meetings Remuneration	399 350,00	270 000	280 000,00
	Directors: Strategic Plan	165 413,50	140 000	140 000,00
	Board & general meeting catering costs	-	49 500	50 000,00
	Director training and development	16 800,00	93 750	100 000,00
	Conference cost AGM and SGM	4 617,00	107 500	50 000,00
	Board Evaluation			200 000,00
<b>Namespace Development</b>		<b>5 025 612,00</b>	<b>3 435 900</b>	<b>3 286 000,00</b>
	Public .ZA Awareness	1 182 140,00	1 000 000	1 136 000,00
	non-Commercial Subsidy	-	635 900	800 000,00
	Registrar-Reseller Development Program	507 998,00	600 000	200 000,00
	DNS Training	600 000,00	700 000	250 000,00
	ZAIGF and SIG	611 089,00	300 000	200 000,00
	Policing Licencing	2 124 385,00	-	300 000,00
	Research & surveys	-	200 000	400 000,00
<b>Stakeholders Engagement</b>		<b>1 015 993,00</b>	<b>990 000</b>	<b>1 745 000,00</b>
	Membership Contribution: ICANN	16 545,00	35 000	35 000,00
	Membership Contribution: AfTLD	-	30 000	30 000,00
	Membership Contribution: AfriNIC	-	30 000	30 000,00
	Parliament reporting and Travelling	4 681,00	215 000	200 000,00
	ICANN Travelling.	765 275,00	322 500	750 000,00
	Africa Internet / DNS Summit Support	30 132,00	-	-
	Stakeholder Engagements	-	250 000	500 000,00
	DCDT Support Local	199 360,00	107 500	200 000,00
	AIS			-
<b>Administrative cost</b>		<b>1 762 682,00</b>	<b>1 850 675</b>	<b>1 660 000,00</b>
	External Audit	-	182 750	180 000,00
	Internal audit	192 546,00	295 625	280 000,00
	Company secretary	351 828,00	574 800	400 000,00
	Accounting Services	437 406,00	300 000	300 000,00
	Professional fees/Consulting services	732 177,00	322 500	320 000,00
	External Reports	48 725,00	175 000	120 000,00
	Fraud Hotline		-	60 000,00
<b>Employee cost</b>		<b>12 320 798,00</b>	<b>13 100 188</b>	<b>14 888 669</b>

	Salaries & bonus provision	11 699 180,00	12 314 788	14 388 668,66
	Internship	213 754,00	335 400	-
	Recruitment	41 776,00	200 000	200 000,00
	Training and development (Staff)	366 088,00	250 000	300 000,00
	HR Legal			
<b>Legal fees</b>		<b>793 206,00</b>	<b>665 000</b>	<b>665 000,00</b>
	Legal services	547 806,00	500 000	500 000,00
	Insurance and Business Liability cover	245 400,00	165 000	165 000,00
<b>Staff Engagement</b>		<b>2 797 168,50</b>	<b>521 250</b>	<b>770 000,00</b>
	Travelling Staff	2 242 825,00	161 250	400 000,00
	Staff Team Building sessions	388 930,00	250 000	250 000,00
	Management strategic plan	165 413,50	110 000	120 000,00
<b>Surplus/Deficit for the year excluding CAPEX</b>		<b>-2 215 995,00</b>	<b>-2 401 582</b>	<b>79 586,65</b>
<b>CAPEX</b>				<b>750 000,00</b>
	CAPEX ICT	-	350 000	250 000,00
	Name Space Development		-	500 000,00
<b>Surplus/Deficit for the year</b>		<b>-</b>	<b>-2 751 582</b>	<b>-670 413,35</b>

