



ANNUAL REPORT 2024/2025

.zadna
Domain Name Authority

This is the 2024/2025 annual report of the .ZA Domain Name Authority (ZADNA).

It reports on ZADNA's performance towards the achievements of its set annual targets in line with ZADNA's mandate and is submitted to the Honourable Minister of Communications and Digital Technologies as stipulated in the Electronic Communications and Transactions (ECT) Act 25 of 2002.



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ABBREVIATIONS AND **ACRONYMS**

ADR	Alternative Dispute Resolutions	POPIA	Protection of Personal Information Act
AI	Artificial Intelligence	PMO	Project Management Office
APP	Annual Performance Plan	PR	Public Relations
ARC	Audit and Risk Committee	RDAP	Registry Data Access Protocol
ccTLD	Country Code Top-Level Domain	SAAIA	South African Artificial Intelligence Association
CIPC	Companies and Intellectual Property Commission	SAIPL	South African Institute of IP Law
DCDT	Department of Communications and Digital Technologies	SEC	Social and Ethics Committee
DNS	Domain Name Systems	SLD	Second-level Domain
DNSSEC	Domain Name System Security Extensions	SMART	S: Specific; M: Measurable; A: Achievable; R: Relevant; T: Time-bound.
EAP	Employee Assistance Programme	SME	Small and Medium Enterprises
ECT	Electronic Communications And Transactions	SMME	Small, Medium, and Micro Enterprises
EPP	Extensible Provisioning Protocol	SSA	Sub-Saharan Africa
EXCO	Executive Committee	TLD	Top-level Domains
FY	Financial Year	WHOIS	Protocol for Querying Databases to Retrieve Information About Domain Names, Registrants, and Other Related Details
GBV	Gender-Based Violence	ZACR	ZA Central Registry
HR	Human Resources	ZADNA	ZA Domain Name Authority
HRREMC	Human Resources and Remuneration Committee	ZAIGF	South African Internet Governance Forum
ICANN	Internet Corporation for Assigned Names and Numbers	ZARC	.za Registry Consortium (Pty) Ltd
ICT	Information and Communication Technology	ZAYIGF	South African Youth Internet Governance Forum
IP	Intellectual Property		
ISOC	Internet Society		
ISP	Internet Service Provider		
IT	Information Technology		
ITU	International Telecommunication Union		
NEMISA	National Electronic Media Institute of South Africa		
NEDs	Non-Executive Directors		
NICOM	Namespace and ICT Committee		
NSD	Namespace Development		
NYDA	National Youth Development Agency		



PART

A

GENERAL INFORMATION



ZADNA GENERAL INFORMATION

REGISTERED NAME OF THE ENTITY

The ZA Domain Name Authority NPC (ZADNA)

REGISTRATION NUMBERS AND/OR OTHER RELEVANT NUMBERS

2003/021150/08

REGISTERED OFFICE ADDRESS

72 New Road,
Glen Austin AH,
Midrand
1685

POSTAL ADDRESS

P O Box 549
Halfway House
1685

CONTACT TELEPHONE NUMBERS

+27 10 020 3910

WEBSITE ADDRESS

www.zadna.org.za

EXTERNAL AUDITORS INFORMATION

Makhadzi Consulting Inc.
Ground Floor
Southdowns Ridge Office Park
Irene
Centurion
0149

BANKER'S INFORMATION

FNB (First National Bank)
ABSA

COMPANY SECRETARY

Mkhwanazi Inc. Attorneys

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CHAIRPERSON'S STATEMENT



Ms Palesa Legoze
Chairperson of the Board

It is with great honour and humility that I present the .ZADNA annual report for the financial year 2024/25. This report is evidence of our continued commitment to empowering South Africans in this digital era, ensuring that no one is left behind.

We grew the .za namespace with our stakeholders and partners, strengthened ecosystem compliance, and kept our focus on inclusion and trust while securing an unqualified audit opinion, proof that sound governance and delivery do coexist.

ZADNA achieved 17 of 19 annual targets (89%), reflecting a clear step-up in execution. Moreover, the commercial .za namespace expanded by 28,313 domains, reversing last year's decline and restoring momentum. Furthermore, overall compliance across commercial and non-commercial SLDs rose to 67.5% from 52.6% through improvement driven by deliberate engagement, audits, and remediation.

Our awareness programmes also scaled nationally with twenty-four outreach campaigns across nine provinces, deepening understanding of .za, renewal behaviour, and online safety. The Board views these outcomes not as isolated achievements but as a public good: more trusted local identities online, fewer compliance gaps that harm consumers, and real pathways for inclusion.

OVERSIGHT THAT ADDS CONFIDENCE

Throughout the year, the Board, through the Audit and Risk, Human Resource and Remuneration, and Social and Ethics committees, maintained a combined-assurance posture: tighter reporting and timeous resolution of audit findings.

We also tracked key structural indicators such as namespace growth, registrar depth, compliance baselines, and training outcomes so that management decisions were evidence-based, not assumptions. Our response has always been and is still simple in a complex environment: keep .za reliable, resilient and inclusive.

Furthermore, during the year under review, the Board was strengthened through reappointments and new appointments. I was reappointed as Chairperson for a further four-year term with Ms. Veronica Motloutsi, Ms. Sizo Mzizi, and Prof. Daniel Mashao with the term ending 31 October 2028.

We also welcomed Dr. Jonty Tshipa as Deputy Chairperson, Dr. Salome Chiloane-Nwabueze as the Deputy Chairperson, Ms. Siphokazi Simandla, Mr. Hangalakani Harris Nkanyane, and Mr. Qondile Khedama, all serving until 31 October 2028.

INCLUSION AND SKILLS

Inclusion is fundamental to us and not an afterthought. To this end, the school identities under school.za scaled materially, ensuring learners, teachers and parents engage in safer and authentically South African spaces.

The registrar-reseller programmes also advanced capacity building and skills development, which drew 335 participants (154 men; 181 women) across the year, broadening participation and employability in the DNS value chain.

Technical acuity in the ecosystem grew through successfully convening the DNS training, empowering 15 subject matter experts, and delivering Linux fundamentals, seeding 23 of the next cohort of practitioners. These investments in equipping our people, enables enterprises and builds a regulator that creates value far beyond just compliance.

While our performance was strong, we did not achieve two commitments: the 100 Township Businesses initiative and the programme to onboard Royal Houses with digital identities and skills. The Board has directed management to tighten end-to-end workflows and ensure these are achieved in the 2025/26 Financial Year without compromising planned programmes.

RISK, RESILIENCE AND THE USER EXPERIENCE

.ZADNA and its partners ensured the availability of critical national infrastructure while prioritising change management control. In 2024/25, .za remained available through conducting live drills, tightening telemetry and SLA adherence, and responding to incidents with rapid containment and root-cause remediation. We continued to embed compliance-by-design across commercial

and non-commercial operators, checklists, and guided fixes. The Board monitored these measures quarterly and required closure of visible audit and risk actions, keeping reliability and user trust front and centre.

PRIORITIES FOR 2025/26—FOCUSED, MEASURABLE, CREDIBLE

We have approved a strategy that prioritises:

- The protection and securing of the namespace;
- Improving domain name registration retention and net new creates;
- Institutionalisation of compliance across the ecosystem;
- Acceleration of digital inclusion; and
- Converting training into meaningful participation.

The impact we seek is direct and measurable: more credible local identities online, fewer harmful gaps in the ecosystem, relevant skills and enterprise participation, a safer user experience, faster, and more reliable South African namespace.

APPRECIATION AND REAFFIRMATION

We extend appreciation to Ms. Malekgoloane Malapane, Mr. Nicholas Msibi, and Prof. Kasturi Moodaliyar, whose terms concluded on 30 September 2024, for their dedicated service and contributions to the Authority.

On behalf of the Board, I thank our Members, the Department of Communication and Digital Technologies, partners across government and industry, the registry operator (ZARC), the registrars and operator community, and the ZADNA team. The .za namespace is a shared national asset; we remain steadfast in our commitment to safeguarding and growing its value for every user it serves.



Ms Palesa Legoze

Chairperson of the Board
ZA Domain Name Authority



Mr Molehe Michael Wesi
Chief Executive Officer

For the 2024/25 financial year, we set out to prove that steady governance, purposeful execution, and a people-centred mandate can move the .za namespace forward, even in a demanding operating environment. I'm proud to report that we closed the year with an unqualified audit outcome, a milestone that affirms sound stewardship, disciplined controls, and the integrity with which we manage South Africa's national internet asset.

We also delivered strong performance against our plan: 17 of 19 annual targets achieved (89%), reflecting consistent delivery across technical operations, policy and compliance, stakeholder engagement, and inclusion initiatives.

PERFORMANCE AND IMPACT

Momentum returned to the commercial namespace, and by 31 March 2025, the commercial SLDs had net growth of 28,313 domains, a sharp swing from last year's decline, and we cleared the annual registration target of 25,000 on the strength of steadier renewals and sharper activation in the second half. Visibility and demand were reinforced by a full-year communications push that potentially reached over 17.1 million people and delivered through 24 awareness and outreach campaigns across nine provinces and meaningful multichannel communication, alongside signature platforms like Women and Youth in DNS and the .za Awards.

Reliability remained constant with our .za Zone and namespace nameserver availability, which held at 98%, and when a partial DNS incident affected the commercial zones in March, our teams and partners contained it quickly and folded the lessons into playbooks and drills. We also worked with CIPC to stabilise their channel: no outages were reported this year, and the platform recorded over 1,400 .za registrations in a single quarter as flows recovered.

A safer, fairer namespace took shape, and the overall SLD compliance rate improved to 67.5% from 52.6% last year after a structured cycle of checklists, audits, and remedial actions with operators and registrars. In Alternative Dispute Resolution, rights-holders prevailed in every matter decided, a strong signal that brand abuse is neither ignored nor cost-free in .za.

Inclusion was not an afterthought; it was our pipeline. We scaled the school.za digital identities, 2,503 new registrations in Q1 and 2,509 in Q4, bringing classrooms and communities into a safer, more credible online space. Alongside access, we built skills pathways: across 13 registrar-reseller training sessions, 335 participants attended (154 male, 181 female). In parallel, the accredited online track with NEMISA saw 53 enrolments and 14 completions (certificates issued), while 20 students completed Linux fundamentals and 15 professionals undertook an introductory DNS course in March 2025 to seed future technical capacity. Beyond .za, we maintained oversight of market context, such as the multi-year decline in dotCities gTLDs, where we have no direct revenue exposure but a clear duty of stewardship.

WHERE WE FELL SHORT AND HOW WE WILL CORRECT COURSE

We are proud, but not complacent; two commitments did not land and deserve candour. The 100 Township Businesses initiative did not reach delivery, and the programme to onboard Royal Houses with domains and digital skills fell short of launch despite the groundwork laid. We also closed the year with 417 accredited registrars, signalling pressure on the depth of our ecosystem even as our reseller pipeline grew. These are fixable gaps. We will tighten workflows, assign clear accountabilities, and pair training with practical enablement, shared services, financing pathways, and market access, so more graduates convert into active resellers and accredited registrars. This approach is fully aligned with our 2025/26 APP and the five-year Strategic Plan, which prioritise digital inclusion, security, competitiveness, and operational excellence as the organising outcomes of our work.

CONTEXT MATTERED, AND WE MANAGED IT.

A weak domestic economy and a crowded, price-driven global TLD market made customer acquisition harder and renewals more sensitive, coupled with debtors not meeting their commitments to .zadna. This led to a year-end

deficit but prompted the organisation to respond collectively to address this in 2025/26. Despite this, we continue to show good financial posture and rigour, resulting in trust that you can measure as an unqualified audit was achieved.

LOOKING AHEAD: SIMPLE, SEQUENCED, AND RESOURCED

Our focus for 2025/26 is deliberate and staged. First, protect and harden the core, with rigorous monitoring and SLA discipline in pursuit of five-nines availability .za domain infrastructure. Second, lift retention and net new creates through lifecycle nudges and converting awareness into durable growth. Third, lock in compliance-by-design via automation and guided remediation. Fourth, accelerate inclusion, faster school onboarding and practical SMME funnels while converting our training pipeline into active market participation. Finally, we will pilot trust-enhancing, policy-aligned services that add value without compromising openness.

IN CLOSING

2024/25 was a year of restored momentum and affirmed credibility; the unqualified audit confirms how we work; the growth, reliability, and inclusion confirm why we work. I thank our Board, partners across government and industry, the commercial namespace Registry Operator, the registrar ecosystem, the operator community and our local and global partners, and the ZADNA team. The .za namespace is a shared national asset; together, we will keep building its trust, reach, and impact, one reliable service, one empowered user, one new domain at a time.



Mr Molehe Michael Wesi
Chief Executive Officer
ZA Domain Name Authority

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STATEMENT OF RESPONSIBILITY FOR THE REPORT

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by Makhadzi Consulting Inc.
- The annual report is complete, accurate and free of any material omissions.
- The annual financial statements have been prepared in accordance with applicable standards.
- The accounting authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.
- The accounting authority is responsible for establishing and implementing a system of internal control to provide reasonable assurance as to the integrity and reliability of the performance information, human resources information and the annual financial statements.
- The external auditors are engaged to express an independent opinion on the annual financial statements.
- In my opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the entity for the financial year ended 31 March 2025.



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



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STRATEGIC OVERVIEW



VISION

A world-class domain name regulator.



MISSION

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



VALUES

TRANSPARENCY

- ZADNA maintains active consultations with interested and affected parties in carrying out its mandate, in developing policies for .za.

ACCOUNTABILITY

- ZADNA takes responsibility for its decisions and can objectively and fairly justify its actions.

INCLUSIVITY

- ZADNA ensures that its stakeholders can participate actively in its policy and regulatory processes and that none should feel constrained from making a meaningful contribution to such processes.

INTEGRITY

- We act with integrity in all we do (doing what's right).

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LEGISLATIVE AND OTHER MANDATES

Chapter X (Section 65(1)) of the ECT Act 25 of 2002 stipulates ZADNA’s mandate to be as follows:

“The Authority (ZADNA) must–

- (a) Administer and manage the .za domain namespace;
- (b) Comply with international best practice in the administration of the .za domain namespace;
- (c) License and regulate registries;
- (d) License and regulate registrars for the respective registries;
- (e) Publish guidelines on–
 - (i) the general administration and management of the .za domain namespace;
 - (ii) the requirements and procedures for domain name registration; and
 - (iii) the maintenance of and public access to a repository, with due regard to the policy directives which the Minister (of Communications) may stipulate from time to time by way of a notice in the Government Gazette
- (f) Enhance public awareness on the economic and commercial benefits of domain name registration;
- (g) Conduct such investigations as it may consider necessary;
- (h) Conduct research into and keep abreast of developments in the Republic and elsewhere on the domain name system;
- (i) Continually survey and evaluate the extent to which the .za domain namespace meets the needs of the citizens of the Republic; and
- (j) From time to time, issue information on the registration of domain names in the Republic.
- (k) To make recommendations to the Minister in relation to policy on any matter relating to the .za domain namespace when requested to do so; and
- (l) Continually evaluate the effectiveness of the ECT Act and any developments added in terms thereof towards the management of the .za domain namespace.”

Section 65(1) forms the core mandate of ZADNA, but in addition to it, Section 68 gives ZADNA an ability to make wide-ranging regulations as follows:

“The Authority may, with the approval of the Minister, make regulations regarding–

- (a) The requirements which registries and registrars must meet in order to be licensed, including objective standards relating to operational accuracy, stability, robustness and efficiency;
- (b) The circumstances and manner in which registrations may be assigned, registered, renewed, refused, or revoked by the registries with due regard to the express recognition of the right of groups and members of groups within the Republic to identify with, use or communicate cultural, linguistic, geographical, indigenous or any other expressions of heritage including any visual or audible elements or attributes thereof;

- (c) Pricing policy;
- (d) Provisions for the restoration of a domain name registration and penalties for late payments;
- (e) The terms of the domain name registration agreement which registries and registrars must adopt and use in registering domain names, including issues pertaining to privacy, consumer protection and alternative dispute resolution;
- (f) Processes and procedures to avoid unfair and anti-competitive practices, including bias to, or preferential treatment of actual or prospective registrants, registries or registrars, protocols or products;
- (g) Requirements to ensure that each domain name contains an administrative and technical contact;
- (h) The creation of new sub-domains;
- (i) Procedures for ensuring monitoring of compliance with the provisions of this Act and the regulations provided for in this Chapter, including regular .za domain namespace technical audits;

- (j) Such other matters relating to the .za domain namespace as it may be necessary to prescribe to achieve the objectives of this Chapter; and
- (k) Policy to be applied by the Authority.”

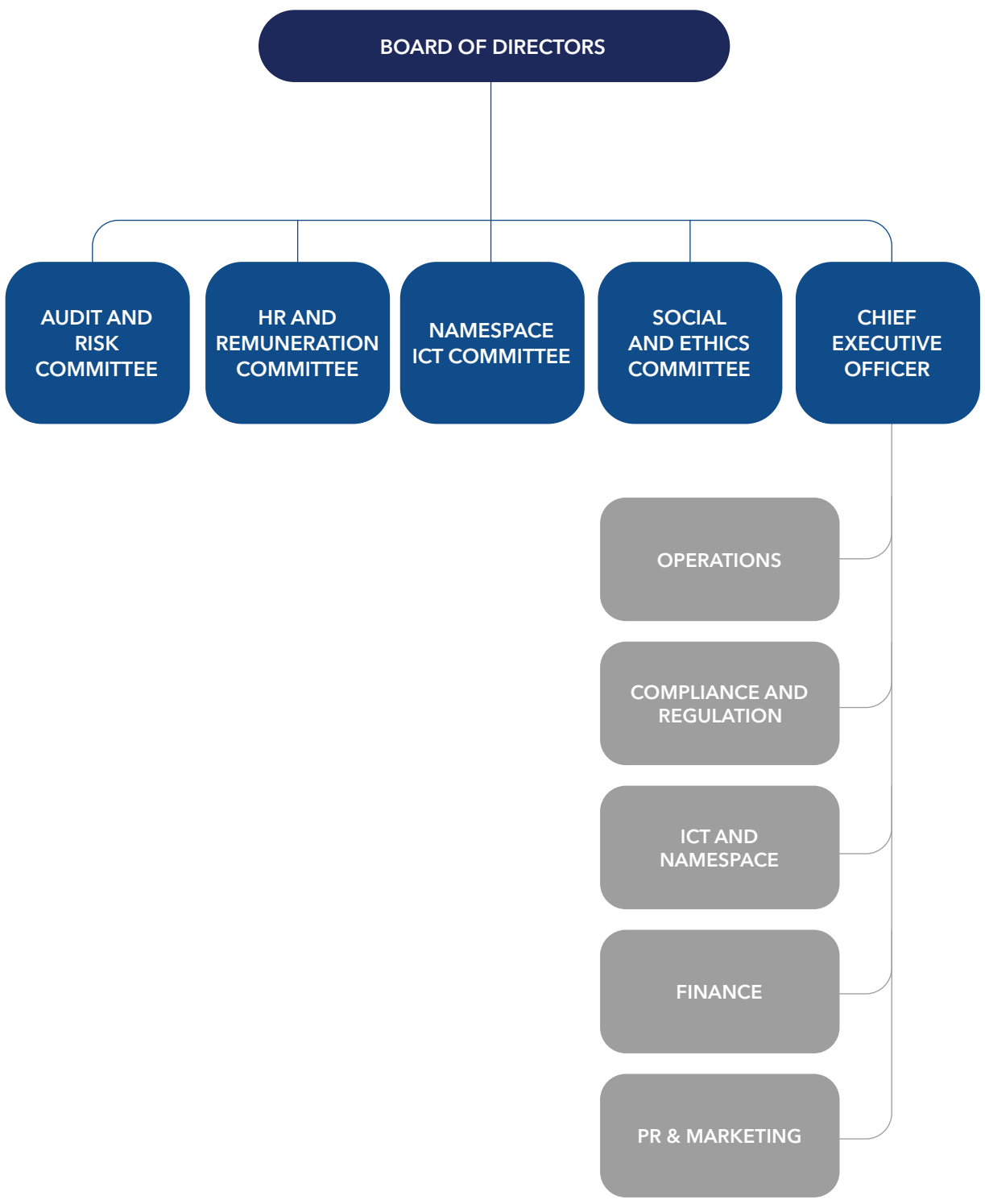
In addition, Section 69 of the Act mandated the Minister to promulgate Alternative Dispute Resolution (ADR) Regulations for the resolution of .za domain name disputes. The Regulations were promulgated in 2007, and ZADNA was allocated the following responsibilities:

- (a) Accreditation of ADR providers;
- (b) Establishment of a fund to provide ADR financial assistance; and
- (c) Publication of ADR decisions on the ZADNA website.



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ORGANISATIONAL STRUCTURE







PART
B

CORPORATE GOVERNANCE REPORT

1 CORPORATE GOVERNANCE

1.1 INTRODUCTION

ZADNA's corporate governance model incorporates provisions of the King IV Code of Corporate Governance (King IV Code), legislative requirements governing the authority, and the Companies Act. ZADNA continued to display governance prudence for the year under review by following best practices in corporate governance through its oversight structures. The following governance committees hold a crucial function in ensuring that ZADNA achieves its strategic objectives and operates in alignment with its mandate:

- Board of Directors;
- Audit and Risk Committee;

- Human Resources and Remuneration Committee (HRREMCO);
- Namespace and Information and Communication Technology (ICT) Committee (NICOM);
- Social and Ethics Committee (SEC); and
- CEO Contract Review Adhoc Committee

1.2 BOARD OF DIRECTORS

According to Section 62 of the Electronic Communications and Transactions (ECT) Act, the minister appoints nine non-executive directors (NEDs) for ZADNA. Table 1 specifies the NEDs for the year under review.

Table 1: ZADNA Directorate

DIRECTOR	TENURE	DATE APPOINTED	TENURE EXPIRY
BOARD OF DIRECTORS			
1. Ms. Palesa Legoze (Chairperson)	4 years	01 November 2019	Re-appointed for 4 years from the 01 November 2024 - 31 October 2028
2. Dr. Jonty Tshipa (Deputy Chairperson)	4 years	01 November 2024	31 October 2028
3. Ms. Veronica Motloutsi	4 years	01 November 2019	Re-appointed for 4 years from the 01 November 2024 - 31 October 2028
4. Ms. Sizo Mzizi	4 years	01 November 2019	Re-appointed for 4 years from the 01 November 2024 - 31 October 2028
5. Prof. Daniel Mashao	4 years	01 November 2019	Re-appointed for 4 years from the 01 November 2024 - 31 October 2028
6. Dr. Salome Chiloane-Nwabueze	4 years	01 November 2024	31 October 2028
7. Ms. Siphokazi Simandla	4 years	01 November 2024	31 October 2028
8. Mr. Hangalakani Harris Nkanyane	4 years	01 November 2034	31 October 2028

DIRECTOR	TENURE	DATE APPOINTED	TENURE EXPIRY
BOARD OF DIRECTORS			
9. Mr. Qondile Khedama	4 years	01 November 2024	31 October 2028
10. Ms. Malekgoloane Malapane	4 years	01 November 2019	Extended to 30 September 2024
11. Mr. Nicholas Msibi	4 years	01 November 2019	Extended to 30 September 2024
12. Prof. Kasturi Moodaliyar	4 years	01 November 2019	Extended to 30 September 2024

The tenure of the ZADNA NEDs is four (4) years as per the ECT and Articles of Association. The Articles allow each Director to serve a maximum of two tenures in succession. On the current board, Ms. Palesa Legoze, Prof. Daniel Mashao, Ms. Veronica Motloutsi, and Ms. Sizo Mzizi serve a second term. The CEO of ZADNA is also an ex-officio member of the Board and is currently the only executive on the company.

BOARD MEETINGS

During the 2024/2025 financial year, the Board met every quarter and had special meetings. Table 2 lists the Board meetings and the type of convened meetings.

Table 2: Board meetings in 2024/2025

BOARD MEETING DATE	TYPE OF MEETING
17 April 2024	This was a special meeting
25 April 2024	This was a special meeting
29 April 2024	This was a normal meeting
26 July 2024	This was a normal meeting
02 August 2024	This was a special meeting
27 August 2024	This was a special meeting
03 September 2024	This was a normal meeting (AGM)
25 September 2024	This was an ordinary meeting
30 September 2024	This was a special meeting
11 October 2024	This was a special Meeting
29 October 2024	This was a normal meeting
31 October 2024	This was a special meeting
15 November 2024	This was a special meeting
18 November 2024	This was a special meeting
06-08 December 2024	This was a Board Strategic Planning and Induction Meeting
24 January 2025 (SGM)	This was a special Meeting
06 January 2025	This was a special meeting
30 January 2025	This was a normal meeting

BOARD COMMITTEES

Board Committees met every quarter and had special meetings.

Table 3: Board Committees meetings in 2024/2025

COMMITTEE	NO. OF ORDINARY MEETINGS HELD	NO. OF SPECIAL MEETINGS HELD	NO. OF MEMBERS	NAME OF MEMBERS
Audit and Risk Committee	3	3	3	Previous Members <ul style="list-style-type: none"> Mr. Nicholas Msibi (Chairperson) Ms. Sizo Mzizi Ms. Malekgoloane Malapane
	1	2	4	New Members <ul style="list-style-type: none"> Mr. Hangalakani Harris Nkanyane (Chairperson) Dr. Jonty Tshipa Dr. Salome Chiloane Nwabueze Ms. Sizo Mzizi
HR and Remuneration Committee (HRREMCO)	3	1	3	Previous Members <ul style="list-style-type: none"> Ms. Malekgoloane Malapane (Chairperson) Prof. Daniel Mashao Prof. Kasturi Moodaliyar
	1	0	4	New Members <ul style="list-style-type: none"> Ms. Siphokazi Simandla (Chairperson) Ms. Palesa Legoze Dr. Salome Chiloane Nwabueze Dr. Jonty Tshipa
Namespace and ICT Committee	3	0	4	Previous Members <ul style="list-style-type: none"> Ms. Veronica Motloutsi (Chairperson) Prof. Daniel Mashao Mr Nicholas Msibi Ms Palesa Legoze
	1	0	5	New Members <ul style="list-style-type: none"> Ms. Veronica Motloutsi (Chairperson) Prof. Daniel Mashao Ms. Siphokazi Simandla Mr Qondile Khedama Dr. Jonty Tshipa
Social and Ethics Committee	1	0	3	Previous Members <ul style="list-style-type: none"> Prof. Daniel Mashao (Chairperson) Ms. Malekgoloane Malapane Prof. Kasturi Moodaliyar
	1	0	4	New Members <ul style="list-style-type: none"> Prof. Daniel Mashao (Chairperson) Ms. Veronica Motloutsi Mr. Hangalakani Harris Nkanyane Mr Qondile Khedama

COMMITTEE	NO. OF ORDINARY MEETINGS HELD	NO. OF SPECIAL MEETINGS HELD	NO. OF MEMBERS	NAME OF MEMBERS
Ad-Hoc Committee	4	0	4	New Members <ul style="list-style-type: none"> • Ms. Siphokazi Simandla (Chairperson) • Prof. Daniel Mashao • Ms. Veronica Motloutsi • Dr. Jonty Tshipa • Mr. Hangalakani Harris Nkanyane

The CEO Contract Review Adhoc Committee was an adhoc committee of the Board comprising of Board Committee Chairpersons including the Board Deputy Chairperson with a set lifespan and purpose of guiding the Board on how to handle the CEO's contract. Table 4 delineates the attendance of meetings by individual directors during the year.

Table 4: Director Attendance Report

PERIOD	NAME OF DIRECTOR	BOARD	ARC	ICT	HRREMCO	SEC	CEO CONTRACT REVIEW ADHOC COMMITTEE
April 2024 to March 2025	Ms. Palesa Legoze	17	0	4	1	0	0
	Ms. Sizo Mzizi	14	10	0	0	0	0
	Ms. Veronica Motloutsi	15	0	4	0	1	4
	Ms. Malekgoloane Malapane	9	12	0	4	1	0
	Prof. Kasturi Moodaliyar	8	0	0	3	0	0
	Prof. Daniel Mashao	15	0	4	0	2	0
	Mr. Nicholas Msibi	10	13	4	0	0	0
	Dr. Salome Chiloane-Nwabueze	6	2	0	1	0	0
	Ms. Siphokazi Simandla	5	0	1	1	2	4
	Mr. Hangalakani Harris Nkanyane	5	2	1	0	1	4
	Mr. Qondile Khedama	4	0	1	0	1	0
Dr. Jonty Tshipa	5	2	2	1	0	4	

1.3 AUDIT AND RISK

The Board assumes ultimate oversight and accountability for audit and risk governance, which is discharged through the Audit and Risk Committee (ARC). An effective Combined Assurance model has been put in place with the

external assurance provided by Makhadzi Inc, and internal assurance provided by Thornton Dobb Rossal Ubucule Chartered Accountants and Registered Auditors.

For the 2024/25 FY, ZADNA received an unqualified opinion on its annual financial statements for the financial period ending March 2025.

During the year under review ZADNA proactively leveraged insights from its comprehensive Risk Maturity Report and developed a Risk Improvement Plan. This plan was meticulously aligned with core pillars designed to elevate risk management: cultivating an environment where risks are effectively addressed, comprehensively mapping ZADNA's entire risk landscape, and

pinpointing critical Key Risk Indicators (KRIs) to ascertain potential threats.

The plan translated to ZADNA successfully upskilling key personnel in advanced risk management methodologies, obtaining the approval of a refined Risk Management Policy, and integrating Key Risk Indicators within relevant ZADNA employees' responsibilities to embed risk management throughout the organisation. The plan's activities continue to be rolled out and will be carried forward into the new FY.

2 SOCIAL AND ETHICS

The Social and Ethics Committee is pleased to present its report for the 2024/25 financial year, in accordance with the Companies Act and leading ESG (Environmental, Social, and Governance) reporting standards. This report outlines ZADNA's comprehensive efforts to advance social development, good governance, stakeholder engagement, ethical business conduct, compliance, environmental responsibility, and transformation across the reporting period.

ZADNA's activities were aligned with the United Nations Global Compact Principles and ESG frameworks. From an environmental stewardship perspective, the Authority developed a SHEQ Policy aimed at minimising environmental harm, encouraging responsible waste disposal, and supporting sustainable procurement. Electricity, water, and sewerage consumption were tracked quarterly, with year-on-year reductions of 18.23%, 46.99%, and 42.75% respectively. The Authority also ensured reasonable accommodation for staff with disabilities in its new office space and initiated discussions with its landlord to review utility tariffs and recoveries.

2.1 SOCIAL DEVELOPMENT AND CORPORATE CITIZENSHIP

ZADNA made notable progress across four key areas. Firstly, through the Schools Digitisation Programme, a total of 9,018 public schools received .za domain names 2,503 in Q1 (Limpopo and Gauteng), 2,506 in Q2 (Limpopo, Western Cape, and KZN), 1,500 in Q3 (Mpumalanga, Eastern Cape, North West), and 2,509 in Q4 (Eastern Cape, Limpopo, Mpumalanga).

Secondly, the organisation delivered youth empowerment and digital literacy initiatives, including registrar reseller training sessions in Limpopo, North West and Northern Cape, as well as webinars. Over 155 participants, mostly youth aged 16-34, with 62% women were trained, while DNS and Linux introductory training was also offered in partnership with Sol Plaatje University and Simsciex Technologies.

Thirdly, procurement contracts worth R122,271.26 were awarded throughout the year to SMMEs from disadvantaged communities, supporting catering, training, and strategic documentation

production. Digital inclusion programmes also reached township and rural communities, notably in Capricorn Municipality.

Fourthly, the organisation carried out corporate social investment (CSI) projects, including support to Yenzani Children's Home and the Bakoena Royal House, through educational material donations, provision of email accounts, and registration of official domain names.

On governance and ethics, ZADNA reviewed its Code of Conduct and Ethics Policy for Board approval, introduced a conflict-of-interest declaration process, activated a whistleblowing hotline in December 2023 and administered anonymous workplace surveys to support grievance management and employee satisfaction. A fraud prevention policy and plan are currently under review.

2.2 STAKEHOLDER ENGAGEMENT AND INTERNET GOVERNANCE ADVOCACY

ZADNA concluded strategic partnerships with NEMISA, MICT SETA, and the Film and Publication Board, which collectively supported digital skills development, DNS curriculum accreditation, and online safety. New partnerships were established with the Lejweleputswa Development Agency to support economic development, Liberty Life Group for indigent digital identity rollout, NIRA (Nigeria) for DNSSEC capacity building, and Mozambique's ccTLD for knowledge-sharing and training collaboration. The Authority also participated in a range of industry and youth-focused events, including the South African School on Internet Governance (ZASIG), the Africa Tech Festival, ICANN82 meetings, and the Global Digital Compact dialogues. It contributed academic insight at the UNISA College of Law Conference and facilitated platforms such as Safer Internet Day and the Eldorado Career Expo.

