



# Strategic Plan

## 2020 – 2025

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*This document outlines and explains the Strategic Plan of the .ZA Domain Name Authority (ZADNA) for a 5-year period covering 2020/2021 to 2024/2025 This plan ought to be submitted to the Minister of Communications and Digital Technologies, as stipulated in the ECT Act.*

## 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 launched on May 2014;

**“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 ZA Domain Name Authority (ZADNA) was established in terms of the Electronic Communications Act. Its mandate is to regulate the za domain namespace and ensure that the namespace is used and managed efficiently. This is in order 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, to ensure that the za namespace is robust and resilient at all times.

The current Board of the ZADNA was appointed on 1 November 2019, and the first order of business was to develop the five-year strategic plan (2020-2025). Board developed the Strategic plan in conjunction with the management of ZADNA. The Strategic Plan is supported by the Annual Performance Plan (APP) that outlines the annual targets for the 2021/22 financial year.

### Key priorities for ZADNA

- To increase the number za domain name registrations. In the past three years, there has been a noticeable decline in za domain name registrations.
- To finalise and implement the licensing framework.
- To create awareness and engage stakeholders on Internet Governance and the Domain Name industry.
- To promote the entrance of new players in the sector.

This strategic plan is aligned to the functions of the ZADNA as outlined in the ECT Act, and the ICT integrated White Policy 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.

## Accounting Officer Statement

The 2020/21 financial year was a better year for ZADNA. The Za Domain Name Authority continued to have a clean audit which came from its improved internal controls.

As the .za domain name regulator and active role player in the ICT sphere, the approval of the National Integrated ICT Policy White Paper requires ZADNA to prioritise certain targets as per the White Paper and the ICT Development Strategy.

In fulfilling its statutory mandate, whilst optimally contributing to Government outcomes, Below are the key priority programmes for implementation to support the .ZA awareness, the ICT SMME Development Strategy, Internet Governance and other identified priorities of the Department.

The 2021/2022 financial year, ZADNA will actively focus on:

- (a) Enhancing .ZA awareness;
- (b) Co-ordination of Internet Governance dialogue with stakeholders;
- (c) Registrar Reseller Training; and
- (d) Registry and Registrar Licensing Framework.

## Official Sign-Off

It is hereby certified that this Strategic Plan:

- Was developed by the management of the 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 2020- 2025.

Signature:

A handwritten signature in black ink, appearing to be 'MM Wesi', written over a horizontal line.

Mr MM Wesi

**Accounting Officer**

Approved by:

A handwritten signature in black ink, appearing to be 'P Legoze', written over a horizontal line.

Ms P Legoze

**ZADNA Board of Directors Chairperson**

**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 launch 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.

#### 1.2.2. Internet Governance

ZADNA participates actively within ICANN processes that relate directly to the 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 African Top Level Domain (AfTLD), African Network Information Centre (AfrinIC) and the United Nations' Internet Governance Forum (IGF).

### 1.2.3. South African Internet Governance Forum (ZAIGF)

ZADNA serves as the Secretariat of the South African Internet Governance Forum, 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. Institutional Policies and Strategies governing the five -year planning period

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, the 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 in the ICT regulatory framework means that ZADNA has to carry out its current ECT Act mandate in a transformational dispensation that seeks to prepare it for the determined integration of with other ICT regulators. In anticipation of the imminent integration and re-alignment, ZADNA's strategic outcomes prioritise certain activities as well include objectives that seek to achieve some of the work that the White Paper allocates to the "domain name regulator".

The rapid expansion of the domain name system (DNS) and continuous increase in the number of domain name registrations globally is another important factor influencing ZADNA's business targets. One of the key strategic developments facing .ZA and the rest of the domain name industry is the changing naming conventions wherein domain name holders show growing interest in having their domain names being as high up the domain name ladder as possible (e.g. from yourname.co.za to yourname.za).

## 3. Relevant court rulings

None.

**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 is able to 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.



