

ANNUAL PERFORMANCE PLAN 2026/2027

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ACRONYMS

ADR:	Alternative Dispute Resolution
AFRICNIC:	African Network Information Centre
AfTLD:	African Top-Level Domain Association
AI:	Artificial intelligence
BBBEE:	Broad-Based Black Economic Empowerment
Board:	Accounting Authority
ccTLD:	Country-Code Top-Level Domain
CEO:	Chief Executive Officer
CIPC:	Companies and Intellectual Property Commission
CPA:	Consumer Protection Act
CPI:	Consumer Price Index
CRM:	Customer Relationship Management
CSI:	Corporate Social Investment
CSS:	Customer Satisfaction Survey
DCDT:	Department of Communications and Digital Technologies
DDoS:	Distributed Denial of Service
DNS:	Domain Name System
EBIT:	Earnings Before Interest and Tax
ECT Act:	Electronic Communications and Transactions Act of 2002
ECT:	Electronic Communications and Transactions
EDP:	Economic Development Partnership
EE:	Employment Equity
EM:	Finance: Executive Manager: Finance
ESD:	Enterprise Supplier Development
ESDP:	Enterprise and Supplier Development Programmes
ESG:	Environmental, Social, and Governance
EXCO:	Executive Management
FPB:	Film and Publication Board
FY:	Financial Year
GDP:	Gross domestic product
GDPR:	General Data Protection Regulation
gTLD:	Generic Top-Level Domain
HDI:	Historically Disadvantaged Institutions
IANA:	Internet Assigned Numbers Authority
ICANN:	Internet Corporation for Assigned Names and Numbers
ICASA:	Independent Communications Authority of South Africa
ICT:	Information and Communications Technology
IGF:	Internet Governance Forum
IoT:	Internet of Things
ISP:	Internet Service Provider
ITA:	Invitation to Apply
ITU:	International Telecommunication Union
KPI:	Key Performance Indicator
M&A:	Mergers and Acquisitions
Minister:	Minister of Communications and Digital Technologies
MOI:	Memorandum of Incorporation
MTDP:	Medium-Term Development Plan
NDP:	National Development Plan
NPC:	National Planning Commission
PAIA:	Promotion of Access to Information Act

PESTLE:	Political, Economic, Social, Technological, Legal, and Environmental
POPI:	Protection of Personal Information Act
POPIA:	Protection of Personal Information Act
PPCCDT:	Parliamentary Portfolio Committee on Communications and Digital Technologies
Registrant:	A holder of a domain name
Registrar:	An entity authorised or accredited to register domain names on behalf of registrants
SA:	South Africa
SAIGF:	South African Internet Governance Forum
SCM:	Supply Chain Management
SD:	Standard Definition/Skills Development
SDG:	Sustainable Development Goals
SED:	Socioeconomic Development
SEED:	Social Enterprise and Economic Development
SLA:	Service Level Agreement
SLD:	Second-Level Domain
SMME:	Small, medium, and micro enterprises
SOC:	State-owned company
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
TLD:	Top-Level Domain
ZADNA:	.ZA Domain Name Authority
ZARC:	The ZA Registry Consortium, the entity appointed by ZADNA to operate a centralised registry platform for managing unrestricted SLDs

STATEMENT BY THE BOARD OF DIRECTORS

On behalf of the Board of the .ZA Domain Name Authority (ZADNA), I am pleased to present our Annual Performance Plan for the 2026/27 financial year. This plan is the result of robust collaboration, thoughtful engagement, and deliberate strategic planning. It reflects our continued commitment to strengthening ZADNA as a world-class domain name regulator in support of a digitally empowered South Africa.

Our strategy for the 2026/27 financial year is underpinned by four strategic outcomes:

1. **Advancing digital inclusion and equitable access** to the .ZA domain name space, ensuring that all South Africans, irrespective of geography or socio-economic background, are able to participate meaningfully in the digital economy.
2. **Maintaining a secure and resilient .ZA namespace**, safeguarding a trusted and reliable online environment for individuals, organisations, and businesses.
3. **Positioning the .ZA namespace as globally competitive and innovative**, fostering growth and innovation to reinforce South Africa's standing in the global digital ecosystem.
4. **Driving operational excellence**, with a strong focus on efficiency, accountability, transparency, and good governance across all our operations.

To deliver on these outcomes, we have identified the following key priorities for the 2026/27 financial year:

- Strengthening and modernising the regulatory framework to remain responsive to an evolving digital landscape.
- Investing in advanced technology infrastructure to enhance the security, stability, and performance of the .ZA domain name system.
- Building and sustaining strategic partnerships across the broader digital ecosystem.
- Increasing market awareness and supporting the growth of the .ZA namespace.
- Developing industry capacity through targeted skills development and professional empowerment initiatives.
- Enhancing cybersecurity capabilities and strengthening risk management and mitigation measures.

- Ensuring long-term financial sustainability through diversified and innovative revenue streams.
- Driving innovation and digital transformation within the organisation and the broader namespace.
- Advocating for enabling policies that support the growth and development of the .ZA namespace.
- Implementing robust monitoring and evaluation mechanisms to track performance, measure impact, and ensure accountability.

We are confident that this plan will serve as a clear roadmap toward achieving our strategic vision and making a meaningful and lasting contribution to South Africa's digital future. We look forward to continued engagement and collaboration with our stakeholders as we work together to realise this vision.



Ms Palesa Legoze
Board Chairperson
.ZA Domain Name Authority

STATEMENT BY THE CHIEF EXECUTIVE OFFICER

The 2026/27 financial year represents a pivotal phase for the .ZA Domain Name Authority (ZADNA) as we continue the implementation of our five-year Strategic Plan for 2025–2030. Building on the foundations established in the initial year of the strategy, this period focuses on deepening impact, accelerating transformation, and strengthening ZADNA’s role as a world-class domain name regulator that supports South Africa’s digital future.

Our Strategic Plan is more than a guiding framework; it is a roadmap for enabling a digitally inclusive, secure, and thriving .ZA domain namespace. Through this approach, we seek to ensure that every South African is empowered to participate meaningfully in the digital economy.

Our strategy is anchored in four core strategic outcomes:

- **Digital Inclusion for All:** Closing the digital divide by expanding equitable access to the .ZA domain name space.
- **Cybersecurity at the Core:** Strengthening the resilience of the .ZA namespace against evolving cyber threats.
- **Innovation and Global Competitiveness:** Driving innovation to position South Africa as a competitive and forward-looking digital nation.
- **Operational Excellence:** Upholding the highest standards of efficiency, accountability, transparency, and governance.

To realise these outcomes, we have prioritised the following focus areas for the 2026/27 financial year:

- **Expanding the Reach of .ZA:** Increasing domain name registrations, particularly within underserved and previously marginalised communities.
- **Strengthening Cybersecurity Capabilities:** Deploying advanced threat detection, prevention, and mitigation systems.
- **Accelerating Digital Innovation:** Supporting research, development, and innovation initiatives that strengthen the domain name ecosystem.
- **Enhancing Stakeholder Collaboration:** Leveraging digital platforms to enable seamless engagement and information sharing across the ecosystem.
- **Developing Future Industry Leaders:** Rolling out targeted capacity-building and professional development programmes for domain name practitioners.

- **Promoting Online Safety:** Implementing public awareness campaigns focused on cybersecurity and responsible digital participation.
- **Ensuring Sustainable Growth:** Exploring diversified business models and strategic partnerships to support long-term financial sustainability.
- **Embedding Agile Transformation:** Adopting agile ways of working to improve organisational responsiveness and operational efficiency.
- **Influencing Future-Focused Policy:** Actively contributing to policy and regulatory discussions that shape the development of the .ZA namespace.
- **Measuring Impact and Performance:** Implementing a robust monitoring and evaluation framework to track progress and ensure accountability.

We are confident that this plan will continue to guide ZADNA towards achieving its strategic vision and making a meaningful contribution to South Africa's digital future. We invite all stakeholders to partner with us on this journey as we collectively build a resilient, inclusive, and globally competitive .ZA domain namespace.



Mr Peter Madavhu
Acting Chief Executive Officer
.ZA Domain Name Authority

OFFICIAL SIGN-OFF

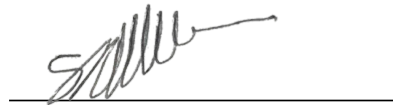
It is hereby certified that this Annual Performance Plan:

- Was developed by the management of ZADNA under the guidance of the board.
- Considers all the relevant policies, legislation, and other mandates for which ZADNA is responsible.
- Accurately reflects the impact, outcomes, and outputs that ZADNA will pursue over 2026- 2027.

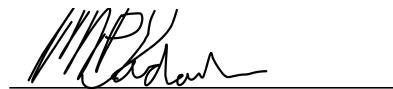


[Head Official responsible for Planning]

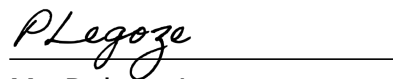
Mr Peter Madavhu
Executive Manager: Operations



Ms Sibongile Ndlovu
Executive Manager: Finance



Mr Peter Madavhu
Accounting Officer
Acting Chief Executive Officer



Ms Palesa Legoze
Board Chairperson

PART A: OUR MANDATE

1. UPDATES TO THE RELEVANT LEGISLATIVE AND POLICY MANDATES

ZADNA, also known as the Authority, is a statutory, not-for-profit entity established in terms of Chapter X of the Electronic Communications and Transactions (ECT) Act to administer, manage and regulate the .ZA namespace. The constitutional mandate of ZADNA is delineated in the ECT Act—specifically, Section 65 of the ECT Act outlines ZADNA's mandate, which includes:

- 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) Present relevant policy recommendations to the Minister.

Overall, ZADNA's constitutional mandate is to ensure the efficient and effective management of the .ZA Domain while promoting public awareness and protecting intellectual property rights.