2.3 COMMUNITY OUTREACH

From a communication and awareness standpoint, ZADNA executed 13 .za outreach events across

eight provinces i.e. Gauteng, North West, Eastern Cape, KwaZulu-Natal, Western Cape, Limpopo, Mpumalanga, and Northern Cape, engaging more than 412 people directly and over 2,000 indirectly. The campaigns focused on domain name registration, online safety, and the benefits of a local digital identity. These efforts were supported by a targeted digital media campaign that reached over 290,000 users and earned 15+ free media placements with a combined reach exceeding 11 million individuals.

2.4 COMPLIANCE AND REGULATORY MATTERS

ZADNA implemented quarterly compliance checklists for registrars and domain name operators, leading to a notable improvement in the Q4 compliance rate to 67.4%, up from 52.5% in the prior year. The organisation also participated in the National Cybersecurity Summit to advance dialogue on AI, IoT, and blockchain technologies in registry security and compliance.

Regarding employment equity and human resources, ZADNA embedded employment equity provisions in its recruitment policy and gathered gender- and disability-disaggregated data during its training programmes. The staff cost-to-revenue ratio significantly decreased from 74% in Q3 to 50% in Q4, reflecting improved operational efficiency. Employee grievances and wellbeing were monitored through routine surveys and policy adjustments.

Anti-corruption measures included annual staff declarations, onboarding-based ethics training, and ongoing stakeholder workshops to improve awareness and prevention. The fraud hotline remained operational throughout the year, while the related policy and prevention plan were reviewed for continuous improvement.

2.5 CONCLUSION AND OUTLOOK

ZADNA demonstrated a strong commitment to ESG principles throughout the 2024/25 financial year by expanding digital access through school and rural outreach initiatives, promoting digital

skills and participation in the domain name industry across all provinces, enhancing transparency, ethics, and anti-corruption frameworks, and contributing meaningfully to thought leadership in Internet governance. Looking ahead to 2025/26, ZADNA will focus on rolling out .za domain-linked digital identity initiatives targeting SMMEs and indigent communities, expanding

youth training through accredited DNS and Linux courses, strengthening environmental sustainability practices with a focus on office utilities and SHEQ policy implementation, and advancing compliance and cybersecurity efforts in alignment with international standards and best practices.

STAKEHOLDER ENGAGEMENT

ZADNA's stakeholder engagement activities are instrumental in reinforcing collaboration, enhancing transparency and shaping a responsive .za domain governance ecosystem. Each quarter featured carefully curated engagements with targeted stakeholders, including registrars, industry professionals, youth groups and global DNS role players.

In Quarter 1, ZADNA hosted its first engagement in collaboration with the Soweto Youth Expo, aligning its message with Youth Month to connect with aspiring entrepreneurs and digital natives (Gen X, Gen Y and Gen Alpha). This session focused on demystifying the domain registration process and explaining the business and career opportunities available in the DNS sector. It provided ZADNA with direct access to youth voices and encouraged domain uptake among a digitally fluent generation.

Quarter 2 featured a critical policy-focused stakeholder session themed around Domain Name Abuse. Held in Johannesburg, this closed roundtable brought together domain industry players, legal professionals, and cybersecurity experts to address threats such as phishing, malware distribution and cybercrime. The session strengthened collective alignment in addressing abuse in the .za namespace and resulted in key

recommendations to guide future interventions and inter-agency collaboration.

In Quarter 3, ZADNA expanded its engagement footprint by hosting the ICANN Stakeholder Breakfast in Sandton, which focused on the implications of ICANN's new gTLD programme. The session enabled open dialogue between South African registrars, policymakers, and ICANN officials. Additionally, ZADNA hosted the second annual .za Awards, recognising outstanding innovation and leadership within the .za ecosystem. This event served both a symbolic and strategic function celebrating achievement while deepening community solidarity.

During **Quarter 4**, four engagements were delivered, including two international events. Locally, the Women and Youth in DNS programme was launched, marking a landmark initiative aimed at accelerating transformation in the ICT sector. Another local session, The Virtual Hub, explored industry intelligence and policy co-creation. Internationally, ZADNA participated in two sessions at ICANN82 in Seattle, engaging with global ccTLD board members and community representatives. These platforms bolstered ZADNA's standing as a key contributor within the international DNS landscape.

ZADNA hosted impactful engagements with key industry and community stakeholders:

Quarter	Stakeholder Engagement Activities
Q1	Soweto Youth Expo
Q2	Domain Name Abuse Roundtable (Melrose, Johannesburg), and 2024 AIS
Q3	ICANN Stakeholder Breakfast & .za Awards (Sandton)
Q4	Women and Youth in DNS Launch, The Virtual Hub, ICANN82 Seattle Sessions

These engagements fostered trust, solicited feedback, informed policy input, and strengthened the Authority's national and global influence.

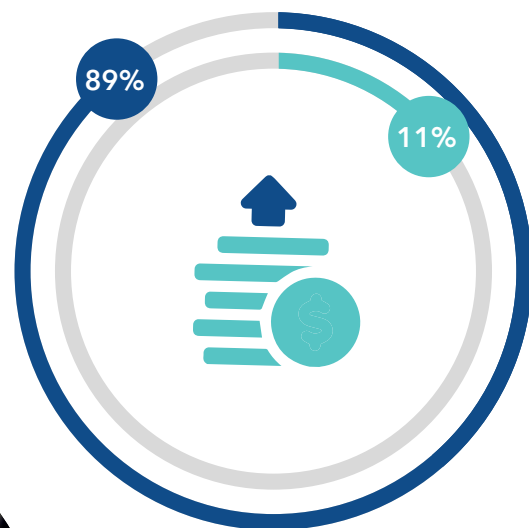
4 OPERATIONAL REVIEW

2024/25 FINANCIAL YEAR PERFORMANCE

During 2024/25 FY, ZADNA achieved seventeen (17) of the nineteen (19) targets, resulting in 89% achievement.

Below is the report showing the achievements.

2024/25 Financial Year Performance



- Achieved
- Not Achieved



5 HUMAN CAPITAL

5.1 OVERVIEW

ZADNA's human resources strategy centres on acquiring, developing and retaining the top tier, which is essential for fulfilling the organisation's mandate. This past year, significant focus was directed at strengthening the positive employee experience and promoting prominent engagement levels. A range of developmental and supportive measures for staff and management facilitated this achievement.

Our human resources strategy is an organised set of human methods designed to support high-performance work and promote the company's vision, mission, values, and objectives. ZADNA created a strategy for a collection of tasks to address specific needs within each department.

5.2 FOCUS AREAS

EMPLOYEE ENGAGEMENT

- Employee engagement efforts included successfully implementing two staff wellness sessions, exceeding the initial target. The staff satisfaction survey achieved an 87.5% response rate, with 15 employees participating and an average satisfaction rating of 3.13 out of 5, indicating moderate satisfaction. The survey report was completed, and key initiatives from the recommendations were implemented. Bioss, the appointed service provider, conducted a 360° feedback survey for the CEO and Executive Management and the results were shared with leadership.
- HR focused on addressing key improvement areas identified in the Staff Satisfaction Index Report, including enhancing communication on strategic decisions and organisational changes, providing leadership and performance

management training for management, and expanding team-building initiatives.

- Additionally, HR hosted a staff engagement event in the form of a guided walk at Klipriviersberg Nature Reserve, attended by all staff. In line with Q1 Annual Performance Plan (APP) targets, the employee engagement and satisfaction survey were finalised. The results are currently under review by HR, with plans to present the findings to the Executive Committee (EXCO) and subsequently to the Board in the upcoming quarter.
- In the spirit of Movember, which aims to raise awareness about men's health issues and promote overall well-being, HR organized a "Men's In Offsite" event on 26 November 2024 at the World of Golf in Woodmead and the Life Day Spa in Waterfall. HR also hosted quarterly birthday celebrations with a Valentine's Day theme to foster employee well-being, recognition, and team cohesion.

HEALTH, SAFETY, AND WELLNESS

- ZADNA strongly emphasises employee health and well-being. This significance is realised by actively creating a conducive work environment while implementing various programmes to support employees in navigating the demands of the modern workplace. Employee wellness initiatives include multivitamin drives, fun walks, and an employee assistance programme (EAP) partnership with Lyra Health (formerly ICAS) to support mental and physical well-being.
- Through Lyra Health HR offered online webinars to support various managerial, financial, and emotional well-being interventions. Usage was generally low however, staff attended webinars on Gender-Based Violence (GBV), financial, and mental health topics.

- The initial contract with the Employee Assistance Program (EAP) provider concluded in April 2025. HR initiated a review due to historically low engagement levels and support for their services.
- Five service providers were invited to submit proposals and four responded and presented their offerings. The selection process is being finalized, and the new provider is expected to be appointed in Q1 of FY2025.

5.3 LEARNING AND DEVELOPMENT

- ZADNA consistently invests in workforce development through various training and development programmes. ZADNA demonstrates its commitment to employee development by maximising its annual training and development budget, including financial support for employee education. The LinkedIn learning platform was launched in 2022, offering accessible online learning opportunities to employees. Since then, the platform has been extended to all employees. Ensuring that digital learning opportunities reach the entire workforce remains a core focus of the learning strategy.
- ZADNA supports learning and development initiatives through study assistance, e-learning, and team training.
- ZADNA management underwent performance management training on 01 November 2024. The training aimed to equip managers with the necessary skills to effectively manage performance, coach their teams and enhance overall team performance and employee engagement.

5.4 RECRUITMENT AND SELECTION

- The objective was to fill all reported vacancies within the recruitment timelines. The recruitment for two fixed-term positions, Communications and PR Assistant and Procurement Assistant, was finalized in May 2024. The Compliance Manager vacancy was placed on hold pending the line manager's review of the role's scope, which is expected to be completed by Q2 2025; recruitment

will resume once the scope is finalized. Two employees joined ZADNA's newly established PMO unit as Project Manager and Project Administrator on 15 July and 15 August 2024, respectively. Recruitment for the Regulatory and Compliance Manager began in September 2024, however, efforts conducted through an external recruiter were unsuccessful. As a result, HR will now manage this recruitment internally.

- Recruitment was also initiated for several additional roles. Interviews were completed for the HR Business Partner position in December 2024. In early 2025, the top two candidates underwent psychometric assessments and background checks, with offers of employment extended in January. The decision to defer this recruitment aligned with the HRREMCO recommendation to retain the consultant while developing junior HR talent internally, given the difficulty and cost of attracting senior HR professionals. Similarly, interviews for the Accountant position were completed in December 2024, followed by psychometric assessments and background checks for the top candidate, with an offer extended in January 2025. For the Project Manager role, interviews were completed in December 2024, with the remaining recruitment steps carried out in January 2025.
- The Executive Manager: Technology and Digital Services vacancy was advertised in December 2024. CV screening was conducted, and interviews were held in January 2025. Recruitment outcomes as of February 2025 included the successful onboarding of the Project Manager and HR Business Partner on 1 and 17 February, respectively. The appointments of the Executive Manager: Technology and Digital Services and the Financial Accountant were pending at the time, with both expected to commence on 1 April 2025.. Unfortunately, the Regulatory and Compliance Manager position offer could not be extended, as the top two candidates' current total cost to company (CTC) exceeded the available salary band, and the remaining candidates were underqualified.

5.5 PERFORMANCE MANAGEMENT

- Performance reviews for the FY2024/25 period have commenced and are expected to be completed by the end of July 2024. Performance agreements have been developed and signed across all departments to ensure alignment with organisational goals. Probationary reviews were completed for the following fixed-term contract employees who joined ZADNA during Q2: Procurement Assistant, Marketing & Communications Assistant, and Project Administrator.
- Mid-year performance reviews for FY2024 were concluded, with two employees identified for performance improvement. Additionally, the CEO's performance feedback session with the Chairperson was conducted in October 2024.

5.6 LABOUR RELATIONS

- The constructive dismissal matter filed by an employee with the CCMA in Q1 was withdrawn.
- Employee turnover continues to be a risk that is being closely monitored. Although it remains within the 10% tolerance threshold, the quarter saw the highest exit rate, with two resignations and one involuntary termination. Notably, 100% of these exits were male, further skewing the organisation's gender ratio.

5.7 REMUNERATION AND BENEFITS

Approved bonuses for FY2023/24 were paid together with salaries on 25 October 2024. Bonus letters were issued to all eligible employees, while explanatory letters were also shared with those who were not eligible. In addition, Bonitas conducted a workshop to communicate changes to their 2025 offerings.

Salary Increases:

Salary increases, in line with the approved budget mandate, were implemented on 1 April 2024. The CEO's salary increase was effected in May 2024 following Board approval.

Remuneration Review:

The Board approved Management's HR budget which included a review of staff remuneration against market-related benchmarks. A budget of R250,000 was set aside to address identified pay gaps and to ensure competitiveness. ZADNA engaged 21st Century Pay Solutions to conduct a salary survey subscription and remuneration benchmarking exercise for all staff. The final report is submitted separately for noting, with key findings and recommended pay adjustments included in the board pack.

Pay Scales:

Following the recent approval of ZADNA's updated remuneration philosophy - aligned with the 50th percentile and 2024 market benchmarks - a formal pay scale structure is being developed. These pay scales aim to promote internal equity, market alignment and consistent remuneration decision-making. A proposed set of pay scales has been submitted to the Human Resources Remuneration Committee (HRREMC) for approval.

Provident Fund:

On 17 March 2025, HR and the organisation's broker conducted a refresher session on the Provident Fund to enhance understanding of Group Risk Benefits under Old Mutual's SuperFund structure.

Remuneration Challenges:

Offering market-competitive remuneration packages during recruitment has posed significant challenges this quarter, often requiring extended negotiations to secure top talent. The pending approval of the 2025 salary scales is expected to enhance ZADNA's competitiveness in attracting qualified candidates.

5.8 ORGANISATIONAL DESIGN

- The PMO unit was introduced to provide centralized oversight, standardization, and support for project management activities across the organisation. Two new job profiles were developed for the PMO as part of job profiling efforts.

- Additionally, the job profile for the Executive Manager: ICT and Namespace Management was reviewed and updated, with the job title revised to Executive Manager: Technology and Digital Services to reflect the evolving scope of the role.
- The Receptionist was seconded to HR Assistant from 1 February 2025 to 31 January 2026. To support this transition, a fixed-term contractor will be hired for the receptionist position, which has been opened to a non-affirmative action (non-AA) candidate in line with Employment Equity objectives. The seconded receptionist, who has been with ZADNA since January 2022, recently completed the GIBS Services SETA Advanced Diploma Programme (2023/24). This secondment will allow her to gain valuable HR experience and develop her skills. In addition, it will also help build institutional memory within the HR department, which has been outsourced since its inception.
- A structured development plan has been implemented to support her successful transition into the HR function.

5.9 HR GOVERNANCE: HR PROJECTS AND POLICIES

- HR transitioned to Sage Business Cloud Payroll Professional to automate leave administration, enable employee self-service, and streamline payroll processes. The system went live on 1 August 2024, including activating the automated leave management module. In parallel, HR engaged the Internal and Legal Compliance Department to finalize the department's Policy Review Register, with a commitment to conduct policy reviews every quarter.
- The Training and Development Policy has been reviewed and is presented in the current board pack for recommendation. Although the Performance Management Policy was submitted to Internal Legal Compliance, its review has been delayed due to challenges in finalizing the composition and scheduling of the Policy Task Team. HR was also selected for the Internal Audit for Q3, and, as part of this

process, the following policies are submitted for recommendation and approval: the Grievance Policy and the Conflict-of-Interest Policy (the latter to be forwarded to the Social and Ethics Committee). A clean version of the Grievance Policy has been resubmitted for formal recommendation and approval.

5.10 PROSPECTS AND OUTLOOK

During 2024/25 FY ZADNA's Key focus areas included the following:

- Implementation of Staff Wellness: HR conducted staff wellness engagements
- Increased the staff satisfaction index to be equal to or greater than
- Staff satisfaction survey with 70% conducted, initiatives implemented and recommendation completed

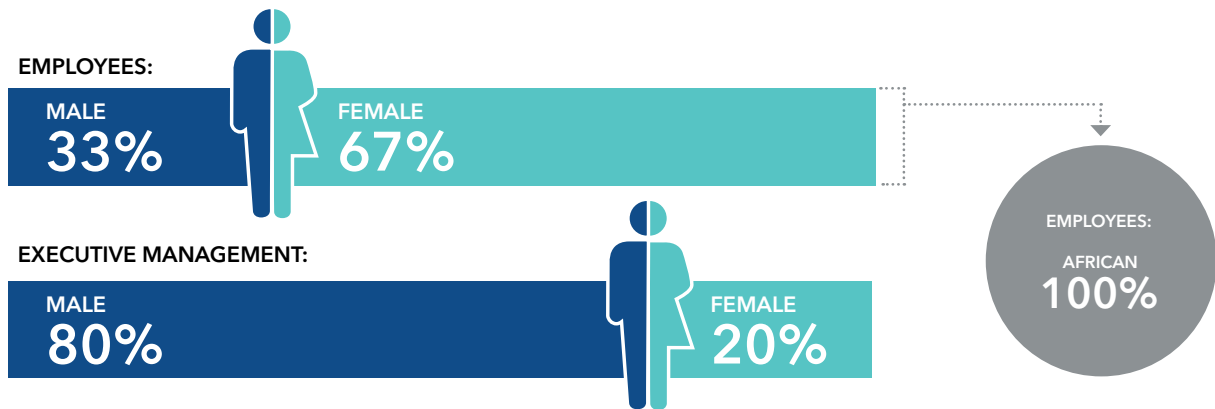
360 Survey feedback for CEO and Executive

The survey report was completed, and key initiatives from the recommendations were implemented. Bioss, the appointed service provider, conducted a 360° feedback survey for the CEO and Executive Management and the results were shared with leadership.

6 HUMAN RESOURCES STATISTICS

6.1 EMPLOYMENT AND GENDER DIVERSITY

ZADNA's workforce reflects robust gender diversity, with 67% female and 33% male employees. All employees are of African descent. Six individuals hold critical positions among the executive and management team; three of them are female.



STAFF COMPLIMENT

Table 5: Workforce Diversity

LEVEL	GENDER		
	M	F	TOTAL
Top Management	1	0	1
Senior Management	3	1	4
Junior Management	1	2	3
Skilled	3	10	13
Semi-Skilled	0	0	0
Unskilled	0	1	1
Total	7	14	21
Gender Composition	33,3%	66,7%	100%

ZADNA is committed to fostering a diverse and inclusive workplace that supports the achievement of its strategic objectives. As of the 2024/25 reporting period, the organisation had a total workforce of 21 employees, with 66.7% female and 33.3% male representation. This gender composition reflects ZADNA's ongoing efforts to promote gender equity across all levels of the organisation.

Table 6: Training and Development

OBJECTIVE	ANNUAL TRAINING EXPENDITURE R	EMPLOYEES TRAINED	AVERAGE TRAINING COST PER EMPLOYEE R
BOARD OF DIRECTORS			
Training and development	158,146	6	15,000

In the 2024/25 financial year, ZADNA allocated a budget of R250,000 for training and development initiatives. A total of six employees participated in various training programmes, with an average training cost of approximately R15,000 per employee.

Table 7: Employment and Vacancies

LEVEL	EMPLOYEES	APPROVED POSTS	VACANCIES	PERCENTAGE OF VACANCIES
BOARD OF DIRECTORS				
Top management	1	1	0	0,00
Executive management	4	4	0	0,00
Management	3	4	1	25,00
Skilled	13	14	1	7,14
Semi-skilled	0	0	0	0,00
Unskilled	1	1	0	0,00
Total	21	24	2	8,33

For the financial 2024/25 ZADNA had a total of 24 approved posts, with 21 employees resulting in 2 vacancies and an overall vacancy rate of 8.33%. ZADNA continues to monitor and address staffing gaps to ensure that critical positions are filled timeously, enabling the organisation to maintain operational effectiveness and deliver on its mandate. Strategic workforce planning and targeted recruitment efforts are in place to reduce vacancy rates and attract the right talent for future organisational growth.

Table 8: Employment Changes

LEVEL	EMPLOYMENT AT THE BEGINNING OF THE PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT THE END OF THE PERIOD
BOARD OF DIRECTORS				
Top management	1	0	0	1
Executive management	3	1	0	4
Management	2	2	0	1
Skilled	8	5	3	10
Semi-skilled	3	0	2	1
Unskilled	1	0	0	1
Total	18	6	6	18

During the 2024/25 reporting period, ZADNA maintained a stable workforce, with 18 employees at both the beginning and end of the period. This stability was achieved despite several personnel changes across different employment levels.

A total of 6 appointments and 6 terminations were recorded throughout the year. Key changes included:

- Executive Management: One new appointment was made, increasing the total from 3 to 4.
- Management: Two appointments were recorded; however, the total number at the end of the period decreased from 2 to 1, indicating a possible reclassification or internal movement.
- Skilled level: The highest activity occurred at this level, with 5 new appointments and 3 terminations, resulting in a net gain of two employees.
- Semi-skilled: This level saw 2 terminations with no new appointments, leading to a reduction from 3 to 1 employee.
- Top Management and Unskilled levels remained unchanged during the period.

These changes reflect ZADNA's dynamic workforce management approach, aimed at aligning human resources with evolving organisational needs while ensuring continuity and effective service delivery.

Table 9: Causes of Staff Turnover

TERMINATION REASONS	NO. OF EMPLOYEES
Death	0
Resignation	2
Dismissal	2
Retirement	0
Ill-health	0
Expiry of contract	0
Total	4

During the 2024/25 reporting period, ZADNA recorded a total of four employee terminations. The primary causes of staff turnover were:

- Resignation - 2 employees
- Dismissal - 2 employees

There were no terminations due to death, retirement, ill-health, or contract expiry during the period.

The organisation continues to monitor the reasons for employee exits to identify trends and implement strategies aimed at improving employee retention, workplace engagement, and overall organisational culture.

7 ASSESSMENT OF PUBLIC ENTITY PERFORMANCE

ZADNA actively participates in policy-driven activities and management for the .za country-code top-level domain (ccTLD)



PART
C

PERFORMANCE INFORMATION

1 COMPLIANCE AND REGULATION

1.1 .ZA DOMAIN NAME DISPUTES

The Department of Communications and Digital Technologies (formerly Telecommunications and Postal Services), promulgated the Alternative Dispute Resolution Regulations of 2006 to govern alternative dispute resolutions (ADR) within the .za namespace as administered by ZADNA. On 10 November 2017, through Notice No 1246, Gazetted 41237, the .za Alternative Dispute Resolution Regulations were amended to extend ZADNA's scope in the ADR process to provide voluntary, informal mediation services. The amendment enhanced the domain name dispute resolution process, making it more affordable, accessible, cost-effective and aligned with international best practices. Twenty-nine disputes were lodged in the 2024/2025 FY.

The ADR process significantly enhances the credibility and integrity of the .za namespace. It allows intellectual property (IP) owners to reclaim their names from squatters, thereby protecting their IPs and brands from abuse and dilution.

The process remains more expedited than the normal court process, typically concluding within three months to settle and finalise an ADR dispute. The ADR costs are more competitive than court costs, with R10,000 for a single adjudicator and R20,000 for a three-panel adjudicator. Experience demonstrates that the single adjudicator settlement is overwhelmingly preferred.

The South African Institute of IP Law (SAIIPL) and the Arbitration Foundation of Southern Africa (AFSA) remain the accredited ADR providers. ZADNA is exploring ways to provide access and support for small, medium, and micro enterprises (SMMEs) and Black enterprises within the ADR adjudication sphere.

All the disputes resulted in transfers in favour of the complainants. No appeals, refusals, or withdrawals were made.

Table 10 below presents the dispute details, including the parties, domain names, and adjudicator decisions (outcome) conducted in the 2024/25 FY:

NO	PARTIES	CASE NUMBER	DOMAIN NAME	OUTCOME
1.	Innovative Water Care vs Jerico Jones	ZA2025-0528	hth-sa.co.za	Transferred
2.	K Carrim Holdings (Pty) Ltd. vs John Xaba	ZA2024-0529	carrimhardware.co.za	Transferred
3.	Songe Music Promotions (Pty) Ltd. vs Retail Communication Solutions (Pty) Ltd.	ZA2024-0495	ipintombi.co.za ipintombifoundation.co.za	Transferred

NO	PARTIES	CASE NUMBER	DOMAIN NAME	OUTCOME
4.	Malony Nyamunetsa vs Cochrane Steel Products (Pty) Ltd.	ZA2024-0493	clearvufencingsolutions.co.za	Transferred
5.	Cochrane Steel Products (Pty) Ltd. vs Outdoor-dogkennel.com GUO	ZA2024-0494	clearvufence.co.za	Transferred
6.	Daniel Wellington AB vs Jacqueline Hall	ZA2024-0497	danielwellingtonsouthafrica.co.za	Transferred
7.	Airlink (Pty) Ltd. vs Joseph Gourges	ZA2024-0498	flyairlinkcargo.co.za	Transferred
8.	Senwes Ltd. vs Petrus	ZA2024-0501	senwessa.co.za	Transferred
9.	Compagnie De Saint-Gobain vs Willem Dawid Lourens	ZA2024-0505	saint-gobains.co.za	Transferred
10.	General Motors LLC vs Lawrence Osh	ZA2024-0503	generalmotorsgroup.co.za	Transferred
11.	Tata Motors Ltd. vs Gergana Raycheva	ZA2024-0504	tatamotors.co.za	Transferred
12.	ZaPrint (Pty) Ltd. vs GDFVB VDFGGF (My Store)	ZA2024-0506	zaprint.co.za	Transferred
13.	Balule Nature Reserve Association vs African Safari Group	ZA2024-0507	balule.org.za	Transferred
14.	Sodexo vs Markus	ZA2024-0508	sodexosa.za	Transferred
15.	SLT IP Holdings vs Culinary Equipment Company	ZA2024-0509	surlatable.co.za	Transferred
16.	Pret A Manger (Europe) Ltd. vs Culinary Equipment Company	ZA2024-0502	pretamanger.co.za	Transferred
17.	Sun International (IP) Ltd. vs Viktor Vikoooto	ZA2024-0513	sunbetafrika.co.za	Transferred
18.	Sahara Energy Resource Ltd. vs Mtech Group (Pty) Ltd.	ZA2024-0514	saharaafricanpridepetroleum.co.za	Transferred
19.	Merryvale Ltd. vs Mzukisi	ZA2024-0517	betwaypremiership.co.za	Transferred
20.	Macsteel Service Centres SA (Pty) Ltd. vs Tapera Wilson	ZA2024-0518	macsteelsa.co.za	Transferred
21.	Moore Attorneys Inc vs Badenhorst Klerk	ZA2024-0516	miwayexpressloans.co.za	Transferred
22.	Remore Virgin Hair (Pty) Ltd. vs Artisan Furniture Wearhouse	ZA2024-0512	remorehair.co.za	Transferred
23.	Golden Fried Chicken (Pty) Ltd. vs Ayush Sharma	ZA2024-0519	chickenlickenmenu.co.za	Transferred

NO	PARTIES	CASE NUMBER	DOMAIN NAME	OUTCOME
24.	Airlink (Pty) Ltd. vs Abraham Jacobus	ZA2024-0520	flyairlinkpetcourier.co.za	Transferred
25.	African Rainbow Minerals Ltd. vs Collin Ramakhubathi	ZA2025-0525	nkomatimine.co.za	Transferred
26.	Skechers U.S.A., Inc. II (First Complainant), Skechers U.S.A., Inc., (Second Complainant) vs Rhiaua Guayaus	ZA2025-0523	skecherssouthafrica.co.za	Transferred
27.	Skechers U.S.A., Inc. II (First Complainant), Skechers U.S.A., Inc., (Second Complainant) vs Bakorya Tunca	ZA2025-0522	skechers-south-africa.co.za	Transferred
28.	Agri Credit Solutions (Pty) Ltd. vs Joshua Armstrong	ZA2024-0521	suid-wes.co.za	Transferred
29.	African Rainbow Minerals Ltd. vs Enkido Anunnaki	ZA2025-0526	nkomatinickel.co.za	Transferred

1.2 REGISTRY-REGISTRAR LICENSING FRAMEWORK

ZADNA informed the incoming Minister of Communications and Digital Technologies of the intention to put Regulations in place in alignment with the prescripts of the Electronic Communications and Transactions Act 2002. This process involved working in consultation with the Department of Communications and Digital Technologies (DCDT) personnel to inform the Minister of the steps undertaken since the process of drafting the Regulations was resurrected in 2022. The Draft Regulations remain under consideration by DCDT.

1.3 INTERNET GOVERNANCE (IG)

Empowered by the DCDT, ZADNA leads South Africa's internet Governance efforts as part of our non-legislative mandate. This commitment is driven by the Annual Performance Plan, which has defined targets implemented in each quarter of the FY. During the 2024/25 FY, 14 targets were set and exceeded, resulting in 24 impactful engagements, locally, regionally and

internationally, across various critical areas of the internet. The activities comprised:

- ZADNA presented at the 2024 National Aviation Conference (NAC) held at the CSIR Convention Centre in Pretoria, Gauteng. The presentation focused on the impact of cybersecurity in aviation, addressing several critical areas. It also highlighted the cybersecurity challenges and how the industry navigates this complex environment.
- ZADNA participated in the Girls in ICT Event at the Unity Secondary School in Daveyton, Gauteng. ZADNA engaged the scholars on online safety, providing a platform for young girls to share their unique experiences of discrimination and objectification online. This engagement was crucial for the participants' empowerment, fostering a safer and more inclusive online environment.
- Participation in a Cybersecurity Public Lecture organised by the Department of Computer Science at the University of Limpopo. ZADNA's presentation focused on cybersecurity measures implemented by the domain name

industry in South Africa, drawing reference from promulgated and institutionalised cybersecurity legislation.

- ZADNA presented during the ccNSO session at the #ICANN80 in Kigali, Rwanda. The presentation focused on the .za Schools Digitisation Project to ensure learners build and mature their digital presence, leveraging domain names as platforms for teaching and learning.
- ZADNA presented at the Soweto Youth Expo at the Jabulani Safe Hub in Soweto. The presentation invited attendees to participate in the School of Internet Governance, which aims to provide extensive training on internet governance to individuals from various sectors.
- ZADNA participated in the 2024 Global Symposium for Regulators. The presentation focused on South Africa's interventions to ensure the enhanced use of transformative technologies.
- ZADNA presented at the Google Accelerate AI in Action event. The presentation focused on how domain names have become more than just internet addresses; they are also essential for branding, attracting customers, and online security.
- ZADNA participated in the third and final Preparatory Meeting for WTSA-24, which aimed to give African States a platform to set out a collective position on the various ITU resolutions discussed at the 2024 World Telecommunication Standardisation Assembly. The presentation focused on cybersecurity measures and the discussion on modifying resolution 69 on the transition from IPv4 to IPv6.
- ZADNA presented at the .za Schools Digitisation Project at the 5th Annual eLearning Summit held in Eastern Cape. The presentation centred on the shared goal of enhancing digital education within South Africa, particularly in underserved communities.
- ZADNA hosted the South African School of Internet Governance to empower youth from

various sectors and backgrounds to master the understanding of Internet Governance & Inclusive Policy Participation. This engagement also allowed participants to discuss measures to shape an informed and diverse internet Governance Landscape in South Africa and beyond, and the challenges faced for the future business dimensions of internet governance.

- ZADNA, in partnership with GirlHype, ISOC SA and the Durban University of Technology hosted remote hubs in Cape Town central, Soweto and Durban central for virtual attendance of the ZASIG.
- ZADNA participated in the World Telecommunication Standardisation Assembly (WTSA-24) to contribute to introducing new Resolutions and modifying existing Resolutions for the WTSA to adopt at country level.
- ZADNA participated in the MICT SETA-VUT Research Chair and Expo that showcased ongoing research in generative AI and collaborative projects between academia and industry.
- ZADNA provided insights on AI use cases, barriers, and policy recommendations across critical sectors such as Education, Agriculture, Health, and SME Enablement at a Stakeholder Roundtable on Artificial Intelligence in Sub-Saharan Africa.
- ZADNA presented at the Africa Tech Festival, highlighting the critical role of multi-stakeholder collaboration in establishing sustainable talent pipelines and highlighting Africa's preparedness to meet the demands of an evolving technological landscape.
- Still at Africa Tech Festival, ZADNA presented on Educational Equity Through AI: Tools for Advancing Education in Underserved Areas. The session explored how AI-powered tools can revolutionise education delivery in underserved and rural areas by bridging gaps and providing equitable learning opportunities.
- ZADNA also participated in the 2024 Global Internet Governance Forum, which discussed

measures to provide the knowledge and skills needed for a new generation of internet leaders to defend the internet and empower them to take action.