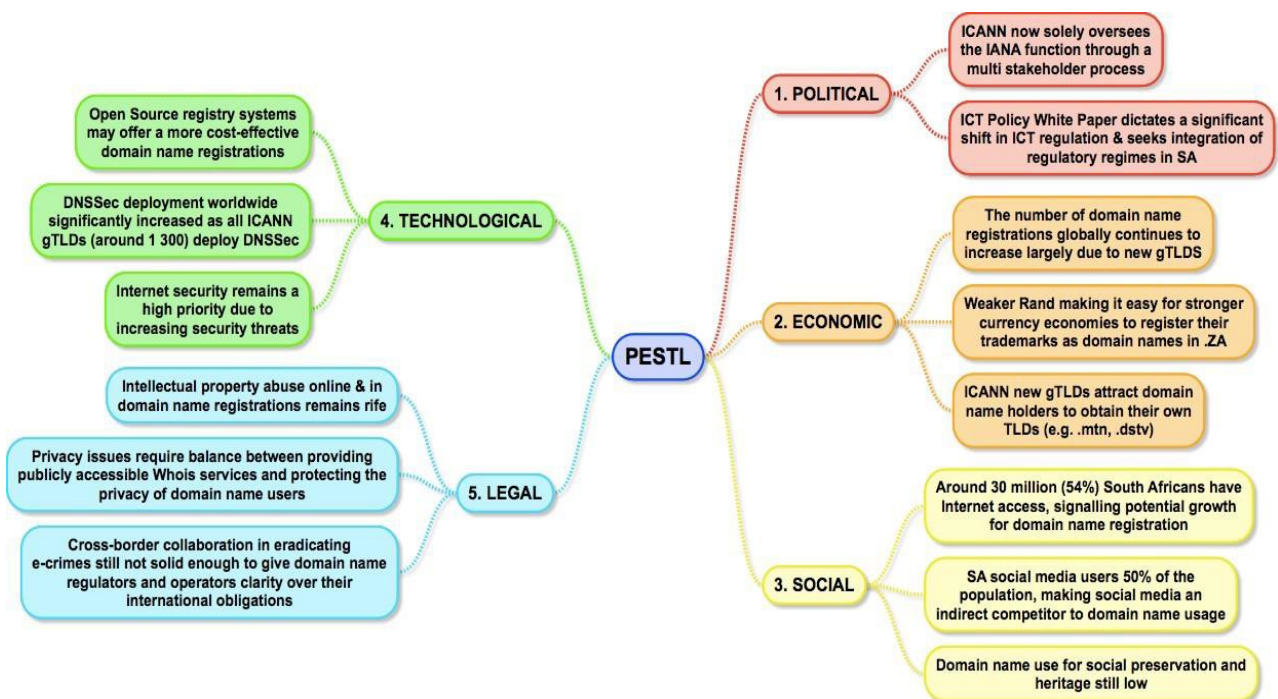
## 4. Situational Analysis

ZADNA's sustainability and success are primarily based on the continued growth of .ZA domain name registrations. ZADNA is accordingly dependent on the registries and registrars that it regulates. However, there is a limited separation of ZADNA's environmental analysis from that of .ZA because ZADNA's success is hardly separable from the success of the .ZA namespace.

The ZADNA's strategy map emanated from an analysis of macro and micro-environment in which ZADNA operates. It is intended to address what ZADNA needs to succeed in performing its ECT Act functions, while at the same time taking into consideration the implementation of the White Paper for the forthcoming five (5) years.

## 5. External Environmental Analysis

The external environment analysis allowed ZADNA to assess the broader Internet ecosystem within which .ZA is located. The analysis of the Internet industry was done using the *PESTL* (political, economic, social, technological and legal) approach. PESTL is a useful framework for external environmental analysis because it provides a more holistic view of key factors affecting one's strategic priorities and performance. After thorough assessments, the PESTL factors affecting .ZA and ZADNA's mandate were identified as shown in *Figure A*.



In addition, the Board’s analysis, the SWOT (strengths, weaknesses, opportunities and threats) technique 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 1**):

**Table 1: SWOT analysis outcomes**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>(a) 98% of total .ZA registrations (+1.2 million currently) are managed by a single, <b>competent registry</b> managing large SLDs (ZACR). This makes ZADNA’s regulation easy as it largely focuses on a single entity.</li> <li>(b) .ZA is an <b>established, well-known namespace</b> that most South Africans choose ahead of other namespaces.</li> <li>(c) .ZA offers both <b>price-competitive</b> (through ZACR) and <b>free</b> domain name registrations (through, for example, gov.za, ac.za and nom.za).</li> <li>(d) .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.</li> <li>(e) ZADNA is <b>financially sustainable</b> as it is building contingency reserves.</li> </ul>	<ul style="list-style-type: none"> <li>(a) ZADNA’s <b>awareness</b> campaign is yet to tap into the greater part of the South African population.</li> <li>(b) ZACR domain name <b>pricing framework</b> is not flexible enough to stimulate domain name registrations (through multi-year registrations &amp; discounts).</li> </ul>
Opportunities	Threats