2. ADDITIONAL NON-ECT ACT RESPONSIBILITIES

In addition to its statutory responsibilities, ZADNA is typically expected to undertake supplementary roles associated with the domain name industry and the Internet community:

2.1 dotCities

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

2.2 Internet Governance

ZADNA actively participates in Internet Corporation for Assigned Names and Numbers (ICANN) processes that relate directly to the domain name system (DNS). This is because of the robust linkages between regulating a ccTLD, such as .ZA (a ZADNA function) and developing policy for the DNS (an ICANN function). ZADNA participates in AfTLD, AfriNIC, and the United Nations Internet Governance Forum (IGF). More so with ICANN's distinct and intentional focus on Internet governance through its working groups. This is now an integral part and strategic outlook of ZADNA.

ZADNA serves as the Secretariat of the South African Internet Governance Forum (SAIGF), which convenes the ZAIGF annually with the Department of Communications and Digital Technologies (DCDT) and other stakeholders.

3. UPDATES TO INSTITUTIONAL POLICIES AND STRATEGIES

ZADNA's strategic plan is deeply rooted in the evolving South African ICT landscape, structured by national legislation, government policies, and global digital trends. Key influences include:

- **The Electronic Communications and Transactions (ECT) Act 25 of 2002:** This Act establishes ZADNA's core mandate and responsibilities, including the management of the .ZA namespace, licensing registrars, and promoting domain name registration awareness.
- **The Integrated ICT Policy White Paper:** This policy delineates the government's vision for the ICT sector, including plans to integrate ZADNA with the Independent Communications Authority of South Africa (ICASA) and the Film and Publication Board (FPB) for a more streamlined regulatory environment. This unified regulator for the digital environment has been superseded by the ambition to reposition all ICT regulators, including ZADNA, into regulators of the future. In response, ZADNA has made proposals to DCDT and the Minister on the ZADNA of the future.
- **The National Development Plan (NDP) 2030:** ZADNA's

strategic plan aligns with the NDP's goals to reduce inequality and eliminate poverty by 2030, focusing on digital inclusion, job creation, and constructing a capable developmental state.

- **The Medium-Term Development Plan (MTDP):** This plan guides government priorities, emphasising economic growth, social transformation, and good governance. ZADNA's plan aligns with the MTDP by prioritising innovation, skills development, and cybersecurity.
- **The South African Cyber Security Strategy:** This strategy delineates the government's approach to cyber threats. ZADNA's focus on securing the .ZA namespace and promoting cybersecurity awareness directly support this national strategy.

In addition to these policies, ZADNA's operations are directly influenced by key legislation:

- **Protection of Personal Information Act (POPIA):** POPIA guides ZADNA's handling and protection of domain name registrants' personal data, ensuring compliance with data protection standards.
- **Cybercrimes Act:** This Act provides the legal framework for ZADNA's efforts to resolve cybercrime within the .ZA namespace, including domain name abuse and other malicious activities.
- **Consumer Protection Act (CPA):** The CPA influences ZADNA's relationship with domain name registrants and ensures fair and transparent practices in domain name registration, renewals, and dispute resolution.
- **Financial Intelligence Centre Act (FICA):** FICA's provisions on anti-money laundering and counterterrorism financing are relevant to ZADNA's registrar accreditation processes, preventing the misuse of domain names for illicit activities.

- ZADNA also recognises the effect of emerging technologies on the domain name landscape:
- **Web 3.0 and Decentralised Technologies:** The emergence of Web 3.0, blockchain-based domain systems, and decentralised web technologies present opportunities and challenges. ZADNA is currently exploring these technologies to evaluate their potential effect on domain name management, security, and governance.
- **Artificial intelligence (AI):** AI is leveraged to enhance cybersecurity measures, automate domain name management processes, and improve user experience. ZADNA is investigating AI applications to proactively identify and mitigate cyber threats, streamline operations, and provide innovative services to registrants.
- **Internet of Things (IoT):** The rapid proliferation of IoT devices compels an increased demand for domain names and introduces new security challenges. ZADNA is dedicated to ensuring the .ZA namespace remains secure and resilient amidst this expanding digital landscape.

This multifaceted approach, encompassing national policies, legislation, and emerging technologies, ensures that ZADNA's strategic plan remains relevant, responsive, and capable of supporting South Africa's evolving digital ecosystem.

4. RELEVANT COURT RULINGS

While no court rulings affect ZADNA's legislated mandate and operations, it is essential for ZADNA to proactively monitor legal developments, engage with relevant stakeholders, and adapt its strategies and operations to ensure compliance with evolving court rulings and legal interpretations.

5. ALIGNMENT TO THE NATIONAL DEVELOPMENT PLAN (NDP) AND THE MEDIUM-TERM DEVELOPMENT PLAN

ZADNA also derives its mandate from the NDP 2030, developed by the National Planning Commission (NPC) in 2012. The NDP aims to reduce inequality and eliminate poverty by 2030 and is grounded in six pillars that delineate the objectives of ZADNA to be achieved by 2030. In support and alignment with the NDP, ZADNA aligns and contributes to the government's three key priorities delineated in the MTDP 2024-2030:

Strategic Priority 1: Inclusive growth and job creation:

ZADNA contributes to the government's efforts to motivate inclusive growth and job creation. The programme enhances skills development and employment opportunities within various sectors. By facilitating training and mentorship for small and emerging businesses, ZADNA helps to broaden participation in the economy, particularly for historically disadvantaged groups. This aligns with the government's priority of job creation and cultivating a business-friendly environment, encouraging economic growth.

Strategic Priority 2: Reducing poverty and tackling the high cost of living:

ZADNA contributes to poverty reduction by creating sustainable employment opportunities and improving the livelihoods of individuals in underdeveloped areas.

communities. The organisation helps ensure that even the most disadvantaged communities can access its products through its focus on the domain name space. This aligns with the government's priority to mitigate the high cost of living and enhance social welfare.

Strategic Priority 3: Building a capable, ethical, and developmental state:

ZADNA's mandate includes supporting the government's goal of building a capable and ethical state. By ensuring that projects are completed to a high standard and within budget, ZADNA enhances the credibility and functionality of state institutions.

These priorities are part of a broader strategy to align the government's actions with the NDP and Sustainable Development Goals (SDGs), ensuring improved life quality for all South Africans by 2030. These alignments ensure that ZADNA is integral to achieving the broader objectives of the South African Government.

PART B: OUR STRATEGIC FOCUS

1 VISION

A world-class domain name regulator.

2 MISSION

To implement innovative and enabling domain name regulations promoting security, transparency, and accessibility, cultivating a trustworthy and inclusive digital ecosystem for all South Africans and the global Internet community.

3 VALUES

- **Agility:** We prioritise timely and adaptive responses to the needs of our stakeholders, ensuring that our actions are informed, effective and respectful.
- **People first:** treating people with dignity, consideration, and respect.
- **Integrity:** Behaving ethically, transparently, and accountably in all operations as it executes its mandate.
- **Excellence:** Striving for the highest standards of professionalism and efficiency in all attempts to create a responsive and enabling regulatory framework in the .ZA domain namespace.
- **Innovation:** Encouraging creativity and embracing new ideas and technologies to improve services.
- **Collaboration:** Working effectively with internal and external stakeholders, domestically and internationally, to achieve shared goals.
- **Inclusivity:** Ensuring equitable treatment, opportunities, and access to .ZA domain namespace for South Africans and global citizens.

4 UPDATED SITUATIONAL ANALYSIS

Situational analysis involves collecting and evaluating information about an organisation's internal and external environment to understand its current state. The goal is to use this information to guide strategic planning and decision-making. 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 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. ZADNA's strategy map emanated from an analysis of the macro and micro-environment in where ZADNA operates. It is intended to direct what ZADNA needs to succeed in performing its ECT Act functions while considering implementing the White Paper for the forthcoming five (5) years.

4.1 External environmental analysis (Pestle)

The external environment analysis allowed ZADNA to assess the broader Internet ecosystem within which .ZA is located. The Internet industry analysis used the PESTLE (political, economic, social, technological, legal, and environmental) approach. PESTLE is a valuable framework for external environmental analysis because it provides a more holistic observation of key factors affecting one's strategic priorities and performance. After thorough assessments, the PESTLE factors affecting .ZA and ZADNA's mandates were identified as presented below:

Table 1: External environmental analysis

Political	• ICANN now solely oversees the Internet Assigned Numbers Authority (IANA) function through a multistakeholder process. • The ongoing reality of Ministerial appointments regarding the continuity and effect on approved projects. • Need to manage biased perceptions regarding ZADNA being a non-partisan organisation. • Need to manage and inform the government administration, which results in a political lack of understanding of the ZADNA mandate and purpose. • Effect of geopolitics on the international positioning and relationship management of ZADNA. • Cross-border collaboration in eradicating e-crimes is still not solid enough to provide domain name regulators and operators clarity over their international obligations. • The objective of localisation ("Buy-local") is diluted, probably owing to the ignorance of the ZADNA mandate, as some Governments and associated local initiatives choose to use .net or .com or similar, and not .ZA
Economic	• Change in the political landscape (multiple-party leadership). • ICANN new gTLDs attract domain name holders to obtain their own TLDs (e.g. mtn, dstv). • Fluctuating inflation levels. Lack of economic growth. • High exchange rates increase the costs of technical expertise, international training, and overseas travel. • Less developed township economy. Pressure from key stakeholders regarding ZADNA's ability to influence and affect transformation and BBBEE. Unemployment. • Global supply chain challenges.

Social

- Growing access to the Internet among South Africans.
- Increasing use of applications and social media.
- Domain name use for social and heritage preservation is low.
- The social pressure to contribute to the transformation agenda, particularly towards PDI.
- Lack of digital skills in the overall economy. Lack of cybersecurity awareness leading to increased online vulnerability, affecting the reputation of name namespace. Merge into one sentence
- Highest average screen time globally.

Technological

- Open-source registry systems may offer more cost-effective domain name registration.
- Adoption of AI and IoT. The complexity of DNS.
- Dependence on external infrastructure and service providers to uphold the primary mandate of ZADNA.
- Limited skill and complex technical administration of the infrastructure. Prevalence of digital theft.