- ZADNA proactively engaged and equipped 125 learners at the Laerskool Doringkloof School with knowledge of domain names to secure their digital identity and safely navigate the internet while fostering resilience against online risks.
- ZADNA stimulated career aspirations for 120 youth at the Eldorado Park Career Expo, showcasing the dynamic and growing offerings of the domain name and the internet Governance sectors, with a strategic focus on high-demand ICT roles in cybersecurity, internet policy, and digital innovation.
- ZADNA actively engaged in crucial dialogues at the CIRA Technical Community Summit, driving practical pathways to evolve the internet governance ecosystem with a strong emphasis on the meaningful and equitable integration of African stakeholders as the international community strategically seeks to engage in the WSIS+20 Review process

and the implementation of the Global Digital Compact.

- ZADNA actively led impactful discussions and delivered critical capacity-building training on ccTLD and DNS infrastructure management for government stakeholders to shape the future of African digital sovereignty during the Smart Africa Meeting.
- ZADNA contributed to shaping a robust national cybersecurity position by engaging in critical discussions around the National Cybersecurity Policy Framework and proactively addressing emerging threats through innovative defence strategies encompassing AI, blockchain, IoT, and cloud security at the 25th Cybersecurity Summit.
- ZADNA presented the strategic framework of the Summit for the Future Compact, underscoring the transformative power of digital technologies to dismantle gender barriers and drive sustainable development. This positioned ZADNA as a stakeholder at the forefront of digital inclusion during the Intergenerational Dialogue on Digital Technologies for Gender Equality.



- ZADNA engaged in a critical dialogue on the future of internet governance at the UNISA College of Law Conference, outlining the critical role and relevance of the Internet Governance Forum's mandate within the Global Digital Compact. ZADNA's analysis examined the inherent tensions and crucial intersections between traditional state-led multilateralism and the inclusive power of multi-stakeholderism, charting a course for a more representative and effective digital future.
- Engaging the above stakeholder groups to lead them through the findings and recommendations of the Compliance Baseline Reassessment Report produced in Q4 of the 2023/24FY;
 - » Conducting an audit of whether the stakeholder groups have implemented the recommendations per the reassessment report mentioned above;
 - » Developing a compliance rate report and remedial action plan based on the findings from the audit carried out above.

During the 2024/25 FY, ZADNA strived to improve the compliance baseline for Registries, Operators, Administrators, Registrars and Registrants in the commercial and non-commercial second-level domain (SLD) landscape by 10%. This goal was achieved by implementation of the following key initiatives:

- Developing a Compliance Checklist Plan comprising of activities to implement throughout the FY;

The conduct of the above led to the following outcome:

The overall compliance rate for the commercial and non-commercial SLDs sits at 67.5%, which is an improvement from the initial 52.6% determined in the 2023/24 FY. This is an increase of 14.9%. ZADNA has developed a remedial action plan to motivate for further improvements by the stakeholder groups.





2 .ZA NAMESPACE DEVELOPMENT

2024/25 NAMESPACE DEVELOPMENT ANNUAL TECHNICAL OPERATIONS REPORT

2.1 INTRODUCTION

The purpose of this report is to present an overview of the ZADNA Namespace Development Division (NSD) activities during the 2024/25 Financial Year (FY). This report includes the annual registration statistics of the commercial and non-commercial domains, an overview of the Registrar Reseller Training events, and the research studies ZADNA conducted during the FY as well as the .za infrastructure.

The first part of the report focuses on the commercial domain growth/loss and then zooms into the DotCities performance, followed by CIPC performance. In the commercial domain registration comparison, global domain name statistics are also considered in terms of comparison of where .za domain is actually sitting compared to the rest of the world that also includes legendary top-level domains like .com and country code top level domains such as China's .cn and Russian .ru.

The next section discusses the technical infrastructure of the .za namespace, where the number of nameservers is given, followed by an outline of DNS security in terms of .za and its Second-level domain (SLD) namespace. The report is concluded by discussing the SMME Development initiative, where the DNS training was conducted, which investigates broadening participation in the domain name registration and ISP market to be in line with the demographic composition of the country.

2.2 GROWTH OF COMMERCIAL SLDS

The commercial namespace grew by 28,313 in the 2024/25 financial year (FY). This is a significant improvement from the previous FY, where it experienced a decline of 9,919 domain names. Table 11b compares the commercial namespace in a five (5) year period.

Table 11a: Growth of Commercial SLDS 2024/25

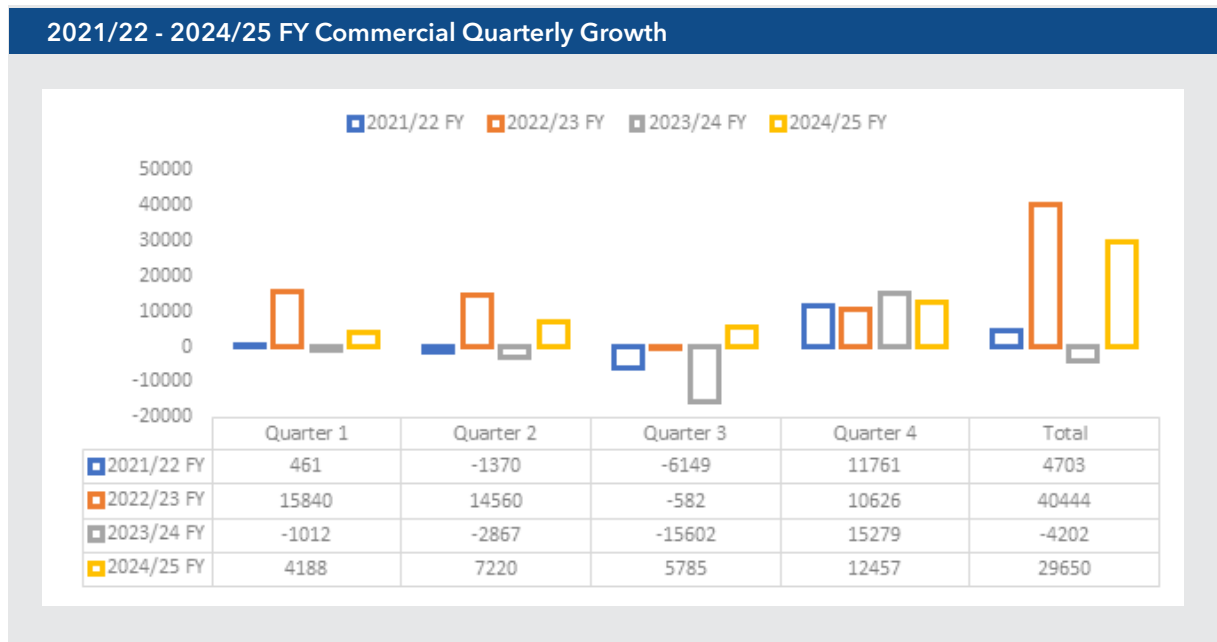
GROWTH OF COMMERCIAL SLDS AS OF 31 MARCH 2025			
.CO.ZA	.ORG.ZA	.NET.ZA	.WEB.ZA
1,369,279	25,483	2,669	1,395
Total	1,398,826		

Table 11b: Growth comparison of Commercial SLDS over 5 years

GROWTH OF COMMERCIAL SLDS AS OF 31 MARCH 2025					
	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Total Domains	1,335,285	1,339,988	1,380,432	1,370,513	1,398,826

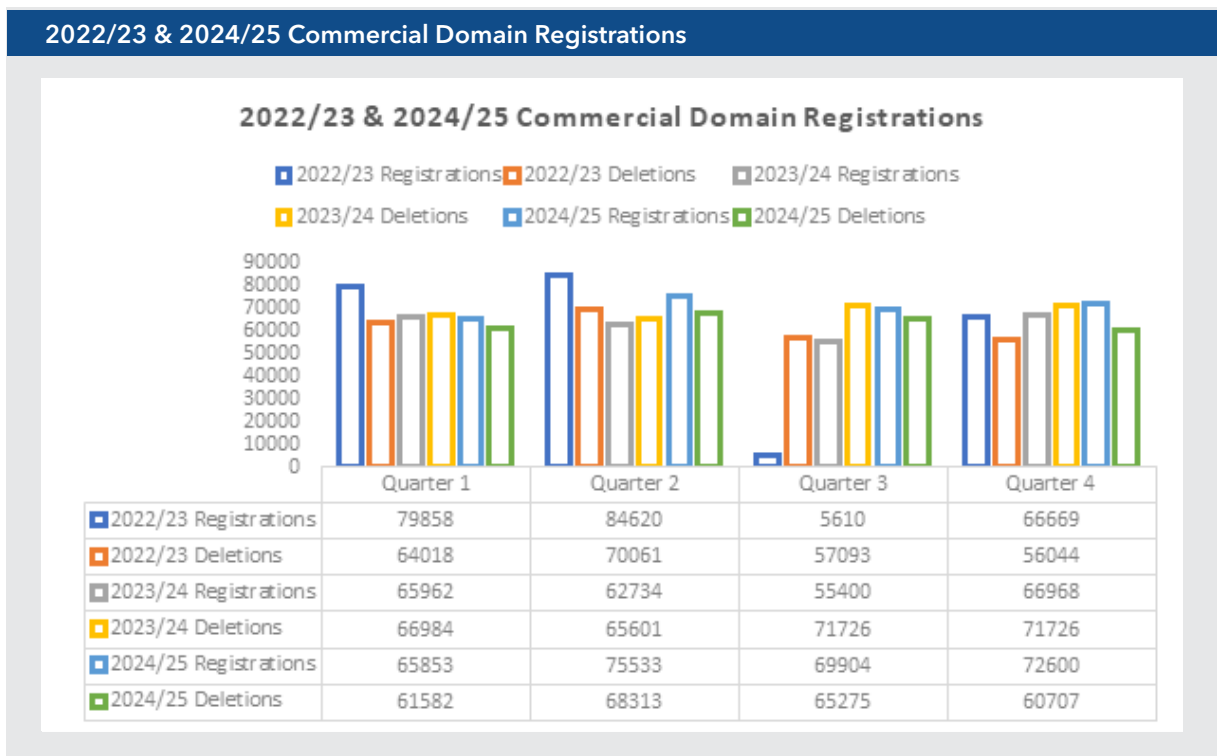
QUARTERLY BREAKDOWN OF COMMERCIAL SLDS

Figure 1: 2024/25 Commercial Quarterly Growth Comparison



As depicted in Figure 1 above, the commercial namespace experienced a growth of 29,650 under the FY under review, while the previous FY experienced a decline of 4,202. In terms of the net growth, the namespace grew by 28,313 domain names throughout the FY under review. The annual domain registration target was 25,000 in terms of domain name registration.

Figure 2: Comparison of 2022/23 - 2024/25 Creations and deletions



As depicted in Figure 2, there has been a trend in deletions during Q3 of each FY, particularly during 2023/24, as over 5,000 domain names were registered compared to 57,093 deletions. This is due to the return of staff members from the December holidays at the beginning of the year. There has been an improvement in terms of registrations during Q4 of the FY under review, as the commercial namespace recorded over 72,000 domain name registrations.

Figure 3: Namespace Retention

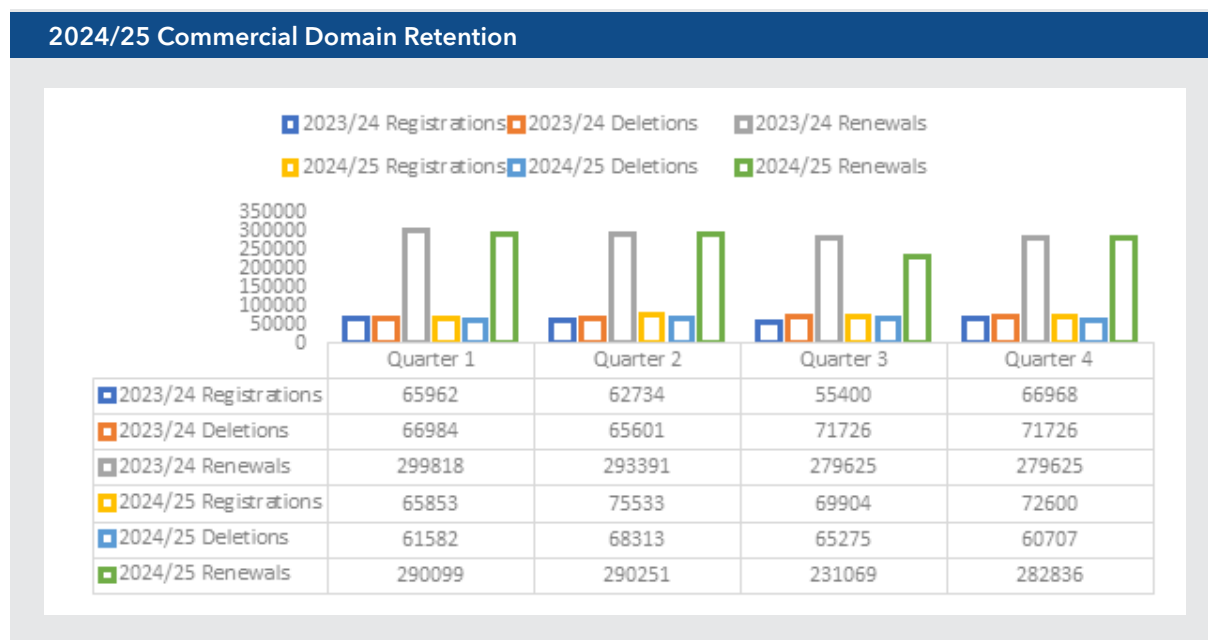
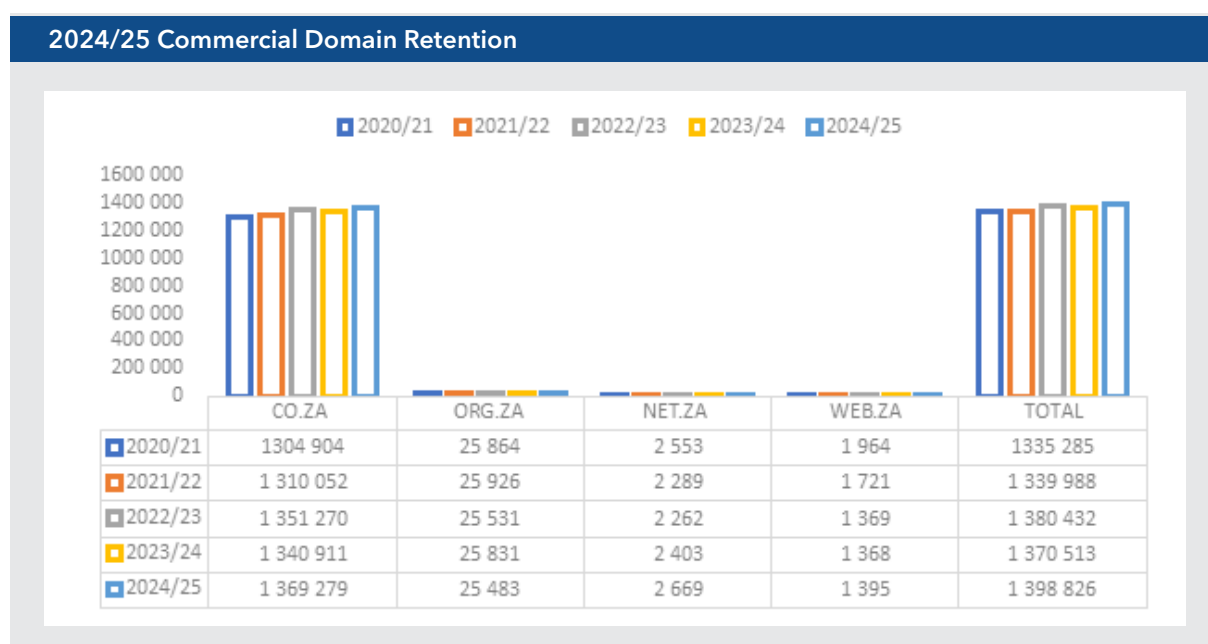


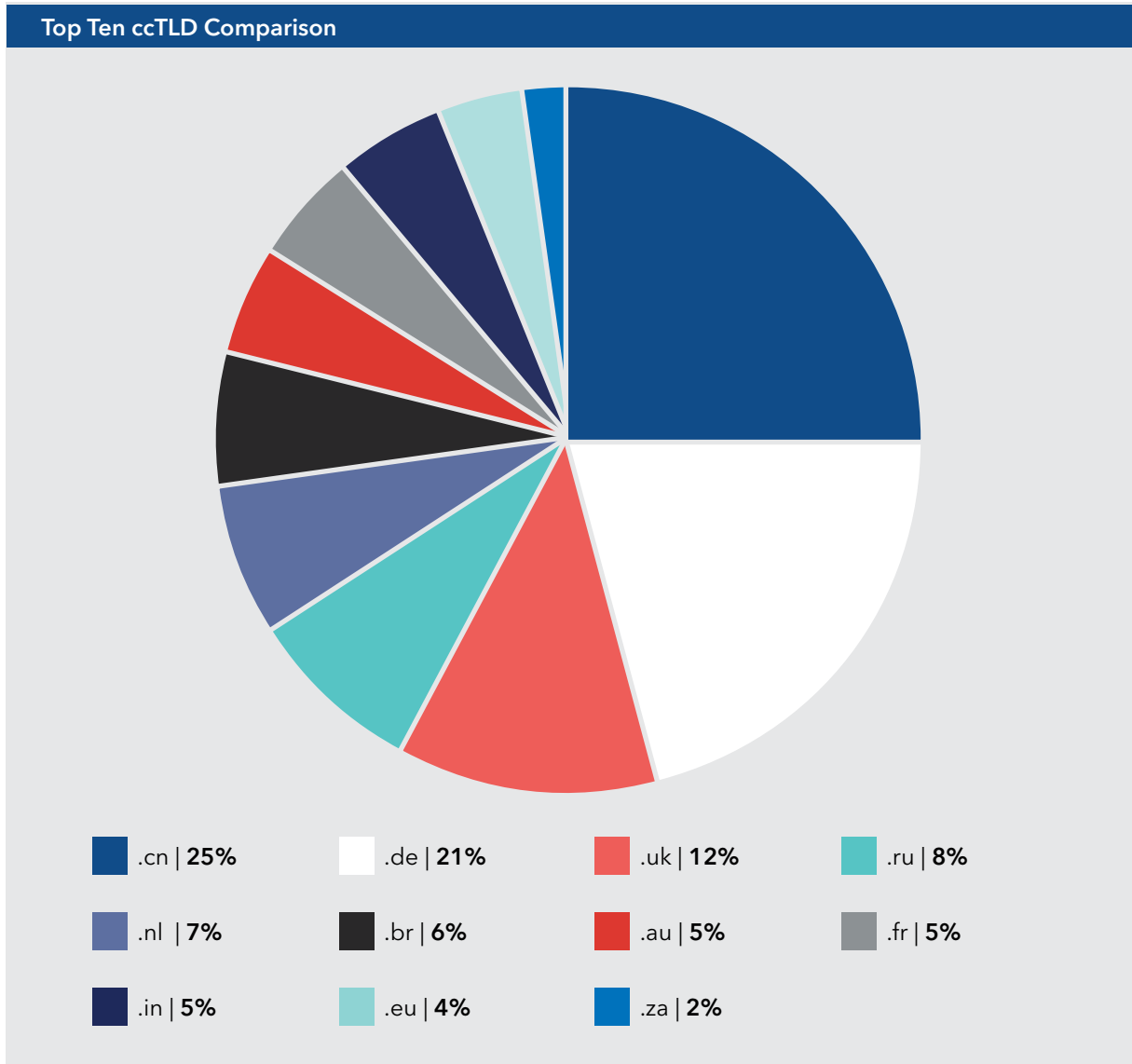
Figure 3 above depicts the retention of the commercial namespace. As per the above figure, the number of renewed domain names has improved significantly during the fourth quarter of the FY under review. These renewals resulted in over a million domain names retained during the FY under review.

Figure 4: Commercial SLD Growth over 5 Years



By 31 March 2025, commercial SLDs totalled 1 398 826. As depicted in Figure 4, .za commercial domains experienced a significant decline during the 2023/2024 FY. Considering the growth over a period of five years, the commercial namespace appears to be picking up from last year's decline.

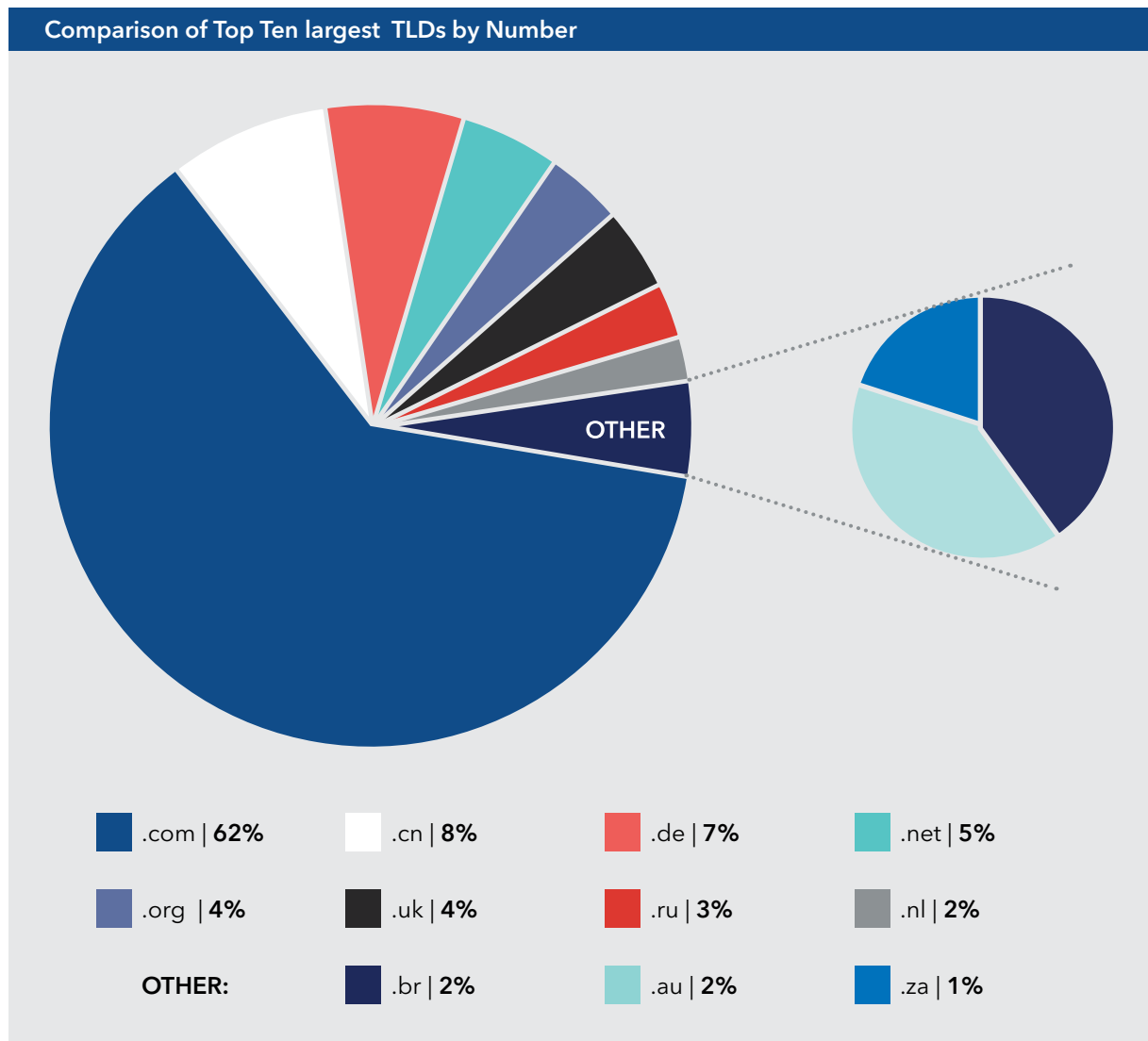
Figure 5: .za comparison with the Top Ten ccTLDs



Verisign reported a comparison of the top 10 largest ccTLDs by number (The Domain Name Industry Brief Quarterly Report, Q1 2025, March 2025).

The above figures compare the .za ccTLD against the top ten ccTLDs. According to this report, total country-code TLD (ccTLD) domain name registrations were 142.9 million at the end of March 2025, an increase of 2.1 million. The .za's contribution was 1,398,826 by the end of the FY, while Chinese .cn, which is the top ccTLD, had 21.0 million registrations.

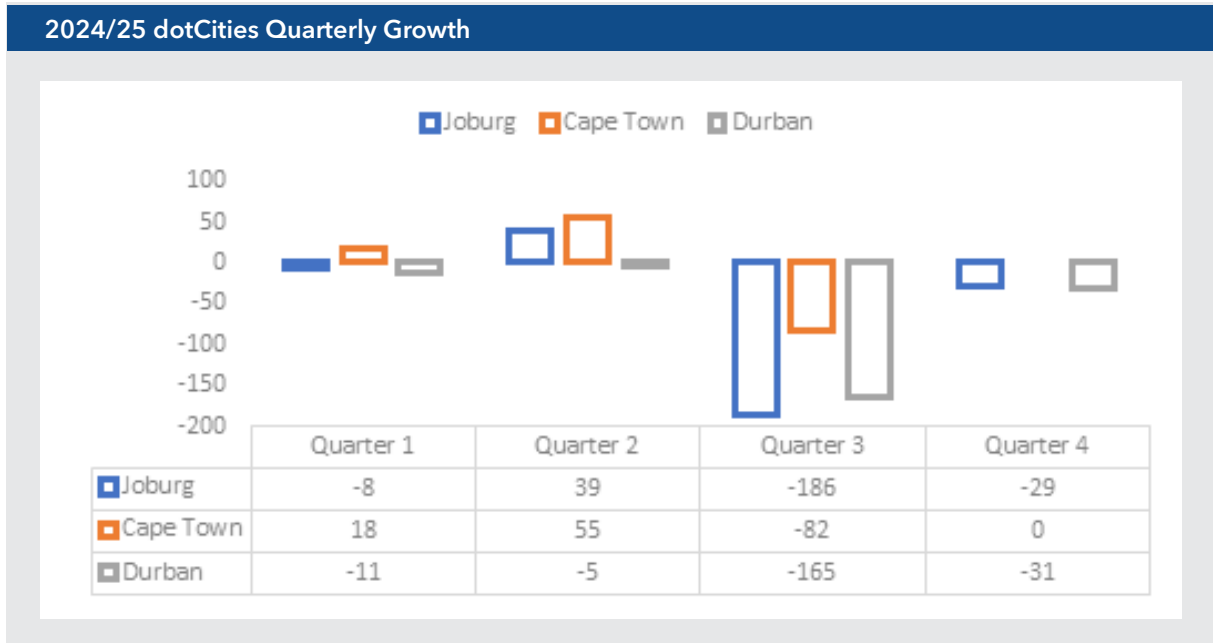
Figure 6: .za comparison with the top ten global TLDs



The total number of global ccTLD extensions delegated in the root zone, including internationalized domain names, was 316. The top 10 ccTLDs, were .cn, .de, .uk, .ru, .nl, .br, .au, .fr, .in and .eu. In terms of gTLDs, the top 10 gTLDs, as of March 31, 2025, were .com, .net, .org, .xyz, .info, .shop, .top, .online, .store and .site, with 1,264 extensions delegated in the root zone, including IDNs.

2.3. DOTCITIES TLDS

Figure 7: dotCities quarterly growth



As depicted in Figure 7 above, the dotCities namespace has experienced a significant decline over the past years.

Figure 8: dotCities Yearly Comparisons

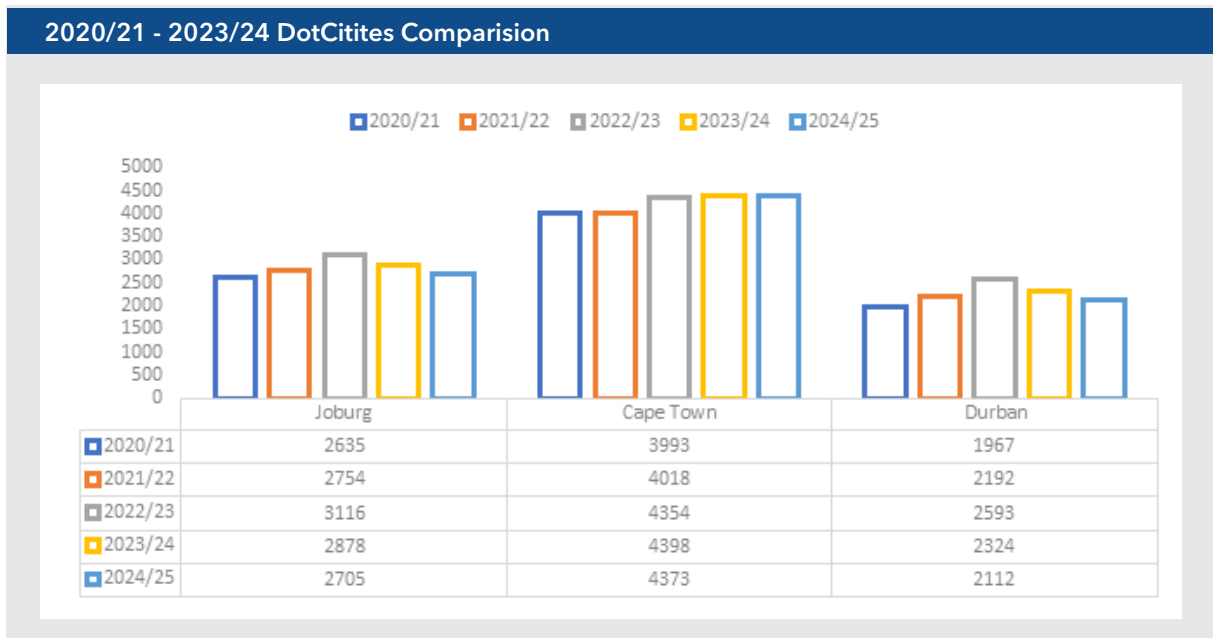


Figure 8 depicts the five-year comparison of the dotCities namespace. As depicted above, there has been a continuous decline in the dotCities domains over the past five years.

It is worth noting that ZADNA does not receive revenue from registering these gTLDs; however, the ICT White Paper gives ZADNA the role of overseeing the current and future gTLD registries based on South African geographic, cultural, community and other exclusively South African names.

2.4. CIPC DOMAIN NAME COLLABORATION

In the past few FY, the Companies and Intellectual Property Commission (CIPC) system encountered multiple outages, preventing customers from

accessing their domain name registrations. To address this, the ZADNA technical team collaborated with CIPC and DNS representatives to solve these challenges. The system was then restored on an e-services portal.

For the current FY, no outage has been reported for CIPC domain name registrations, therefore the number of CIPC-registered domain names has continued to grow. The graphic below shows over 1,400 domain names registered in a single quarter, as per Figure 9.