#### 4. Key risks and mitigations

Outcomes	Key Risks	Risk Mitigation
All outcomes	One source of funds	<ul style="list-style-type: none"> <li>• Broaden revenue mix via funding from partnerships (e.g. SETAs, Industry, etc.)</li> </ul>
All outcomes	Regulatory reform	<ul style="list-style-type: none"> <li>• Maintain a transparent and frequent engagement with ZADNA stakeholders on the regulatory reform.</li> <li>• Develop a ZADNA position on what the Domain Namespace regulator of the future.</li> </ul>
Smart Regulator	Ineffective delivery of organisational goals	<ul style="list-style-type: none"> <li>• Develop a sound talent management strategy to deal with the following aspects: -               <ul style="list-style-type: none"> <li>○ Talent sourcing</li> <li>○ Incentive scheme</li> <li>○ Staff development</li> <li>○ Succession planning</li> <li>○ Develop internal communication plan.</li> </ul> </li> <li>• Develop internal Project Management Capabilities to drive strategic initiatives.</li> </ul>
Smart Regulator & Empowered Communities	Lack of evidence-based business decision making (multiple versions of the truth)	<ul style="list-style-type: none"> <li>• Improve change management to help Staff become technocrats as opposed to technophobes.</li> <li>• Enhance Data Analytics capability and records management.</li> </ul>
Smart Regulator	Lack of effective internal process control mechanisms	<ul style="list-style-type: none"> <li>• Develop and implement organisational policies, procedures and standards.</li> <li>• Automate operationally executable procedures and standards</li> </ul>

Engaged Stakeholders	Unresponsive stakeholders	<ul style="list-style-type: none"> <li>• Develop stakeholder management framework and communication plan</li> <li>• Profile stakeholders</li> <li>• Develop a costed stakeholder management implementation plan</li> </ul>
Smart Regulator	Risk of business interruptions	<ul style="list-style-type: none"> <li>• Review Business continuity plan, including off-site back plans.</li> </ul>
Smart Regulator	Compromised financial information	<ul style="list-style-type: none"> <li>• The Board to exercise proper and adequate oversight over financial management of ZADNA</li> </ul>
Sustainable and resilient domain namespace & Empowered Communities	Decline in registration and usage of .ZA domain names	<ul style="list-style-type: none"> <li>• More investment in education and awareness to advocate benefits of registering and using .ZA domain names and Websites.</li> <li>• Enter into funding strategic partnerships which will fund training and awareness campaigns.</li> </ul>

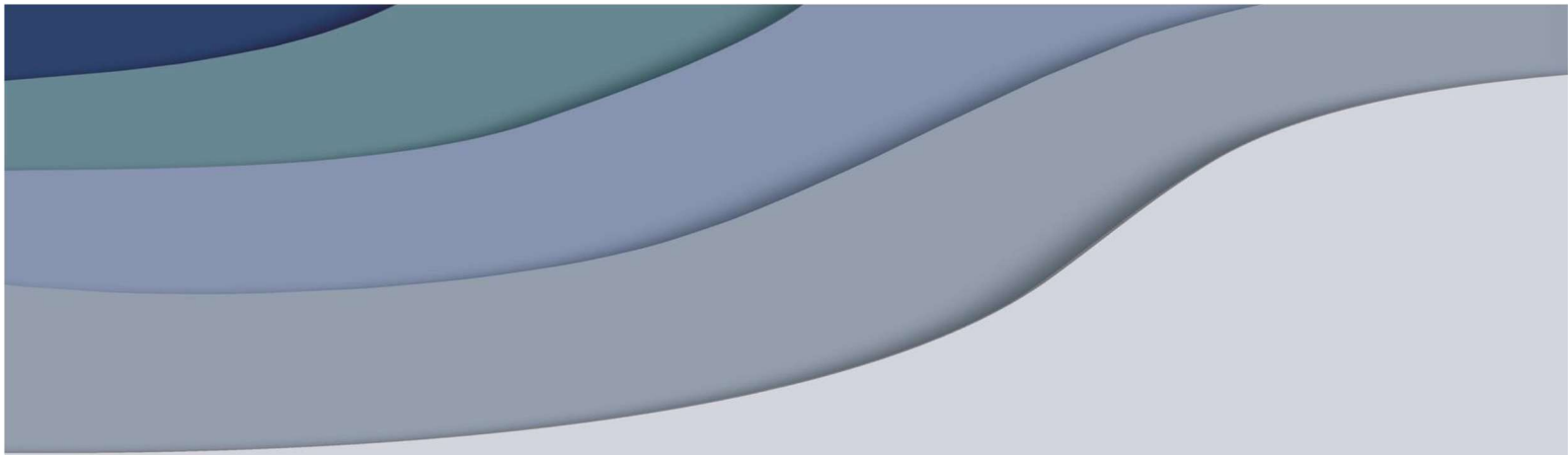
## 5. Public-Private Partnerships (PPPs)