<p>(a) The <b>ICT Policy White Paper</b> presents an opportunity for ZADNA to better define how domain name regulation and management should be tightly aligned to support Internet penetration.</p> <p>(b) Investment in <b>Black 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>(a) The impact of <b>free domain names</b> on .ZA may over the time, limit the growth of .ZA.</p> <p>(b) ICANN <b>gTLDs</b> (+1 300 in total) threaten the future growth of .ZA 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) Online <b>security</b> 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.</p>
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## 6. Internal Environmental Analysis

The internal environment analysis was targeted at ZADNA as an organisation. The ZADNA Board carried out this analysis by identifying what has worked well to date and what has not worked well.

Table 1 below summarises the key Board views.

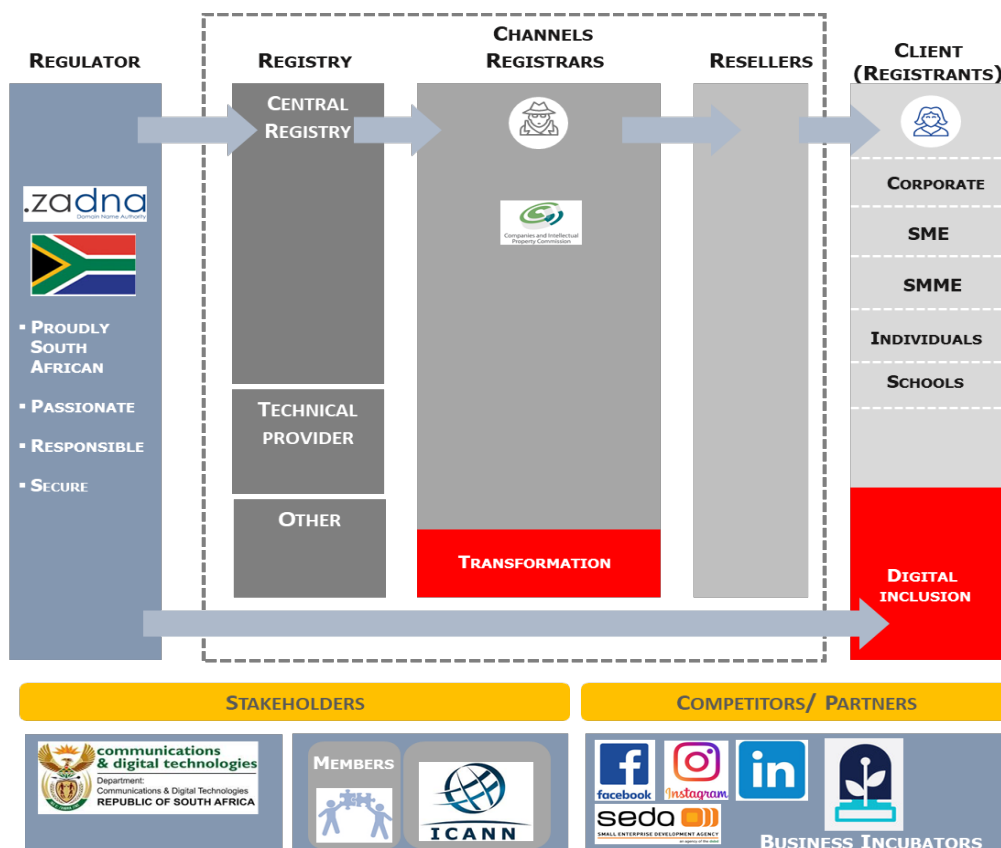
**Table 1:** ZADNA Board's analysis of successes & failures

WHAT HAS WORKED WELL	WHAT HAS NOT WORKED WELL
<p><b>1. Resourcing the organisational machinery better:</b></p> <p>Employment of additional staff</p> <p>Development of comprehensive organogram.</p> <p>Own (rented) premises to allow for growth</p> <p>Financial stability resulting from the settlement of the ZADNA&amp; ZACR fee dispute.</p> <p><b>2. Improved corporate governance framework</b></p> <p>Improvements in internal controls (policies, committee charters, a delegation of authority, etc.) through a review of existing controls and addition of new controls</p> <p>Internal auditor appointment allowing for better oversight and accountability on resource</p>	<p><b>1. Intra-organisational communications:</b></p> <p>communication between Board and members should improve to aid faster decision-making.</p>