Figure 9: 2022/23 - 2024/25 accumulative CIPC registrations

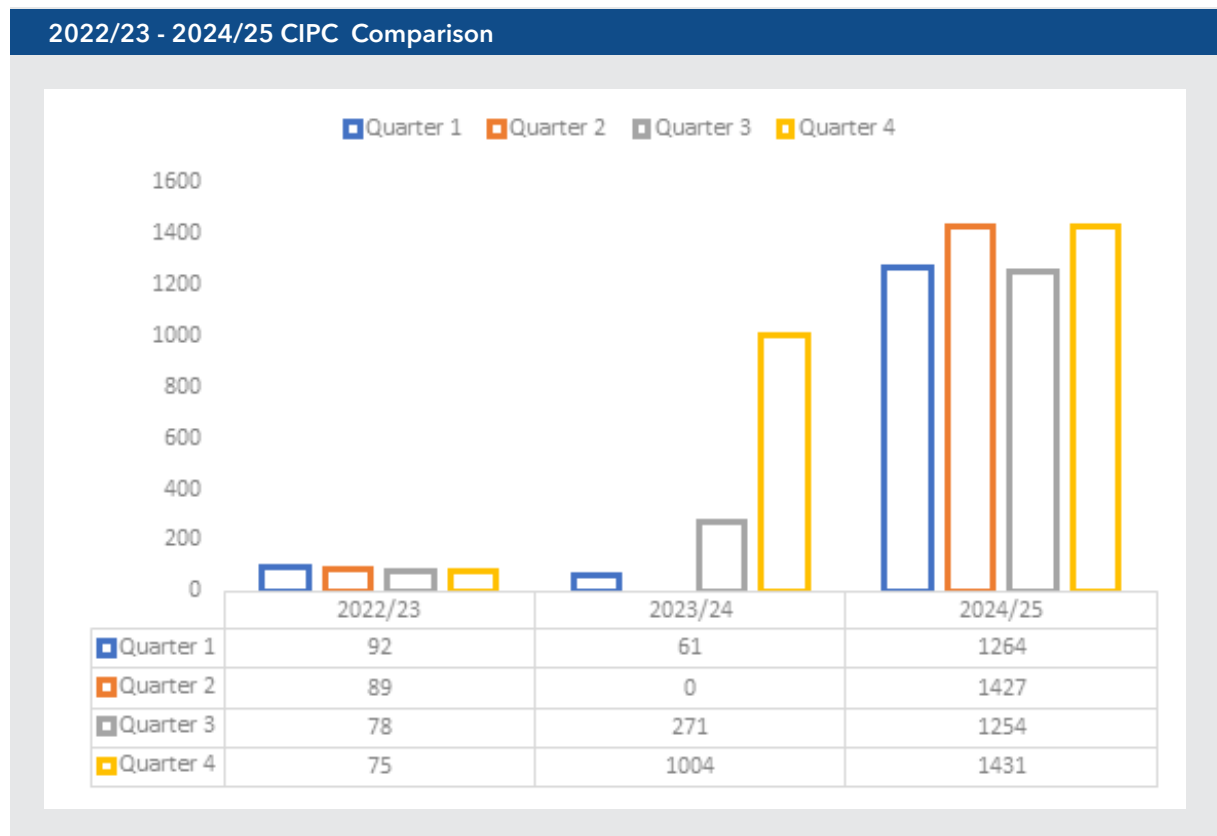


Figure 10: Growth of Non-Commercial .za SLDs 2021/22 - 2024/25

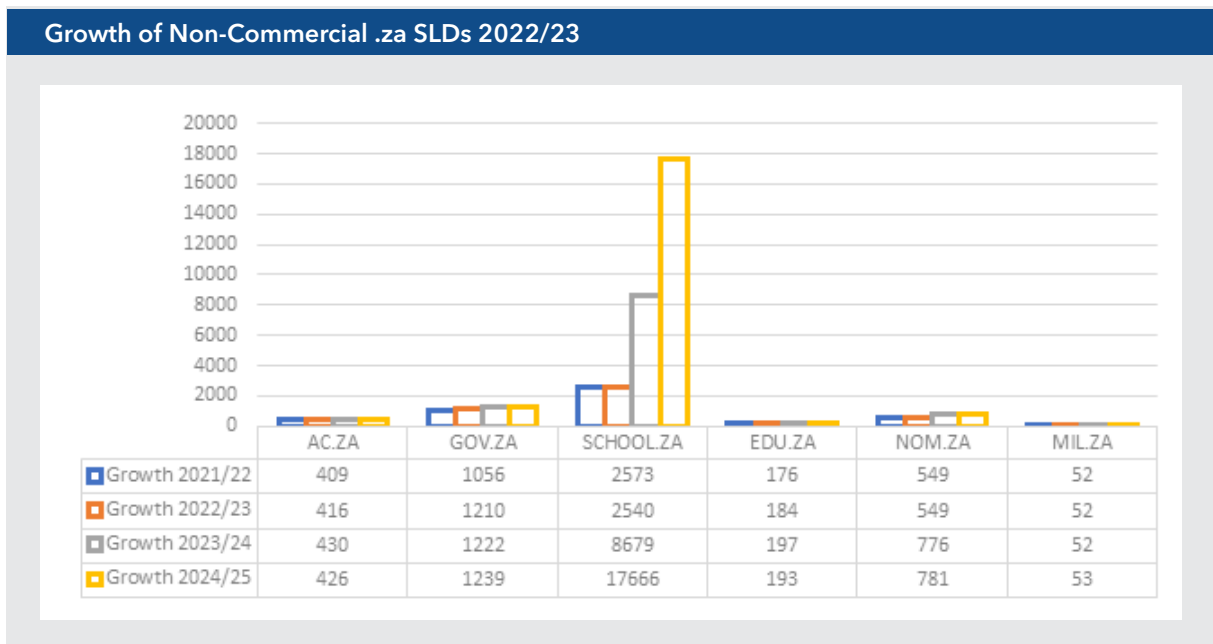


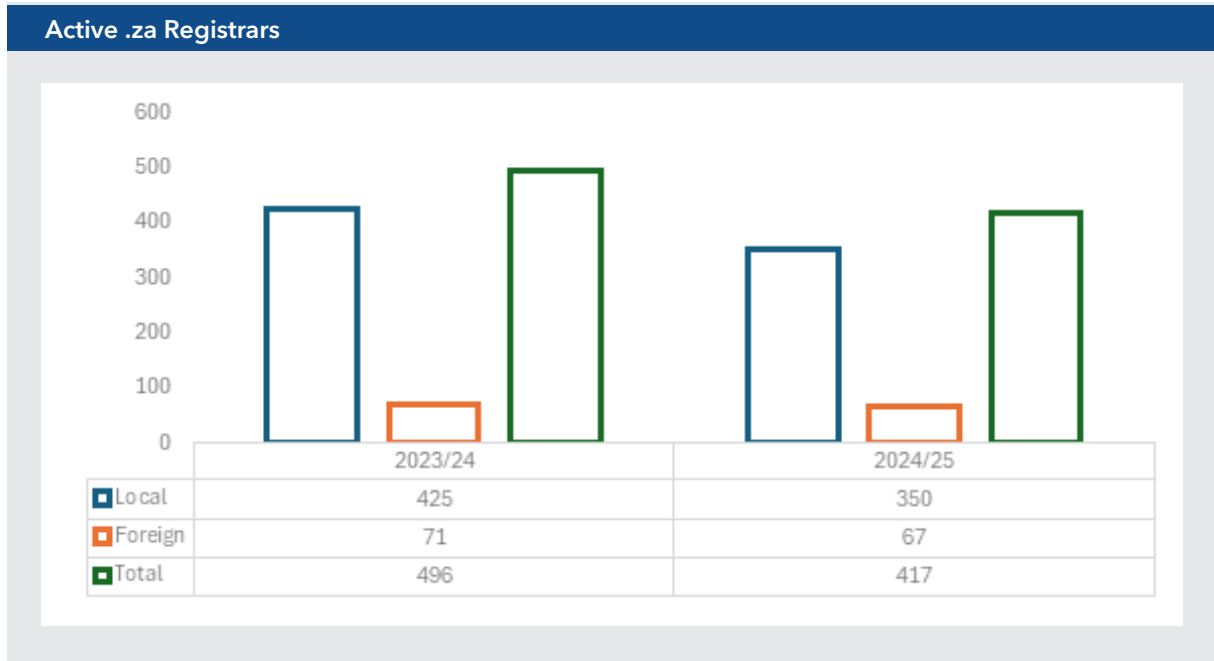
Figure 10 above provides a graphical depiction of the growth rate of the non-commercial domains over a period of 4 years, as reported by the SLD administrators. There has been significant growth in the non-commercial domain namespace, except for the mil.za which has been experiencing no movement for a long time. There has been a huge improvement in the school.za SLD because of the School.za Digitisation project, where ZADNA

registered schools' domain names as informed by the FY annual target. Non-commercial SLDs do not attract registration and renewal fees. As a result, ZADNA does not receive a share of revenue per domain registration fee. Most non-commercial SLDs are restricted and moderated domains, meaning they have eligibility requirements imposed for applicants.



2.5. REGISTRAR MARKET EXPANSION ON

Figure 11: 2024/25 Registrar movement



The graphic above compares the .za accredited registrars based locally in the country with those located outside the country. The Registrar space has been steadily declining for the past year, as depicted in the graphic above. ZADNA's Registrar Reseller program focuses mostly on participants becoming resellers of .za domain names. As a result, there are more resellers in the domain namespace than accredited registrars. By the end of 2024/25, the number of accredited registrars was 417, as depicted in Figure 11 above. This is a decline from the past FY as reported by the Registry provider.

2.6 REGISTRAR RESELLER TRAINING

The Registrar Reseller training is conducted to promote the transformation of the ISPs and create access to the .za domain namespace market. The training is aimed at empowering young people, women, people with disability, and Small and Medium Enterprises (SMEs), particularly in disadvantaged areas such as townships and rural areas.

IMPACT ANALYSIS OF THE TRAINING

Participants Demographics

This section gives a depiction of registrar reseller demographics participants in terms of the age difference, gender, and disability status. For the virtual training, ZADNA also looked into the ethnic origin of the participants, as there is no limit to who should attend as the event takes place virtually.

Figure 12 depicts the number of students trained during the 2024/25 FY. The ZADNA registrar reseller training attracted 154 Male and 181 Female participants.

Figure 12: Number of students trained

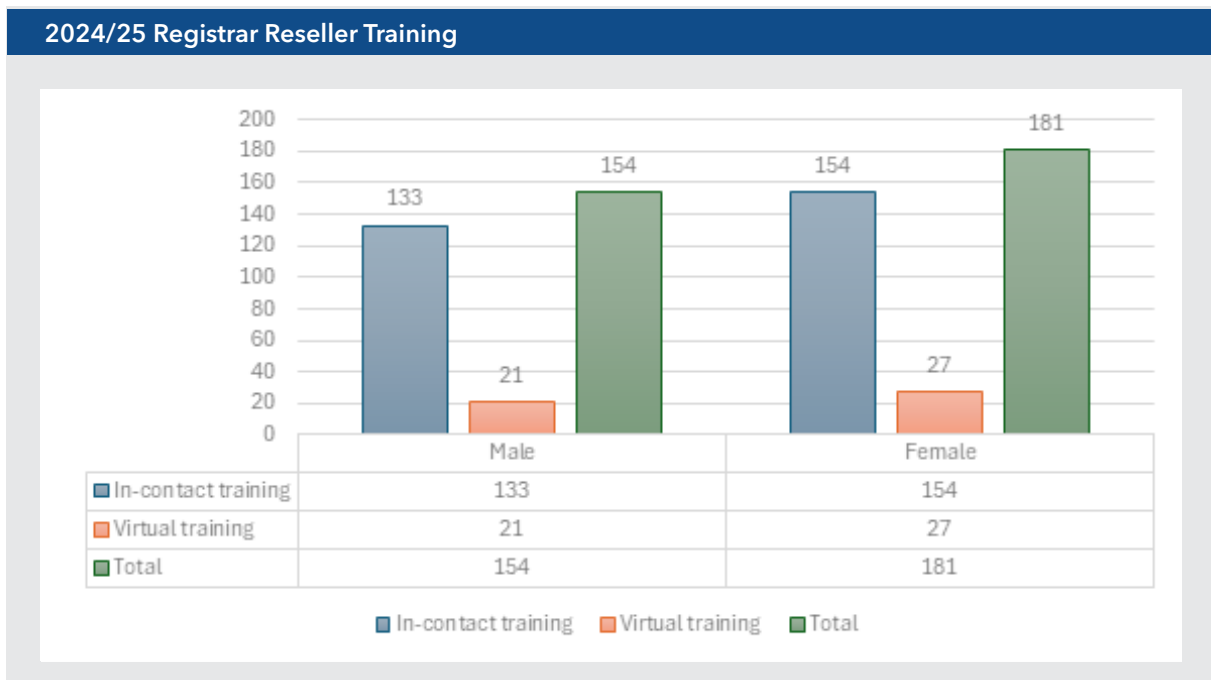
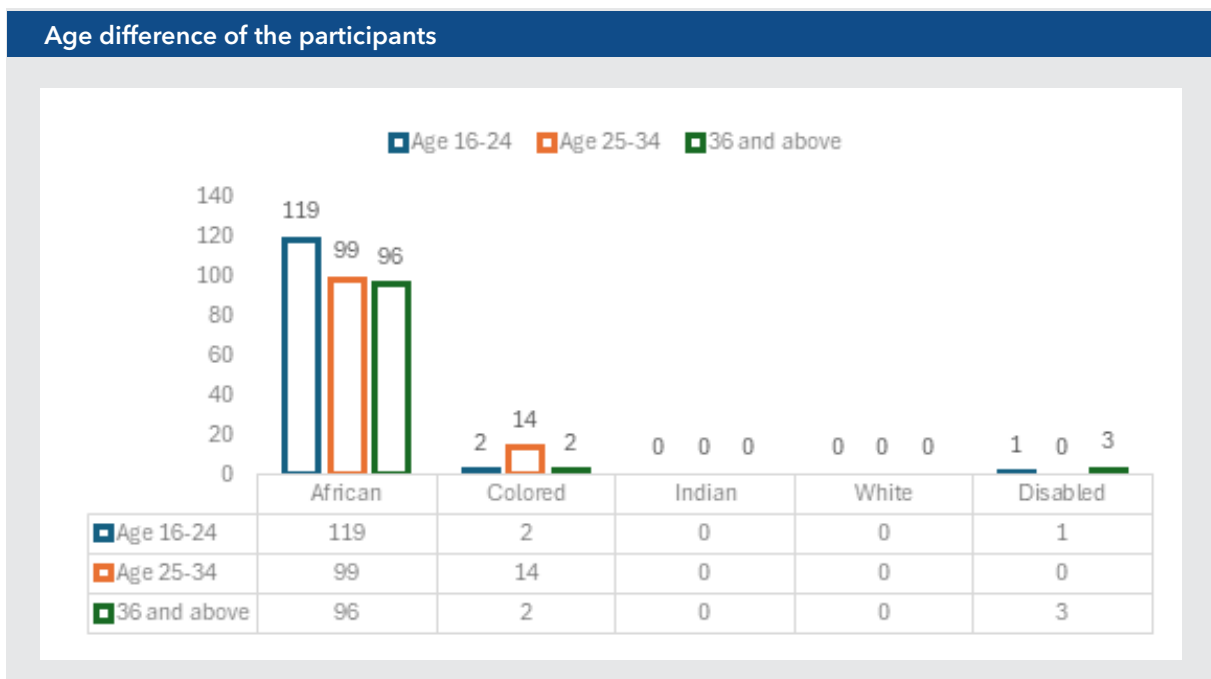


Figure 13 below shows the age difference between the students who participated in the registrar reseller training. As depicted in the figure below, students of African origin dominated the registrar reseller training. Moreover, young people of African origin attended this training followed by students of Coloured origin. Four (4) of the students had some form of disability.

Figure 13: Age difference of the participants

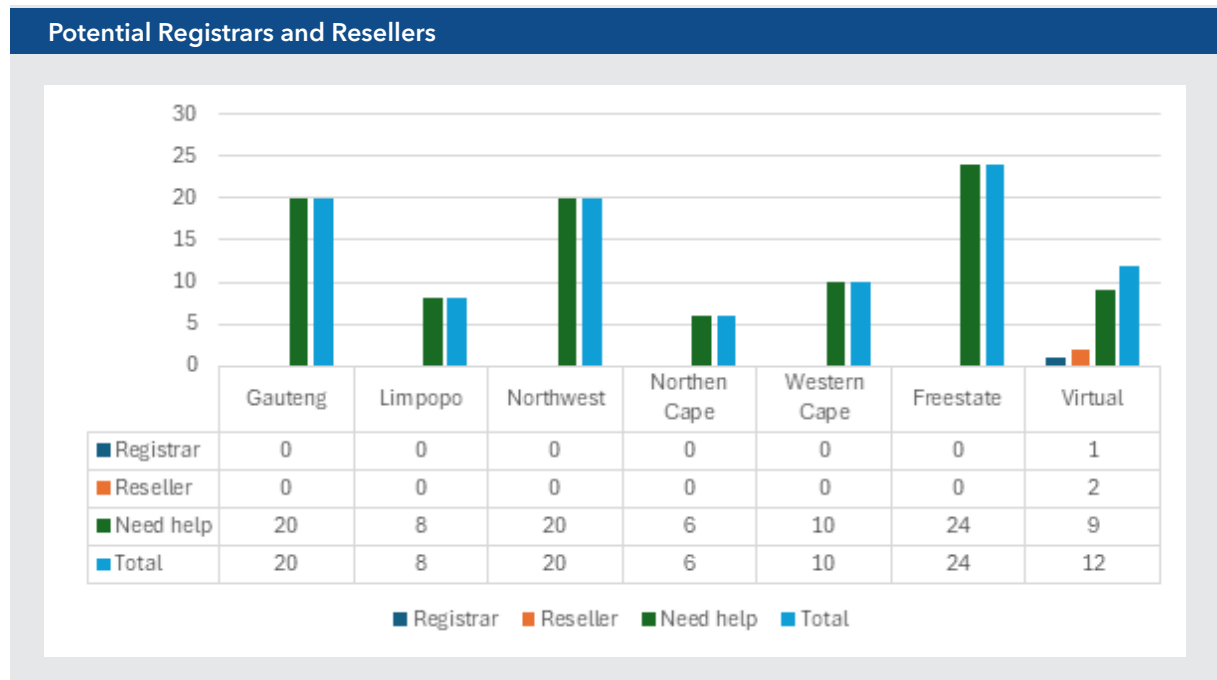


THE OUTCOME OF THE TRAINING

Figure 14 below illustrates the outcome of the training measured per province. The registrar reseller training produced one registrar and two resellers, while 100 participants needed assistance in becoming a domain reseller. Virtual

Registrar training attracts more resellers and registrars, as most of them are already in the DNS space and only need help in terms of how to start the business. Most of the virtual registrar reseller attendees are already in the registrar and reseller business and only need to gain more knowledge during the training.

Figure 14: Outcome of the training



The challenges identified during the training

ZADNA's Registrar and Reseller Training Programme continues to attract a high number of participants, particularly unemployed youth and individuals from disadvantaged and rural communities. While many express interest in becoming registrars or resellers, a significant drop-off occurs once they learn that starting a domain name business requires initial capital—something most cannot afford.

Although unemployed youth often have the time to attend the training, they face major barriers to entry due to a lack of funding and access to infrastructure. In many cases, they also require

broader skills development to improve their employability, as securing any form of income is their primary concern.

While the training does ignite a strong interest in becoming a reseller, this enthusiasm often fades during the onboarding phase due to financial constraints. Additionally, the current one-day training format is not sufficient for participants to fully grasp the complexities of starting and managing a domain name reseller business.

The registrar reseller training is scheduled for only one day; this period is not sufficient for a participant to grasp all the important aspects of becoming a domain name reseller.

The mitigation process

The recruitment process for the Registrar and Reseller Training should place greater emphasis on attracting students with an IT background. Targeting IT students from universities and co-labs across the country will help ensure that participants have the foundational knowledge required to engage meaningfully with the training. In addition, ZADNA should consider partnering

with local Digital Hubs in areas where the training is delivered. These hubs provide access to computers and free internet connectivity, eliminating data-related barriers and creating an enabling environment for learners. Collaborating with such facilities would not only improve training outcomes but also increase the likelihood of participants successfully becoming registrars and resellers

THE IMPACT ANALYSIS

Table 12: Impact Analysis of Registrar Training Offered by ZADNA

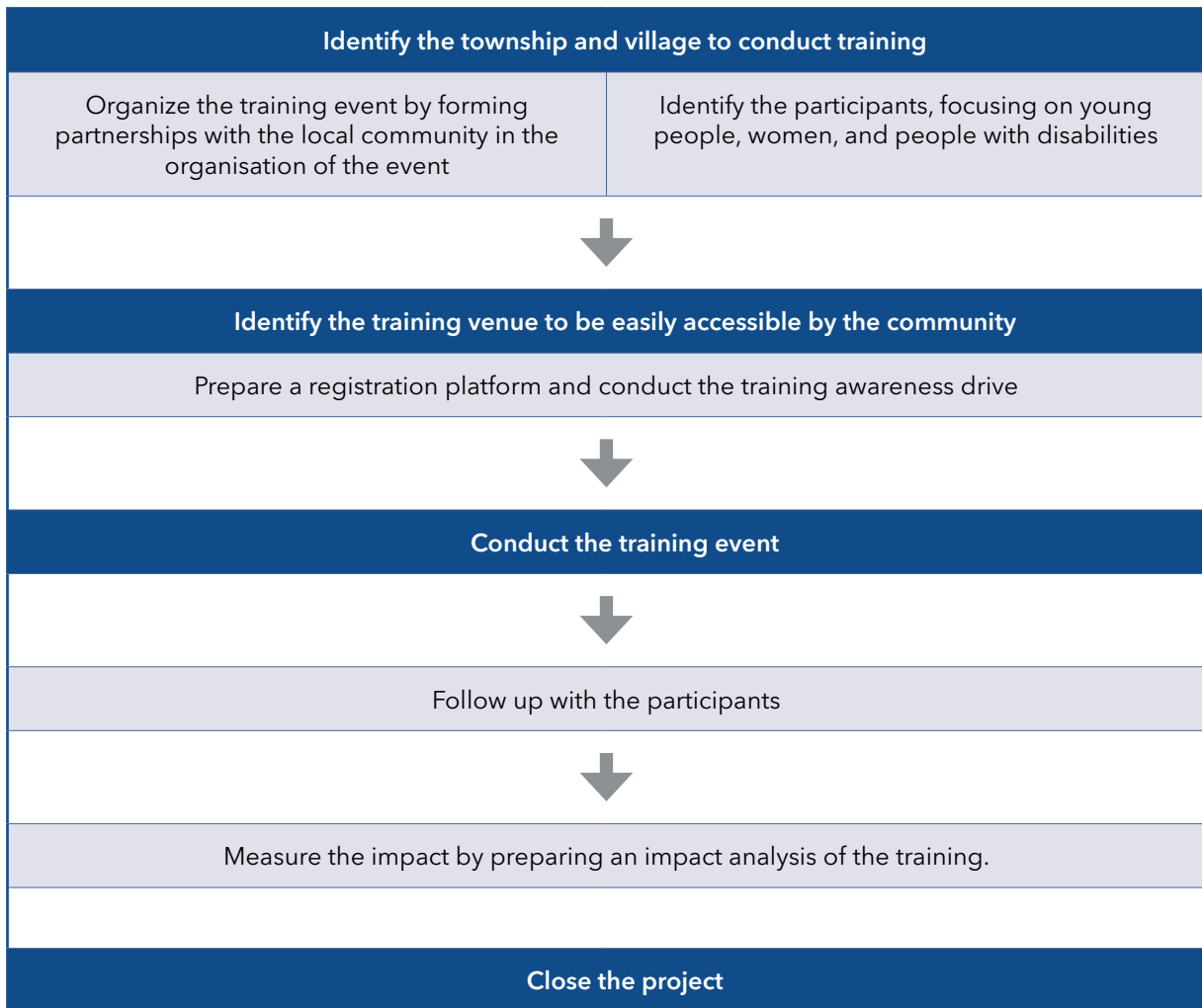


Table 12 above depicts the analysis of the registrar Reseller training regarding namespace growth and providing the country's young people with the necessary skills. The number of training

sessions conducted did not only provide young people with skills but also allowed them to tap into the DNS market by becoming resellers of the .za domain names. This training is conducted to assist

participants in becoming aware of the different domain namespaces across the globe and for them to consider extending their businesses into the online platform.

The online Registrar Reseller training

- ZADNA in collaboration with NEMISA launched an online registrar training on 27 March 2023.
- The training is a self-study with the ZADNA facilitator, who helps students with queries and clarifications. It is conducted through the NEMISA student portal, where students must register online and study at their own time.
- There were fifty-three (53) students enrolled for Registrar Reseller training.
- Fourteen (14) students successfully completed the online course and were awarded completion certificates.
- Management will endeavour to encourage the rest of the students to complete the course during the InContact Registrar Reseller course.

The Linux Fundamentals Course

In collaboration with Simsciex, ZADNA facilitated an introductory Linux training programme for 20 ICT students from Sol Plaatje University. This training served as a foundational step to prepare participants for the DNS Introductory Course, delivered in partnership with the ZA Registry Consortium.

The initiative is designed to equip students with essential skills to navigate the Linux environment—an open-source operating system widely used in the DNS industry. By building this technical foundation, the programme supports the development of DNS-related competencies and contributes to strengthening the pool of skilled professionals within South Africa’s Registrar and ISP community.

The DNS Technical Training Course

- ZADNA, in partnership with ZA Registry Consortium (Pty) Ltd (ZARC), successfully conducted an Introductory DNS Training Course in the fourth quarter of the 2024/25 financial year. The training was held in Johannesburg from 3 to 6 March 2025 and was designed for a diverse audience, including network engineers, DNS and network administrators, IT managers, consultants, IT security professionals, and individuals involved in IT strategy who require a foundational understanding of DNS and its critical role in the functioning of the Internet. A total of 15 participants from various sectors within the ICT industry attended the training, reflecting strong interest in capacity building and skills development in this specialised field.



3 TECHNICAL OPERATIONS

3.1. NAMESERVER INFRASTRUCTURE

The .za Root Zone is served with nameservers including Anycast and Unicast nameservers. The secondary Anycast nameserver instances have a global footprint, with deployments across multiple countries. This diverse network architecture enhances the reliability and performance of the ZA namespace. In line with industry best practices, the use of different nameserver operating systems further strengthens the resilience and stability of the DNS infrastructure, ensuring high availability and improved fault tolerance for ZADNA's services.

3.2. .ZA ZONE INFRASTRUCTURE

ZADNA owns three physical servers running the .za primary master zone file. They are set up into one primary master with two failover servers, whereby one is located in the data centre at Xneelo in Midrand and the other is located at the Terraco data centre in Isando.

The above setup is optimized for business continuity and disaster recovery mitigation controls to ensure the continuity and resilience of the zone. Furthermore, ZADNA Management is considered a hybrid infrastructure for .za hosting, whereby the hidden primary master is in the form of a mixture of Virtual servers and physical servers authoritative to the .za TLD. This structure is already in place.

The Denic Data Escrow service continues to serve as an Escrow provider for the commercial SLDs. This allows for escrow incremental and full deposits to be made on a daily basis for registry backup purposes.

3.3. NAMESERVER UPTIME

All the nameservers authoritative to .za had a 98% uptime, with one failure reported during the FY 2024/25. Between 6 and 13 March 2025, the ZARC registry experienced a significant operational incident affecting its DNS infrastructure. This partial outage is estimated to have lasted up to two hours, during which some resolvers may have continued relying on stale key material. The incident affected the commercial SLDs such as .co.za; .org.za; .net.za; and .web.za zones.

3.4. .ZA SECURITY

The .za domain is secured with Domain Name Security Extensions (DNSSEC). This security feature creates trust in the DNS space, which provide security between parent and child communication in the DNS space. The signing of the .za root creates trust between the parent and a child zone in the .za namespace. Several .za SLDs are DNSSEC signed and allow for third-level domains to also be DNSSEC signed.

The following ZA SLDs are DNSSEC signed: All commercial SLDs such as .co.za; .org.za; .net.za; and .web.za, Non-commercial SLDs such as ac.za; edu.za; nom.za; and nic.za

4 PUBLIC RELATIONS AND MARKETING

4.1 INTRODUCTION

ZADNA, through its PR and Marketing Department, remains steadfast in its mandate to enhance public awareness of the economic and commercial benefits of domain name registration. In the 2024/25 financial year, the department implemented targeted awareness campaigns, stakeholder engagements, media outreach initiatives, and strategic communication programmes to position the .za domain as a trusted, credible, and secure digital identity for South Africans.

These activities were aligned with the Annual Performance Plan (APP) and were instrumental in increasing visibility of the .za domain, promoting ethical behaviour online, educating users on domain renewals, and addressing domain name abuse.

4.2 KEY ACHIEVEMENTS

Throughout the 2024/25 financial year, ZADNA's PR and Marketing function consistently met and exceeded its targets as set out in the Annual Performance Plan. Through a blend of traditional outreach, digital campaigns, stakeholder forums, and multi-platform media coverage, it advanced its mandate of promoting the .za domain namespace. The execution was guided by a strategic objective to increase awareness, visibility, and trust in the .za brand while empowering communities and stimulating participation in the digital economy. The key milestones included:

- Exceeded quarterly PR and marketing targets in all four quarters.
- Reached a cumulative audience of over 17 million through multi-channel campaigns.

- Successfully conducted 24 awareness outreaches across 9 provinces.
- Executed 9 stakeholder engagements, including high-level industry forums and international platforms.
- Expanded digital visibility with over 768,552 in social media reach and 16.1 million impressions via online and print media.
- Rolled out the first-ever Women and Youth in DNS initiative, a step forward in inclusivity and transformation.
- Hosted the second annual .za Awards, celebrating excellence in the domain namespace ecosystem.

4.3 AWARENESS CAMPAIGNS

Throughout the 2024/25 financial year, ZADNA's awareness campaigns played a pivotal role in advancing its core mandate of enhancing public understanding of the .za domain namespace. The campaigns were intentionally segmented by quarter to ensure they addressed seasonal trends, national events and specific messaging themes.

In Quarter 1 (Q1), the campaign theme centred on Ethical Online Behaviour. The objective was to educate the public on responsible internet usage, highlight the risks of misinformation, cyberattacks, and fake news, and encourage safer digital practices under the .za namespace. Five (5) awareness outreaches were conducted in three provinces - Northern Cape, Limpopo, and Gauteng. These included .za community awareness workshops and brand exhibitions at schools, expos, and government-led community events. Q1 laid the groundwork for broader digital literacy engagement, particularly targeting youth.

In Quarter 2 (Q2), the focus shifted towards promoting the use of non-commercial secondary level domains (SLDs) such as .gov.za. A total of six (6) outreach activities were delivered across four provinces, including KwaZulu-Natal, Gauteng, Northern Cape and the Western Cape. These events included brand exhibitions at platforms such as the Presidential Imbizo and the Digital Futures launch. Emphasis was placed on legitimising domain usage and informing community organisations about online ethics and safety use, identification and reporting process of abusive domain names, and educating community entrepreneurs about the importance of securing correct .za domains to establish an authentic online presence.

Quarter 3 (Q3) intensified efforts around domain maintenance by launching a campaign themed Promoting Domain Renewals. The strategy targeted existing registrants to raise awareness of the importance of timely domain renewals

and continuity of service. Further to that, five (5) outreach events were held in Gauteng, the North West, and KwaZulu-Natal. The key highlights of the quarter included .zanda’s presence at high-profile government events.

In Quarter 4 (Q4), the campaign addressed domain retention and online safety, particularly among youth and emerging SMMEs. This final quarter recorded the highest volume of activity, with eight (8) awareness campaigns conducted across five provinces: Eastern Cape, Gauteng, Western Cape, North West and Mpumalanga. Activities included workshops and exhibitions targeting local municipalities, business forums and educational institutions. The campaign provided education on domain name ownership, renewal cycles and cybersecurity practices, helping communities secure their digital identities under the .za namespace.

Quarter	Number of Campaigns	Outreach Audience	Media Reach	Social Media Reach	Total Audience
Q1	5	201	3,184,382	229,358	3,695,768
Q2	6	153	2,140,484	136,450	2,277,107
Q3	5	205	4,248,032	110,295	4,248,237
Q4	8	3,012	6,608,420	292,449	6,903,881
Total	24	3,571	16,181,318	768,552	17,125,993

Awareness messages were themed per quarter:

- Q1: Ethical Online Behaviour
- Q2: Promoting Non-Commercial SLDs
- Q3: Domain Renewals
- Q4: Online Safety and Domain Ownership.

4.4 MEDIA COVERAGE AND REACH

ZADNA’s media coverage strategy focused on driving consistent, multi-channel messaging that resonates with diverse audiences across South Africa. Over the 2024/25 financial year, the Authority utilised a combination of mainstream

print, specialised digital publications, social media campaigns, and strategic interviews to amplify awareness, shape public discourse, and showcase thought leadership.

In **Q1**, two media statements were published across ten online platforms, reaching a combined audience of over 3.1 million. An exclusive ITWeb interview and promotions across Facebook, LinkedIn, Instagram, and YouTube helped to consolidate the campaign message around ethical online behaviour.

During **Q2**, the messaging focus shifted to domain legitimacy and secondary level domains. Two print

publications yielded regional coverage, while one online publication hosted a major feature reaching over 2 million viewers. Social media campaigns complemented the print and digital strategy with over 136,000 in reach.

In **Q3**, ZADNA achieved one of its highest media milestones. Nine articles were published across technology-focused platforms. Media campaigns highlighted domain renewal importance and major events like the .za Awards and ICT Forum launch, reaching a total audience of over 4.2 million. The social media campaigns maintained momentum with an additional 110,000 reach.

In **Q4**, coverage peaked with over 6.6 million in media reach. This was driven by service disruption coverage around the .co.za SLD, coupled with celebratory coverage of ZADNA's women-focused initiatives. Social media channels reached nearly 300,000 users in support of this quarter's community-driven campaign theme.

4.5 TABLES AND GRAPHS

The tables and graphs provided in this report offer a detailed visualisation of ZADNA's performance across various metrics during the 2024-2025 FY.