PPP name	Purpose	Output	Current value of agreement	End-date of agreement
ZARC (ZA REGISTRY CONSORTIUM)	To provide the registry system for .za namespace	Domain name registrations	R23 000 000	September 2027
Films and Publication Board (FPB)	To provide awareness on regulatory mandates and cooperation based on joint activities around strategic areas in support of child online safety and law enforcement training	Awareness on child online safety and law enforcement training	Nonmonetary agreement	Ongoing agreement

Proudly South African	The right to use the Proudly SA trademark and attendance of events.	Awareness of ZA mandate and training on Registrar Reseller programs	No funds been allocated currently	Undergoing renewal for a further three years
University of Johannesburg	To provide an Internet Governance Research Chair within the context of the fourth revolution	Internet Governance Engagement and ZADNA's non-legislated mandate	No funds been allocated currently	October 2024
University of Limpopo	To expand cooperation relating to the advancement of Domain Name Services.	Research and Training	No funds been allocated currently	September 2025
Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA)	MICT SETA will, amongst other obligations, fund ZADNA-driven programs and research on the drivers of change for 4IR and the impact thereof on ZADNA's mandate. At the same time, ZADNA will, amongst other obligations, deliver national training and skills programs related to the DNS market, Internet, and ICT sectors career paths, and occupations, preferably in areas where scarce and critical skills have been identified and partner with the MICT SETA and the established partnerships to support the transformation of the ICT sector.	Training and Research	No funds have been allocated currently	March 2024
National Electronic Media Institute of South Africa (NEMISA)	NEMISA will assist ZADNA to implement its training plans by availing various platforms and the Learning Management Platform to deliver online content. ZADNA will use NEMISA's accreditation to issue certificates to all beneficiaries who completed training programmes.	Training and Awareness	No funds have been allocated.	June 2024
Pan African Information Communication Technology Association (PAICTA). Pace Online	Through this agreement PAICTA will avail their membership in South Africa for Registrar and Reseller training and other sector-related activities, collaborate with ZADNA on research on Domain Name and related digital services, development, and collaboration of Domain Name (DNS/Network) Hackathons and the advancement of Domain Name Policy in Africa.	Training and Awareness	No funds have been allocated currently	August 2024
Free State Business Chamber	To undertake joint programmes and activities that would assist and empower the Free State-based SMMEs and communities with skills and knowledge about the Domain Name Systems Industry (DNS).	DNS training for SMMEs and community in Free State	No funds have been allocated currently	September 2025

Tech Savvy	To exchange ideas for skills development and the deployment of products integrated into developed platforms for Teachers and Learners in identified South African Schools.	Training of students and ZA awareness	No funds have been allocated currently	December 2025
Pace Online	To implement an intensive programme to create ICT based skills (specifically focused on Internet technologies) for 2000 beneficiaries across all provinces in South Africa.	Training and awareness	No funds have been allocated currently	December 2026
Phambano Technology Development Centre	To assist with collaboration in providing technology capacity building solutions to undigitized civil society organizations at grassroots level; and expanding cooperation and exchange of ideas to bridge the digital divide through ICT-related training and opportunities for previously disadvantaged communities in South Africa.	Training and awareness	No funds have been allocated currently	August 2026
Department of Education Free state	To digitise public schools in the Free State province by provision of school.za domains and the deployment of learning platforms.	Awareness, Training and digitizing the public Schools in Free State Province	No funds have been allocated currently	March 2026
Peloni Agricultural Development	To undertake joint programmes and activities to assist farmers and communities with skills and knowledge about the Domain Name Systems Industry (DNS).	Domain name training	No funds have been allocated currently	June 2026