WHAT HAS WORKED WELL	WHAT HAS NOT WORKED WELL
<p><b>3. Management of .ZA root by ZADNA:</b></p> <p>Assumption of zone file management by ZADNA capacitates ZADNA to manage .ZA better</p> <p><b>4. Growing ZADNA's stature and capacity:</b></p> <p>The emergence of ZADNA independently of ZACR has increased understanding of ZADNA's mandate</p> <p>More active participation in DCDT policy and other processes</p>	

## 6.1. The ZADNA Ecosystem

The below diagram best describes the ZADNA ecosystem (and Value Chain). The diagram shows the various role players from ZADNA all the way to the Registrant (client). ZADNA sees entities such as the Registry, Registrar and Resellers as intermediaries between them and the client. Ultimately ZADNA sees the client not through a single lens but rather as belonging to specific segments and industries. Knowing these segments and sectors and their wants and needs is important to ZADNA in better understanding the Stakeholder (KYS).



**PART C: MEASURING OUR PERFORMANCE**

## 1. Impact Statement

Impact statement	To contribute to an economically prosperous and empowered communities by enabling a regulated, secure and vibrant ZA domain name space.
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## 2. Measuring our outcomes

MTSF Priority	Outcomes	Outcome indicator	Baseline	Five-year target
Priority 2: Economic Transformation and Job Creation	Sustainable and resilient domain namespace	Number of domain names registered	1.24 million domain names registered	125 000 domain name registered
Priority 1: A Capable, Ethical and Developmental State		Increased net growth rate	New Indicator	Addition 1% increase (62 500 domain names)
Priority 3: Education, Skills and Health	Empowered Communities	Number of awareness events conducted	12 awareness campaigns conducted in 2019/20 financial year	60 awareness campaigns conducted
		Number of Registrar reseller training conducted	12 registrar reseller training conducted in 2019/20 financial year	60 registrar reseller training conducted
		Number of media coverage achieved	16 media coverage in 2019/20 financial year	72 media coverage
		Number of strategic partnerships agreements signed	4 strategic partnership agreement	15 strategic partnership agreement signed
		Number of research or Benchmark studies conducted	3 Research studies	20 Research and Benchmark Studies conducted
		Number of public schools with a domain name	New Indicator	2300 of Quintile 1 and 2 Public Schools nation-wide

MTSF Priority	Outcomes	Outcome indicator	Baseline	Five-year target
	Engaged Stakeholders	Number of stakeholder engagement conducted	9 stakeholder engagement	60 stakeholder engagement conducted
		Unique Value Proposition (UVP) by Client Type and by Industry defined	New Indicator	Up to date Stakeholder segmentation and defined needs
Priority 1: A capable, ethical and developmental state	Effectively regulate the Domain Namespace (Ecosystem)	Approved and promulgated Registrar and Registry Licensing Regulations	None	Implemented and operational Registry & Registrar Licensing Regulations
		Percentage of compliant Registries, Operators, Administrators, Registrars and Registrants	None	80 % Compliance of Registries, Operators, Administrators and Registrars with ZADNA approved policies and regulations.
		Skilled technical stakeholders	None	Conduct four annual Domain Name Technical Training for Registrars
	Smart Regulator	Percentage of audit findings resolved within prescribed timelines	80% of audit findings resolved within prescribed timelines	80% of Audit findings resolved
			35 Audit findings	Reduce findings by 20%
			5 repeat findings	<20% of reported findings to be repeat findings
		Increased Staff satisfaction index percentile	None	Staff satisfaction (incorporating manager effectiveness) index >80%
		Defined and codified the internal business process	None	Documented and accessible Standard Operating Procedures.

### 3. Goals Cascade

While the achievement of ZADNA's mandate as per the ECT Act is inherent in our activities, ZADNA's impact and inputs to the MTSF 2019 – 2024 is detailed below more so.