Table 13: Awareness Campaigns and Audience Reach

QUARTER	TARGETED CAMPAIGNS	ACHIEVED CAMPAIGNS	TOTAL AUDIENCE REACH
Q1	1	10	3,413,740
Q2	1	8	2,277,107
Q3	1	7	4,248,237
Q4	1	7	6,903,881

This table provides a breakdown of the number of awareness campaigns conducted per quarter and their respective audience reach. It clearly shows increasing reach efforts, culminating in Q4's engagements, reflecting campaign reach growth and increased community engagement.

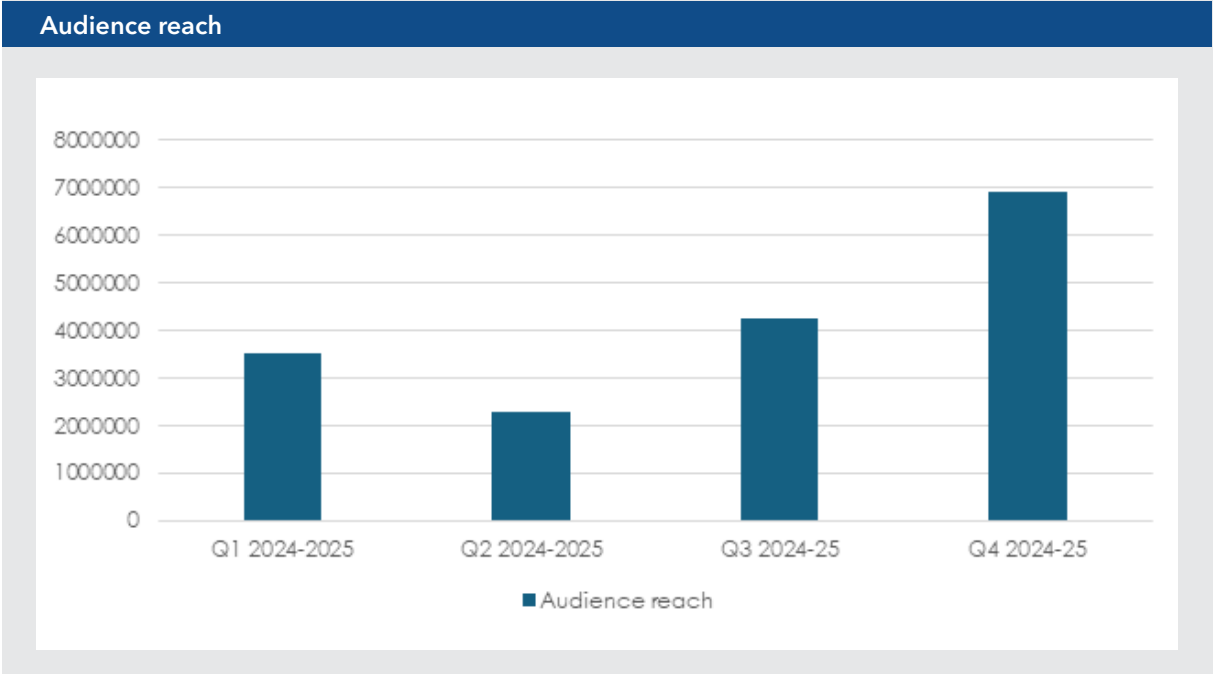


Table 14: Media Coverage and Reach

QUARTER	MEDIA COVERAGE CHANNELS	TOTAL MEDIA REACH
Q1	Print, online publication, and social media	3,413,941
Q2	Online publications and social media	2,277,776
Q3	Online publication, and social media	4,248,032
Q4	Online publications and social media	6,903,669

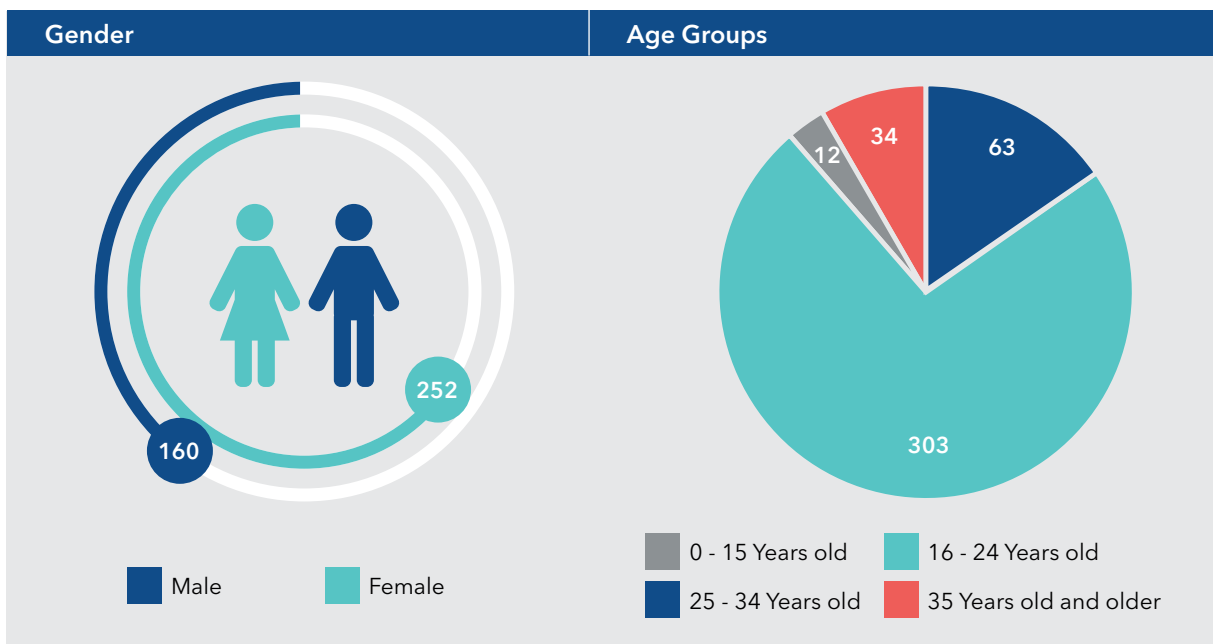
This table highlights the number of impressions generated across different quarters through media coverage and social media. It demonstrates consistent growth in online media presence, particularly the significant spike in Q4.

Figure 15: Audience Reach



This figure illustrates the distribution of audience reach per quarter across three channels i.e: media statements, direct outreach, and social media. It visually confirms that digital media remains the most impactful channel, while outreach efforts steadily increased over time.

Figure 16: Audience Demographics



This dual-part graphic displays the age and gender breakdown of individuals reached through awareness campaigns. The charts indicate a dominant engagement from youth aged 16-24

and a higher participation rate among women, reinforcing the effectiveness of youth and women-focused initiatives.

4.6 SMART ANALYSIS

SMART Criterion	Analysis
Specific	Promote .za domain uptake, educate on ethical use, and expand public awareness.
Measurable	Targets met/exceeded: 24 awareness outreaches, 6 stakeholder events, 17M+ audience reach.
Achievable	Campaigns were aligned to APP and executed with existing staff and media partnerships.
Relevant	Supports organisational mandate to protect and grow the .za namespace.
Time-bound	All activities implemented within quarterly timeframes as per the 2024/25 APP.

4.7 CONCLUSION

The 2024/25 financial year marked a significant evolution in ZADNA's Public Relations and Marketing performance. Strategic and inclusive campaigns successfully amplified the visibility of the .za domain, tackled misinformation, and connected deeply with the South African public and key stakeholders. These efforts contributed meaningfully to positioning the .za namespace

as a vital enabler of digital identity, inclusion, and economic growth.

Looking forward, the department aims to build on this success by expanding campaigns to underrepresented provinces, strengthening international relations, and leveraging digital innovation to deepen stakeholder engagement and trust.

5

PROJECT MANAGEMENT OFFICE

ESTABLISHMENT OF THE PROJECT MANAGEMENT OFFICE (PMO)

In the 2024/25 financial year, ZADNA took a significant step in strengthening its institutional capacity by formally establishing a Project Management Office (PMO). Built on global best practice, the PMO was created to drive consistency, accountability, and excellence in how projects are conceived, executed, and monitored across the organisation.

The PMO's primary mandate is to ensure that every project undertaken by ZADNA is delivered on time, within budget, and aligned with the organisation's strategic priorities. To achieve this, the office provides a centralised structure that supports project managers, standardises methodologies, and embeds a culture of disciplined execution.

SCOPE AND STRATEGIC VALUE

The PMO's scope extends beyond project tracking; it encompasses governance, methodology, tools, and continuous support. By introducing structured project management frameworks, ZADNA has ensured that initiatives are transparent, measurable, and tied directly to delivering strategic outcomes. This has allowed leadership to gain visibility across projects and to make timely, evidence-based decisions that enhance delivery capacity.

PROGRESS AND MILESTONES

Since its inception, the PMO has recorded several significant milestones:

- Adoption of best practice tools and methodologies that provide a consistent planning, monitoring, and reporting approach.

- Institutionalisation of performance tracking, enabling projects to be evaluated against defined indicators such as schedule, budget adherence, and quality benchmarks.
- Early lessons are documented, ensuring that knowledge gained is retained and applied to strengthen future project outcomes.

MANAGING RISKS AND CHALLENGES

Like all project environments, challenges have emerged, ranging from resource constraints to risks of scope creep. However, the PMO has established clear risk management protocols and issue resolution mechanisms that mitigate the impact on delivery timelines and budgets. This proactive stance positions ZADNA to deliver projects with greater resilience and efficiency.

TOWARDS A CULTURE OF EXCELLENCE

The creation of the PMO marks more than an operational enhancement; it reflects a cultural shift within ZADNA towards integrated, accountable, and impact-driven execution. By embedding lessons learned and continuously improving its processes, the PMO sets the foundation for a sustainable project management culture supporting ZADNA's long-term vision and ensuring measurable value for stakeholders.



PART
D

ANNUAL FINANCIAL STATEMENTS

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GENERAL INFORMATION

Country of Incorporation and Domicile

South Africa

Registration Number

2003/021150/08

Nature of Business and Principal Activities

The regulation and management of the ZA domain name space

Directors

Ms P Legoze (Board Chairperson)
Mr H Nkanyane (ARC Chairperson)
Prof D Mashao
Ms S Mzizi
Dr J Tshipa
Dr S Chiloane-Nwabueze
Ms S Simandla
Mr Q Khedama
Ms V Motloutsi

Registered Office

72 New Road
Glen Austin AH
Midrand
Gauteng
1685

Postal Address

PO Box 4620
Halfway House
Midrand
Gauteng
1685

Bankers

ABSA
First National Bank

Tax Number

9149669153

Value Added Tax Number

4110263821

Level of Assurance

These financial statements have been compiled in compliance with the applicable requirements of the International Standard on Related Services 4410: Engagements to Compile Financial Statements.

Compilers

Mrwebi Chartered Accountants (Pty) Ltd
Unit 9 Leogem Business Park
44 Richards Drive
Halfway house, Midrand
Gauteng
1685

Company Secretary

Mkhwanazi Inc Attorneys
155 West Street Sandton
Sandton
Gauteng
2131

Auditors

Makhadzi Consulting Inc
Ground Floor
Southdowns Ridge Office Park
Irene, Centurion
Gauteng
0149

DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are required by the Companies Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. These annual financial statements have been prepared in accordance with the IFRS for SMEs[®] Accounting Standard as issued by the International Accounting Standards Board (IASB[®]) and it is their responsibility to ensure that the annual financial statements satisfy the financial reporting standards with regards to form and content and present fairly the statement of financial position, results of operations and business of the non-profit company, and explain the transactions and financial position of the business of the non-profit company at the end of the financial year. The annual financial statements are based upon appropriate accounting policies consistently applied throughout the non-profit company and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the non-profit company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties

to ensure an acceptable level of risk. These controls are monitored throughout the non-profit company and all employees are required to maintain the highest ethical standards in ensuring the non-profit company's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the non-profit company is on identifying, assessing, managing and monitoring all known forms of risk across the non-profit company. While operating risk cannot be fully eliminated, the non-profit company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss. The going-concern basis has been adopted in preparing the financial statements. Based on forecasts and available cash resources the directors have no reason to believe that the non-profit company will not be a going concern in the foreseeable future. The annual financial statements support the viability of the non-profit company.



Ms P Legoze
(Board Chairperson)



Mr H Nkanyane
(ARC Chairperson)

DIRECTORS' REPORT

The directors present their report for the year ended 31 March 2025.

1. Review of activities

Main business and operations

The non-profit company provide the regulation and management of the ZADomain name space. There were no major changes herein during the year.

The operating results and statement of financial position of the non-profit company are fully set out in the attached financial statements and do not in our opinion require any further comment.

2. Going concern

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The non-profit company incurred a net deficit for the year ended 31 March 2025 of R5,579,451 (2024 surplus: R1,848,743). The non-profit company continues to incur losses.

3. Events after reporting date

All events subsequent to the date of the annual financial statements and for which the applicable financial reporting framework requires adjustment or disclosure have been adjusted or disclosed.

The directors are not aware of any matter or circumstance arising since the end of the financial year to the date of this report that could have a material effect on the financial position of the non-profit company.

4. Directors' interest in contracts

During the financial year, no contracts were entered into in which the Directors of the company had an interest that significantly affected the business of the company.

5. Directors

The directors of the non-profit company during the year and up to the date of this report are as follows:

	Appointent Date	Re-appointment date	Expiry of term
Ms P Legoze (Board Chairperson)	01 Nov 2019	01 Nov 2024	31 Oct 2028
Mr H Nkanyane (ARC Chairperson)	01 Nov 2024		31 Oct 2028
Prof D Mashao	01 Nov 2019	01 Nov 2024	31 Oct 2028
Ms S Mzizi	01 Nov 2019	01 Nov 2024	31 Oct 2028
Dr J Tshipa	01 Nov 2024		31 Oct 2028
Dr S Chiloane-Nwabueze	01 Nov 2024		31 Oct 2028
Ms S Simandla	01 Nov 2024		31 Oct 2028
Mr Q Khedama	01 Nov 2024		31 Oct 2028

	Appointent Date	Re-appointment date	Expiry of term
Ms V Motloutsi	01 Nov 2019	01 Nov 2024	31 Oct 2028
Ms M Malapane	01 Nov 2019		31 Oct 2024
Prof K Moodaliyar	01 Nov 2019		31 Oct 2024
Mr M Msibi	01 Mar 2015		31 Oct 2024

The Board chairperson was reappointed on 01 November 2024 for a period of 4 years.

The ARC chairperson was appointed on 01 November 2024 for a period of 4 years

6. Secretary

The company's designated secretary is Mkhwanazi Inc Attorneys.

7. Compilers

Mrwebi Chartered Accountants (Pty) Ltd compiled the annual financial statements for the year under review.

8. Independent Auditors

Makhadzi Consulting Inc were the independent auditors for the year under review.

INDEPENDENT AUDITOR'S REPORT



- 012 885 1503 | 064 685 3608
- info@makhadziconsulting.co.za
- www.makhadziconsulting.co.za
- 5 Bauhinia Street Cambridge Office Park Building 2 Highveld Techno Park Centurion, 0157

SAICA NO: 30734014 IRBA NO:948846-0000

To the Director of The ZA Domain Name Authority NPC

Unqualified Audit Opinion

We have audited the financial statements of The ZA Domain Name Authority NPC set out on pages 70 to 92, which comprise the statement of financial position as at 31 March 2025, and the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of The ZA Domain Name Authority NPC as at 31 March 2025, and its financial performance and cash flows for the year then ended in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act 71 of 2008 of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our

responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified audit opinion.

Emphasis of Matter - Other

We draw attention to Note 21 of the financial statements, which describes the effects of correction of prior period errors to the previous published annual financial statements. Our opinion is not modified in respect of this matter.

Other Information

The director is responsible for the other information. The other information comprises the information included in the document titled "The ZA Domain Name Authority NPC Financial Statements for the year ended 31 March 2025", which includes the Director's Report, and the statement of Director's Responsibilities and Approval as required by the Companies Act 71 of 2008 of South Africa, which we obtained prior to the date of this report, and the supplementary information set out on pages 93 to 95. The other information does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Director for the Financial Statements

The director is responsible for the preparation and fair presentation of the financial statements in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act 71 of 2008 of South Africa, and for such internal control as the director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the director is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the director either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the director.
- Conclude on the appropriateness of the director's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the director regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Makhadzi Consulting

Lindelani Mbambale-Mathobo CA(SA), RA

Director / Partner

Registered Auditor

22 August 2025



REPORT OF THE COMPILER



Mrwebi Chartered Accountants (Pty) Ltd

Unit 9 Leogem Business Park
44 Richards Drive
Halfway house, Midrand
Gauteng
1685

To the Directors of The ZA Domain Name Authority NPC

We have compiled the accompanying financial statements of The ZA Domain Name Authority NPC based on information you have provided. These financial statements comprise the statement of financial position as at 31 March 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

We performed this compilation engagement in accordance with International Standard on Related Services 4410 (Revised), Compilation Engagements.

We have applied our expertise in accounting and financial reporting to assist you in the preparation and presentation of these financial statements in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the requirements of the Companies Act of South Africa. We have complied with relevant ethical requirements, including principles of integrity, objectivity, professional competence and due care.

These financial statements and the accuracy and completeness of the information used to compile them are your responsibility.

Since a compilation engagement is not an assurance engagement, we are not required to verify the accuracy or completeness of the information you provided to us to compile these financial statements. Accordingly, we do not express an audit opinion or a review conclusion on whether these financial statements are prepared in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board.

Per: Masixole Mrwebi CA(SA)
Director / Partner
Chartered Accountant (SA)

23 May 2025

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 31 MARCH 2025

	Note(s)	2024/25 R	2023/24 R
ASSETS			
Non-Current Assets			
Property, plant and equipment	4	1,062,755	1,122,847
Intangible assets	5	93,866	35,601
Financial assets at amortised cost	8	16,108,353	15,072,753
Total non-current assets		17,264,974	16,231,201
Non-Current Assets			
Trade and other receivables	7	10,860,598	11,021,428
Cash and cash equivalents	8	366,670	4,461,588
Total current assets		11,227,268	15,483,016
Total Assets		28,492,242	31,714,217
EQUITY AND LIABILITIES			
Equity			
Accumulated surplus		21,915,734	27,495,185
Other non-distributable reserves		645,386	579,731
Total equity		22,561,120	28,074,916
LIABILITIES			
Current Liabilities			
Provisions	10	1,372,397	1,299,526
Trade and other payables	11	4,558,725	2,339,775
Total current liabilities		5,931,122	3,639,301
Total equity and liabilities		28,492,242	31,714,217

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2025

	Note(s)	2024/25 R	2023/24 R
REVENUE	14	22,787,576	20,729,583
Other income	15	87,828	9,902,231
Administrative expenses	17	(1,652,210)	(2,244,990)
Other expenses	18	(27,948,607)	(28,126,446)
Other gains and (losses)		(3,488)	(320)
(Deficit) / surplus from operating activities		(6,728,901)	260,058
Finance income	19	1,149,450	1,588,685
(Deficit) / surplus for the year		(5,579,451)	1,848,743
OTHER COMPREHENSIVE INCOME			
Components of other comprehensive income that will not be reclassified to surplus or deficit			
Gains on revaluation		645,386	579,731
Total other comprehensive income that will not be reclassified to surplus or		645,386	579,731
Total other comprehensive income		645,386	579,731
Total comprehensive income		(4,934,065)	2,428,474

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2025

	Revaluation surplus	Accumulated surplus	Total
	R	R	R
Balance at 1 April 2023	477,397	25,646,442	26,123,839
Changes in equity			
Surplus for the year	-	1,848,743	1,848,743
Other comprehensive income	579,731	-	579,731
Total comprehensive income for the year	579,731	1,848,743	2,428,474
Other comprehensive income	(477,397)	-	(477,397)
Balance at 31 March 2024	579,731	27,495,185	28,074,916
Balance at 1 April 2024	579,731	27,495,185	28,074,916
Changes in equity			
Deficit for the year	-	(5,579,451)	(5,579,451)
Other comprehensive income	645,386	-	645,386
Total comprehensive income for the year	645,386	(5,579,451)	(4,934,065)
Other comprehensive income	(579,731)	-	(579,731)
Balance at 31 March 2025	645,386	21,915,734	22,561,120

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2025

Note(s)	2024/25 R	2023/24 R
CASH FLOWS USED IN OPERATIONS		
(Deficit) / surplus for the year	(5,579,451)	1,848,743
Adjustments to reconcile (deficit) / surplus		
Adjustments for finance income	(1,149,450)	(1,588,685)
Adjustments for increase in trade accounts receivable	(105,442)	(8,599,145)
Adjustments for decrease in other operating receivables	266,272	119,687
Adjustments for increase / (decrease) in trade accounts payable	1,683,457	(493,316)
Adjustments for increase in other operating payables	532,005	424,838
Adjustments for depreciation and amortisation expense	661,345	462,851
Adjustments for provisions	72,871	236,460
Adjustments for gains and losses on foreign exchange realised in surplus or deficit	3,488	(4,028)
Adjustments for gains and losses on disposal of non-current assets	-	4,348
Total adjustments to reconcile (deficit) / surplus	1,964,546	(9,436,990)
Net cash flows used in operating activities	(3,614,905)	(7,588,247)
CASH FLOWS USED IN INVESTING ACTIVITIES		
Proceeds from sales of property, plant and equipment	-	-
Purchase of property, plant and equipment	(293,391)	(325,303)
Purchase of intangible assets	(300,471)	-
Interest received	113,850	550,268
Cash flows used in investing activities	(480,012)	224,965
Net decrease in cash and cash equivalents	(4,094,917)	(7,363,282)
Cash and cash equivalents at beginning of the year	4,461,588	11,824,870
Cash and cash equivalents at end of the year	366,670	4,461,588

9

ACCOUNTING POLICIES

FOR THE YEAR ENDED 31 MARCH 2025

1. GENERAL INFORMATION

The ZA Domain Name Authority NPC ('the non-profit company') provide the regulation and management of the ZAdomain name space.

The non-profit company is incorporated as a non-profit company and domiciled in South Africa. The address of its registered office is 72 New Road, Glen Austin AH, Midrand, Gauteng, 1685.

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of The ZA Domain Name Authority NPC have been prepared in accordance with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board and the Companies Act of South Africa. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of investment property, certain property, plant and equipment, biological assets and derivative financial instruments at fair value. They are presented in South African Rand.

The preparation of financial statements in conformity with the IFRS for SMEs Accounting Standard as issued by the International Accounting Standards Board requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the non-profit company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 3.

The principal accounting policies applied in the preparation of these annual financial statements are set out below. These policies have been

consistently applied to all the years presented, unless otherwise stated.

2.1 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the directors.

The non-profit company adds to the carrying amount of an item of property, plant and equipment the cost of replacing parts of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the non-profit company. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to surplus or deficit during the period in which they are incurred.

Land is not depreciated. Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Asset class	Useful life / depreciation rate
Motor vehicles	5 years
Fixtures and fittings	6 years
Office equipment	5 years
Computer equipment	3 years
IT Equipment	3 years

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is

an indication of a significant change since the last reporting date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'other gains / (losses)' in the statement of comprehensive income.

2.2 INTANGIBLE ASSETS

Trademarks, licences and customer related intangible assets

Separately acquired trademarks and licences are shown at historical cost. Trademarks, licences (including software) and customer-related intangible assets acquired in a business combination are recognised at fair value at the acquisition date. Trademarks, licences and customer-related intangible assets have a finite useful life and are carried at cost less accumulated amortisation and any accumulated impairment losses. Amortisation is calculated using the straight-line method to allocate the cost of trademarks, licences and customer related intangible assets over their estimated useful lives, as follows:

Asset class	Useful life / amortisation rate
Computer software	1 year

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of one to two years.

2.3 FINANCIAL INSTRUMENTS

Financial instruments measured at amortised costs

Financial assets are recognised only when the company becomes a party to the contractual

provisions of the instrument. At the end of each reporting period, the company shall measure financial instruments at amortised cost using the effective interest method.

Trade and other receivables

Most sales are made on the basis of normal credit terms and the receivables do not bear interest. Where credit is extended beyond normal credit terms, receivables are measured at amortised cost using the effective interest method. At the end of each reporting period, the carrying amounts of trade and other receivables are reviewed to determine whether there is any objective evidence that the amounts are not recoverable. If so, an impairment loss is recognised immediately in surplus or deficit.

Trade and other receivables are classified as debt instruments and loan commitments at amortised cost.

Cash and cash equivalents

Cash and cash equivalents includes cash on hand, demand deposits and other short-term highly liquid investments with original maturities of three months or less. Bank overdrafts are shown in current liabilities on the statement of financial position.

Trade and other payables

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Other financial liabilities

Other financial liabilities are recognised initially at the transaction price, including transaction costs except where the liability will subsequently be measured at fair value.

Where the fair value of other financial liabilities can be measured reliably without undue cost or effort, these liabilities are subsequently measured at fair value with the changes in fair value being recognised in surplus or deficit.

Debt instruments are subsequently stated at amortised cost. Interest expense is recognised on the basis of the effective interest method and is included in finance costs.

Other financial liabilities are classified as current liabilities unless the non-profit company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

2.4 LEASES

Definition

A lease is an agreement whereby the lessor conveys to the lessee in return for a payment or series of payments the right to use an asset for an agreed period of time. A finance lease is a lease that transfers substantially all the risks and rewards incidental to ownership of an asset. Title may or may not eventually be transferred. An operating lease is a lease other than a finance lease.

Classification

A lease is classified as a finance lease when it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease when it does not transfer substantially all the risks and rewards incidental to ownership.

Finance leases as lessee

At the commencement of the lease term, finance leases are recognised as assets and liabilities in the statements of financial position at the lower of the fair value of the leased property or the present value of the minimum lease payments, each determined at the inception of the lease. The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease, if this is practicable to determine. Where it is not, the incremental borrowing rate of the non-profit company is used. Any initial direct costs are added to the amount recognised as an asset.

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is

allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the periods in which they are incurred.

A finance lease gives rise to depreciation expense for depreciable assets as well as finance expense for each accounting period. Depreciation is charged in accordance with the policy set out for property, plant and equipment and intangible assets (whichever is applicable).

Operating leases as lessee

Lease payments under an operating lease are recognised as an expense on a straight-line basis over the lease term unless another systematic basis is more representative of the pattern of the benefit obtained.

2.5 REVENUE

Revenue is measured at the fair value of the consideration received or receivable. Revenue is shown net of value-added tax, returns, rebates and discounts.

Revenue - Registry fees:

- ZA Registry Consortium (ZARC) must charge and collect, from Registrars, the relevant fees as stipulated in Schedule 3 of the ZA Central Registry Operating Agreement (Registry fees) as amended from time to time. ZARC must pay ZADNA the relevant fees as stipulated in Schedule 4 (ZARC Registry Fees) as amended from time to time.

Register Payment Terms:

- Creates or Rewards committed through the legacy system into Central Registry System will only be payable on receipt of payment. Creates or Rewards by an EPP Registrar will be due and payable on the commitment to the Central Registry System.

Transaction Fee Payment Terms:

- The legacy Transaction Fee (Legacy creates and renewals) will only be based on payment

and not on transaction itself. Creates, renewals and/or Grace Period refund committed by an EPP Registrar into the Central Registry system, will be due upon commitment of transaction. Creates, Renewals and/or Grace Periods Refunds committed by EPP registrar into Central Registry system, will be due upon commitment of transaction.

Interest income is recognised using the effective interest method. Interest income refers to interest accrued over time through a business's investment in financial instruments. Interest income is recognised when earned.

Other Income is recognised when realised and earned, not necessarily when received.

2.6 EMPLOYEE BENEFITS

Short-term employee benefits

Compensation paid to employees for the rendering of services are recognised at the undiscounted amount paid or expected to be paid in the accounting period in which the services were rendered.

Where employees accumulate entitlement for paid absences, an expense is recognised as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period. In the case of non-accumulating paid absences, the expense is recognised only when the absences occur.

2.7 BORROWING COSTS

All borrowing costs are recognised in surplus or deficit in the period in which they are incurred.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

3.1 CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

The non-profit company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

3.2 RISK MANAGEMENT

Capital Risk

Capital risk is the risk that the company will not be able to continue as a going concern for the foreseeable future. Capital risk is managed by robust budgeting and forecasting to ensure that current retained earnings as well as funding to be received is sufficient to fund current planned activities in the foreseeable future. There are no externally imposed capital requirements.

There have been no changes to what the entity manages as capital, the strategy for capital maintenance or externally imposed capital requirements from the previous year.

Liquidation Risk

The company's liquidity risk relates to the availability of funds for future commitments. The company manages liquidity risk by not entering into future commitments before funding for such expenditure is obtained. Cash flow forecasts are prepared and monitored to ensure adequate management of cash resources and short term investment maturities in order to ensure that cash resources are available when obligations become due.

Credit risk

Credit risk consists mainly of cash deposits, cash equivalents and trade debtors. The company's maximum exposure to credit risk is the carrying amount of cash and cash equivalents and trade and other receivables. Credit risk is managed by only banking with financial institutions that have a good reputation and a very good credit rating.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

4. PROPERTY, PLANT AND EQUIPMENT

4.1 BALANCES AT YEAR END AND MOVEMENTS FOR THE YEAR

	Motor vehicles		Fixtures and fittings		Office equipment		Computer equipment		Computer software		IT Equipment		Total		
	R		R		R		R		R		R		R		
Reconciliation for the year ended 31 March 2025															
Balance at 1 April 2024															
At cost	679,586		961,810		81,644		1,145,083		-		533,126		3,401,249		
Accumulated depreciation	(511,985)		(469,421)		(65,558)		(967,187)		-		(264,251)		(2,278,402)		
Carrying amount	167,601		492,389		16,086		177,896		-		268,875		1,122,847		
Movements for the year ended 31 March 2025															
Additions from acquisitions	-		91,806		89,652		111,933		-		-		293,391		
Depreciation	(44,780)		(101,128)		(38,429)		(118,310)		-		(116,492)		(419,139)		
Revaluation increase (decrease)	-		2,860		-		62,795		-		-		65,655		
Property, plant and equipment at the end of the year	122,821		485,927		67,309		234,314		-		152,383		1,062,754		
Closing balance at 31 March 2025															
At cost	679,586		1,056,476		171,295		1,406,080		-		533,126		3,846,563		
Accumulated depreciation	(556,765)		(570,549)		(103,986)		(1,171,766)		-		(380,742)		(2,783,808)		
Carrying amount	122,821		485,927		67,309		234,314		-		152,384		1,062,755		

	Motor vehicles	Fixtures and fittings	Office equipment	Computer equipment	Computer software	IT Equipment	Total
	R	R	R	R	R	R	R
Reconciliation for the year ended 31 March 2024							
Balance at 1 April 2023							
At cost	646,325	892,737	66,344	1,139,908	97,842	245,690	3,088,846
Accumulated depreciation	(467,205)	(362,707)	(52,691)	(767,177)	(35,432)	(205,624)	(1,890,836)
Carrying amount	179,120	530,030	13,653	372,731	62,410	40,066	1,198,010
Movements for the year ended 31 March 2024							
Additions from acquisitions	-	-	15,300	22,565	-	287,436	325,301
Depreciation	(44,780)	(106,714)	(12,867)	(213,054)	-	(58,627)	(436,042)
Transfer to Intangible asset	-	-	-	-	(62,410)	-	(62,410)
Revaluation increase (decrease)	33,261	69,073	-	-	-	-	102,334
Disposals	-	-	-	(4,346)	-	-	(4,346)
Property, plant and equipment at the end of the year	167,601	492,389	16,086	177,896	-	268,875	1,122,847
Closing balance at 31 March 2024							
At cost	679,586	961,810	81,644	1,145,083	-	533,126	3,401,249
Accumulated depreciation	(511,985)	(469,421)	(65,558)	(967,187)	-	(264,251)	(2,278,402)
Carrying amount	167,601	492,389	16,086	177,896	-	268,875	1,122,847

The 2024 annual financial statements have been restated due to the reclassification of intangible assets from property, plant and equipment. Further details of the reclassification are disclosed in Note 21.

4.2 REVALUATION

There are no restrictions on the distribution of the revaluation surplus. The surplus has been recognised in other comprehensive income and accumulated in equity under the revaluation reserve.

The revaluation of Computer Equipment and Office Furniture was performed on 31 March 2025 by an independent external expert, Mrwebi Chartered Accountants (Pty) Ltd.

The purpose of the revaluation was to ensure that the carrying amounts of these asset classes reflect their fair value at year-end, in accordance with the requirements of Section 17.15-17.33 of the IFRS for SMEs Standard.