Legal

- Intellectual property abuse online and in the domain name management remains rife.
- The balance between publicly accessible and personal information (POPI, PAIA and General Data Protection Regulation (GDPR)). Cross-border collaboration in eradicating e-crimes is still not solid.
- Outdated legislative framework. Lack of regulatory instruments. The imposition of EU regulations on us.

Environmental

- Uptake of Green technology.
- Environmental, social and governance (ESG) refers to a collection of performance evaluation criteria that assess the robustness of ZADNA and its strategic performance.
- SDG 2030.
- E-waste policy impact and end-of-life management.
- Carbon emissions (water and electricity).

4.2 Internal environmental analysis (SWOT ANALYSIS)

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a framework for identifying and analysing an organisation's strengths, weaknesses, opportunities, and threats. These words structure the SWOT acronym. The main objective of a SWOT analysis is to enhance understanding of the factors involved in making business decisions or formulating a business strategy. To achieve this, a SWOT analysis examines the internal and external environments and the factors that can influence the viability of a decision. This technique was used to identify divergences that should be solicited to improve ZADNA's delivery capacity and to enhance its support for the growth of .ZA. The subsequent table demonstrates the factors identified as essential components of the SWOT analysis:

Table 2: Internal environmental analysis

Positive effect	Negative effect
Strengths	Weaknesses
• ZADNA is respected nationally and on the continent as a domain regulator • Good track record and a well-regulated .ZA domain. • .ZA is an established, secure, resilient, and available namespace. • ZA offers price-competitive domain name registrations under the commercial SLDs. • .ZA offers free domain name registration to a moderated pool of stakeholders. • A fast , easy, and cost-effective process of alternative dispute resolution. • Single registry **. • ZADNA has strengthened its financial sustainability, having built up contingency reserves. • ZADNA is a recognised statutory body with legislative standing and associated powers.	• Human resource capacity, including sufficient technical skills, is limited. • Lack of adequate Research and development. • Reliance on external stakeholders. • Perceived lack of awareness as a regulator. • Insufficient governance of non-commercial and commercial SLD registries, operators, administrators, and registrars. • SLD-Single point of failure. • Lack of available skills to adequately support and regulate DNS.

• Committed leadership and teams to the delivery of the mandate. • Strong internal Controls. • Capable, skilled workforce. • Solid governance structures.	
Opportunities	Threats
• Growth of Internet uptake and alignment with key public sector programmes can compel domain registrations. • Opportunity to lead in other global regions. • Investment in Historically Disadvantaged Institutions (HDI) registrar development can stimulate additional growth as Black registrars can reach communities that traditional Internet Service Providers (ISPs) do not reach. ZADNA will deploy an enterprise development programme to exploit this opportunity. • Partnerships with social media platforms offer a secure platform using a .ZA domain and, therefore, give informal sector businesses and Small, medium, and micro enterprises (SMMEs) a digital presence. • Partnerships with private companies running Enterprise Supplier Development (ESD) programmes. • Optimise the South African DNS Value chain by creating three distinctive streams: Commercial, Non-commercial and Government. • Leverage the nom .ZA to socialise and provide digital identities for greater parts of the South African population. • Selling value-added services. • Improve the security of the .ZA namespace by requesting and capturing juristic and natural person unique identifiers.	• The effect of free domain names on .ZA may limit the growth of .ZA. • ICANN gTLDs (+1,300 in total) threaten the future growth of .ZA, as South Africans can choose to register in these TLDs instead of .ZA. • Social media is a threat that may continue to restrict the registration of .ZA domain names because they offer a fast, easy, and free online presence. • The future state of the regulatory entities within DCDT. • Bureaucracy within the primary stakeholders and insufficient support threaten the strategic positioning and relevance of ZADNA. • Not being able to generate sufficient revenue to maintain day-to-day operations.

• Influence policy provided an understanding of the sector and the absence of other players. • Create independent infrastructure and systems. • Consider extending the mandate to provide ZADNA additional powers and opportunities for increased revenues. • Explore domains lacking in the creation of new SLDs. • Collaborate with industry bodies to influence particular use and uptake of SLDs. • Professionalise the industry. Review the diversification plan and identify the opportunities	
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Positive effect	Negative effect
Strengths	Weaknesses
Influence and support policy development in neighbouring countries. Revive dormant domains.	

PART C: MEASURING OUR PERFORMANCE

1 INSTITUTIONAL PERFORMANCE INFORMATION

ZADNA will attempt to use its limited resources most effectively and efficiently to deliver on its mandate and achieve the intended effect in the domain name space environment. The expectation over the next four (4) years is the realisation of our strategy's intended effect on the South African economic environment. This is based on the premise that the current strategy uses resource optimisation for excellent service delivery. The organisational macro-structure should be reconfigured to align with the new strategy. The current strategy emphasises leveraging technology and partnerships to provide high-quality services at the least possible cost.

The primary focus of the Annual Performance Plan is to create a results-driven and value-oriented framework that delivers meaningful outcomes. To achieve this, the organisation has rigorously defined an impact statement to guide all outcomes over the next five years. This impact statement is closely aligned with the organisation's core mandate and has been extensively reviewed and validated through consultations with key stakeholders. This approach ensures that the plan is effective and responsive to stakeholder expectations.

At the heart of ZADNA's mission is implementing innovative and enabling domain name regulations promoting security, transparency, and accessibility, cultivating a trustworthy and inclusive digital ecosystem for all South Africans and the global Internet community. The vision aims to establish ZADNA as a world-class domain name regulator.

1.1 Impact statement

"Cultivating economically empowered and digitally enabled South African communities through regulation."

From these consultative and management and board strategic planning sessions, it was envisaged that ZADNA's strategic focus would be grounded on four (4) strategic outcomes:

- Promote digital inclusion and equitable access to the .ZA domain name space for all South Africans.
- Secure and resilient .ZA namespace.
- Globally competitive and innovative .ZA namespace; and
- Operational excellence.

The four (4) outcomes guiding the work of ZADNA over the five (5) years are explained as follows:

1.2 Strategic Outcome 1: Promote digital inclusion and equitable access to the .ZA domain name space for all South Africans

This outcome focuses on ensuring that all South Africans, regardless of their background or location, have equal opportunities to access and use the .ZA domain name space. By promoting digital inclusion, ZADNA aims to bridge the digital divide and empower individuals and communities to participate fully in the digital economy. This outcome aligns with Priority 3, as it attempts to allow more South Africans to participate in the digital economy.

1.3 Strategic Outcome 2: Secure and resilient .ZA namespace

This outcome emphasises the importance of maintaining a secure and resilient .ZA namespace to protect users and businesses from cyber threats. By ensuring

the stability and integrity of the DNS, ZADNA aims to create a trusted online environment that cultivates confidence and growth. This outcome aligns with Priority 1, as it attempts to protect South African businesses and industries from cyber threats.

Strategic Outcome 3: Globally competitive and innovative .ZA namespace

This outcome focuses on promoting innovation and competitiveness within the .ZA namespace to support South Africa's digital economy. By encouraging the development of innovative technologies and services, ZADNA aims to position South Africa as a leader in the digital space (domain namespace). This outcome aligns with Priority 1, as it attempts to promote a globally competitive and innovative .ZA namespace, which can help South African businesses to compete in the global digital economy.

1.4 Strategic Outcome 4: Operational excellence

This outcome focuses on promoting innovation and competitiveness within the .ZA namespace to support South Africa's digital economy. By encouraging the development of innovative technologies and services, ZADNA aims to position South Africa as a leader in the digital space (domain namespace). This outcome aligns with Priority 1, as it attempts to promote a globally competitive and innovative .ZA namespace, which can help South African businesses to compete in the global digital economy.

2 OUTCOMES, OUTPUTS, OUTPUT INDICATORS, AND TARGETS

Table 3: Outcomes, outputs, output indicators, and targets

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
Promote digital inclusion and equitable access to the .ZA domain name space for all South Africans.	Registration of domain names	Number of non-commercial domain names registered	5,142 domain names registered	4500 domain names registered	2500 domain names registered	1500 domain names registered	1000 domain names registered
	Deployment of schools .ZA online platforms	Conversion rate from school .ZA domain name registration to digital online presence	1,000 schools deployed	100 schools deployed	200 schools deployed	300 schools deployed	400 schools deployed
	Provide 100 Township business with domain name and digital skills	Township Businesses provided with domain name and digital skills	-	1 Township Businesses provided with domain name and digital skills	33 Township Businesses provided with domain name and digital skills	33 Township Businesses provided with domain name and digital skills	33 Township Businesses provided with domain name and digital skills

	Provide all recognised South African Royal Houses with domain names and digital skills	Provided recognised South African Royal Houses with domain names, website, email, and digital skills	1 recognised South African Royal Houses with domain names, website, email, and digital skills	1 recognised South African Royal Houses with domain names, website, email, and digital skill	2 recognised South African Royal Houses with domain names, website, email, and digital skill	2 recognised South African Royal Houses with domain names, website, email, and digital skill	2 recognised South African Royal Houses with domain names, website, email, and digital skill
	Awareness campaigns	Number of awareness campaigns conducted	30 awareness campaigns conducted	30 awareness campaigns conducted	30 awareness campaigns conducted	30 awareness campaigns conducted	30 awareness campaigns conducted

Outcome	Outputs	Outputs indicator s	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
	Educational resources	Number of educational resources developed and shared	One educational resource developed and shared	One educational resource developed and shared	Two educational resources developed and shared	Two educational resources developed and shared	Three educational resources developed and shared
	Strategic agreements	Number of partnerships for initiatives promoting digital inclusion.	Reviewed and agreements	Six agreements signed	Six agreements signed	Six agreements signed	Seven agreements signed
	Internet Governance (IG) engagements	No of IG engagements conducted	20 IG engagements conducted	20 IG engagements conducted	20 IG engagements conducted	20 IG engagements conducted	20 IG engagements conducted