**PART D:**  
**Technical Indicator Description**

<b>Indicator title</b>	Number of domain names registered
<b>Definition</b>	Refers to the domain names that are registered under the .za domain namespace by businesses and individuals.
<b>Source of data</b>	Quarterly reports from ZA Registry Consortium
<b>Method of calculation or assessment</b>	Analysis of the reports Count of New registrations, Deletions and Renewals
<b>Means of verification</b>	Quarterly Reports
<b>Assumptions</b>	Functional Registry Platforms, the rate of deletions is manageable through the registry operator
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly, annually
<b>Desired performance</b>	25 000 domain names registered
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Provide 100 Township business with domain name and digital skills
<b>Definition</b>	This refers to registering 100 Township businesses with domain name and digital skills
<b>Source of data</b>	Quarterly reports
<b>Method of calculation or assessment</b>	Count of New registrations of domains and confirmation of digital skills training
<b>Means of verification</b>	Quarterly Reports
<b>Assumptions</b>	100 Township business with domain name will be registered
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly, annually
<b>Desired performance</b>	100 Township businesses provided with domain names with digital skills

<b>Indicator title</b>	All South African Royal Houses provided with domain and digital skills
<b>Definition</b>	This refers to registering to registering domain name and giving digital skills training to all South African Royal Houses
<b>Source of data</b>	Quarterly reports
<b>Method of calculation or assessment</b>	Count of New registrations of domains and confirmation of digital skills training
<b>Means of verification</b>	Quarterly Reports
<b>Assumptions</b>	Functional Royal houses domain names
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly, annually
<b>Desired performance</b>	All South African Royal Houses provided with domain and digital skills
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Increased net growth rate
<b>Definition</b>	The net growth rate refers to the normal expected growth. (organic) of domain name, which is a result of tapping into market and stakeholder segments that are unknown.
<b>Source of data</b>	Quarterly reports from CIPC
<b>Method of calculation or assessment</b>	Count of New registrations of domains
<b>Means of verification</b>	Quarterly Reports
<b>Assumptions</b>	Functional Registry Platforms Market segmentation has been conducted CIPC platform availability
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly, annually

<b>Desired performance</b>	3750 domain names registered through CIPC platforms
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Number of awareness Events conducted
<b>Definition</b>	Refers to the events that will be done in order to increase awareness on .za domain namespace using multiple channels.
<b>Source of data</b>	Portfolio of evidence done after the events
<b>Method of calculation or assessment</b>	Counting of the awareness events attended Attendance registers
<b>Means of verification</b>	Proof of events attendance
<b>Assumptions</b>	There will be attendees
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Simple count
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	4 Awareness campaigns conducted through audio recording, magazines, and articles
<b>Indicator responsibility</b>	PR & Marketing Officer

<b>Indicator title</b>	Number of registrar reseller training conducted
<b>Definition</b>	The registrar reseller training is conducted to promote the transformation of the ISPs and create access to the .za domain namespace market
<b>Source of data</b>	Quarterly progress reports from training conducted
<b>Method of calculation or assessment</b>	Simple arithmetic count of each registrar training conducted
<b>Means of verification</b>	Quarterly progress reports from training conducted
<b>Assumptions</b>	There will be participants for the session with means to attend in-person or virtually.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A  The Authority will be conducting a market segmentation exercise to inform these targets.
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>Desired performance</b>	Conduct 10 Registrar and Reseller Training with 60% attendees being Women, Youth and People living with disabilities
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Number of strategic partnership agreements signed
<b>Definition</b>	Refers to the strategic partnerships which will be entered into in order to promote multi-stakeholder participation in the ICT sector and to influence inclusive policy development.
<b>Source of data</b>	Quarterly Report
<b>Method of calculation or assessment</b>	Simple count strategic partnership agreements signed
<b>Means of verification</b>	Signed written agreements
<b>Assumptions</b>	The strategic partnership agreements signed will be signed timeous and delivered with the financial year.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	3 strategic partnership agreements to be signed
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Namespace Development Chief Executive Officer