MTSF Priority	MTSF Outcomes	ZADNA Outcomes	Outcome indicator	
Priority 1: A Capable, Ethical and Developmental State	National e-Government Strategy and digitalisation of government services	Smart Regulator	Percentage of audit findings resolved within prescribed timelines	
			Increased Staff satisfaction index percentile	
			Defined and codified internal business process	
Priority 2: Economic Transformation and Job Creation	More decent jobs sustained and created; Inclusion of Township and Rural Enterprise development (DSBD);	Sustainable and resilient domain namespace	Number of domain names registered	
		Sustainable and resilient domain namespace	Increased net growth rate	
			Empowered Communities	Number of awareness events conducted
				Number of Registrar reseller training conducted
		Number of media coverage achieved		
		Engaged Stakeholders	Number of stakeholder engagement conducted	
			Unique Value Proposition (UVP) by Client Type and by Industry defined	
Priority 3: Education, Skills and Health	DBE to collaborate with DCDT to ensure 80% school connectivity;	Empowered Communities	Number of public schools with domain name	
Priority 6: Social Cohesion and Safer Communities	Promoting social cohesion through increased interaction across space, race and class	Empowered Communities	Number of awareness events conducted	
			Number of Registrar reseller training conducted	
			Number of media coverage achieved	
		Engaged Stakeholders	Number of stakeholder engagement conducted	
			Unique Value Proposition (UVP) by Client Type and by Industry defined	
	Secured cyberspace	Effectively regulate the Domain Namespace (Ecosystem)	Approved and promulgated Registrar and Registry Licensing Regulations	
			Percentage of compliant Registries, Operators, Administrators, Registrars and Registrants	
			Skilled technical stakeholders	
Priority 7: A Better Africa and World	Equitable multilateral institutions and enhance global governance	Engaged Stakeholders	Number of strategic partnerships agreements signed	

4. Explanation of planned performance over the five year planning period

The diagram below (**Figure B**) represents ZADNA’s strategic intent interpreted in the form of the strategy map. The ZADNA’s strategy map emanated from an analysis of the external and internal environment in which ZADNA operates. It is intended to address what ZADNA needs to succeed in performing its ECT Act functions, while at the same time taking into consideration the implementation of the White Paper for the forthcoming five (5) years.

Figure B: ZADNA’s Strategy Map



## 5. Key risk and Mitigations

Outcomes	Key Risks	Risk Mitigation
All outcomes	Lack of funds, capacity and contradictions in the ECT Act.	<ul style="list-style-type: none"> <li>• Explore funding from strategic partners and other DCDT programmes.</li> <li>• Support DCDT legislative amendment programme.</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> </ul>
Smart Regulator & Empowered Communities	Lack of evidence-based business decision making	<ul style="list-style-type: none"> <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>

Outcomes	Key Risks	Risk Mitigation
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> <li>• Explore alternative revenue channels.</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>

## 6. Public entities

Name of Public Entity	Mandate	Outcomes
Companies and intellectual Property Commission (CIPC)	A public entity established in terms of section 185 of the Companies Act, 2008 (Act No. 71 of 2008), within the Department of Trade & Industry group of Institutions,	Domain registration platform
Films and Publication Board (FPB)	An entity established in terms of section 59 of the Electronic Communications and Digital Technologies Services,	Awareness on child online safety and law enforcement training

## **PART D: TECHNICAL INDICATOR DESCRIPTION (TIDS)**

<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 Central Registry
<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
<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>	Increased number of business and individual registered under the .za domain namespace
<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 including that is a resultant of tapping into market and stakeholder segments that are unknown.
<b>Source of data</b>	Quarterly reports from ZA Central Registry
<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
<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>	Increased number of domain registrations from new or unknown market segments
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Number of awareness campaigns
<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>	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 information 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>	Increase of new entrants into the sector and a minimum of 20% of the entities accredited as Registrars to be owned by designated groups.
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Number of media coverages
<b>Definition</b>	Refers to coverage and advancement of the Authority's mandate on various media platforms and channels.
<b>Source of data</b>	Audio and TV recordings, magazines and articles
<b>Method of calculation or assessment</b>	Simple count number of media coverages done
<b>Means of verification</b>	Quarterly progress reports on media coverage
<b>Assumptions</b>	The Audio recording, magazines and articles will all be used to increase awareness on .za domain namespace
<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>	ZADNA to be covered of both digital and traditional media in native languages of the recipients.
<b>Indicator responsibility</b>	Manager: Name Space Development

<b>Indicator title</b>	Number of strategic partnership agreements signed
<b>Definition</b>	Refer 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>	Derive funding from the agreements to financial support some initiatives the Authority would like o embark on
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations Manager: Namespace Development Chief Executive Officer

<b>Indicator title</b>	Number of stakeholder 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>	Internet Governance engagement conducted
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations