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
Secure and resilient. ZA namespace	Compliance of the commercial Registry and Registrar	Rate of compliance of commercial registry and registrars	50% compliance rate achieved	60% compliance rate achieved	80% compliance rate achieved	90% compliance rate achieved	100% compliance rate achieved
	Compliance of non-commercial SLD operators and SLD administrators.	Rate of compliance of non-commercial SLD operators and SLD administrators .	50% compliance rate achieved	70% compliance rate achieved	90% compliance rate achieved	100% compliance rate achieved	100% compliance rate maintained

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
	Compliance of government SLD operators and SLD administrators.	Rate of compliance of Government SLD Operators and SLD Administrators	Establish a baseline and compliance improvement plan. -0% for baseline	15% Compliance rate achieved.	30% Compliance rate achieved.	40% Compliance rate maintained.	50% Compliance rate maintained.
	Domain-related cyber threat reduction	Reduction in domain-related cybersecurity incidents within the .ZA domain	Industry-wide domain name abuse management process and domain name abuse improvement plan	40% of reported incidents resolved within 90 days	50% of reported incidents resolved within 90 days	60% of reported incidents resolved within 90 days	70% of reported incidents resolved within 90 days
	Availability and stability of the.ZA domain infrastructure.	Percentage availability and stability of the .ZA domain infrastructure	99,999% availability rate	98% availability rate	98% availability rate	98% availability rate	98% availability rate

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
	DNS Technical training for DNS ecosystem.	Number of DNS Technical training for DNS ecosystem	Two technical training sessions for DNS ecosystem conducted	Two technical training sessions for DNS ecosystem conducted	Two technical training sessions for DNS ecosystem conducted	Two technical training sessions for DNS ecosystem conducted	Two technical training sessions for DNS ecosystem conducted
	Revised enabling .ZA Domain namespace policy framework	Revised .ZA Domain namespace policy framework	Scoped and resourced Project	Socioeconomic Impact Assessment System (SEIAS) Report	100% of key and enabling .ZA DNS policies, standards, and procedures reviewed and updated.	-	-
Globally competitive and innovative .ZA namespace	Commercial Domain Name Registrations	Number of commercial .ZA domain registrations (creates)	268,748 new commercial domain name creates annually	275,466 new commercial domain name creates annually	275,466 new commercial domain name creates annually	275,466 new commercial domain name creates annually	275 466 new commercial name creates annually
	Research reports and publications	Number of published research projects	One research reports published	One research report published	One research report published	One research report published	One research report published

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
		domain name management					
	Capacitated Resellers	Number of trained Resellers	100 trained Resellers	200 trained Resellers	300 trained Resellers	400 trained Resellers	500 trained Resellers
	Engaged stakeholders	Number of member and stakeholder engagement activities conducted.	Two members and stakeholder engagement activities conducted.	Two members and stakeholder engagement activities conducted.	Two members and stakeholder engagement activities conducted.	Two members and stakeholder engagement activities conducted.	Two member and stakeholder engagement activities conducted.
Operational excellence	Satisfied employees	Employee satisfaction and engagement scores.	70% Employee satisfaction	75% Employee satisfaction	80% Employee satisfaction	90% Employee satisfaction	90% Employee satisfaction
	Improved internal control environment	Percentage of compliance with key legislation and industry standards	100% compliance with key legislation achieved	100% compliance with key legislation achieved	100% compliance with key legislation achieved	100% compliance with key legislation maintained	100% compliance with key legislation achieved

Outcome	Outputs	Outputs indicators	Annual targets				
			MTDP period				
			2025/26	2026/27	2027/28	2028/29	2029/30
	Financial prudence	Percentage Achievement of financial prudence and sustainability targets.	Clean Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report	Clean Audit Report
	Audit findings with remedial actions	% of audit findings resolved within prescribed timelines	90% of audit findings resolved with no overdue findings.	90% of audit findings resolved with no overdue findings.	90% of audit findings resolved with no overdue findings.	90% of audit findings resolved with no overdue findings.	90% of audit findings resolved with no overdue findings.
	Financial sustainability.	Diversified revenue streams	Revenue diversification plan approved	One revenue stream developed and implemented		One revenue stream developed and implemented -	-

3 OUTPUT INDICATORS: ANNUAL AND QUARTERLY TARGETS

Table 4: Annual and quarterly targets

Outcome.	Outputs indicators	Annual target	Q1	Q2	Q3	Q4
Promote digital inclusion and equitable access to the .ZA domain name space for all South Africans.	Number of non-commercial domain names registered.	4500 Domain names registered	1,125 .za non-commercial domain names registered	1,125 .za non-commercial domain names registered	1,125.za non-commercial domain names registered	1,125 .za non-commercial domain names registered
	Conversion rate from school .ZA domain name registration to digital online presence	100 Of school's digital presence platforms deployed	Project Plan Reviewed/Revised	25 Digital presence platforms have been deployed in schools	25 Digital presence platforms have been deployed in schools	50 Digital presence platforms have been deployed in schools
	Township Businesses provided with domain name and digital skills	1 Township Business provided with domain name and digital skills	Preparation and planning signed off	Project plan signed off with services providers secured	Implementation and Execution	Signoff and handover
	Provided recognised South African Royal Houses with domain names, website, email	1 recognised South African Royal House Provided with domain names, website, email and digital skills	Preparation and planning signed off	Project plan signed off with services providers secured	Implementation and Execution	Signoff and handover

	and digital skills					
	Number of awareness campaigns conducted	30 Awareness campaigns conducted	8 awareness campaigns conducted	8 awareness campaigns conducted	6 awareness campaigns conducted	8 awareness campaigns conducted
	Number of educational resources developed and shared	1 educational resource developed and shared	-	Content developed and approved	1 educational resource developed and shared	Monitor and measure impact

Outcome.	Outputs indicators	Annual target	Q1	Q2	Q3	Q4
	Number of partnerships for initiatives promoting digital inclusion.	Two partnership agreements signed	Partnership review report with recommendations	-	-	Two partnerships agreements signed
	No of IG engagements conducted	20 IG engagements conducted	Five IG engagements conducted	Seven IG engagements conducted	Three IG engagements conducted	Five IG engagements conducted

Secure and resilient .ZA namespace	Rate of compliance of commercial registry and registrars. 10% increase	60% compliance of commercial Registry and Registrars rate achieved	-	-		60% compliance of commercial Registry and Registrars achieved
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Outcome.	Outputs indicators.	Annual target	Q1	Q2	Q3	Q4
	Rate of compliance of non-commercial SLD Operators and SLD Administrators changes	70% compliance of non-commercial SLD Operators and SLD Administrators rate achieved	-	-	-	70% compliance of non-commercial SLD Operators and SLD Administrators achieved
	Rate of compliance of Government SLD Operators and SLD Administrators	15% compliance rate achieved	Develop Improvement Plan	-	-	15% compliance rate achieved
	Reduction in domain-related cybersecurity incidents within the .ZA domain no changes	40% of reported incidents resolved within 90 days	40% of reported incidents resolved within 90 days	40% of reported incidents resolved within 90 days	40% of reported incidents resolved within 90 days	40% of reported incidents resolved within 90 days

Outcome.	Outputs indicators	Annual target	Q1	Q2	Q3	Q4
	Percentage availability and stability of the .ZA domain infrastructure	98% availability rate	98% availability rate achieved	98% availability rate achieved	98% availability rate achieved	98% availability rate achieved
	Number of DNS Technical training for DNS ecosystems	Two technical training sessions for DNS ecosystem conducted	-	1 Technical training for DNS ecosystem conducted	-	1 Technical training for DNS ecosystem conducted
	Revised .ZA Domain namespace policy framework	Socioeconomic Impact Assessment System (SEIAS) Report	Research Report on SLD priority areas for policy review	Stakeholder consultation on priority areas	-	Socioeconomic Impact Assessment System (SEIAS) Report
Globally competitive and innovative .ZA namespace	Number of commercial .ZA domain registrations (creates)	275,466 new commercial domain names create annually	70,000 new commercial domain names registered	70,000 new commercial domain names registered	65,466 new commercial domain names registered	70,000 new commercial domain names registered
	Number of published research projects related to	1 Research report published	-	-	-	One research report published

Outcome.	Outputs indicators	Annual target	Q1	Q2	Q3	Q4
	Number of trained Resellers	200 Trained resellers	50 Trained resellers	50 Trained resellers	50 Trained resellers	50 Trained resellers
	Number of member and stakeholder engagement activities conducted.	Two member and stakeholder engagement activities conducted.	-	One member and stakeholder engagement activities conducted.	-	One member and stakeholder engagement activities conducted.
Operational excellence	Employee satisfaction and engagement scores.	70% Employee satisfaction	-	Survey Conducted	Recommendation report approved by management	Implement initiatives from the recommendation report
	Percentage of compliance with key legislation and industry standards	100% Compliance with key legislation achieved		Reviewed and updated the compliance register	-	100% Compliance with key legislation achieved
	Percentage Achievement of financial prudence and sustainability targets	Clean audit report	-	-	-	Clean audit

	% of audit findings resolved within prescribed timelines	90% of audit findings resolved with no overdue findings.				90% of audit findings resolved with no overdue findings
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Outcome.	Outputs indicators	Annual target	Q1	Q2	Q3	Q4
	Diversified revenue streams	One revenue stream developed and implemented	-	-	One revenue stream developed and implemented	
	Percentage adoption of automation in monitoring and reporting	Implemented monitoring and evaluation function	Implemented monitoring and evaluation function	Implemented monitoring and evaluation function	Implemented monitoring and evaluation function	Implemented monitoring and evaluation function

4 EXPLANATION OF PLANNED PERFORMANCE OVER THE FIVE-YEAR PLANNING PERIOD

Table 5: Outcome's contribution

Outcome 1: Promote digital inclusion and equitable access to the .ZA domain name space for all South Africans

Outcome's contribution in achieving:

Mandate	Aligns with ZADNA's "Domain name awareness and education" mandate by promoting awareness and access to the .ZA namespace.
MTDP and APEX priorities	It supports the MTDP Strategic Priority 2: Reduce Poverty and approach the high cost of living by aiming to bridge the digital divide. This can lead to increased economic opportunities and improved life quality, strengthening social cohesion. This aligns with Ch15: Transforming society and uniting the country.
DCDT priorities and outcomes	This strategic outcome aligns with Outcome 2 of DCDT, "Increased Internet access and secure digital infrastructure and services".
Women, children, youth and persons with disabilities	Specifically, it benefits these groups by ensuring equitable access to the digital world, promoting opportunities, and reducing marginalisation.
Other policies	Aligns with policies promoting universal access to information and communication technologies (ICTs) and resolving the digital divide.
Explanation of enablers to achieve the five-year targets	Partnerships with community organisations, Private-Sector Economic Development Partnership (EDP) and public sector programmes

	to offer access to the .ZA namespace and digital literacy programmes on the Internet ecosystem, awareness campaigns on the benefits of the Internet, particularly the .ZA domain namespace.
How will this outcome contribute to achieving the desired effect?	Directly contributes to a more inclusive .ZA namespace, empowering South Africans and connecting them to the global digital economy.