<b>Indicator title</b>	Number of Internet Governance engagements conducted
<b>Definition</b>	To conduct Internet Governance engagement in order to promote multi-stakeholder participation in the ICT sector and influence inclusive policy development.
<b>Source of data</b>	Quarterly progress reports of Internet Governance engagement
<b>Method of calculation or assessment</b>	simple count of stakeholder engagement events
<b>Means of verification</b>	Quarterly report on Internet Governance engagement
<b>Assumptions</b>	Engagement will promote multi-stakeholder participation in the ICT sector and influence inclusive policy development.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All 14 Internet Governance engagements conducted. 4 .za Stakeholders engagements conducted.
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation

<b>Indicator title</b>	Percentage of compliant Registries, Operators, Administrators, Registrars and Registrants
<b>Definition</b>	To improve compliance baseline for Operators, Administrators and Registrars reports that will influence the growth of domain names in South Africa
<b>Source of data</b>	Approved compliance reports
<b>Method of calculation or assessment</b>	Simple count of approved reports
<b>Means of verification</b>	Portfolio of evidence of the reports done
<b>Assumptions</b>	Compliance reports that will influence policies and support the growth of ZADNA through global best practices. The audited parties are willing to subject themselves to the audits
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>Desired performance</b>	Improve compliance baseline for Registries, Operators, Administrators, Registrars and Registrants by 30%
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Name Space Development

<b>Indicator title</b>	Skilled technical stakeholders
<b>Definition</b>	To train people on technical domain name matters
<b>Source of data</b>	Approved training reports
<b>Method of calculation or assessment</b>	Simple count of approved reports
<b>Means of verification</b>	Portfolio of evidence of the reports done
<b>Assumptions</b>	The training conducted will help people to understand the domain name business and assist on growing the industry market. Funding will be available
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Two annual Domain Name Technical Training for Registrars conducted

<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Name Space Development
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<b>Indicator title</b>	Number of research and Benchmark studies conducted
<b>Definition</b>	To produce relevant research and benchmark reports that will influence policies and support the growth of ZADNA through global best practices
<b>Source of data</b>	Board approved reports
<b>Method of calculation or assessment</b>	Simple count of approved research reports
<b>Means of verification</b>	Portfolio of evidence of the reports done
<b>Assumptions</b>	Research reports that will influence policies and support the growth of ZADNA through global best practices
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	All 5 Research studies conducted
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Name Space Development

<b>Indicator title</b>	Number of public schools with a domain name registered
<b>Definition</b>	To register 3000 school domain names, which will provide the learners and school a digital presence more so, ensuring that they have a mature digital identity by the time they get to Higher Education Institutions.
<b>Source of data</b>	Quarterly progress reports of registered school domains
<b>Method of calculation or assessment</b>	simple count of the school domain
<b>Means of verification</b>	Quarterly progress reports of registered school domains
<b>Assumptions</b>	The SLD operator can cope with the demand, and the focus will be given to Quintile 1 to 2 schools. ZADNA secure the required Project Management funding
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative
<b>Reporting cycle</b>	Quarterly

<b>Desired performance</b>	3000 school domain names registered.
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations Manager: Name Space Development PR and Marketing Officer