<b>Indicator title</b>	Unique Value Proposition (UVP) by Client Type and by Industry defined
<b>Definition</b>	This refers to segmenting the
<b>Source of data</b>	The report and Board minutes reflecting the report
<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 influences policies and supports 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>	Annually
<b>Desired performance</b>	Conduct and be engaged in research which guides the Authority and its policies.
<b>Indicator responsibility</b>	Manager: Name Space Development  PR and Marketing Officer

<b>Indicator title</b>	Number of research or Benchmark studies conducted
<b>Definition</b>	To produce relevant research reports that will influences policies and supports 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 influences policies and supports 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>	Conduct and be engaged in research which guides the Authority and its policies.
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations  Manager: Name Space Development

<b>Indicator title</b>	Number of public schools with a domain name
<b>Definition</b>	To register 2300 school domain name, 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 SLR operator is able to cope with the demand, and the focus will be given to Quintile 1 to 2 schools
<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>	80% of South African Public Schools having a domain name and they Learners given emails
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations  Manager: Name Space Development  PR and Marketing Officer

<b>Indicator title</b>	Approved and promulgated Registrar and Registry Licensing Regulations
<b>Definition</b>	Refers to the development of the framework which will regulate the licensing of registry and registrars
<b>Source of data</b>	Reports from DCDT Policy Branch, Board minutes
<b>Method of calculation or assessment</b>	Inspection of Board minutes and approved regulation
<b>Means of verification</b>	Input provided by the DCDT and minutes of the Board meetings
<b>Assumptions</b>	All internal and external resources required for this initiative are in place
<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>	promulgated Registry and Registrar Licensing regulations by 2022
<b>Indicator responsibility</b>	CEO Manager: Policy, Licensing and Regulations

<b>Indicator title</b>	Percentage of compliant Registries, Operators, Administrators, Registrars and Registrants
<b>Definition</b>	Refers to the percentile of Registries, Operators, Administrators and Registrars that comply with the .ZA domain name space policies and regulations
<b>Source of data</b>	Compliance reports
<b>Method of calculation or assessment</b>	Inspection of Board minutes and compliance reports
<b>Means of verification</b>	Remedial action plans from non-compliant entities
<b>Assumptions</b>	The policies are up to date and regulations have been promulgated
<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>	Annually
<b>Desired performance</b>	More than 80% compliance with .ZA domain name space policies and regulations
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulations

<b>Indicator title</b>	Skilled technical stakeholders
<b>Definition</b>	Refers to the annual technical skill capacitation programme for the Registrars and Reseller within the .ZA name space
<b>Source of data</b>	Training Portfolio of Evidence

<b>Method of calculation or assessment</b>	Analysis of the attendees feedback, attendance register and sample attendees Portfolio of Evidence
<b>Means of verification</b>	Board minutes and attendance registers
<b>Assumptions</b>	Funding partners are found and trainers are available to conduct the training
<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>	Annually
<b>Desired performance</b>	Funded and attended trainings with more than 50% being from designated groups specifically Black Women, Youth and People living with disabilities.
<b>Indicator responsibility</b>	Manager: Name Space Development

<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 satisfaction (incorporating manager effectiveness) index greater than 80% for the year under review
<b>Indicator responsibility</b>	Manager: Operations

<b>Indicator title</b>	Defined and codified internal business process
<b>Definition</b>	Refers to the process of reengineering (digitising) and documenting key internal business process with the intention to preserve institutional knowledge and add more resilience to ZADNA.
<b>Source of data</b>	Approved and documented business processes

<b>Method of calculation or assessment</b>	Simple count of number of documented processes and automated processes
<b>Means of verification</b>	Management, Board subcommittee and Board minutes
<b>Assumptions</b>	Expertise and resources are availed to reengineer and document the processes
<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>	Core business processes are automated and digitised, and are accessible through digital platforms .
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Namespace Development Manager: Operations Finance Manager

<b>Indicator title</b>	Percentage of audit findings resolved within prescribed timelines
<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 audit tracker Report
<b>Method of calculation or assessment</b>	Percentile calculation of audit findings resolved, in-progress and unresolved
<b>Means of verification</b>	Audit finding addressed by the ZADNA
<b>Assumptions</b>	There are adequate resources available for Management.
<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>	80% of Audit findings resolved, number of findings reduced by 20% and less than 20% of reported findings to be repeat findings
<b>Indicator responsibility</b>	Manager: Policy, Licensing and Regulation Manager: Namespace Development Manager: Operations Finance Manager Company Secretary Chief Executive Officer



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