Table 6: Outcome's contribution

Outcome 2:	Secure and resilient .ZA namespace
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Outcome's contribution in achieving:

Mandate	Aligns with ZADNA's mandate of "Alternate Dispute Resolution Regulations", "Management and administration of the .ZA namespace", and "Monitoring and compliance" by prioritising its security and resilience.
MTDP and APEX priorities	Supports Strategic Priority 1: Inclusive growth and job creation by protecting existing jobs and industries by providing a secure online environment for businesses. It also promotes strategic Priority 3: A capable, ethical, and developmental state by providing safety .ZA domain namespace for communities and increasing business confidence by contributing to a safe and trustworthy digital representation of South Africa.
DCDT priorities and outcomes	This strategic outcome aligns with Outcomes 1 and 2 of DCDT, "Enabling Digital Transformation Policies, Strategies, Regulations and Legislations" and "Increased Internet access and Secure Digital Infrastructure and Services", respectively.
Women, children, youth, and persons with disabilities	A secure .ZA domain name environment protects these groups from cyber threats and promotes their safe participation in the digital world.
Other policies	Aligns with national cybersecurity policies to protect critical infrastructure and promote online safety.

Outcome's contribution in achieving:

Outcome 3:	Globally competitive and innovative .ZA namespace
Explanation of enablers to achieve the five-year targets	Implementing robust security protocols; collaborating with cybersecurity agencies, registries, and registrants; educating domain registrants on security best practices. More so, reviewing applicable legislation.
How will this outcome contribute to achieving the impact?	It ensures a secure and trusted .ZA namespace, essential for empowering South Africans in the digital economy.
Mandate	Aligns with ZADNA's mandate of "Management and administration of the .ZA namespace", "Research and development", and "Making relevant policy recommendations to the Minister" by promoting innovation and global competitiveness of the .ZA namespace.
MTDP and APEX priorities	Supports Strategic Priority 1: Inclusive growth and job creation by cultivating a thriving digital economy that creates jobs and attracts investment through expanding the .ZA domain namespace.
DCDT priorities and outcomes	This strategic outcome aligns with Outcome 2 of DCDT, "Increased Internet access and Secure Digital Infrastructure and Services".
Women, children, youth, and persons with disabilities	Innovative .ZA namespace can allow these groups to participate in the digital economy and access global markets.

Outcome's contribution in achieving:

Outcome 3: Globally competitive and innovative .ZA namespace	
Other policies	Aligns with policies promoting innovation, entrepreneurship, and South Africa's participation in the global digital economy.
Explanation of enablers to achieve the five-year targets	Supporting R&D in the domain name industry, collaborating with international partners, and promoting innovative technologies.
How will this outcome contribute to achieving the impact?	Contributes to the .ZA namespace, empowering South Africans to benefit from the global digital economy.

Outcome 4:	Operational excellence
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Outcome's contribution in achieving:

Mandate	Aligns with ZADNA's mandate to effectively manage and administer the .ZA namespace by ensuring operational efficiency.
MTDP and APEX priorities	Supports Strategic Priority 3: A capable, ethical, and developmental state by improving governance and performance. ZADNA and by building a capable and professional workforce promoting good governance, efficiency, and accountability within ZADNA.
DCDT priorities and outcomes	This strategic outcome aligns with Outcomes 5 and 6 of DCDT, "Improved governance and performance of public entities" and "A capable and professional public service", respectively.
Women, children, youth, and persons with disabilities	Operational excellence ensures that ZADNA's services are accessible and responsive to all stakeholders, including these groups.
Other policies	Aligns with public sector reforms aimed at improving service delivery and organisational performance.
Explanation of enablers to achieve the five-year targets	Investing in employee development, implementing performance management systems, and leveraging technology to streamline processes.
How will this outcome contribute to achieving the impact?	Ensures ZADNA is well-equipped to manage the .ZA namespace and achieve its goals,

	contributing to a secure and inclusive digital environment.
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Explanation of enablers to achieve the five-year targets.

a) Robust regulatory and governance framework

- Strengthen and modernise the regulatory framework to cultivate trust, compliance, and adherence to international best practices in domain management.
- Enforce policies promoting accountability among registrars and registries while safeguarding user rights and intellectual property.

b) Advanced technology infrastructure

- Invest in scalable and secure domain name infrastructure to enhance DNS resolution, availability, and resilience.
- Adopt cutting-edge technologies, such as Domain Name System Security Extensions (DNSSEC), to mitigate risks and ensure the integrity of the .ZA namespace.

c) Stakeholder collaboration and partnerships

- Cultivate strong relationships with local and international stakeholders, including industry players, government agencies, and civil society.
- Collaborate with ICANN and other key organisations to align with global developments and promote a competitive.ZA domain space.

d) Market awareness and growth

- Execute targeted awareness campaigns to promote the .ZA domain as a trusted and recognisable digital brand.
- Compel adoption of .ZA domains through partnerships, education initiatives, and incentives, particularly for small and medium-sized enterprises (SMEs) and underserved communities.

e) Capacity building and skills development

- Empower industry professionals and end-users with training programmes focused on domain management, cybersecurity,

and digital transformation.

- Collaborate with academic institutions and private-sector partners to regulate skills shortages in the domain name ecosystem.

f) Cybersecurity and risk mitigation

- Enhance cybersecurity measures to protect the .ZA namespace against abuse, cybercrime, and emerging threats.
- Establish partnerships with law enforcement and cybersecurity agencies to monitor and regulate misuse effectively.

g) Financial sustainability

- Diversify revenue streams to support ZADNA's operations and reduce dependency on domain registration fees.
- Implement cost-efficient operational strategies while securing funding for key strategic initiatives.

h) Innovation and digital transformation

- Cultivate innovation by exploring emerging technologies, such as blockchain and AI, to improve domain management and user experience.
- Align with South Africa's digital transformation goals by supporting initiatives that bridge the digital divide.

i) Policy advocacy and alignment

- Advocate for policies that align with .ZA namespace with national development priorities, such as economic growth and digital inclusion.
- Ensure ZADNA's objectives harmonise with global Internet governance standards and South Africa's digital strategies.

j) Monitoring and evaluation

- Establish comprehensive monitoring and evaluation systems to measure the influence and effectiveness of ZADNA's strategic initiatives.
- Use data-driven decision-making to refine strategies and respond to emerging challenges in the domain name space.

PART D: BUDGET INCOME & EXPENDITURE

.ZA Domain Name Authority

Budget Item	Department	Description	Type
INCOME			
Revenue	DEX	Revenue: ZARC	Fixed income
Other Income	FN	Interest Income	Fixed income
	NSD	Non-Commercial Subsidy	Fixed income
	NSD	MICTSETA	Variable income

EXPENDITURE

Basic operational costs			
	OPS	Office supplies	Variable Expenses
	OPS	Printing supplies & Stationery	Variable Expenses
	OPS	Rect	Fixed Expenses
	OPS	Office furniture & refurbishments	Variable Expenses
	OPS	Repairs & maintenance	Variable Expenses
	OPS	Motor vehicle running costs	Variable Expenses
	OPS	Bank charges	Variable Expenses
	ICT	Computer Software, ITHosting and telephone	Fixed Expenses
	OPS	Data bundles & Cellphone	Fixed Expenses
	NSD	IT infrastructure & DNSSec	Fixed Expenses
Board Meetings and conferences			
	DEX	Directors: Board & Committee meeting allowance.	Fixed Expenses
	DEX	Directors: Stakeholder Meetings Remuneration	Fixed Expenses
	DEX	Directors: StratEgic Plan	Variable Expenses
	OPS	Directors travelling other	Variable Expenses
	DEX	Board Evaluation	Variable Expenses
namespace Development			
	PRM	Public.ZAAwareness	Variable Expenses
	NSD	Reseller Development Program	Variable Expenses
	NSD	Name Space Development	Variable Expenses
	NSD	DNS Training	Variable Expenses
	CR	Compliance and Regulation	Variable Expenses
	PRM	Research & surveys	Variable Expenses
	CR	MICTSETA	Fixed Expenses
Stakeholders Engagement			
	OPS	Membership Contribution: ICANN	Fixed Expenses
	OPS	Membership Contribution: AfTLD	Fixed Expenses
	OPS	Membership contribution: AfrinIC	Fixed Expenses
	OPS	Parliament reporting and Travelling	Fixed Expenses
	DEX	ICANN Travelling	Variable Expenses
	NSD	Stakeholder Engagements	Variable Expenses
	OPS	DCDTSupport Local	Variable Expenses
	NSD	AIS Support	Fixed Expenses
Events			
	PRM	ZA Awards	Variable Expenses
	CR	ZAIGF	Variable Expenses
Administrative			
	FNC/ITX	External Audit	Fixed Expenses
	FN/ITX	Internal audit	Fixed Expenses
	DEX	Company secretary	Fixed Expenses
	FN	Accounting Services	Fixed Expenses
	OPS	Professional fees/Consulting services	Fixed Expenses
	FN	Cost tracker	Fixed Expenses
	FN	Fraud Hotline	Fixed Expenses
Employee cost			
	HR	Salaries	Fixed Expenses
	HR	Bonus	Variable Expenses
	HR	Recruitment	Variable Expenses
	HR	Sage Payroll Costs	Fixed Expenses
	HR	Staff Engagements (Team Building sessions and	Fixed Expenses
	HR	Training and development (Staff)	Variable Expenses
	HR	Leave payout	Variable Expenses
Legal fees			
	CR-HR	Legal fees	Variable Expenses
	OPS	Insurance and Business Liability cover	Fixed Expenses
	OPS	External Reports	Fixed Expenses
Staff Engagement			
	OPS	Travelling Staff	Variable Expenses
	OPS	Management strategic plan	Variable Expenses