<b>Indicator title</b>	% of audit findings resolved with no overdue findings
<b>Definition</b>	This refers to the Audit finding raised by the auditors which needs to be addressed
<b>Source of data</b>	Audit Findings Register Report
<b>Method of calculation or assessment</b>	Follow up Audit action plans
<b>Means of verification</b>	Audit finding addressed by the ZADNA
<b>Assumptions</b>	All the audit finding will be addressed timeously
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative Quarterly
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	90% of audit findings resolved with no overdue findings. Obtain an unqualified audit opinion.
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Namespace Development Manager: Operations Finance Manager Company Secretary Chief Executive Officer

<b>Indicator title</b>	No repeat audit findings
<b>Definition</b>	This refers to the reduction of repeat audit finding raised by the auditors which needs to be addressed
<b>Source of data</b>	Audit Findings Register Report
<b>Method of calculation or assessment</b>	Follow up Audit actions plans
<b>Means of verification</b>	Repeated Audit finding addressed by the ZADNA

<b>Assumptions</b>	All the repeated audit findings will be addressed timeously
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A
<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Cumulative Quarterly
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Reported showing no-repeat audit findings
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Namespace Development Manager: Operations Finance Manager Company Secretary Chief Executive Officer

<b>Indicator title</b>	Increased Staff satisfaction index percentile
<b>Definition</b>	Refers to the process of conducting climate and culture survey in the ZADNA. More so, implementing remedial actions with the intend of improving Staff satisfaction.
<b>Source of data</b>	Report on Climate and Culture survey recommendations

<b>Method of calculation or assessment</b>	Simple count of number of Staff satisfaction index conducted
<b>Means of verification</b>	Quarterly reports
<b>Assumptions</b>	Climate and Culture survey recommendations will be approved for implementation
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A

<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Staff turnover rate maintained below 20% Increase the Staff Satisfaction index to be equal to or greater than 80% Establish a Staff Net Promoter Score baseline.
<b>Indicator responsibility</b>	Manager: Operations

<b>Indicator title</b>	Increased Staff satisfaction index percentile
<b>Definition</b>	Refers to the process of conducting climate and culture survey in the ZADNA. More so, implementing remedial actions with the intend of improving Staff satisfaction.
<b>Source of data</b>	Report on Climate and Culture survey recommendations
<b>Method of calculation or assessment</b>	Simple count of number of Staff satisfaction index conducted
<b>Means of verification</b>	Quarterly reports
<b>Assumptions</b>	Climate and Culture survey recommendations will be approved for implementation
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A

<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	Non-cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	Staff turnover rate maintained below 20% Increase the Staff Satisfaction index to be equal to or greater than 80% Establish a Staff Net Promoter Score baseline.
<b>Indicator responsibility</b>	Manager: Operations

<b>Indicator title</b>	Increased Staff satisfaction index percentile
<b>Definition</b>	Refers to the process of implementing staff wellness initiatives
<b>Source of data</b>	Report on staff wellness engagements
<b>Method of calculation or assessment</b>	Simple count of the number of Staff wellness engagements
<b>Means of verification</b>	Quarterly reports
<b>Assumptions</b>	Wellness engagements will be held
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A

<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	2 staff wellness engagements will be held.
<b>Indicator responsibility</b>	Manager: Operations

<b>Indicator title</b>	Increased Staff satisfaction index percentile
<b>Definition</b>	Refers to conducting 360-degree feedback survey for CEO and Executive managers
<b>Source of data</b>	A report on feedback of 360-degree survey
<b>Method of calculation or assessment</b>	Simple count on the 360-degree feedback
<b>Means of verification</b>	Quarterly reports
<b>Assumptions</b>	360-degree feedback will be held.
<b>Disaggregation of beneficiaries (where applicable)</b>	Target for women: N/A Target for Youth: N/A Target for people with disabilities: N/A

<b>Spatial transformation</b>	Contribution to spatial transformation priorities: N/A
<b>Calculation type</b>	cumulative
<b>Reporting cycle</b>	Quarterly
<b>Desired performance</b>	360-degree feedback will be conducted.