The independent external expert was appointed specifically to determine the fair value of these asset classes in accordance with internationally recognised valuation techniques.

The valuation was carried out independently, based on on-site inspections, review of asset registers, and relevant market data.

The fair values of Computer Equipment and Office Furniture were determined using the market approach, consistent with IFRS for SMEs guidelines. This method involves sourcing current prices in the open market for identical or comparable assets, ensuring transparency, consistency, and comparability in financial reporting.

To establish the fair value of each asset, a condition-based factor methodology was applied, adjusting both the replacement cost and remaining useful life of each asset according to its physical condition at the time of valuation. The fair market value (FMV) was determined by factoring down the asset's replacement cost and expected useful life. This methodology ensures that the fair value reflects the actual service potential and economic value of each asset as at the revaluation date.

5. INTANGIBLE ASSETS

Reconciliation of changes in intangible assets

	Intangible asset	Total
	R	R
RECONCILIATION FOR THE YEAR ENDED 31 MARCH 2025		
Balance at 1 April 2024		
At cost	97,842	97,842
Accumulated amortisation	(62,241)	(62,241)
Carrying amount	35,601	35,601
Movements for the year ended 31 March 2025		
Acquisitions through internal development	300,471	300,471
Amortisation	(242,206)	(242,206)
Intangible assets at the end of the year	93,866	93,866
Closing balance at 31 March 2025		
At cost	312,044	312,044
Accumulated amortisation	(218,178)	(218,178)
Carrying amount	93,866	93,866

Intangible asset	Total
R	R

RECONCILIATION FOR THE YEAR ENDED 31 MARCH 2024

Balance at 1 April 2023

At cost	-	-
Accumulated amortisation	-	-
Carrying amount	-	-

Movements for the year ended 31 March 2024

Amortisation	(26,809)	(26,809)
Transfer from Property, plant and equipment	62,410	62,410
Intangible assets at the end of the year	35,601	35,601

Closing balance at 31 March 2024

At cost	97,842	97,842
Accumulated amortisation	(62,241)	(62,241)
Carrying amount	35,601	35,601

The 2024 annual financial statements have been restated due to the reclassification of intangible assets to property, plant and equipment. Further details of the reclassification are disclosed in Note 21.

6. FINANCIAL ASSETS

6.1 CARRYING AMOUNT OF FINANCIAL ASSETS BY CATEGORY

	Financial assets at amortised cost	Financial assets at fair value	Total
	R	R	R
Year ended 31 March 2025			
Financial assets at amortised cost (Note 8)	16,108,353	-	16,108,353
Trade and other receivables excluding non-financial assets (Note 7)	-	10,854,809	10,854,809
Cash and cash equivalents (Note 9)	-	366,670	366,670
	16,108,353	11,221,479	27,329,832
Year ended 31 March 2024			
Financial assets at amortised cost (Note 8)	15,072,753	-	15,072,753
Trade and other receivables excluding non-financial assets (Note 7)	-	11,015,153	11,015,153
Cash and cash equivalents (Note 9)	-	4,461,588	4,461,588
Intangible assets at the end of the year	15,072,753	15,476,741	30,549,494

7. TRADE AND OTHER RECEIVABLES

7.1 TRADE AND OTHER RECEIVABLES COMPRISE

	2024/25 R	2023/24 R
Trade receivables	10,849,476	10,744,034
Prepaid expenses	5,789	6,185
Deposits (refer note 7.2)	-	271,119
Employee costs in advance	5,333	-
Value added tax	-	90
Total trade and other receivables	10,860,598	11,021,428

The annual financial statements have been restated due to the reclassification of interest from trade and other receivables to financial assets at amortised cost. Further details of the reclassification are disclosed in Note 21.

Impairment of trade and other receivables

The company performs a yearly assessment exercise to determine whether the balance of each receivable that has been outstanding for 90 days and more is recoverable. In performing the assessment, management considers the receivable's history of payments and written commitments from the receivable relating to the settlement of the outstanding balance.

Based on the results of the assessment performed for the 2024/2025 financial year, management did not impair any of its trade receivables.

7.2 AGE ANALYSIS

	2024/25 R	2023/24 R
Current	111,007	9,396,800
1 Month past due	-	-
2 Months past due	796,747	-
3 Months past due	-	-
over 3 Months past due	9,941,722	4,686,517
	10,849,476	14,083,317

8. FINANCIAL ASSETS AT AMORTISED COST

Financial assets at amortised cost incorporates the following balances:

	2024/25 R	2023/24 R
Nedbank Investment	12,000,000	12,000,000
Capitilised interest	4,108,353	3,072,753
	16,108,353	15,072,753

R12 million long-term fixed deposit with Nedbank is for 60 months at the rate of 8.63% per annum, maturity date is 09 April 2026.

The 2024 annual financial statements have been restated due to the reclassification of interest from trade and other receivables to financial assets at amortised cost. Further details of the reclassification are disclosed in Note 21.

9. CASH AND CASH EQUIVALENTS

9.1 CASH AND CASH EQUIVALENTS INCLUDED IN CURRENT ASSETS:

	2024/25 R	2023/24 R
Cash		
Balances with banks	349,676	1,705,205
Other cash and cash equivalents	16,994	2,756,383
	366,670	4,461,588

9.2 NET CASH AND CASH EQUIVALENTS

	2024/25 R	2023/24 R
Current assets	366,670	4,461,588

9.3 DETAIL OF CASH AND CASH EQUIVALENT BALANCES

	2024/25 R	2023/24 R
Bank balances		
Bank balances	349,676	1,705,205
Other cash and cash equivalents		
ABSA Call Account	9,626	2,438,868
ABSA ADR Bank Account	6,533	314,477
Petty Cash	835	3,038
Total	16,994	2,756,383

10. PROVISIONS

	Audit fee provision	Provision for bonuses	Accounting fee provision	Total
	R	R	R	R
Balance at 1 April 2024	180,000	1,119,526	-	1,299,526
Movements	-	(15,449)	88,320	72,871
Total changes	-	(15,449)	88,320	72,871
Balance at 31 March 2025	180,000	1,104,077	88,320	1,372,397
Balance at 1 April 2023	170,000	893,066	-	1,063,066
Movements	10,000	226,460	-	236,460
Total changes	10,000	226,460	-	236,460
Balance at 31 March 2024	180,000	1,119,526	-	1,299,526

The 2024 annual financial statements have been restated due to the reclassification of provisions from Trade and other payables to a separate provision line item. Further details of the reclassification are disclosed in Note 21.

11. TRADE AND OTHER PAYABLES

Trade and other payables comprise:

	2024/25	2023/24
	R	R
Trade payables	2,954,107	1,267,162
Accrued leave pay	623,060	377,464
Accrued provident fund	145,051	75,532
Accrued salaries other	-	3,168
Accrued medical aid	65,518	-
Accrued directors fees	391,200	31,100
Other payables	111,575	-
Accrued PAYE	-	225,921
Accrued UIF	-	6,401
Vodacom IT Equipment payable	60,142	230,770
ABSA credit card	126,413	77,458
MTN payable	44,799	44,799
Value added tax	36,860	-
Total trade and other payables	4,558,725	2,339,775

The 2024 annual financial statements have been restated due to the reclassification of provisions from Trade and other payables to a separate provision line item. Further details of the reclassification are disclosed in Note 21.

12. COMMITMENTS

Future minimum lease payments

	2024/25 R	2023/24 R
Not later than one year	915,938	1,441,693
Later than one year and not later than five years	3,051,303	3,452,414
	3,967,240	4,894,107

The commitment relates to rental agreement with SKG Properties for rental of office premises, the contract is for a period of five years and will ends on 28 February 2029.

13. TAXATION

No provision has been made for the 2025 Tax year as the entity has been granted tax exemption by SARS in terms of section 10(1)(N) of the Income Tax Act. The Company is a registered Non Profit Company in terms of Schedule 1 and Section 10 of the companies Act, Act 71 of 2008 and section 122 of the companies Amendment Act , Act 3 of 2011.

14. REVENUE

Revenue comprises:

	2024/25 R	2023/24 R
ZA Central registry fees	22,787,576	20,729,583

Revenue is derived from domain name registry fees. ZARC must pay over to .ZADNA the relevant fees as stipulated in the .za SLD Pricing and Distribution Schedule (PDS) - Annexure D as amended from time to time, in accordance to the .za Second Level Domain (SLD) operating agreement concluded between ZADNA and ZARC in 2022. This agreement entitles ZADNA to receive revenue from ZARC on per domain name basis from, co.za, org.za, net.za , web.za domain name registrations at the rate of R16.38 excl VAT per annum.

15. OTHER INCOME

Other income comprises:

	2024/25 R	2023/24 R
ADR fees received	9,198	56
Insurance claim received	33,183	26,655
Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA) funding	-	663,549
Africa Internet Summit (AIS) 2023 funding	45,447	1,467,971
Schools digitisation	-	7,744,000
Total other income	87,828	9,902,231

16. EMPLOYEE COST

16.1 EMPLOYEE COST COMPRISES:

	2024/25 R	2023/24 R
Salaries & Wages	8,978,230	7,598,273
PAYE	2,948,961	2,685,690
UIF	83,161	71,645
Medical Aid	617,590	427,086
Leave pay	245,596	9,641
Bonus	(15,449)	898,429
Provident Fund	868,339	885,094
	13,726,428	12,575,858

16.2 DIRECTORS COMPRISES:

	2024/25 R	2023/24 R
Director fees	1,820,908	1,725,509
Stakeholders related allowances	493,852	393,966
	2,314,760	2,119,475

17. ADMINISTRATIVE EXPENSES

Administrative expenses comprise:

	2024/25 R	2023/24 R
Accounting fees	76,800	62,901
Auditors remuneration - Internal	298,382	442,436
Auditors remuneration - External	135,000	225,000
Bank charges	37,829	31,182
Computer expenses / IT hosting	452,713	557,494
SARS expense	-	344,235
Secretarial fees	533,024	469,537
Telephone & internet	118,462	112,205
Total administrative expenses	1,652,210	2,244,990

18. OTHER EXPENSES

Other expenses comprise:

	2024/25	2023/24
	R	R
Africa Internet Governance Forum (AfIGF)	-	49,257
AIS 2023	26,100	1,934,040
Amortisation	242,206	26,809
Compliance	568,141	301,340
Department of Communications and Digital Technologies (DTPS) meeting and events	128,368	283,393
Depreciation	419,139	436,042
Discount allowed	-	515
Electricity and water	320,964	69,804
Employee benefit expenses	16,041,188	14,695,333
Fines and penalties	107,326	96,846
Insurance	239,716	269,790
Internet Corporation for Assigned Names and Numbers (ICANN) membership contribution	-	52,527
Internet Corporation for Assigned Names and Numbers (ICANN) Travel	1,076,933	1,155,336
Internship programme	-	103,990
Legal expenses	98,815	310,031
Motor vehicle expenses	396	3,253
Motor vehicle tracking	3,210	2,477
Namespace awareness	1,326,230	1,332,025
Namespace dev register reseller	465,276	438,220
Office refurbishment	12,885	75,230
Office supplies	121,775	86,389
Operating lease expenses	1,120,729	1,249,817
Operations	622,419	606,410
Parliament events and travel	112,009	144,620
Policing licensing and governance	472,113	687,953
Postage	18,800	-
Printing and stationery	177,014	89,639
Professional fees	418,716	183,102
Recruitment Agencies	-	4,730
Repairs and maintenance	47,335	51,142
RLF project	-	668
SA Internet Governance Forum	265,352	335,130
Staff engagement and meeting catering	388,632	382,796
Stakeholder relation and board travel	315,292	415,042
Strategic planning session	472,550	475,011
Training	212,880	280,487
Travel - Local	1,761,373	1,190,668
ZA Infrastructure and Domain Name System Security Extensions (DNSSEC)	344,725	306,584
Total other expenses	27,948,607	28,126,446

19. FINANCE INCOME

Finance income comprises:

	2024/25 R	2023/24 R
Interest received	1,149,450	1,588,685

20. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

Contingent liability

	2024/25 R	2023/24 R
Estimated financial effect	511,000	-

The company is subject to a Value Added Tax (VAT) assessment by the South African Revenue Service (SARS) relating to prior reporting periods. SARS disallowed certain input VAT claims, resulting in an additional assessment of R511,000 currently being disputed.

The company, with the assistance of a consulting firm, has formally objected to the assessment. Management believes that it is less likely than not that any economic outflow will be required to settle the amount, and accordingly, no provision has been recognised in these financial statements.

However, as the possibility of an outflow cannot be considered remote, the matter is disclosed as a contingent liability as at the reporting date.

21. PRIOR PERIOD ERROR

Reclassification of intangible assets

In the previous periods, the carrying amount of the intangible assets was classified as property, plant and equipment. The 2024 Annual Financial Statement have been restated to show intangible assets as a separate financial line item from property, plant and equipment.

The restatement is as follows:

	Property, plant and equipment R	Intangible asset R	Impact on retained earnings R
Reclassification of intangible assets from property, plant and equipment	(35,601)	35,601	-

The restatement did not have an impact on retained earnings

Capitalisation of interest earned on the Nedbank fixed deposit investment

In the previous periods, the carrying amount of the Nedbank fixed deposit investment did not account for

the cumulative effective interest earned since the commencement of the investment. The accrued interest was classified as trade and other receivables in current assets. The 2024 Annual Financial Statements have been restated to show the capital amount plus accrued interest.

The restatement is as follows:

	Trade and other receivables	Financial asset at amortisation cost	Impact on retained earnings
	R	R	R
Reclassification, financial asset at amortised cost from trade and other receivables	(3,072,753)	3,072,753	-

The restatement did not have an impact on retained earnings

Reclassification of provisions

In the previous reporting periods, amounts relating to provisions were incorrectly included in trade and other payables. The 2024 Annual Financial Statement have been restated to show provisions as a separate financial line item from trade and other payables.

The restatement is as follows:

	Trade and other payables	Provisions	Impact on retained earnings
	R	R	R
Reclassification of provision for audit fees from trade and other payables	(180,000)	180,000	-
Reclassification of provision for bonuses from trade and other payables	(1,119,526)	1,119,526	-

The restatement did not have an impact on retained earnings

22. RELATED PARTIES

22.1 COMPENSATION PAID TO NON-EXECUTIVE DIRECTORS

	2024/25	2023/24
	R	R
Compensation paid to non-executive directors	2,314,760	2,119,475

22.2 COMPENSATION PAID TO NON-EXECUTIVE DIRECTORS

2025	Fees paid	Stakeholder related allowance	Total remuneration	Amounts related to services rendered as a director of the non-profit company	Total remuneration
Name	R	R	R	R	R
Ms P Legoze (Board Chairperson)	352,800	163,200	516,000	516,000	516,000
Mr H Nkanyane (ARC Chairperson)	113,704	30,252	143,956	143,956	143,956
Prof D Mashao	187,156	30,000	217,156	217,156	217,156
Ms S Mzizi	202,800	34,400	237,200	237,200	237,200
Dr J Tshipa	102,000	20,000	122,000	122,000	122,000
Dr S Chiloane-Nwabueze	93,200	24,400	117,600	117,600	117,600
Ms S Simandla	105,156	24,400	129,556	129,556	129,556
Mr Q Khedama	78,800	20,000	98,800	98,800	98,800
Ms V Motloutsi	186,608	60,800	247,408	247,408	247,408
Ms M Malapane	166,460	46,400	212,860	212,860	212,860
Prof K Moodaliyar	68,800	-	68,800	68,800	68,800
Mr M Msibi	163,424	40,000	203,424	203,424	203,424
Total compensation paid to non-executive directors	1,820,908	493,852	2,314,760	2,314,760	2,314,760

2024	Fees paid	Stakeholder related allowance	Total remuneration	Amounts related to services rendered as a director of the non-profit company	Total remuneration
Name	R	R	R	R	R
Ms P Legoze (Board Chairperson)	379,965	229,766	609,731	609,731	609,731
Mr N Msibi (ARC Chairperson)	307,336	101,400	408,736	408,736	408,736
Prof D Mashao	197,200	17,600	214,800	214,800	214,800
Ms S Mzizi	211,600	-	211,600	211,600	211,600
Ms M Malapane	271,868	8,800	280,668	280,668	280,668
Prof K Moodaliyar	165,000	-	165,000	165,000	165,000
Ms V Motloutsi	192,540	36,400	228,940	228,940	228,940
Prof K Moodaliyar	-	-	-	-	-
Mr M Msibi	-	-	-	-	-
Total compensation paid to non-executive directors	1,725,509	393,966	2,119,475	2,119,475	2,119,475

22.3 AMOUNTS ACCRUED TO NON-EXECUTIVE DIRECTORS

	2024/25	2023/24
Ms P Legoze (Board Chairperson)	369,200	31,100
Mr H Nkanyane (ARC Chairperson)	8,800	-
Prof D Mashao	4,400	-
Dr J Tshipa	4,400	-
Ms S Simandla	4,400	-
	391,200	31,100

23. COMPENSATION PAID TO ENTITY EXECUTIVE

2025	Salaries, bonuses and performance related payments	Amounts paid or payable to provident schemes	Other reimbursements, travel claims and subsistence allowance at SARS rate	Total remuneration	Basic salary	Bonus and performance related payment	Provident fund	Total remuneration
Name	R	R	R	R	R	R	R	R
Mr M M Wesi (CEO)	1,828,129	182,813	92,934	2,103,876	1,828,129	201,037	182,813	2,211,979
	1,828,129	182,813	92,934	2,103,876	1,828,129	201,037	182,813	2,211,979

2024	Salaries, bonuses and performance related payments	Amounts paid or payable to provident schemes	Other reimbursements, travel claims and subsistence allowance at SARS rate	Total remuneration	Basic salary	Bonus and performance related payment	Provident fund	Total remuneration
Name	R	R	R	R	R	R	R	R
Mr M M Wesi (CEO)	1,940,733	175,501	111,588	2,227,822	1,747,879	192,853	175,500	2,116,232
	1,940,733	175,501	111,588	2,227,822	1,747,879	192,853	175,500	2,116,232

DETAILED INCOME STATEMENT

FOR THE YEAR ENDED 31 MARCH 2025

	Note(s)	2024/25 R	2023/24 R
Revenue	14		
Non Commercial Subsidy		661,015	-
ZA Central registry fees		22,126,561	20,729,583
		22,787,576	20,729,583
Other income	15		
Africa Internet Summit (AIS) 2023 funding		45,447	1,467,971
Fees received		9,198	56
Insurance claim received		33,183	26,655
Media, Information and Communication Technologies Sector Education and Training Authority (MICSETA) funding		-	663,549
Schools digitisation		-	7,744,000
		87,828	9,902,231
Administrative expenses	17		
Accounting fees		(76,800)	(62,901)
Auditors remuneration - External		(135,000)	(225,000)
Auditors remuneration - Internal		(298,382)	(442,436)
Bank charges		(37,829)	(31,182)
Computer expenses / IT hosting		(452,713)	(557,494)
SARS expense		-	(344,235)
Secretarial fees		(533,024)	(469,537)
Telephone & internet		(118,462)	(112,205)
		(1,652,210)	(2,244,990)

	Note(s)	2024/25 R	2023/24 R
Other expenses	18		
Africa Internet Governance Forum (AfIGF)		-	(49,257)
AIS 2023		(26,100)	(1,934,040)
Amortisation - intangible assets		(242,206)	(26,809)
Compliance		(568,141)	(301,340)
Department of Communications and Digital Technologies (DTPS) meeting and events		(128,368)	(283,393)
Depreciation - property, plant and equipment		(419,139)	(436,042)
Discount allowed		-	(515)
Electricity and water		(320,964)	(69,804)
Employee costs - directors		(2,314,760)	(2,119,475)
Employee costs - salaries		(13,726,428)	(12,575,858)
Fines and penalties		(107,326)	(96,846)
Insurance		(239,716)	(269,790)
Internet Corporation for Assigned Names and Numbers (ICANN) membership contribution		-	(52,527)
Internet Corporation for Assigned Names and Numbers (ICANN) Travel		(1,076,933)	(1,155,336)
Internship programme		-	(103,990)
Legal expenses		(98,815)	(310,031)
Management fees		-	(4,730)
Motor vehicle expenses		(396)	(3,253)
Motor vehicle tracking		(3,210)	(2,477)
Namespace awareness		(1,326,230)	(1,332,025)
Namespace dev register reseller		(465,276)	(438,220)
Office refurbishment		(12,885)	(75,230)
Office supplies		(121,775)	(86,389)
Operating lease expenses		(1,120,729)	(1,249,817)
Operations		(622,419)	(606,410)
Parliament events and travel		(112,009)	(144,620)
Policing licensing and governance		(472,113)	(687,953)
Postage		(18,800)	-
Printing and stationery		(177,014)	(89,639)
Professional fees		(418,716)	(183,102)
Repairs and maintenance		(47,335)	(51,142)
RLF project		-	(668)
SA Internet Governance Forum		(265,352)	(335,130)
Staff engagement and meeting catering		(388,632)	(382,796)
Stakeholder relation and board travel		(315,292)	(415,042)
Strategic planning session		(472,550)	(475,011)
Training		(212,880)	(280,487)

	Note(s)	2024/25 R	2023/24 R
Travel - Local		(1,761,373)	(1,190,668)
ZA Infrastructure and Domain Name System Security Extensions (DNSSEC)		(344,725)	(306,584)
		(27,948,607)	(28,126,446)
Other gains and losses			
Forex gain or loss - trade and other payables		(3,488)	4,028
Gain or loss on sale - property, plant and equip.		-	(4,348)
		(3,488)	(320)
(Deficit) / surplus from operating activities		(6,728,901)	260,058
Finance income	19	1,149,450	1,588,685
Interest received			
Deficit) / surplus for the year		(5,579,451)	1,848,743

ANNEXURE A

ANNUAL PERFORMANCE REPORT



Table 15: Strategic Goals

OUTCOME NO 1				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
SUSTAINABLE AND RESILIENT DOMAIN NAMESPACE				
25,000 domain names registered.		<p>ZADNA achieved the targets for the domain name registration. The achievement was as follows. The total number of registrations is 277,947.00</p> <p>Q1 During Q1 a total of 65,853 domains were registered during Q1 of the 2024/25 FY. The quarterly target was 8,500 domain names registered.</p> <p>Q2 During Q2 a total of 74,608 domains were registered during Q2 of the 2024/25 FY. The quarterly target was 7,250 domain names registered.</p> <p>Q3 During Q3 at the time of reporting, 64,886 domains were registered during Q3 of the 2024/25 FY. The quarterly target was 3,250 domain names registered.</p> <p>Q4 A total of 72,600 domains were registered during the Q4 of the 2024/25 FY. The quarterly target was 6,000 domain names registered</p>		
PROVIDE 100 TOWNSHIP BUSINESS WITH DOMAIN NAME AND DIGITAL SKILLS				
Launched initiative in Capricorn District		<p>ZADNA was unable to achieve the target. Below are the activities during the quarters.</p> <p>ZADNA launched the 100 Township business with domain name and digital skills</p> <p>Q1 During Q1, ZADNA launched the 100 Township business with domain name and digital skills on 27 June 2024 at the Capricorn Municipality in Polokwane, Limpopo Province. The launch of 100 businesses with domain names and digital skills occurred on Thursday, 27 June 2024.</p> <p>10 Male and 09 Female participants attended the launch. Amongst them, 1 participant was between the ages of 16-24, 09 25-34, and 9 were 35 and above. All 19 were from African origin. There were no students with any form of disability.</p> <p>Q2 During Q2, ZADNA launched the 100 Township business with domain name and digital skills on 27 September 2024 at Kroonstad in Fezile Dabi District Municipality - Free State Province.</p>		Develop a proper workflow and assign responsibilities to the project management team. Development a project plan with timelines

OUTCOME NO 1				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The Launch of 100 businesses with domain names and digital skills took place on Friday, 27 September 2024. The launch was attended by 27 Male and 19 Female participants. Amongst them, 4 participants were between the age of 16-24, 09 of them 25-34, and 33 of them were 35-above. All of 46 were from African origin.</p> <p>Q3 Awaiting approval from the municipality</p> <p>Q4 The provision of 100 Township businesses with websites and digital skills was not met.</p>		
PROVIDE ALL RECOGNISED SOUTH AFRICAN ROYAL HOUSES WITH DOMAIN NAME AND DIGITAL SKILLS				
<p>Heritage Day in KZN</p> <p>Launched programme on Heritage Day in KZN</p>		<p>ZADNA was unable to achieve the target. Below are the activities during the quarters.</p> <p>Q1 During Q1, ZADNA couldn't finalise the event due to the late confirmation of the invites.</p> <p>Q2 During Q2, the process of contacting the royal houses was not properly documented, and needed to identify those that were already connected</p> <p>Q3 IN Q3, there was a delayed approval to deploy in the Traditional Authority.</p> <p>Q4 The launch initiative of Royal Houses with domain names was not launched, however, the Royal house digitisation took place at Bakoena Royal House, where they received 57 email accounts and a website developed.</p>		<p>Develop a proper workflow and assign responsibilities to the project management team. Develop a project plan with timelines</p>
INCREASED NET GROWTH RATE				
<p>Register 3,750 names through The CIPC platform</p>		<p>ZADNA achieved the target by registering a total number of 5,376 domains throughout the financial year 2024/25 financial year</p> <p>Q1 No target</p> <p>Q2 ZADNA conducted the CIPC Campaign during Q2 During Q2, The ZA Domain Name Authority (ZADNA). On August 29, 2024, ZADNA conducted the first session of the second quarter CIPC campaign, which spanned the entire day.</p>		

OUTCOME NO 1				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The primary objective of this campaign was to raise awareness about the significance of domain registration through the CIPC platform by educating attendees on the benefits and procedures of domain registration. ZADNA aims to empower businesses and individuals to establish their online presence effectively.</p> <p>Q3 No target</p> <p>Q4 A total of 5 376 domains were registered throughout the financial year 2024/25 financial year</p>		
10 REGISTRAR RESELLER TRAINING CONDUCTED				
Registrar reseller training conducted		<p>ZADNA achieved the target by conducting a total of 13 registrar reseller trainings. Below are the activities:</p> <p>Q1 During Q1, ZADNA conducted two 2 in-person and one 1 virtual registrar reseller training. The training aims to empower women, SMMEs, young people, and people with disabilities to take advantage of the business opportunities available for registrars and resellers of .za domain names. The following is a summary of the training interventions held:</p> <p>(a) On Tuesday, 18 June 2024, ZADNA first In-Contact Registrar Reseller Training at the Soweto Youth Expo Event in the Gauteng Province. 13 Male and 15 Female students attended the training.</p> <p>Amongst the students, 11 were between the ages of 16-24, 5 of them 25-34, and 13 were 35 years and above. Twenty-five students were of African origin, while two were of Coloured origin. There were no students with any form of disability.</p> <p>(b) The second Registrar Reseller training occurred on Wednesday, 26 June 2024, at ZADNA in Polokwane, Limpopo Province. 8 Male and 5 Female students attended the training. Amongst the students, 1 was between 16-24, 07 were 25- 34, and 5 were 35 and above. All of the students were of African origin. There were no students with any form of disability.</p> <p>Q2 During Q2, ZADNA conducted two (2) in-contact and two (2) virtual registrar reseller training during Q2.</p> <p>The training aimed to empower women, SMMEs, young people, and people with disabilities to take advantage of the business opportunities available for registrars and resellers of .za domain names.</p>		

OUTCOME NO 1

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The following is a summary of the training interventions held: On Friday, 13 September 2024, ZADNA conducted a virtual Registrar Reseller Training which was attended by 18 participants. Of the 18 participants, 8 were Male and 10 of them were Female students. Amongst the students, 10 of them 25-34, while 8 were 35- and above. All students were from the African origin. There was one student with some form of disability.</p> <p>On Monday, 16 September 2024, ZADNA conducted in-contact Registrar Reseller Training, which was held in Franshoek, Cape Town - Western Cape. Of the 28 participants, 16 were Male and 12 were Female students. Of the 28 participants, 16 were Male and 12 were Female students. Amongst the students, 8 were between the ages of 16-24 and 8 of them were 25-and above.</p> <p>On Friday, 27 September 2024, ZADNA conducted A Registrar Reseller training in Kroonstad (Free State). The training was attended by 22 male and 18 female students. Of the 40 students 4 of them were between the age of 16-24, 8 were between the age of 25-34 and 28 were above 35 years old.</p> <p>On Monday, 30 September 2024, ZADNA conducted a virtual Registrar Reseller training which was attended by 5 male and 10 female students. Of those students, 3 were between the age of 16-24, 4 of them were between the age of 25-34 while 8 of them were above 35.</p> <p>Q3 During Q3 ZADNA held two (2) registrar reseller trainings as follows:</p> <p>ZADNA held a registrar-reseller training on 10 October 2024 to introduce the domain name system industry to the learners and to train them on how to start a business in the .za domain name registrar and resellers business. The training was held in Klerksdorp, Northwest. The event was attended by 53 participants, 37 female and, 19 between the ages of 16-24 years and 24 between the ages of 25-34, while 10 were above 35 years.</p> <p>ZADNA held a registrar-reseller training on 17 December 2024 to introduce the domain name system industry to the learners and train them on how to start a business in the ZA domain name registrar and reseller business. The training was held in Jabulani, Soweto (Gauteng). The event was attended by 20 participants, 1 of which was female, 19 of whom were between the ages of 18 and 35, and 1 above 35.</p> <p>Reach: 45492</p>		

OUTCOME NO 1

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Objective - To alert the public about the recent stakeholder engagement that was held on the 4th of December 2024.</p> <p>Reach: 2534</p> <ul style="list-style-type: none"> .co.za price comparisons Objective: Comparing different registrars' pricing of .co.za campaigns. - Content: A published article on Mybroadband - Reach: 2035598 Social Media Promotions Platforms: Facebook, Instagram, LinkedIn, and YouTube Objective: To promote the renewal of .za domains Content: A social media campaign that reminded users to renew their .za domains. Engagement: Audio-visual content to increase brand reach and encourage engagement through likes, shares and prompt queries/inquiries. Campaign Duration: 26 November 2024 - 31 December 2024 Results: Increased social media followership, reach, and engagement rate, resulting in an increase in domain registrations. Budget: R11,500 Reach: 110,292 <p>Q4</p> <p>ZADNA conducted three (3) in-person and one (1) virtual registrar reseller training during Q4.</p> <p>The training aimed to empower women, SMMEs, young people and people with disabilities to take advantage of the business opportunities available for registrars and resellers of .za domain names.</p> <p>The following is a summary of the training interventions held:</p> <p>Date: Thursday, 20 March 2025: ZADNA conducted an in-person Registrar Reseller Training, which was attended by 50 participants. Of the 50 participants, 20 were Male and 30 were Female students. Amongst the students, 24 were between the ages of 16-24, while 25 were between the ages of 25-34, and 1 student was older than 35. 49 students were of African origin, while 1 student was Coloured. There was only one student with some form of disability.</p> <p>Date: Friday, 25 March 2025: ZADNA conducted an in-contact Registrar Reseller Training, which was attended by 23 participants. Of the 23 participants, 9 were Male and 14 were Female students. Among the students, 3 were between the ages 16-24, 9 of them 25-34, while 11 were 35-above. All students were from African origin. There were no students with any form of disability.</p>		

OUTCOME NO 1				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Date: Friday, 28 March 2025, ZADNA conducted an in-contact Registrar Reseller Training which was attended by 32 participants. Of the 32 participants, 10 were Male and 22 of them were Female students. Amongst the students, 29 of them were between the age 16-24, 2 of them 25-34, while 1 of them was 35-above. All students were from the African origin. There were no students with any form of disability.</p> <p>Friday, 28 March 2025, ZADNA conducted a virtual Registrar Reseller Training which was attended by 9 participants. Of the 9 participants, 4 were Male and 5 were Female. Among the students, 1 was between the age 16-24, while 8 were 35-above. Among the students one of them was Coloured where the rest of the were of African origin. There were no students with any form of disability.</p>		