Surplus/Deficit for the year excluding MICTSETA

U.PU

ICT	CAPEX ICT	Variable Expenses
NSD	Name Space Development (TLD Servers)	Variable Expenses

2025/2026 Re-adjusted Budget	2026/2027 Proposed Budget	2016/2017 Proposed Budget Percentage Movement
29 735 166,67	29 657 542,13	-0,3%
24 195 616,67	25 327 841,00	4%
1 449 550,00	4 329 701,03	67%
2 130 000,00	-	100%
1 960 000,00	-	100%
28 915 856,83	29 056 742,13	0%
3 108 116,21	3 616 451,63	16%
110 000,00	75 000,00	-47%
100 000,00	75 000,00	-37%
153 000,00	183 328,74	17%
54 000,00	31 000,00	-82%
3443,76	0 000,00	-72%
45 193,00	0 000,00	-100%
551 77,50	57163,89	3,5%
464 718,15	550 000,00	15%
336 000,00	0 000,00	100%
378 738,00	0 000,00	100%
2 790 641,00	2 542 536,00	-10%
1 770 640,00	1 772 536,00	0,1%
200 000,00	280 000,00	40%
140 000,00	140 000,00	0%
3 000 000,00	200 000,00	-93%
400 000,00	150 000,00	-62%
4190 000,00	1887 750,00	-54%
1000 000,00	1 000 000,00	0%
0 000,00	200 000,00	100%
0 000,00	300 000,00	100%
1000 000,00	600 000,00	-40%
531 000,00	837 750,00	56%
3 000 000,00	50 000,00	-98%
960 000,00	0 000,00	100%
1 413 000,00	1 518 400,00	7%
54 000,00	0 000,00	100%
9 000,00	31 000,00	244%
300 000,00	31 000,00	-90%
150 000,00	155 400,00	3,5%
500 000,00	518 000,00	3,5%
3 000,00	300 000,00	100%
300 000,00	0 000,00	100%
100 000,00	100 000,00	0%
431 901,00	800 000,00	86%
100 000,00	300 000,00	200%
331 912,00	500 000,00	51%
1670 000,00	1 291 440,00	-23%
100 000,00	210 000,00	110%
200 000,00	280 000,00	40%
440 000,00	584 400,00	33%
3 000 000,00	0 000,00	100%
400 000,00	55 994,40	14%
700 000,00	72 521,00	10%
14 257 196,62	15 343 003,10	7%
13 707 196,62	13 623 911,10	-1%
100 000,00	1 205 092,00	100%
12 000,00	12 000,00	0%
250 000,00	0 000,00	100%
0 000,00	20 000,00	100%
723 250,00	784 887,00	8%
400 000,00	450 000,00	12%
173 000,00	179 487,00	3,5%
150 000,00	155 400,00	3,5%
300 000,00	360 800,00	20%
300 000,00	310 000,00	3,5%
0 000,00	50 000,00	100%
100 000,00	0 000,00	100%
150 000,00	200 000,00	33%
	300 000,00	100%

BUDGET 2026-27 NOTES

1. REVENUE AND OTHER INCOME

1.1 Revenue:

The projected revenue is based on expected growth in domain registrations and the updated registry operating agreement prices. The average number of commercial domain registrations is estimated at **1,439,900** for the budget period. According to the current registry operating agreement, the registration fee for the period 1 April 2026 – 30 September 2026 is R17.18, and R18.00 for 1 October 2026 – 31 March 2027, resulting in an average registration fee of R17.59. This is expected to result in a further 4% increase in revenue, bringing total revenue to **R25,327,841**.

1.2 Interest Income

ZADNA holds a long-term investment with Nedbank, with a capital amount of **R12,000,000** and an annual interest rate of 8.63%. The investment will mature in April 2026. Upon maturity, a portion of the interest to be received (**R4,329,701.03**) will be utilised to cover operational needs. The remaining interest and the capital amount will be reinvested.

2. EXPENDITURE

The Monetary Policy Committee (MPC) of South Africa expects inflation to rise over the next few months, peaking around 4%. It is then projected to revert gradually to 3 %, averaging 3,6% in 2026 and 3,1% in 2027

2.1 Rental expenses

Rental costs for the 2026/2027 financial year are expected to increase by 7% in line with ZADNA's lease agreement with SKG Properties. Taking into account the annual increase, the monthly rental is estimated at **R130,860.58**, resulting in an annual rental cost of **R1,147,656.28**.

Utilities are included in the rental costs, with an estimated average price of **R28,979** per month for periods outside winter. During the winter period, the average monthly cost is estimated at **R34,106.82**. The total annual rental fee, including utilities, is therefore estimated to be **R1,839,287.74**

3. BOARD MEETINGS AND CONFERENCE COSTS

3.1. Directors: Board & Committee meeting allowance

The breakdown of the directors' remuneration is as follows :

	Number of meetings	Rate per meeting	Number of directors	Total
Ordinary Boards	4	R10 000,00	9	R360 000,00
Special board meetings	2	R10 000,00	9	R180 000,00
Annual General Meeting	1	R10 000,00	9	R90 000,00
Special general meeting	2	R10 000,00	9	R180 000,00
Strategic planning	2	R10 000,00	9	R180 000,00
Additional sittings	0	R10 000,00	9	R0,00
Ministry meetings	2	R10 000,00	9	R180 000,00
Parliament quartely meetings	4	R10 000,00	1	R40 000,00
PIACF Meetings	4	R10 000,00	1	R40 000,00
Monthly retainer	12	R13 500,00	1	R162 000,00
				<u>R1 412 000,00</u>
Quartely committee meetings				
ARC	8	R4 400,00	3	R105 600,00
ARC Chair	8	R5 852,00	1	R46 816,00
HRREMCO	4	R4 400,00	3	R52 800,00
HRREMCO Chair	4	R5 852,00	1	R23 408,00
SEC	2	R4 400,00	3	R26 400,00
SEC Chair	2	R5 852,00	1	R11 704,00
NICOM	4	R4 400,00	4	R70 400,00
NICOM Chair	4	R5 852,00	1	R23 408,00
				<u>R360 536,00</u>
Total				<u><u>R1 772 536,00</u></u>

The Chairperson of the Board receives an annual retainer of **R162,000**. Members are compensated per meeting attended. On average, this includes 4 Ordinary Board meetings, 2 Special Ordinary Board meetings, 1 Annual General Meeting (AGM), 2 Special General Meetings (SGM), and 2 two-day Strategic Planning sessions. Additional meetings include Ministry meetings, parliament quarterly meetings, and PIACF meetings. Directors receive **R10,000** per session (approximately 3 hours) each. Committee-related compensation consists of 4 committees, each with 4 quarterly meetings (except for the Social Ethics

Committee, which holds only 2 meetings for the entire financial year). Committee members are paid **R4,400** per meeting, and Committee Chairs receive **R5,852** per meeting.

4. DIRECTORS STRATEGIC PLAN

Compensation covers directors' attendance and facilitator fees for the 2-day strategic planning sessions.

5. NAMESPACE DEVELOPMENT

5.1. Public .ZA Awareness

Public awareness for .ZA involves the cost of a comprehensive campaign program spanning all provinces. This includes expenses for radio interviews, print media, roadshows, exhibitions, and promotional items. The public awareness program for .ZA involves a comprehensive campaign conducted across all provinces. It includes activities such as radio interviews, print media coverage, roadshows, and exhibitions to engage diverse audiences. Additionally, promotional items are distributed to enhance visibility, while educational and awareness campaigns are carried out to inform the public about the benefits and significance of the .ZA namespace. This initiative is designed to foster trust and ensure widespread awareness of .ZA.

5.2. Registrar-Reseller Development Program

Initiatives to develop Registrar Resellers align with the Minister's Directive.

5.3. DNS Training

The budget allocation for DNS Training covers the costs of both Introductory and Advanced courses aimed at building capacity and enhancing technical expertise within the domain name industry. The Introductory courses are designed to equip participants with foundational knowledge of the Domain Name System (DNS), while the Advanced courses focus on specialized topics and complex DNS operations. This training supports ZADNA's commitment to

developing stakeholders' skills, fostering technical excellence, and promoting the growth and security of the .za namespace.

6. Compliance and Regulations

6.1 Policing and Licensing

The budget allocation for Activities related to Policy, Licensing, and Compliance reflects ZADNA's commitment to fulfilling its regulatory mandate. This expense covers the development, review, and implementation of domain name policies, ensuring alignment with industry best practices and legislative requirements. It also includes costs associated with managing licensing processes, monitoring stakeholder compliance, and addressing non-compliance issues effectively. These activities are crucial to maintaining the integrity and functionality of the .za namespace and supporting the organisation's strategic objectives for sustainable growth and stakeholder satisfaction.

6.2 Research & surveys

The research budget for the 2026/2027 financial year has been reduced to **R50,000**, down from **R300,000** in the previous year. This budget will fund research for the Technology Development and Digital Services (TDS) and the Compliance and Regulation (CR) departments. To save costs, ZADNA will also conduct research in-house rather than outsourcing it.