OUTCOME NO 2				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
EMPOWERED COMMUNITIES				
4 awareness events conducted		<p>ZADNA achieved the target by conducting a total number of 22 awareness campaigns. Below are the activities</p> <p>Q1 During Q1 a total of 7 .za Awareness Campaigns were conducted during Q1.</p> <p>ZADNA embarked on .za outreach awareness campaigns to increase visibility and awareness of the .za brand and advance ZADNA's stakeholder engagement efforts.</p> <p>The campaigns enabled ZADNA to display branded material in and outside the venue exhibition platform to enable two-way communication with the audience, attain key stakeholder contacts, engage entrepreneurs about .za online presence for their business, and create an opportunity for future .za Registrar-Reseller training within the area.</p> <ul style="list-style-type: none"> Online Presence and Ethical Online Behaviour Campaign ZADNA was able to educate the audience about its role and its mandate and create awareness about the importance of an online presence, online safety, online behaviour, registering a domain name, and the importance of using a .za country-code top-level domain. Event attendees were mainly learners, students, entrepreneurs, business owners, SMMEs, and community citizens. The awareness campaign reached the provinces of Gauteng, Northern Cape and Limpopo through brand visibility, awareness, one-on-one engagement, communication and face-to-face presentation. The campaign reached 201 individuals. 		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<ul style="list-style-type: none"> Nonkwanazi Township and Brits town: .za Workshops The .za workshops were held in Nonkwanazi Township and Brits town on the 18th and 19th of April 2024, organised in collaboration with ZADNA's Namespace Development (NSD) department. A total of 14 participants from the De Aar and Brits communities attended the sessions, which focused on promoting awareness around Ethical Online Behaviour. The workshops aimed to empower community members with knowledge to navigate the digital space responsibly and safely. .za Exhibition at the Lephalale Youth ZADNA participated in the .za Exhibition at the Lephalale Youth Expo, held on the 13th and 14th of May 2024 in Lephalale, Limpopo. The event was hosted by the Deputy Minister in the Presidency in collaboration with the Lephalale Local Municipality. Through its presence at the exhibition, ZADNA enhanced brand visibility and awareness by engaging directly with 47 individuals. These face-to-face interactions focused on educating attendees about the role of ZADNA in managing the .za Domain Namespace, the structure and opportunities within the domain industry, and potential career paths. In addition, the importance of ethical online behaviour was a key message communicated throughout the engagement. .za Exhibition at Refilwe Secondary School .za Exhibition at Refilwe Secondary School official handover of the School Cyber Lab, hosted by the deputy minister of the Department of Communications and Digital Technologies. The event took place on the 17th of May 2024. Through this engagement, ZADNA interacted with 31 people. .za Workshop in Soweto ZADNA hosted a .za awareness workshop in collaboration with Soweto Youth Expo on the 19th of June 2024. Through this exhibition, ZADNA was able to increase brand visibility and awareness through branding and also having face-to-face conversations with 28 individuals. The communication was centred around the importance on educating the audience on the role of ZADNA in the Domain Namespace as well as educating participants on what Domain Namespace is and the careers the industry has. The importance of ethical online behaviour was also communicated to participants. .za Workshops in Polokwane ZADNA hosted two .za workshops in Polokwane in collaboration with Polokwane ICT Forum on the 26th and 27th of June 2024. The event was attended by a total of 34 people. 		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>In the first quarter of the 2023/24 financial year, ZADNA reached a physical audience of 201 people. With the demographics below: Gender: Male-79, female-122 Ethnicity: African 188, coloureds 13, Age group: 70 attendees were between 16-24; 60 attendees were between 25-34; 71 attendees were between 35-50; People living with disabilities: 0</p> <ul style="list-style-type: none"> Media Campaign Media campaign activities were conducted to promote ethical online behaviour within the .za domain namespace. The campaign focused on fake news, cyber-attacks, and advocates for .za users to be responsible digital citizens. The activities included Print coverage in the Public Sector Magazine and sponsored social media posts. Print Coverage in the Public Sector Magazine The publication consisted of 8 pages and was released on 13 June 2024. It achieved a wide reach through the distribution of 40,000 digital copies and 40,000 physical copies. Hard copies were made available in airport business lounges across the country, further extending its visibility. Additionally, the publication was shared with the organisation’s 30,000 social media followers, ensuring broad engagement across both physical and digital platforms. <p>Results:</p> <ul style="list-style-type: none"> Increased awareness of .za domain name registration and initiatives. Advocated for ethical online behaviour in the .za namespace. Promoted the registration of .za domain name through CIPC Promoted the renewal of .za domains. <p>Social Media Promotions</p> <ul style="list-style-type: none"> Platforms: Facebook, Instagram, LinkedIn and YouTube Objective: To target a wide range of internet users and drive traffic to the .za domain registration website. And to promote ethical online behaviour in the .za domain namespace. Content: Engaging posts highlighting the ethical behaviour in the .za namespace Engagement: Audio-visual content to increase reach and encourage engagement through likes, shares, and prompt queries/inquiries. Campaign Duration: 24 May 2024 - 25 June 2024 Results: Increased social media followership, reach, and engagement rate, contributing to a rise in the awareness of .za domain registrations, and promoting ethical online behaviour. Cost: R10,678.01 Reach: 229,358 		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Media Statements: .za Schools Digitisation</p> <ul style="list-style-type: none"> • Platforms: Digital releases on IT Online, Gauteng Guardian, and Caj News • Objective: To raise awareness on the .za schools digitisation project. • Content: A media release that seeks to share information regarding the launch of the .za schools digitisation project in the Pixley Ka Seme District Municipality. • Publication Date: 07 - 09 May 2024 • Results: Increased awareness of the project and the Authority. • Cost: Free coverage • Reach Estimation: 19,976 <p>Media Release: Announcement of .za Domain price increases</p> <ul style="list-style-type: none"> • Platforms: Hypertext, IT Web, Tech Central, My Broadband, IT Online, The Africa, Head Topics, Telemcompaper, and Knowledia News. • Objective: To alert the relevant stakeholders about the CPI-linked increase in registering and renewing the .za domain • Publication Date: 21 June 2024 • Reach Estimation: 2,962,991 • Interview on IT Web • Platforms: IT Web Online & IT Web TV • Objective: To raise awareness of ZADNA and its various initiatives • Publication Date: 06 June 2024 • Results: Increased awareness of the brand • The interview: https://www.itweb.co.za/vi-deos/LPwQ5MIbx4EvNgkj • Reach Estimation: 201,626 <p>In total we reached an estimated 3,530,152 people through awareness campaigns.</p> <p>Q2</p> <p>During Q2, ZADNA embarked on .za awareness campaigns in the form of outreach events that aim to create brand visibility and awareness of the .za brand and to advance ZADNA's stakeholder engagement efforts.</p> <p>The campaigns enabled ZADNA to brand In and outside the venues, and exhibition platform to enable two-way communication with the audience; attain key stakeholder contacts and engage entrepreneurs about .za online presence for their business and to create an opportunity for future .za Registrar-Reseller training within the area.</p> <p>za Awareness workshop at Sol Plaatjie University The event was organised by SimSciex Technologies and was their launch of Digital Futures Fellowship programme.</p>		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The event took place at Sol Plaatje University, Kimberley, Northern Cape on the 15th of August 2024. Through this campaign ZADNA interacted with 34 people. The outreach allowed ZADNA to maximise brand visibility and enabled the authority to educate the public about ZADNA's role and its mandate. ZADNA interacted with 34 people through this workshop.</p> <p>Q3</p> <p>During Q3, a total of 5 .za Awareness Outreach Campaigns were executed.</p> <p>ZADNA embarked on .za awareness campaigns in a form of outreach events that aim to create brand visibility and awareness of the .za brand and to advance ZADNA's stakeholder engagement efforts.</p> <p>The campaigns enabled ZADNA to brand in and outside the venues, and exhibition platform to enable two-way communication with the audience; attain key stakeholder contacts and engage entrepreneurs about .za online presence for their business and to create an opportunity for future .za Registrar-Reseller training within the area.</p> <p>.za awareness at the Jobs4Billions Exhibition</p> <p>The event took place at Sefako Makgato Health University in the Tshwane Metropolitan Municipality</p> <p>Through this event, ZADNA was able to:</p> <ul style="list-style-type: none"> • To educate the audience about ZADNA, its role, and its mandate • Create awareness about the importance of online presence. • Communicate the importance of registering a .za domain name and domain renewal <p>Through this engagement, ZADNA interacted with 40 individuals.</p> <p>za Awareness the Eco Girls 3rd Intergenerational Dialogue</p> <p>Eco Girls organised the event: The event took place at Klerksdorp in the Dr Kenneth Kaunda District Municipality.</p> <p>Through this campaign ZADNA interacted with 40 people.</p> <p>The event took place on the 10th of October 2024.</p> <p>ZADNA interacted with 40 people through this exhibition.</p> <p>.za awareness workshop at the 3rd Intergenerational Dialogue</p>		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The awareness workshop formed part of the second-day activity at the 3rd Intergenerational Dialogue with Eco Girls.</p> <p>The event took place on the 11th of October 2024 in the Dr Kenneth Kaunda District Municipality</p> <p>60 people attended the workshop.</p> <p>.za awareness exhibition at the Government Exhibition Day</p> <p>As part of the Presidential Imbizo build-up activities, the Presidency arranged a government exhibition day for all government entities to engage members of the public.</p> <p>ZADNA took advantage of the opportunity and engaged community members in the eThekweni Metropolitan Municipality in KwaZulu Natal.</p> <p>Through this campaign, ZADNA reached and interacted with 27 people.</p> <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate the public about ZADNA's role and its mandate ZADNA interacted with 40 people through this exhibition.</p> <p>za awareness workshop at the 3rd Intergenerational Dialogue</p> <p>The awareness workshop formed part of the second-day activity at the 3rd Intergenerational Dialogue with Eco Girls</p> <p>The event took place on the 11th of October 2024 in the Dr Kenneth Kaunda District Municipality</p> <p>60 people attended the workshop.</p> <p>.za awareness exhibition at the Government Exhibition Day</p> <p>As part of the Presidential Imbizo build-up activities, the Presidency arranged a government exhibition day for all government entities to engage members of the public.</p> <p>ZADNA took advantage of the opportunity and engaged community members in the eThekweni Metropolitan Municipality in KwaZulu Natal.</p> <p>Through this campaign, ZADNA reached and interacted with 27 people.</p> <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate the public about ZADNA's role and its mandate.</p>		

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		<p>None of the 27 individuals knew who ZADNA was before attending the workshop.</p> <p>ZADNA was able to educate attendees about its role in the South African domain namespace.</p> <p>.za exhibition at the KZN Presidential Imbizo</p> <p>The event took place on the 5th of November 2024 in the eThekweni Metropolitan Municipality.</p> <p>Through this exhibition, ZADNA interacted with 35 people and engaged members of the public and educate them about its role in the South African domain namespace.</p> <p>The .za Public Outreach Campaign successfully engaged with various communities in South Africa, raising awareness about the benefits of using the .za domain and encouraging local businesses and individuals to establish a strong online presence. The workshops and exhibition received positive feedback and generated interest in the .za domain, contributing to its popularity and uptake in the country.</p> <p>ZADNA Reached three (3) district municipalities through outreaches, namely the Tshwane Metropolitan Municipality, Dr Kenneth Kaunda District Municipality, and the eThekweni Metropolitan Municipality.</p> <p>In the third of the 2024/25 financial year, ZADNA reached a physical audience of 205 people. With the demographics below:</p> <p>Gender:</p> <table border="1" data-bbox="486 1326 1134 1364"> <tr> <td>Male: 65</td> <td>Female: 140</td> </tr> </table> <p>Ethnicity:</p> <table border="1" data-bbox="486 1426 1134 1619"> <tr> <td>African:</td> <td>205</td> </tr> <tr> <td>Coloured:</td> <td>0</td> </tr> <tr> <td>White:</td> <td>0</td> </tr> <tr> <td>Indian:</td> <td>0</td> </tr> <tr> <td>Other:</td> <td>0</td> </tr> </table> <p>Age Group:</p> <table border="1" data-bbox="486 1677 1134 1785"> <tr> <td>16-24-Year olds:</td> <td>25-34-Year olds:</td> <td>Over 35-Year olds:</td> <td>Over 61</td> </tr> <tr> <td>64</td> <td></td> <td></td> <td></td> </tr> </table> <p>Disabled: 0</p> <p>In the third quarter of the 2024/25 Financial year ZADNA implemented a media campaign to promote the renewal of .za domains. The activities included online coverage in various online articles and sponsored social media posts.</p>	Male: 65	Female: 140	African:	205	Coloured:	0	White:	0	Indian:	0	Other:	0	16-24-Year olds:	25-34-Year olds:	Over 35-Year olds:	Over 61	64					
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		<p>ZADNA also received a considerable amount of news coverage for other activities such as the .za Awards and the launch of the Digital Regulators’ Forum.</p> <p>Online Publications on the launch of the Digital Regulators’ Forum</p> <p>Overview: - ZADNA in collaboration with the Film and Publications Board (FPB), the Independent Communications Authority of South Africa (ICASA), and the Information Regulator released a joint media statement to announce the launch of the Information, Technology, and Media Regulators Forum of South Africa.</p> <p>The press release was published in eight (8) different online publications.</p> <p>The estimated total reach was 1,859,937</p> <p>Links:</p> <ul style="list-style-type: none"> • https://www.itweb.co.za/article/sa-regulators-band-together-to-reduce-overlapping-efforts/GxwQDq1DzoGMIPVo • https://techpoint.africa/2024/10/13/icasa-regulators-streamline-digital-regulation/ • https://mybroadband.co.za/news/government/564935-south-africas-tech-regulators-team-up.html • https://www.connectingafrica.com/regulation/sa-s-media-ict-regulators-unite-to-streamline-policies • https://www.itweb.co.za/article/regulatory-executives-expose-digital-tech-woes/G98YdqLG8wgMX2PD • https://www.telecompaper.com/news/icasa-starts-media-watchdog-forum-with-ZADNA-information-regulator-and-film-publication-board--1515071 • https://techreviewafrica.com/public/news/1770/information-communication-technologies-and-media-regulators-forum-launched-in-south-africa • https://www.wearetech.africa/en/fils-uk/news/tech/south-africa-regulators-form-coalition-to-better-manage-the-digital-sector <p>za Awards Publications Objective - To raise awareness on the .za award</p> <p>Q4</p> <p>In the fourth quarter, ZADNA executed a total of 9 .za Awareness Campaigns, including 8 Outreach campaigns and 1 social media campaign.</p> <p>Outreaches: The digital economy is an essential driver of South Africa’s socio-economic development. As the administrator of the .za namespace, ZADNA plays a pivotal role in enabling South Africans to have secure and trusted digital</p>		

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		<p>identities. The entity's mandate extends beyond regulation, it also includes the promotion of digital literacy, responsible online behaviour, and increased participation in the digital economy.</p> <p>In support of this mandate, the PR and Marketing Department implemented a strategic public awareness campaign in Quarter 4 of the 2024/25 financial year, aligned to the Annual Performance Plan</p> <p>(APP) Key Performance Indicator (KPI): Empowered Communities.</p> <p>In the fourth quarter of the 2024/25 financial year, ZADNA participated in eight (8) outreach activities in five (5) different provinces to raise awareness about the .za brand and various programmes offered by ZADNA. Through these engagements, ZADNA interacted with 412 individuals.</p> <p>The objectives of the campaign were to:</p> <ul style="list-style-type: none"> • Educate South African citizens, especially learners and marginalized communities, about domain name registration, renewal, and online safety. • Strengthen the positioning of the .za namespace as South Africans preferred and trusted domain choice. • Broaden engagement and foster long-term partnerships. <p>Contribute to digital inclusion by bridging information gaps in rural and underserved communities.</p> <p>.za awareness workshop at Ekuphumleni Primary School</p> <p>The event occurred at Ekuphumleni Primary School in the Sarah Baartman District Municipality, Eastern Cape. This was a rural school.</p> <p>The event took place of the 16th of January 2025.</p> <p>Through this event, ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about ZADNA, its role, and its mandate. • Create awareness about the importance of online presence. • Increase visibility of the ZADNA brand. <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate school learners about its role and mandate. ZADNA was also able to educate students about online safety.</p> <p>za Awareness exhibition and branding at Jim Mvabasa The event took place at Jim Mvabasa Senior Secondary School in the Buffalo City Metropolitan Municipality, Eastern Cape.</p>		

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		<p>The event took place on the 17th of January 2025.</p> <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate school learners about its role and mandate. ZADNA was also able to educate students about online safety.</p> <p>The programme was attended by approximately 250 people, encompassing school learners, traditional leaders, project partners, sponsors, and government and municipal leaders. .za awareness exhibition at Meyerton Secondary School</p> <p>The event took place on the 31st of January 2025. at Meyerton Secondary School in the Sedibeng District Municipality, Gauteng . Through this campaign,. ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about. ZADNA, its role, and its mandate • Create awareness about the importance of online presence. • Communicate the importance of registering a .za domain name. • Educate learners about issues of online safety. • Increase visibility of the. ZADNA brand • . ZADNA interacted with 108 people through this activity. <p>za awareness exhibition at Oakland High School Cyberlab Launch</p> <p>The event took place at Oakland High School in the City of Cape Town Metropolitan Municipality, Western Cape.</p> <p>The event took place on the 4th of February 2025.</p> <p>Through this campaign, ZADNA reached and interacted with 37 people who were predominantly Grade 11 and 12 learners.</p> <p>Through this engagement, ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about ZADNA, its role, and its mandate • Create awareness about the importance of online presence. • Communicate the importance of registering a .za domain name. • Educate learners about issues of online safety. • Increase visibility of the ZADNA brand. <p>The exhibition allowed ZADNA to interact with an audience made up of predominantly school learners. ZADNA was able to educate the audience about its mandate and was able to communicate the importance of ethical online behaviour and online safety.</p>		

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		<p>Of the 37 interactions, none of them were aware of ZADNA and its mandate, while only 1 was aware of what a domain is. The table below summarizes attendees' knowledge of the domain namespace.</p> <p>za Awareness Workshop and Exhibition at Eldorado Career Expo.</p> <p>The event took place at Don Mateman Civic Centre, Eldorado Park in the City of Johannesburg Metropolitan Municipality, Gauteng Province.</p> <p>Through this exhibition, ZADNA interacted with 59 people.</p> <p>Through this exhibition, the authority was able to engage members of the public and educate them about its role in the South African domain namespace.</p> <p>Through this engagement ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about ZADNA, its role, and its mandate • Create awareness about the importance of online presence. • Communicate the importance of registering a .za domain name. • Educate learners about issues of online safety. <p>Business Solution Exhibition at Buy Local Expo</p> <p>This two-day expo took place on 17 and 18 March 2025.</p> <p>The event took place at the Sandton Convention Centre in the City of Johannesburg Metropolitan Municipality, Gauteng Province.</p> <p>Proudly South African hosted the event, which was their annual Buy Local Expo.</p> <p>ZADNA had an opportunity to maximise brand visibility during the programme.</p> <p>The attendees were mostly School learners and unemployed youth.</p> <p>Outcomes</p> <p>The Business Solutions Exhibition successfully empowered attendees with the knowledge and tools needed to register and manage .za domains. Participants gained a clear understanding of the domain registration process, including the steps to secure a .za domain and the importance of timely renewals. This exercise encouraged businesses to establish a stronger digital presence, enhancing their credibility and visibility within the South African market. The exhibition also highlighted the benefits of choosing a .za domain, positioning it as a trusted and preferred option for local businesses.</p>		

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		<p>All the attendees ZADNA have interacted with have email addresses, although only 2 of them use .za. Most of them were aware of what a domain is and knew the difference between a .za and a .com. The table below summarises attendees' knowledge of the South African domain namespace.</p> <p>za Awareness Exhibition at Setumo Secondary School</p> <p>This outreach activity took place on March 28, 2025</p> <p>The event occurred at Setumo Secondary School in the Ngaka Modiri Molema District Municipality, North-West.</p> <p>The event was organised by the Department of Communications and Digital Technologies.</p> <p>The outreach program engaged both school learners and community members.</p> <p>ZADNA had an opportunity to maximise brand visibility during the programme.</p> <p>The exhibition provided ZADNA with an opportunity to engage with an audience primarily composed of school learners. It served as a platform to educate them about ZADNA's mandate, emphasize the importance of ethical online behaviour and online safety, and share insights into the DNS industry, including various career paths that support it.</p> <p>The .za Public Outreach Campaign successfully engaged with various communities in South Africa, raising awareness about the benefits of using the .za domain and encouraging local businesses and individuals to establish a strong online presence. The workshops and exhibition received positive feedback and generated interest in the .za domain, contributing to its popularity and uptake in the country.</p> <p>The district municipalities reached were Sarah Baartman District Municipality, Buffalo City Metropolitan Municipality, Sedibeng District Municipality, Cape Town Metropolitan Municipality, Johannesburg Metropolitan Municipality, Ngaka Modiri Molema District Municipality, and Ehlanzeni District Municipality.</p> <p>The Quarter 4 Public Awareness Campaign made a strategic.</p> <p>In the fourth quarter, ZADNA executed a total of 9 .za Awareness Campaigns, including 8 Outreach campaigns and 1 social media campaign.</p> <p>Outreaches:</p> <p>The digital economy is an essential driver of South Africa's socio-economic development. As the administrator of the .za namespace, ZADNA plays a pivotal role in enabling South Africans to have secure and trusted digital identities. The</p>		

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		<p>entity's mandate extends beyond regulation, it also includes the promotion of digital literacy, responsible online behaviour, and increased participation in the digital economy.</p> <p>In support of this mandate, the PR and Marketing Department implemented a strategic public awareness campaign in Quarter 4 of the 2024/25 financial year, aligned to the Annual Performance Plan</p> <p>(APP) Key Performance Indicator (KPI): Empowered Communities.</p> <p>In the fourth quarter of the 2024/25 financial year, ZADNA participated in eight (8) outreach activities in five (5) different provinces to raise awareness about the .za brand and various programmes offered by ZADNA. Through these engagements, ZADNA interacted with 412 individuals.</p> <p>The objectives of the campaign were to:</p> <ul style="list-style-type: none"> • Educate South African citizens, especially learners and marginalised communities, about domain name registration, renewal, and online safety. • Strengthen the positioning of the .za namespace as South Africans preferred and trusted domain choice. • Broaden engagement and foster long-term partnerships. • Contribute to digital inclusion by bridging information gaps in rural and underserved communities. • .za awareness workshop at Ekuphumleni Primary School <p>The event occurred at Ekuphumleni Primary School in the Sarah Baartman District Municipality, Eastern Cape. This was a rural school.</p> <p>The event took place of the 16th of January 2025.</p> <p>Through this event, ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about ZADNA, its role, and its mandate. • Create awareness about the importance of online presence. • Increase visibility of the ZADNA brand. <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate school learners about its role and mandate. ZADNA was also able to educate students about online safety.</p> <p>.za Awareness exhibition and branding at Jim Mvabasa</p> <p>The event took place at Jim Mvabasa Senior Secondary School in the Buffalo City Metropolitan Municipality, Eastern Cape. The event took place on the 17th of January 2025.</p> <p>The workshop allowed ZADNA to maximise brand visibility and enabled the authority to educate school learners about its role and mandate. ZADNA was also able to educate students about online safety.</p>		

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		<p>The programme was attended by approximately 250 people, encompassing school learners, traditional leaders, project partners, sponsors, and government and municipal leaders.</p> <p>.za awareness exhibition at Meyerton Secondary School</p> <p>The event took place at Meyerton Secondary School in the Sedibeng District Municipality, Gauteng on the 31st of January 2025.</p> <p>Through this campaign, ZADNA was able to:</p> <ul style="list-style-type: none"> Educate the audience about ZADNA, its role, and its mandate, create awareness about the importance of online presence, communicate the importance of registering a .za domain name, educate learners about issues of online safety and increase visibility of the ZADNA brand. ZADNA interacted with 108 people through this activity. <p>.za awareness exhibition at Oakland High School Cyberlab Launch</p> <p>The event took place at Oakland High School in the City of Cape Town Metropolitan Municipality, Western Cape on the 4th of February 2025. Through this campaign, ZADNA reached and interacted with 37 people who were predominantly Grade 11 and 12 learners. Through this engagement, ZADNA was able to educate the audience about ZADNA, its role and its mandate and create awareness about the importance of online presence.</p> <p>Communicate the importance of registering a .za domain name.</p> <p>Educate learners about issues of online safety.</p> <p>Increase visibility of the ZADNA brand.</p> <p>The exhibition allowed ZADNA to interact with an audience made up of predominantly school learners. ZADNA was able to educate the audience about its mandate and was able to communicate the importance of ethical online behaviour and online safety.</p> <p>Of the 37 interactions, none of them were aware of ZADNA and its mandate, while only 1 was aware of what a domain is. The table below summarizes attendees' knowledge of the domain namespace.</p> <p>.za Awareness Workshop and Exhibition at Eldorado Career Expo.</p> <p>The event took place at Don Mateman Civic Centre, Eldorado Park in the City of Johannesburg Metropolitan Municipality, Gauteng Province.</p> <p>Through this exhibition, ZADNA interacted with 59 people.</p>		

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		<p>Through this exhibition, the authority was able to engage members of the public and educate them about its role in the South African domain namespace.</p> <p>Through this engagement ZADNA was able to:</p> <ul style="list-style-type: none"> • Educate the audience about ZADNA, its role, and its mandate • Create awareness about the importance of online presence. • Communicate the importance of registering a .za domain name. • Educate learners about issues of online safety <p>Business Solution Exhibition at Buy Local Expo</p> <p>This two-day expo took place on 17 and 18 March 2025.</p> <p>The event took place at the Sandton Convention Centre in the City of Johannesburg Metropolitan Municipality, Gauteng Province.</p> <p>Proudly South African hosted the event and was their annual Buy Local Expo.</p> <p>ZADNA had an opportunity to maximise brand visibility during the programme.</p> <p>The attendees were mostly School learners and unemployed youth.</p> <p>Outcomes</p> <p>The Business Solutions Exhibition successfully empowered attendees with the knowledge and tools needed to register and manage .za domains. Participants gained a clear understanding of the domain registration process, including the steps to secure a .za domain and the importance of timely renewals. This exercise encouraged businesses to establish a stronger digital presence, enhancing their credibility and visibility within the South African market. The exhibition also highlighted the benefits of choosing a .za domain, positioning it as a trusted and preferred option for local businesses.</p> <p>All the attendees ZADNA have interacted with have email addresses, although only 2 of them use .za. Most of them were aware of what a domain is and know the difference between a .za and a .com. The table below summarises attendees' knowledge of the South African domain namespace.</p> <p>za Awareness Exhibition at Setumo Secondary School</p> <p>This outreach activity took place on March 28, 2025</p> <p>The event occurred at Setumo Secondary School in the Ngaka Modiri Molema District Municipality, North-West.</p> <p>The event was organised by the Department of Communications and Digital Technologies.</p>		

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		<p>The outreach program engaged both school learners and community members.</p> <p>ZADNA had an opportunity to maximise brand visibility during the programme.</p> <p>The exhibition provided ZADNA with an opportunity to engage with an audience primarily composed of school learners. It served as a platform to educate them about ZADNA's mandate, emphasize the importance of ethical online behaviour and online safety, and share insights into the DNS industry, including various career paths that support it.</p> <p>The .za Public Outreach Campaign successfully engaged with various communities in South Africa, raising awareness about the benefits of using the .za domain and encouraging local businesses and individuals to establish a strong online presence. The workshops and exhibition received positive feedback and generated interest in the .za domain, contributing to its popularity and uptake in the country.</p> <p>The district municipalities reached were Sarah Baartman District Municipality, Buffalo City Metropolitan Municipality, Sedibeng District Municipality, Cape Town Metropolitan Municipality, Johannesburg Metropolitan Municipality, Ngaka Modiri Molema District Municipality, and Ehlanzeni District Municipality.</p> <p>The Quarter 4 Public Awareness Campaign made a strategic and measurable contribution to promoting digital inclusion and responsible online behaviour in South Africa. By directly engaging over 400 members of the community and indirectly reaching an additional 2 800 individuals, ZADNA advanced its mandate to foster a secure and trusted local digital environment</p> <p>Below is a breakdown of the demographics:</p> <p>Gender:</p> <table border="1" data-bbox="491 1503 1139 1541"> <tr> <td>Male: 160</td> <td>Female: 252</td> </tr> </table> <p>Ethnicity:</p> <table border="1" data-bbox="491 1603 1139 1794"> <tr> <td>African:</td> <td>370</td> </tr> <tr> <td>Coloured:</td> <td>41</td> </tr> <tr> <td>White:</td> <td>1</td> </tr> <tr> <td>Indian:</td> <td>0</td> </tr> <tr> <td>Other:</td> <td>0</td> </tr> </table> <p>Age Group:</p> <table border="1" data-bbox="491 1861 1139 1966"> <tr> <td>15 Years and Younger:</td> <td>16-24-Year olds:</td> <td>25-34-Year olds:</td> <td>Over 35-Year olds:</td> </tr> <tr> <td>63</td> <td>303</td> <td>12</td> <td>34</td> </tr> </table> <p>Disabled: 5</p>	Male: 160	Female: 252	African:	370	Coloured:	41	White:	1	Indian:	0	Other:	0	15 Years and Younger:	16-24-Year olds:	25-34-Year olds:	Over 35-Year olds:	63	303	12	34		
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		<p>In the fourth quarter of the 2024/25 Financial year ZADNA implemented a digital media campaign to promote the registration of .za domains. The activities sponsored social media posts.</p> <p>Social Media Promotions:</p> <p>Platforms: Facebook, Instagram, LinkedIn, and YouTube</p> <p>Objective: To promote the registration of .za domains</p> <p>Content: A social media campaign that promotes the adoption of .za domain names.</p> <p>Engagement: Audio-visual content to increase brand reach and encourage engagement through likes, shares and prompt queries/inquiries.</p> <p>Campaign Duration: January 2025 - 31 March 2025 Results: Increased social media followership, reach, and engagement rate.</p> <p>Budget: R10,000</p> <p>Reach: 292 449</p> <p>Media Coverage:</p> <p>In March 2025, the .co.za second-level domain (SLD) garnered three (3) media coverage following service disruptions affecting co.za. The last two (2) media coverages occurred after ZADNA issued an official media statement addressing the issue. ZADNA was also mentioned in two articles where an employee was nominated for an industry award. On March 30, industry publication My Broadband published a comparison on .co.za domain prices from different suppliers, earning ZADNA and its commercial SLD a positive and critical free media mention. Overall, these media mentions were viewed an estimated 6,608,420 times. The Newsclip Media Monitoring platform generated estimations, which enables ZADNA to track and estimate reach for every media mention. In total, we have reached 295 249 people globally through awareness campaigns, and overall 6 903 669 including media mentions.</p>		
<p>Three (3) strategic partnership agreements were signed</p>		<p>ZADNA achieved the target by concluding a total of three strategic partnerships. Below is the partnership agreement that were signed.</p> <p>Q1</p> <p>During Q1 ZADNA concluded a strategic partnership agreement with Simsciex Technologies in Q1 of the 2024/25 FY.</p> <ul style="list-style-type: none"> • Period of the agreement: May 2024 - April 2027 • Agreement Type: 		

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		<p>Memorandum of Agreement</p> <p>Focus:</p> <ul style="list-style-type: none"> The focus of the MoA with Simsciex Technologies centres on creating a collaborative ecosystem that grows the .za domain and ensures a consistent pipeline of highly skilled professionals transitioning from tertiary education to the industry. Addressing the lack of ICT access in the Northern Cape’s education system by providing beneficiaries with skills development, empowerment, resource acquisition, website security training, and entrepreneurship skills. Using the acquired skills to develop the beneficiaries’ own local, continental, or global platforms that can create thousands of more jobs in the country. <p>Q2</p> <p>During Q2 ZADNA concluded a strategic partnership agreement with Deviare in Q2 of the 2024/25 FY.</p> <ul style="list-style-type: none"> Period of the agreement: August 2024 - July 2027 Agreement Type: Memorandum of Understanding <p>Focus:</p> <ul style="list-style-type: none"> Work together to provide technology capacity-building solutions to advance digital transformation and technology innovation as pivotal factors for business growth. <p>Expand cooperation and exchange ideas in areas of mutual interest relating to bridging the digital divide by providing ICT-related training and opportunities to previously disadvantaged groups, including the youth, women, and people with disabilities in South African communities.</p> <p>Q3</p> <p>During Q3 ZADNA entered into a partnership agreement with the BBB-EE Council in which will see to:</p> <ul style="list-style-type: none"> Provision of general ICT Support by ZADNA as and when needed; Facilitating the domain name transfer, website redesign and hosting on behalf of the Council; Provision of a free version of the O365 product to the Council; and Provision of personal computing devices to the Council, and The sharing of industry data within the confines of the relevant and governing legislation. <p>The Agreement is for 3 years ending in October 2027. ZADNA entered into a partnership agreement with the Bakoena Ba Mopeli Traditional Authority which will see to:</p> <ul style="list-style-type: none"> ZADNA providing the Traditional Authority with a designated domain name; Provision of a website for the Traditional Authority; 		

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ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<ul style="list-style-type: none"> • Training for the designated representatives of the Traditional Authority to provide first-hand support in using and navigating the website. • Support for programmes implementation for the youth in the communities. <p>The Agreement is for 3 years ending in November 2027.</p> <p>Q4</p> <p>For Q4, ZADNA assessed the performance of 3 of its existing strategic partnerships. A consideration was made for 3 partnerships that were concluded for the second cycle after having terminated in the first cycle.</p> <p>The intention was to establish whether post the different phases of renewal, there are notable milestones achieved and in the event that there were challenges, how they could be mitigated.</p> <p>The three reviewed partnerships were with:</p> <ul style="list-style-type: none"> • National Electronic Media Institute Of South Africa (NEMISA); • Media, Information and Communication Technologies Sector Education and Training Authority (MICT SETA), and ; • Film and Publication Board of South Africa (FPB). <p>All three strategic partnerships have demonstrated varying degrees of success in achieving their stated objectives. Key factors contributing to success include precise alignment of goals, leveraging complementary strengths, and effective communication.</p>		
<p>5 research studies conducted and published</p>		<p>ZADNA achieved the target by conducting three research studies. Below are the activities during the quarter.</p> <p>Q1</p> <p>During Q1 ZADNA conducted and published a research study with the topic:</p> <p>DNS caching and its impact on network performance and latency.</p> <p>This research aims to delve into the intricacies of DNS caching and its direct correlation with network efficiency. Moreover, the objective of the study research will contribute to a deeper understanding of the role of DNS caching in shaping network dynamics.</p> <p>Recommendations for ZADNA: Several recommendations are made, given the significance of DNS caching in network performance. ZADNA is pertinent:</p>		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<ol style="list-style-type: none"> 1. Enhance Local Caching Capabilities: Investing in regionally distributed caching recursive servers, ZADNA can minimize network path distances and reduce local users' latency (Hu et al., 2014). Geolocation-based redirection can ensure that user queries are handled by the nearest available resolver with a relevant cache. 2. Optimise Cache Expiry Periods: Careful configuration of Time to Live (TTL) values for DNS records determines the balance between dynamic update needs and latency reduction. While longer TTLs may reduce the frequency of updates, they can ensure prolonged cache availability, preserving reduced resolution times (Singanamalla, 2018). 3. Monitoring and Analysis: Implement ongoing monitoring of cache hit ratios and latency metrics to identify potential performance bottlenecks. Real-time analytics can facilitate proactive adjustments to caching strategies, addressing performance dips swiftly (Claise, 2013). 4. Educate Stakeholders: Provide guidelines and educational resources to domain registrars and web hosting providers ZADNA umbrella to adopt best practices in DNS caching. This can include advising on TTL values, record management, and the implications for web services performance. 5. Collaborate with ISPs: Foster partnerships with internet service providers to enhance recursive resolver performance through collaborative caching schemas. Coordinated efforts can lead to shared benefits in reduced latency and scaled-down DNS traffic. <p>Q2</p> <p>During Q2 ZADNA conducted and published two research reports in Q2 of the 2024/25 FY. The reports were on:</p> <ul style="list-style-type: none"> • Ensuring Child Online Safety in The Digital Age: A Case Study of Moshate Village, Limpopo <p>Focus:</p> <ul style="list-style-type: none"> • The report examined ZADNA's contribution and importance of balancing children's online safety with the freedom to explore the internet's educational benefits. <p>Recommendations:</p> <ul style="list-style-type: none"> • Facilitate digital literacy education through cyber safety programmes. • Ensure parental support in monitoring children's online activities. • Conduct Law Enforcement Training on handling DNS abuse and online exploitation incidences; and • Stakeholder collaboration to create awareness on child online safety. 		

OUTCOME NO 2

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Second Research.</p> <p>Management has conducted research on the key considerations for advancing ZADNA, investigating challenges and solutions for load balancing in highly distributed systems. The research focused on research methodology for investigating challenges and solutions for load balancing in highly distributed systems.</p> <p>Q3</p> <p>During Q3 ZADNA:</p> <ul style="list-style-type: none"> • Analysing the Impact of DNS propagation delays on website availability and user experience. • The study focused on the introduction of DNS propagation and an analysis of its impact on website availability and user experience. The analysis further highlights its significance within the framework of the internet. • It also considered the factors influencing DNS propagation, further outlining the findings regarding the technicalities and policy considerations. It thereafter sets out the mitigations to the delays and provides recommendations to adopt as strategies to safeguard against the adverse effects of the delays. • A summary of the recommendations is: <ul style="list-style-type: none"> » Increased Security Awareness. » Streamline of DNS propagation. » Incorporating multiple DNS servers. » Regular Performance Audits. » Stakeholder Education. » Investing in advanced DNS technologies; and » Transparent Communication on propagation times. <p>Q4</p> <ul style="list-style-type: none"> • ZADNA researched the Trademark Legal Implications of Origin Indicators For Country-Code Domain Names: A Case Of South Africa. • The study focused on the inter-relation between trademarks as set out by the South African law and the .za ccTLD. • It highlighted the importance of trademarks, the viability of registration of ccTLDs, registration of ccTLDs alongside SLDs, the legal conflicts surrounding trademark registrations and the legal recourse available in such instances. • The recommendations from the research are summarised as follows: <ul style="list-style-type: none"> » Proactive monitoring of domain names. » Continuous consumer education. » Registration of trademarks with geographical elements; and » Enhanced collaboration with intellectual property organisations. 		

OUTCOME NO 2				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
9000 Public Schools domain names registered		<p>ZADNA achieved the target by registering 6503 domain name public schools. Below are the activities.</p> <p>Q1 During Q1 ZADNA registered 2 503 domain names public schools during Q1.</p> <p>The following is a breakdown of the activities for this target:</p> <ul style="list-style-type: none"> • 409 Domains from Gauteng Province Domain and 2 094 from Limpopo Province <p>Q2 During Q2 ZADNA Registered 2 506 domain names public schools.</p> <ul style="list-style-type: none"> • 275 Limpopo - 2 225 Western Cape - 1 KZN <p>Q3 During Q3 ZADNA Registered 1 500 domain names public schools. This outcome was met for the third quarter of the current FY. The registrations were done as follows:</p> <ul style="list-style-type: none"> • 18 Domains from Limpopo Province • 178 Domain from Eastern Cape Province • 779 Domain from Mpumalanga Province • 525 Domain from Domain from Northwest Province <p>Q4 During Q4 of 2024/25, ZADNA registered a total of 2 509 domain names. The target of Q4 was 2 500 school.za registered domain names. The following is a breakdown of the activities for this target:</p> <ul style="list-style-type: none"> • 2 507 Domain from Eastern Cape Province • 1 Domain from Mpumalanga Province • 1 Domain from Northwest Province <p>Total domain names registered for Q4 2024/25 = 2 509</p>		

OUTCOME NO 3				
ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
ENGAGED STAKEHOLDERS				
14 Internet Governance engagements conducted		<p>ZADNA achieved the target by conducting 24 internet Governance engagements. Below are the activities.</p> <p>Q1 For Q1, ZADNA achieved an overall Five (5) internet Governance activities as follows:</p> <p>18 - 19 April 2024 - ZADNA presented at the 2024 National Aviation Conference (NAC) held at the CSIR Convention</p>		

OUTCOME NO 3

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Centre in Pretoria, Gauteng. The presentation focused on the impact of cybersecurity in aviation, addressing several critical areas. It also highlighted the cybersecurity challenges and how the industry navigates this complex environment. The event saw more than 100 attendees.</p> <p>25 April 2024 - ZADNA participated at the Girls in ICT Event held at the Unity Secondary School in Daveyton, Gauteng. ZADNA engaged the scholars on online safety, providing a platform for young girls to share their unique experiences of discrimination and objectification online. This engagement was crucial for the participants' empowerment, fostering a safer and more inclusive online environment. The event saw more than 50 attendees, all of which were female.</p> <p>30 April 2024 - ZADNA participated in the Cybersecurity Public lecture organised by the Department of Computer Science at the University of Limpopo. ZADNA's presentation focused on cybersecurity measures implored by the domain name industry in South Africa, drawing reference from promulgated and institutionalised cybersecurity legislation. It also highlighted the importance of understanding organisational context, as not all cybersecurity applies in all organisations. The Lecture was attended by 62 attendees, 41 of which were female.</p> <p>11 June 2024 - ZADNA presented during the ccNSO session at the #ICANN80 in Kigali, Rwanda. The presentation was on the .za Schools Digitisation Project to ensure learners build and mature their digital presence, leveraging domain names as platforms for teaching and learning.</p> <p>17 - 21 June 2024 - Participation at the Soweto Youth Expo at the Jabulani Safe Hub in Soweto. The presentation invited attendees to participate in the School of Internet Governance, which aims to provide extensive training on internet Governance to individuals from various sectors.</p> <p>Q2 For Q2, ZADNA achieved an overall Four (4) internet Governance activities as follows:</p> <p>01 - 04 July 2024 - ZADNA participated at the 2024 Global Symposium for Regulators held at Kampala, Uganda. The presentation focused on South Africa's interventions in ensuring enhanced use of transformative technologies. The event saw more than 800 attendees.</p> <p>23 July 2024 - ZADNA participated at the Google Accelerate AI in Action event held in Cape Town. The presentation focused on how domain names have become more than just internet addresses. They are now essential for branding, attracting customers, and online security. The event saw 144 attendees, 76 of which were female.</p>		

OUTCOME NO 3

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>12 - 16 August 2024 - ZADNA participated at the 3rd & Final Preparatory Meeting for WTSA-24 aimed to give African States a platform to set out a collective position on the various ITU resolutions to be discussed at the World Telecommunication Standardization Assembly 2024. ZADNA focused on cybersecurity measures and the discussion on the modification of resolution 69 on the transition from IPv4 to IPv6. The event was attended by over 150 participants.</p> <p>27-28 August 2024 - ZADNA presented on the .za Schools Digitisation Project at the 5th Annual eLearning Summit held in Eastern Cape. The presentation focused on the shared goal of enhancing digital education within South Africa, particularly in underserved communities. The event was attended by 52 participants, 28 of which were female.</p> <p>Q3 For Q3, ZADNA achieved an overall Eight (8) internet Governance activities as follows:</p> <p>01 - 03 October 2024- ZADNA hosted the South African School of Internet Governance held in Sandton to empower individuals from varied sectors, backgrounds, and age groups on:</p> <ul style="list-style-type: none"> • Mastering the Understanding of internet Governance & Inclusive Policy Participation • Shaping an Informed & Diverse IG Landscape in South Africa & Beyond; and • The Business Dimension of IG - Future Challenges & Perspectives. <p>The event was attended by 43 physical attendees, 25 female and 90% youth between the ages of 18-35.</p> <p>01 - 03 October 2024 - ZADNA in partnership with GirlHype, ISOC SA and the Durban University of Technology held hosted remote hubs hosted in Cape Town central, Soweto and Durban central for virtual attendance of the ZASIG. The hubs saw 96 attendees, 67 of which were female, 87.3% youth between the ages of 18 and 35.</p> <p>15 - 24 October 2024 - ZADNA participated at the World Telecommunication Standardization Assembly (WTSA-24) in New Delhi, India, aimed to contribute to the introduction of new Resolutions and modification of existing Resolutions for the WTSA to adopt at country level. ZADNA's focused on cybersecurity measures and the discussion on the modification of resolution 69 on the transition from IPv4 to IPv6. The event was attended by over 2000 participants.</p> <p>25-26 October 2024 - ZADNA participated at the MICTSETA-VUT Research Chair and Expo event. The event showcased ongoing research in generative AI and collaborative projects between academia and industry. The event was attended by 75 participants, 43 of which were female, 35% youth between 18-35 years.</p>		

OUTCOME NO 3

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>29 October 2024 - ZADNA presented at the Stakeholder Roundtable on Artificial Intelligence in Sub-Saharan Africa held in Gauteng, Sandton. ZADNA provided insights on AI use cases barriers, and policy recommendations across critical sectors such as Education, Agriculture, Health, and SME Enablement. The event was attended by 55 participants, 26 of which were female, 15% youth between 18-35 years.</p> <p>11-14 November 2024 - ZADNA participated at the Africa Tech Festival in a session on Nurturing Talent and Bridging the Skills Gap: Building a Future-Ready Workforce in the Age of AI. ZADNA highlighted the critical role of multi-stakeholder collaboration in establishing sustainable talent pipelines to ensure the continent is equipped to meet the demands of an evolving technological landscape. The event was held in Cape Town Central and attended by over 15, 000 attendees.</p> <p>11 November 2024 - Still at Africa Tech Festival, ZADNA presented on Educational Equity Through AI: Tools for Advancing Education in Underserved Areas. The session explored how AI-powered tools can revolutionise education delivery in underserved and rural areas by bridging gaps and providing equitable learning opportunities.</p> <p>15-19 December 2024 - ZADNA also participated in the 2024 Global Internet Governance Forum, which aimed to discuss measures to provide the knowledge and skills needed to a new generation of internet leaders to defend the internet and empower them to take action.</p> <p>Q4 For Q4, ZADNA achieved an overall Seven (7) internet Governance activities as follows:</p> <p>11 February 2025 - ZADNA engaged learners through interactive sessions at the Laerskool Doringkloof Primary School in Centurion on the role of domain names in digital identity and safe internet navigation. ZADNA also contributed to panel discussions to equip children with the knowledge and resilience to respond to online risks and threats. The event was attended by 125 learners, 73 which were female.</p> <p>28 February 2025 - ZADNA sensitised participants of the Career Expo in Eldorado Park about the work opportunities in domain namespace and internet governance, highlighting career prospects in the ICT field, especially in cybersecurity, internet policy, and digital innovation. 120 attendees were engaged, 47 of which were male, 98.3% youth between the ages of 15 and 34.</p> <p>07 March 2025 - ZADNA participated at the CIRA Technical Community Summit in discussions that explored practical ways to evolve the current internet governance ecosystem.</p>		

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ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The dialogue also focused on ensuring that voices from the Global South—particularly African stakeholders—are integrated meaningfully and equitably as the international community prepares for the WSIS+20 Review and the implementation of the Global Digital Compact. The event was attended by 1,369 in person participants and 548 virtually.</p> <p>09-11 March 2025 - ZADNA participated in the 82 Smart Africa Meetings at the sidelines. This comprised discussion and training sessions which focused on capacity building on critical infrastructure for ccTLDs and DNS for government sovereignty. The ICANN event was attended by 1,369 in person participants and 548 virtually.</p> <p>13 March 2025 - ZADNA participated in discussions about how South Africa could enhance its national cybersecurity through the National Cybersecurity Policy Framework (NCPF), established in December 2015. The discussions were expanded to discuss emerging cyber threats and innovative defence strategies, focusing on technologies like AI, blockchain, IoT, and cloud security. The event attracted over 200 participants.</p> <p>19 March 2025 - ZADNA participated at the Intergenerational Dialogue on Digital Technologies for Gender Equality held in Johannesburg. ZADNA presented on the strategic framework of the Summit for the Future Compact, focusing on the transformative role of digital technologies in advancing gender equality and sustainable development. It further explored how innovative digital solutions, progressive policies, and collaborative partnerships can create an inclusive ecosystem where women are empowered, and gender disparities are effectively addressed. 53 participants attended this event.</p> <p>25-27 March 2025 - ZADNA participated at UNISA College of Law Conference, where it presented a paper that sought to interrogate the role and relevance of the internet Governance Forum (IGF) mandate in the context of the evolving Global Digital Compact (GDC), a key policy framework proposed under the United Nations. It critically analysed the tensions and intersections between multilateral governance approaches—typically led by state actors through intergovernmental negotiations—and multistakeholder models, which emphasize inclusive governance involving civil society, the technical community, the private sector, and academia. The event was held attended by over 100 participants.</p>		
<p>Four (4) .za Stakeholders engagement conducted</p>		<p>ZADNA achieved the target by conducting four stakeholder engagements. Below are the activities.</p> <p>Q1</p> <p>During Q1 ZADNA hosted a stakeholder Engagement on Ethical Online Behaviour where we partnered with the Soweto Youth Expo to encourage responsible digital citizenship.</p>		

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ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Engagement details</p> <ul style="list-style-type: none"> • Date: 19 June 2024 • Location: Jabulani Multi-Purpose Centre, Soweto, Gauteng Province • Description: The Youth Expo is an event aimed at empowering and engaging Youth in Gauteng through a series of discussions. ZADNA saw it fitting to have the stakeholder engagement during this time. • Outcome: The Stakeholder Engagement on Ethical online behaviour in the .za domain namespace brought together .za users to shape the future of .za through stipulating conversations about online <p>Q2</p> <p>During Q2 ZADNA could finalise the launch ZA Woman in DNS. The event has been deferred to Q3.</p> <p>Q3</p> <p>During Q3 ZADNA had an Objective: To celebrate excellence and innovation in the local domain namespace.</p> <p>Engagement details</p> <ul style="list-style-type: none"> • Date: 04 December 2024 • Location: Raddison Blu Gautrain, Sandton, Gauteng • Description: .za Awards is an annual ceremony that seeks to reward and celebrate individuals and organisations that are contributing positively to the growth of the .za domain namespace. • Outcome: The 2024 .za Awards were attended by 56 individuals representing different organisations. Attendee list Final Attendee List- Checked In.xlsx <p>The event allowed ZADNA to show appreciation to industry key players, providing 15 certifications to individuals and organisations alike.</p> <p>Conclusion</p> <p>The Q3 stakeholder engagements focused on collaborating and regularly communicating with key industry stakeholders. In line with the theme of promoting the renewal of domains, these industry players can provide insight into how to better grow the .za namespace and retain more .za users. The ICANN stakeholder breakfast as well as the .za Awards provided an opportunity for collaboration and exchange of ideas.</p> <p>Lastly, the launch of Women and Youth in DNS has been deferred to Q4, and preparations are being done.</p>		

OUTCOME NO 3

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Q4</p> <p>As part of its Quarter 4 2024/25 stakeholder engagement plan, ZADNA successfully conducted two significant engagements and actively participated in two other international engagements:</p> <ul style="list-style-type: none"> • The Launch of Women and Youth in DNS - A landmark initiative to foster inclusivity and innovation in the DNS industry. • Stakeholder Virtual Hub - A strategic platform designed to gather industry intelligence and support policy development. • ICANN82 - the Country Code Names Supporting Organisation (ccNSO) Welcome Session - This session provided progress updates on the ICANN meeting strategy review and provided discussion-enabled feedback collection from the ccTLD community. • ICANN82–ccNSO: Session with ccTLD Related Board Members–This was a key engagement in which ccNSO-appointed ICANN Board members shared their experiences and discussed pressing issues affecting the ccTLD community. 		

OUTCOME NO 4

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
EFFECTIVELY REGULATE THE DOMAIN NAMESPACE				
<p>Improve compliance baseline for Registries, Operators Administrators, Registrars and Registrants by 30%</p>		<p>ZADNA achieved the target. Below are the activities.</p> <p>Q1</p> <p>In Q1 ZADNA , undertook to develop a compliance checklist plan for the target groups in the Commercial and non-commercial SLDs. The plan highlights the following activities to take place in the 2024/25 FY: Drafting Compliance Audit/Checklist Plan endorsed by Management - Q1 OF 2024/25 FY. Registries, Operators, Administrators and Registrars Engagement - Q2 of 2024/25 FY; Compliance Audit/Checklist Plan implemented - Q3 of 2024/25 FY; Compliance Rate Report and Remedial Action Plan - Q4 of 2024/25 FY.</p> <p>Q2</p> <p>In Q2 ZADNA, held engagements with the industry key stakeholder managing the various SLDs to:</p> <ul style="list-style-type: none"> • Inform the Registry, Administrators, and Operators of the SLDs about the compliance reassessment feedback conducted in Q4 of the previous financial year (FY) and ZADNA's intention to carry out another compliance audit in Q3 of the current FY. • Further, to confirm from the Registry, Administrators, and Operators of any matters of operation that ZADNA could assist them with in their service provisioning. 		

OUTCOME NO 4

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>The focus was on the commercial SLDs and three other non-commercial SLDs (edu.za, gov.za and nom.za) whose compliance levels were low during the reassessment.</p> <p>Q3 In Q3 ZADNA commenced the Implementation of the Compliance Audit/Checklist Plan for Registries, Operators, Administrators, and Registrars to:</p> <p>Request the Registry, Administrators, and Operators of the abovementioned SLDs to prepare information that would be submitted in Q4 of the current FY, which information shall be used by ZADNA to produce a compliance rate report of their performance and a remedial action plan.</p> <p>Q4 ZADNA, in Q4 produced a Compliance Rate Report and Remedial Plan for Registries, Operators, Administrators, and Registrars. The report noted an overall compliance rate increase by 14.9% compared to the last rating of 52.5% observed in Q4 of the previous financial year.</p>		
<p>Two annual domain name technical training for registrars conducted</p>		<p>ZADNA achieved the target by conducting two annual domain name technical training for registrars. Below are the activities.</p> <p>Q1 No target</p> <p>Q2 The training could not take place due to very low registrations by attendees</p> <p>Q3 No target</p> <p>Q4 Date: 03-06 March 2025. ZADNA conducted one DNS Technical training on from 03 - 06 March 2025. This training was attended by 15 students. Age difference: <ul style="list-style-type: none"> • 16-24: 1 • 25-34: 5 • 35-above: 9 Date: 31 March 2025. ZADNA conducted the Linux Introductory training which was attended by 23 Sol Plaatje university students. All students were between the age of 16-24. Two students were coloured and the rest were from African origin. There were no students with any form of disability</p>		

OUTCOME NO 5

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
BECOMING SMART REGULATOR				
<p>90% of Audit findings resolved with no overdue findings</p>		<p>ZADNA achieved the targets by resolving 90% of the audit findings with no overdue findings,</p> <p>Q1 During Q4 ZADNA conducted four audits: APP quarterly audit, cash and cash equivalent, NED Remuneration and PR and Marketing. There were 10 audit findings raised and 9 were resolved, therefore in Q1 we recorded a 90% resolve rate on audit findings.</p> <p>Q2 During the quarter, two audits were conducted: an internal audit on quarterly performance and an external audit on the Annual Financial Statements. One audit finding was raised, which has since been resolved, resulting in a 100% resolution rate for Q1</p> <p>Q3 No audits were conducted in Q2, therefore there are no recorded findings for that period.</p> <p>Q4 The Q3 audits have been concluded, and the approved audit report for Q3 reflects no findings</p>		
<p>Obtain an unqualified audit opinion.</p>		<p>Q1 During Q1 ,A review of the internal control environment was conducted, focusing on understanding the current controls in each department and developing a control improvement plan. This plan aims to provide assurance on the control environment, risk assessment, control activities, and the management and board's responses to the existing controls. The overall assessment revealed that while adequate controls are in place, some improvements are needed.</p> <p>Q2 During Q2, an internal control environment improvement plan has been developed, and its implementation is progressing as scheduled.</p> <p>Q3</p> <p>Q4 The audit readiness plan was prepared and reviewed in collaboration with the external auditors.</p>		

OUTCOME NO 5

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
<p>Audit findings with remedial actions resolved</p>		<p>ZADNA achieved the target by resolving the audit findings with remedial actions.</p> <p>Q1 During Q4 ZADNA conducted four audits: APP quarterly audit, cash and cash equivalent, NED Remuneration and PR and Marketing. There were 10 audit findings raised and 9 were resolved, therefore in Q1 we recorded a 90% resolve rate on audit findings.</p> <p>Q2 During Q2 ,One audit finding was raised in Q1, which was not a repeat finding. The overall number of repeat findings remains at zero, allowing us to meet the target for the quarter.</p> <p>Q3 During Q3, there were no audits were conducted in Q2, therefore there are no recorded findings for that period.</p> <p>Q4 All concluded audits for Q3 had no findings and no reported repeat audit findings.</p>		
<p>Implementation of Staff Wellness Initiatives</p>		<p>ZADNA achieved the target by implementing staff wellness initiatives. Below are the activities.</p> <p>Q1 ZADNA conducted two staff wellness engagements during Q1.</p> <p>Multivitamin Drive This program provided employees with essential vitamins to support immune function during winter. In April, HR distributed to all employees essential vitamins to support immune function during winter.</p> <p>Guided Walk/ Hike at the Kliepriviersburg Nature Reserve Held on 21 June 2024, this team building/ staff wellness event provided a unique opportunity for team building, physical activity, and a nature escape, promoting wellbeing and reducing workplace stress. All employees participated in the event.</p> <p>Q2 During Q2 ,The Employee Satisfaction and Engagement Survey for Q2 of FY2024/2025 was conducted to gauge the overall morale, engagement levels, and satisfaction of ZADNA'S employees. A total of 15 employees participated, providing valuable insights into various aspects of their work experience at ZADNA.</p>		

OUTCOME NO 5

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<p>Activity Overview: A Staff Satisfaction and Engagement survey from Survey Monkey was published on 12 June 2024 for ZADNA employees to complete, a link was shared via email. The survey was anonymous and independent, thus encouraging employee's honest feedback.</p> <p>Outcome: Key Findings Job Satisfaction:</p> <ul style="list-style-type: none"> • 26.67% of employees rated their job satisfaction at the highest level (5 on a scale of 1 to 5). • The average satisfaction rating is 3.13, indicating a moderate level of satisfaction across the workforce. <p>Workload and Productivity:</p> <ul style="list-style-type: none"> • 60% of employees strongly disagreed with the statement that they are sometimes idle at work, suggesting that most employees feel adequately occupied. • A significant 73.33% of employees strongly disagreed with the notion that they are unconcerned about the ZADNA's strategic goals, reflecting strong alignment with the company's objectives. <p>Understanding of Company's Mission and Strategy:</p> <ul style="list-style-type: none"> • 46.67% of employees feel they understand the ZADNA's mission, vision, and values extremely well, while 40% rated their understanding as very well. • 53.33% of employees agreed or strongly agreed that they feel well-informed about ZADNA's FY2024/25 strategy <p>Q3</p> <ul style="list-style-type: none"> • During Q3 a comprehensive management training session on performance management was held on 1 November 2024 at ZADNA offices. • The training was conducted by a service provider, ExecuTrain with the objective of developing the necessary performance management and coaching skills at the management level and to enhance team performance and improve employee engagement. • The specific training objectives included: <ul style="list-style-type: none"> » Equipping management with tools to set and achieve performance goals. » Introducing a three-phase model to prepare them for peak performance and activating their intrinsic motivation. Additionally, the Methods for assessing employee skills, applying motivational tools and techniques, and developing coaching methods and skills. <p>Activity Overview: Team Building</p> <ul style="list-style-type: none"> • In spirit of "Movember", which is a meant to raise awareness for men's health issues and promote overall wellbeing, HR organised a "Men's Offsite" event which on 26 November 2024 at the World of Golf in Woodmead and the Life Day Spa in Waterfall. 		

OUTCOME NO 5

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
		<ul style="list-style-type: none"> The curated itinerary included golfing activities, brunch at the Clubhouse, Spa treatments, and lunch and refreshments offered a blend of relaxation, recreation, and reflection. <p>Overall, the "Movember Men's Offsite" event was not only a meaningful gesture to remind the male colleagues to take time off but also a means to shine a light on men's health and engage in open conversations about their well-being.</p> <p>Q4</p> <p>ZADNA conducted one (1) staff wellness engagement initiative to promote employee wellbeing and foster a positive workplace culture.</p> <p>Objective: The initiative aimed to:</p> <ul style="list-style-type: none"> Strengthen team cohesion and morale, Recognise employee milestones (birthdays), Enhance engagement through a shared, enjoyable experience. <p>By integrating Quarterly Birthday Celebrations with a Valentine's Day theme, HR reinforced inclusivity, appreciation, and work-life balance.</p> <ul style="list-style-type: none"> Event Details: Theme: Quarterly Birthday Celebrations with a Valentine's Day Theme Date: 28 February 2025 Activities Conducted: Collective Birthday Recognitions: Employees with birthdays from October 2024 to February 2025 were collectively celebrated in a fun, relaxed setting. This included a Cinema Room Experience, with a movie date setting, with popcorn, juice, and cupcakes. Key Outcomes: <ul style="list-style-type: none"> Enhanced Employee Morale: Employees enjoyed a break from routine, fostering stronger team bonds. Recognition & Appreciation: Consistent birthday celebrations (e.g., cupcakes instead of traditional cakes) reflect ZADNA's commitment to valuing staff. Wellbeing Focus: The activity served as a mental health break, supporting workplace wellness goals. <p>Conclusion: The event was well-attended, with enthusiastic participation across departments, confirming staff appreciation for such initiatives. By blending recognition with engagement, HR successfully contributed to ZADNA's wellness objectives.</p> <p>Next Steps: HR will continue designing creative, inclusive wellness activities to sustain employee engagement and wellbeing.</p>		

OUTCOME NO 5

ANNUAL OBJECTIVE AND KEY TASKS	ACTUAL ACHIEVEMENT	CHALLENGES/COMMENTS	STATUS	RECTIFICATION
<p>360-degree feedback survey conducted (CEO and Executive Management)</p>		<p>ZADNA conducted a 360-degree feedback survey, The 360-degree feedback process was successfully completed and achieved its objectives. The high participation rate and quality of feedback underscore the value of this initiative in driving ZADNA's leadership excellence.</p> <p>Q1 During Q1 ZADNA conducted the staff satisfaction survey, the survey was conducted in June and it was administered by the HR department. The survey was for 16 employees. For reliable comparisons, the survey analysis required enough respondents, and with ZADNA's small staff complement, submission of the survey was compulsory.</p> <p>14 respondents fully completed the survey, with one (1) partial survey completed. This resulted in a response rate of 87.5%.</p> <p>The survey revealed that most of the respondents responded positively to the statements relating to "Engagement" and "Satisfaction".</p> <p>ZADNA Management is committed to taking necessary actions based on the survey results and await as HR analyses employee feedback and develop programs to address specific needs and further enhance engagement. Future surveys to monitor employee satisfaction and guide Management efforts will be implemented in the current financial year.</p> <p>Q2 No target</p> <p>Q3 No target</p> <p>Q4 The 360-degree feedback survey was conducted between 25-31 March 2025, with the objective of providing comprehensive insights into the leadership capabilities of ZADNA's CEO and Executive Management.</p> <p>Objectives of the 360-Degree Feedback Survey The primary goals of this initiative were:</p> <ul style="list-style-type: none"> • To evaluate leadership competencies: Assess the strengths and development areas of the CEO and Executive Management against ZADNA's leadership framework. • To identify skill gaps: Pinpoint critical competencies requiring improvement to enhance overall organisational effectiveness. • To inform development strategies: Provide empirically grounded recommendations for targeted training, coaching, and leadership programmes. • To promote self-awareness: Encourage leaders to reflect on their performance through multi-rater feedback from peers, subordinates, and managers. 		

OUTCOME NO 5

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		<p>Methodology and Implementation</p> <p>Participant Selection The survey targeted:</p> <ul style="list-style-type: none"> • The Chief Executive Officer (CEO) • All members of the Executive Management Committee <p>The Manager: PR and Marketing (included due to their reporting to the CEO)</p> <p>Raters were selected from a cross-section of colleagues, including peers, direct reports, and supervisors, to ensure a holistic and balanced perspective.</p> <p>Survey Tool: Engage 360 by Bioss Southern Africa The Engage 360 platform was selected for its:</p> <ul style="list-style-type: none"> • Robust competency framework, measuring 16 key leadership competencies. • AI-powered analytics for generating development plans with actionable insights. • Confidentiality giving trust to ZADNA raters that all responses are anonymised. <p>Survey Administration</p> <ul style="list-style-type: none"> • Launch date: 25 March 2025 • Invitations were sent to all participants and raters via email with secure login access • Automated follow-ups every 72 hours to maximise response rates. <p>Reports are generated once a minimum response threshold is achieved.</p> <p>Key Outcomes and Findings</p> <p>Leadership Competency Analysis The survey highlighted:</p> <ul style="list-style-type: none"> • Key strengths across the Top and Executive Management team, such as strategic vision, stakeholder engagement, and decision-making. • Development areas, including conflict resolution, delegation, and innovation leadership. • Benchmarking data: Comparative analysis against industry standards to contextualise results. <p>AI-Generated Development Plans Each participant received:</p> <ul style="list-style-type: none"> • A detailed feedback report outlining their competency scores. • Personalised development actions prioritising areas for growth. • A structured Leadership Development Plan (LDP) with recommended training, mentorship, and self-learning resources. 		

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		<p>Organisational Insights Aggregated data revealed:</p> <ul style="list-style-type: none"> • High-impact areas for leadership training investment. • Cultural trends in leadership effectiveness across departments. • Opportunities to align leadership practices with ZADNA's strategic goals. <p>Conclusion The 360-degree feedback process was successfully completed and achieved its objectives. The high participation rate and quality of feedback underscore the value of this initiative in driving ZADNA's leadership excellence.</p> <p>Recommendations for Future Action:</p> <ul style="list-style-type: none"> • Implement coaching, formal training, and workshops addressing identified skill gaps. • Consideration to roll out 360 feedback to all employees in future cycles. 		





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