7. STAKEHOLDERS ENGAGEMENT

7.1 Parliament reporting and Travelling

The budget allocation for Parliament reporting covers activities such as budget presentations, annual reporting, and other official engagements required to fulfill ZADNA's accountability and compliance obligations to Parliament. These sessions typically involve a maximum of two representatives per engagement, ensuring efficient and effective communication of key information. This allocation supports ZADNA's commitment to transparency, governance, and alignment with legislative requirements.

7.2 ICANN Travelling.

The budget allocation for ICANN travel expenses is dedicated to facilitating ZADNA's participation in key ICANN meetings and events. These engagements are critical for maintaining ZADNA's active involvement in the global Internet governance community, staying up to date on industry developments, and contributing to policy discussions that impact the .za namespace. The expenditure covers travel, accommodation, and related costs for ZADNA representatives attending these events, ensuring effective representation and alignment with international standards and practices.

7.3 Stakeholder Engagements

The budget allocation for Stakeholder Support focuses on assisting a wide range of stakeholders, including Small, Medium, and Micro-sized Enterprises (SMEs) and other key players in the domain name industry. This support includes initiatives to build capacity, foster industry growth, and address stakeholder needs to enhance their participation in the .za namespace. By prioritizing stakeholder engagement and empowerment, this expenditure aligns with ZADNA's strategic goals of promoting inclusivity, encouraging innovation, and strengthening the South African domain name industry's overall ecosystem.

7.4 DCDT Support Local

The budget allocation for Support to the Department of Communications and Digital Technologies (DCDT) is dedicated to fulfilling requests and initiatives aligned with the minister's directives. This expenditure ensures that ZADNA contributes effectively to the department's strategic goals, fostering collaboration on policy development, regulatory matters, and digital transformation initiatives. The allocation is responsive to the dynamic nature of these requests, reinforcing ZADNA's role as a key stakeholder in advancing South Africa's digital agenda and supporting national priorities in the communications and digital technologies sector.

8. ADMINISTRATIVE COST

8.1 External Reports

The budget allocation for External Reports covers the preparation and submission of key reports, including the Type 2 Audit Report and the Annual Report. These reports are essential for demonstrating ZADNA's accountability, transparency, and compliance with governance standards. The Type 2 Audit Report assesses the effectiveness of ZADNA's controls and processes for ZARC revenue. At the same time, the Annual Report provides a comprehensive overview of the organization's performance and achievements during the financial year. This expenditure ensures that ZADNA meets its statutory obligations and maintains stakeholder confidence through high-quality reporting practices.

8.2 Employee Cost

a. Salaries & bonus provision

The budget allocation for Salaries and Bonus Provisions includes an increase based on the consumer price index, applied to existing staff salaries, ensuring alignment with inflationary trends and industry benchmarks while supporting employee retention and motivation. This allocation also covers employee benefits, reflecting ZADNA's commitment to comprehensive staff welfare. Additionally, a provision is made for performance bonuses. The bonus structure is designed to reward outstanding contributions and encourage high performance, fostering a culture of excellence and accountability within the organisation.

9. CAPEX

9.1 ICT capital expenditure

The budget allocation for ICT Capital Expenditure focuses on the acquisition and enhancement of ICT hardware and software to support ZADNA's operational efficiency and technological advancement. This includes upgrading

existing systems, implementing new tools, and ensuring robust infrastructure to meet the organization's evolving needs.

9.2 Name Space Development (TLD Servers)

The budget covers the acquisition and installation of servers to securely manage and operate the .ZA domain zone files, including set-up and delivery costs.

10. UPDATED KEY RISKS AND MITIGATION FROM THE STRATEGIC PLAN (SP)

Risk category	Outcome links	Risk	Risk Explanation
Regulatory and compliance	Secure and resilient namespace.	There is (1) risk identified.	- This risk involves regulatory gaps and potential changes in laws, and the need for robust policy enforcement. - Mitigation strategies include proactive monitoring of legal developments, stakeholder engagement, and a comprehensive compliance program.
Environmental risks	Operational Excellence.	There is (1) risk identified.	- This risk involves stakeholder disputes and public perception of ZADNA as a brand. - Mitigation strategies include service-level agreements, robust stakeholder engagement, and open communication.

Technological risks	- Secure and resilient .ZA namespace; and - Globally competitive and Innovative .ZA namespace.	Three (3) risks were identified.	- These risks involve cybersecurity threats, technological obsolescence, and new technologies. - Mitigation strategies include staying abreast of technological advancements and research and development.
Market and competition risks	- Globally competitive and innovative .ZA namespace; and - Promote digital inclusion and equitable access to the .ZA domain namespace for all South Africans.	There were one (1) risks identified	- These risks involve competition from global and emerging TLDs and the increasing use of social media. - Mitigation strategies include strengthening the value proposition of .ZA domains, highlighting their unique benefits, and collaborating with social media platforms.
Strategic misalignment risks	- Globally competitive and innovative .ZA namespace; and - Operational excellence.	There was one (1) risk identified.	- This risk involves inadequate long-term planning and planning for future-proof programme implementation. - Mitigation strategies include developing long-term strategic foresight and aligning measures to support sustainable programme implementation.
Financial and Liquidity Risk	Operational excellence.	There was one (1) risk identified.	- This risk involves cash flow volatility and the potential for insolvency. - Mitigation strategies include revenue diversification and business turnaround initiatives.

PART E: TECHNICAL INDICATOR DESCRIPTIONS (TIDS)

Table 7: Technical Indicator 1: Number of non-commercial domain names registered

Indicator title	Number of non-commercial domain names registered
Definition	Measures the number of registered .ac .ZA, .edu .ZA, .gov .ZA, .nom .ZA, and .schools .ZA domains.
Data source	ZADNA Registry databases and zone file.
Method of calculation or assessment	Count the total number of registered domains for each category.
Assumptions	Accurate and complete registration data.
Verification means	Domain registration records (quantitative).
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	4500 domain names registered
Calculation type	Annual.
Reporting cycle	Quarterly.
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT).

Table 8: Technical Indicator 2: Conversion rate from school.ZA domain name registration to a digital online presence

Indicator title	Conversion rate from school.ZA domain name registration to a digital online presence
Definition	Tracks the percentage of schools with registered .schools .ZA domains with an active online presence
Data source	Project reports and/or third-party website analysis strategies.
Method of calculation	Count the total number of Schools with active websites and/or digital platforms under the .school.ZA SLD.
Assumptions	Reliable online presence detection and funding availability.

Verification means	Website traffic data, domain mapping strategies, or project reports (quantitative).
Disaggregation of	N/A
beneficiaries (where applicable)	
Spatial transformation (where applicable)	N/A
Desired performance	100 schools deployed (cumulative)
Calculation type	Annual.
Reporting cycle	Quarterly.
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT).

**Table 9: Technical Indicator 3: 1 Township
Business provided with a domain name and digital skills**

Indicator title	1 Township Business provided with a domain name and digital skills
Definition	Tracks the number of township-based businesses that are supported with a registered.ZA domain name and basic digital skills training to enable an online presence and effective use of digital tools.
Data source	ZADNA programme records, domain registration records, and digital skills training attendance registers.
Method of calculation or assessment	Successfully registered a .ZA domain name; and Completed at least one approved digital skills intervention (e.g. domain usage, email setup, website basics, online presence, or digital literacy training).
Assumptions	Township business status is correctly verified. Domain registrations are accurately recorded in the ZADNA database. Digital skills training attendance and completion records are complete and valid.

Verification means	Domain registration records (quantitative) Training attendance registers and completion certificates (quantitative) Programme beneficiary database (administrative records)
Disaggregation of beneficiaries (where applicable)	Business type (formal/informal) Sector (where data is available) Province/municipality (optional)
Spatial transformation (where applicable)	Township-based businesses across South Africa.
Desired performance	1 township business provided with a .ZA domain name and digital skills support per reporting period (or scalable to programme targets, e.g. 100 township businesses annually)
Calculation type	Quarterly
Reporting cycle	Quarterly
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 10: Technical Indicator 4: 1 Recognised South African Royal House, provided with domain names, website, email, and digital skills

Indicator title	1 Recognised South African Royal House Provided with domain names, website , email and digital skills
Definition	Tracks the number of officially recognised South African Royal Houses that are supported with a .ZA domain name, an official website, official email addresses, and digital skills training to establish and sustain a trusted digital identity and online presence
Data source	ZADNA programme records, domain registration database, website and email provisioning records, and digital skills training attendance registers
Method of calculation or assessment	Count the total number of recognised Royal Houses that have: Successfully registered one or more official .ZA domain names; Been provisioned with an official website and email addresses; and Completed at least one approved digital skills training intervention.
Assumptions	Royal House recognition status is verified through the relevant government authority (e.g. COGTA). Domain, website, and email services are successfully provisioned and operational. Digital skills training is delivered and accurately recorded.
Verification means	Domain registration records (quantitative) Website and email provisioning records (administrative evidence) Training attendance registers and completion reports (quantitative) Programme beneficiary database
Disaggregation of beneficiaries (where applicable)	Province Royal House category / tier (where applicable)
Spatial transformation	Recognised South African Royal Houses across all provinces.

(where applicable)	
Desired performance	1 recognised South African Royal House provided with domain names, website, email, and digital skills support per reporting period (scalable to programme targets as funding allows)
Calculation type	Quarterly
Reporting cycle	Quarterly
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 11: Technical Indicator 5: Number of awareness campaigns conducted

Indicator title	Number of awareness campaigns conducted
Definition	Measures the number of impactful awareness campaigns conducted to promote digital inclusion and .ZA domain usage
Data source	Project reports and/or third-party website analysis strategies, and surveys based predetermined KPIs
Method of calculation or assessment	Count the total number of completed campaigns
Assumptions	Consistent campaign tracking
Verification means	ZADNA records of campaigns and Campaign documentation, media reports (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Prioritise on underserved communities
Desired performance	Thirty awareness campaigns conducted (cumulative)
Calculation type	Annual
Reporting cycle	Quarterly
Indicator responsibility	PR and marketing

Table 12: Technical Indicator 6: Number of educational resources developed and shared

Indicator title	Number of educational resources developed and shared
Definition	Tracks the number of educational resources created and disseminated to promote digital literacy and .ZA domain usage
Data source	ZADNA records of educational materials
Method of calculation or assessment	Count the total number of developed and shared resources
Assumptions	Effective resource distribution
Verification means	Inventory of educational materials, website analytics (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Prioritise the underserved communities
Desired performance	One educational resource was developed and shared
Calculation type	Annual
Reporting cycle	Quarterly
Indicator responsibility	PR and marketing

Table 13: Technical Indicator 7: Number of partnerships for initiatives promoting digital inclusion

Indicator title	Number of partnerships for initiatives promoting digital inclusion
Definition	Measures the number of partnerships established with organisations to promote digital inclusion and .ZA domain usage
Data source	ZADNA records of partnerships and agreement register
Method of calculation or assessment	Count the total number of active and signed partnerships
Assumptions	Mutually beneficial partnerships

Verification means	Partnership agreements, collaboration records (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Prioritise partnerships in underserved areas
Desired performance	Two partnership agreements signed
Calculation type	Annual
Reporting cycle	Quarterly
Indicator responsibility	PR and marketing

Table 14: Technical Indicator 8: Number of Internet governance engagements

Indicator title	Number of Internet governance engagements
Definition	Tracks ZADNA's participation in Internet governance fora and discussions
Data source	ZADNA records of meeting attendance and contributions
Method of calculation or assessment	Count the total number of engagements
Assumptions	Active and meaningful participation
Verification means	Event records and/or reports (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	Prioritise youth, civil society, academia, private sector, and government representatives
Desired performance	20 IG engagements conducted (cumulative)
Calculation type	Quarterly
Reporting cycle	Quarterly

Indicator responsibility	Compliance and regulations
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Table 15: Technical Indicator 9: Rate of compliance of commercial registry and registrars

Indicator title	Rate of compliance of commercial registry and registrars
Definition	Measures the extent to which commercial registrars and registry adhere to ZADNA's policies and regulations
Data source	ZADNA Compliance audits, registrar reports from monitoring systems
Method of calculation or assessment	(Number of compliant registrars and commercial registry/total number of commercial registry and registrars) 100
Assumptions	Accurate and timely reporting
Verification means	Audit reports, compliance checklists (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	60% Compliance rate achieved
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Compliance and regulations

Table 16: Technical Indicator 10: Rate of compliance of non-commercial second-level domain operators and administrators

Indicator title	Rate of compliance of non-commercial SLD operators and administrators
Definition	Measures the compliance rate of non-commercial SLD operators and administrators with ZADNA's policies
Data source	ZADNA compliance audits, registrar reports from monitoring systems
Method of calculation or assessment	(Number of compliant non-commercial SLD Operators and SLD Administrators/total number of non-commercial SLD operators and administrators) 100
Assumptions	Accurate and timely reporting
Verification means	Audit reports, compliance checklists (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	70% compliance rate achieved
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Compliance and regulations

Table 17: Technical Indicator 11: Rate of compliance of government second-level domain operators and administrators

Indicator title	Rate of compliance of government SLD operators and SLD administrators
Definition	Measures the compliance rate of government SLD operators and administrators with ZADNA's policies
Data source	ZADNA compliance audits, registrar reports from monitoring systems
Method of calculation or assessment	(Number of compliant government SLD operators and SLD administrators/Total number of government SLD operators and SLD administrators) 100
Assumptions	Accurate and timely reporting
Verification means	Audit reports, compliance checklists (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation	N/A
(where applicable)	
Desired performance	15% Compliance rate achieved
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Compliance and regulations

Table 18: Technical Indicator 12: Reduction in reported domain-related cybersecurity incidents within the .ZA domain

Indicator title	Reduction in reported domain-related cybersecurity incidents within the .ZA domain
Definition	Compare the number of incidents to a baseline period
Data source	ZADNA compliance audits, registrar reports from monitoring systems
Method of calculation or assessment	$\left(\frac{\text{Number of compliant entities}}{\text{total number of entities}} \right) \times 100$
Assumptions	Consistent incident reporting
Verification means	Compare the number of incidents to a baseline period. (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	40% of reported incidents resolved within 90 days
Calculation type	Quarterly
Reporting cycle	Quarterly
Indicator responsibility	Compliance and regulations

Table 19: Technical Indicator 13: Percentage availability and stability of the .ZA domain infrastructure

Indicator title	Percentage availability and stability of the .ZA domain infrastructure
Definition	Measures the uptime and stability of the .ZA domain infrastructure
Data source	System logs, uptime monitoring strategies
Method of calculation or assessment	$(\text{Total uptime} / \text{Total time}) \times 100$
Assumptions	Accurate uptime tracking
Verification means	Network monitoring strategies, performance reports (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	98% availability rate
Calculation type	Continuous
Reporting cycle	Quarterly
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 20: Technical Indicator 14: Number of DNS Technical training for DNS ecosystem

Indicator title	Number of DNS Technical training for DNS ecosystem
Definition	Tracks the number of technical training sessions conducted to enhance the skills and knowledge of DNS operators and administrators
Data source	Training records, participant lists
Method of calculation or assessment	Count the total number of completed training sessions
Assumptions	Effective training delivery
Verification means	Training materials, attendance records (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Two technical training sessions for DNS ecosystem were conducted
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 21: Technical Indicator 15: Revised .ZA Domain namespace policy framework

Indicator title	Revised .ZA Domain namespace policy framework
Definition	Measures the progress in reviewing and updating the .ZA domain namespace policy framework
Data source	Policy documents, revision records
Method of calculation or assessment	(Number of policies reviewed/Total number of policies) 100
Assumptions	Comprehensive policy review
Verification means	Version control system, policy documentation (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Socioeconomic Impact Assessment System (SEIAS) Report
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Compliance and regulations

Table 22: Technical Indicator 16: Number of commercial .ZA domain registrations (created)

Indicator title	Number of commercial .ZA domain registrations (creates)
Definition	Tracks the number of new .ZA domain registrations under commercial SLDs
Data source	ZADNA database
Method of calculation or assessment	Count the total number of new domains created
Assumptions	Accurate and complete registration data
Verification means	Domain registration records (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	275,466 new commercial domain name creates annually (cumulative)
Calculation type	Quarterly
Reporting cycle	Quarterly
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 23: Technical Indicator 17: Number of published research projects related to domain name management

Indicator title	Number of published research projects related to domain name management
Definition	Measures the number of research projects conducted and published by ZADNA on domain name management topics
Data source	ZADNA records of research projects
Method of calculation or assessment	Count the total number of published research projects

Assumptions	Relevant and significant research
Verification means	Research reports, publications (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	1 Research report published
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT) and Compliance and Regulation

Table 24: Technical Indicator 18: Number of trained resellers

Indicator title	Number of trained resellers
Definition	Tracks the number of individuals trained through ZADNA's Registrar-Reseller Programme.
Data source	Training records, participant lists
Method of calculation or assessment	Count the total number of trained resellers.
Assumptions	Effective training delivery
Verification means	Training materials, attendance records (quantitative)
Disaggregation of beneficiaries (where applicable)	Youth, Women, and HDI
Spatial transformation (where applicable)	Focus on underserved communities and provinces with minimal registrars
Desired performance	200 Trained resellers
Calculation type	Annual
Reporting cycle	Quarterly

Indicator responsibility	Technology and Digital Services (formerly Namespace and ICT)

Table 25: Technical Indicator 19: Number of member and stakeholder engagement activities conducted

3	Number of member and stakeholder engagement activities conducted
Definition	Measures the number of engagement activities conducted with members and stakeholders.
Data source	ZADNA records of engagement activities
Method of calculation or assessment	Count the total number of completed activities.
Assumptions	Consistent activity tracking
Verification means	Event records and reports (quantitative)
Disaggregation of beneficiaries (where applicable)	Youth, women, and HDI
Spatial transformation (where applicable)	Prioritise engagement in underserved areas
Desired performance	Two member and stakeholder engagement activities conducted.
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	PR and marketing

Table 26: Technical Indicator 20: Employee satisfaction and engagement scores

Indicator title	Employee satisfaction and engagement scores
Definition	Measures the level of satisfaction and engagement among ZADNA employees
Data source	Employee surveys, feedback mechanisms
Method of calculation or assessment	Calculate the average satisfaction and engagement scores from surveys and feedback
Assumptions	Representative sample size
Verification means	Survey results, feedback analysis (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	70% Employee satisfaction
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Operations

Table 27: Technical Indicator 21: Percentage of compliance with key legislation and industry standards

Indicator title	Percentage of compliance with key legislation and industry standards
Definition	Tracks ZADNA's compliance with relevant legislation and industry standards
Data source	Compliance audits, self-assessments
Method of calculation or assessment	(Number of compliant areas/Total number of areas) 100
Assumptions	Accurate self-assessment and reporting
Verification means	Audit reports, compliance checklists (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	100% Compliance with key legislation achieved
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Compliance and Regulation

Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Revenue diversification plan approved
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Finance

Table 30: Technical Indicator 24: Percentage adoption of automation in monitoring and reporting

Indicator title	Percentage adoption of automation in monitoring and reporting
Definition	Measures the extent to which automation is used in ZADNA's monitoring and reporting processes
Data source	System logs, process documentation
Method of calculation or assessment	(Number of automated processes/Total number of processes)
Assumptions	Effective automation implementation
Verification means	System documentation, process flowcharts (quantitative)
Disaggregation of beneficiaries (where applicable)	N/A
Spatial transformation (where applicable)	N/A
Desired performance	Implemented monitoring and evaluation function
Calculation type	Annual
Reporting cycle	Annual
Indicator responsibility	Operations