Republic of Zimbabwe

Broadcasting Authority of Zimbabwe

Broadcasting Authority of Zimbabwe Strategic Plan PERIOD: 2026-2030

Celebration and expression of our cultural identity through broadcasting

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FOREWORD

The Broadcasting Authority of Zimbabwe (BAZ) was established under the Broadcasting Services Act [Chapter 12:06] to oversee the development and regulation of the broadcasting industry in Zimbabwe. Its core mandate includes managing the frequency spectrum, issuing broadcasting service licenses, and monitoring content compliance with regulatory frameworks.

The BAZ Strategic Plan (2026–2030) serves as a roadmap toward achieving the Authority's vision of becoming an "An informed Zimbabwean society with universally accessible and high-quality broadcasting services by 2030." Aligned with the National Development Strategy 2 (NDS2) and Vision 2030, the plan is a statement of intent, a commitment to progress, and a blueprint for a broadcasting sector that serves all Zimbabweans with integrity, innovation, and inclusivity. It underscores the Authority's commitment to fostering a vibrant, responsible, and inclusive broadcasting sector, that should reflect a Zimbabwean narrative to the World.

Over the past years, BAZ made significant strides in diversifying the airwaves, licensing new television and radio stations, and expanding access to broadcasting services across the nation. These achievements lay a solid foundation, but the journey is far from complete. The coming five years will be defined by rapid technological change, shifting audience expectations, and new forms of content delivery. This strategic plan, is designed to navigate these dynamics while ensuring that no community is left behind. The BAZ is committed to closing the digital divide, promoting local content, safeguarding cultural heritage, and embracing emerging technologies—all within a framework of good governance and public trust.

I wish to extend my sincere gratitude to the BAZ Board, Management, Staff, and all stakeholders who contributed to the development of this plan. Your insights and collaboration have been invaluable. I am confident that with continued dedication and partnership, we will realize our vision of an informed Zimbabwean society with universally accessible and high-quality broadcasting services by 2030.

Valantine Mutatu
Board Chairperson
Broadcasting Authority of Zimbabwe

ACKNOWLEDGEMENTS

In unison with the nation's transition from the National Development Strategy 1 (NDS1) to NDS2, the Broadcasting Authority of Zimbabwe (BAZ) hereby updates its strategic trajectory accordingly. The 2026–2030 BAZ Strategic Plan remains anchored in Vision 2030, and is reviewable annually to ensure continuous reflection, recalibration, and alignment with national priorities and industry dynamics. The Plan is our compass towards building a thriving, inclusive, sustainable, and future-ready broadcasting sector.

I acknowledge the Board for its steadfast leadership and strategic counsel, which have ensured that BAZ remains responsive to the evolving needs of the sector while upholding its national mandate.
I also extend my sincere appreciation to our Management and Staff whose dedication, expertise, and innovative spirit have been central to this strategic planning. Your commitment continues to drive our progress toward delivering diverse, accessible, and high-quality broadcasting services to all Zimbabweans.

My gratitude further goes to the Public Service Academy for expertly facilitating the strategic review workshop and fostering constructive engagement.

To our broadcast service licensees and stakeholders whose insights and collaboration have enriched this process, we appreciate you for your unwavering support towards the growth of the Zimbabwean broadcasting sector.

Thank you all for your continued commitment to excellence and to advancing our shared vision for Zimbabwe's broadcasting industry, and the nation's image at large.

Eng. Matthias Chakanyuka
Acting Chief Executive Officer
Broadcasting Authority of Zimbabwe

SECTION A: PROFILE OF THE AGENCY

i. Executive Summary

The Broadcasting Authority of Zimbabwe (BAZ) Strategic Plan 2026–2030 sets out a roadmap for transforming Zimbabwe's broadcasting sector into a dynamic, inclusive, and sustainable ecosystem aligned with National Development Strategy 2 (NDS2) and Vision 2030.

The strategic plan is structured around two core programmes:

Governance and Administration – Focusing on institutional strengthening, revenue diversification, ICT modernization, cybersecurity, stakeholder engagement, and human capital development.

Broadcasting Regulation – Aimed at improving service delivery through enhanced spectrum management, licensing of new and diverse broadcasters (including online and OTT platforms), capacity building, local content promotion, and completion of the digital migration project.

Key strategic priorities include:

- Developing regulatory frameworks for online broadcasting, AI in content, and revenue models for new services.
- Strengthening monitoring, compliance, and enforcement capabilities.
- Promoting local content production and cultural representation.
- Fostering partnerships with stakeholders and development partners.

The plan is underpinned by a results-based performance framework with clear targets, Key Performance Indicators (KPIs), and budget allocations totalling approximately USD 8 million over five years. It emphasizes transparency, accountability, innovation, and inclusivity as core values, ensuring that broadcasting services reach all Zimbabweans and reflect the nation's diverse voices.

Through this strategic plan, BAZ reaffirms its commitment to regulating a vibrant, responsible, and future-ready broadcasting sector that supports national development and tells Zimbabwe's story to the world.

ii. Introduction

This Strategic Plan is a roadmap on the Broadcasting Authority of Zimbabwe's vision for the period spanning 2026 to 2030; laying out the steps that are going to be taken to achieve that vision. In accordance with the Integrated Results-Based Management (IRBM) system, the Authority's Strategic Plan clearly outlines specific and measurable outputs and outcomes that ultimately integrate into the attainment of Zimbabwe's Vision 2030.

Beyond compliance with the requirements of the Public Entities Corporate Governance Act [Chapter 10:31], the crafting of this strategic plan demonstrates the Authority's continued commitment to efficiently facilitate the sustainable growth of the broadcasting industry in Zimbabwe. As it finds its place in the implementation of the National Development Strategy 2 (NDS2), the Authority hereby seeks to strategically build on the successes attained under the NDS1, with the view to ensure an informed Zimbabwean society through effective, plural and responsible broadcasting.

iii. Background

The Broadcasting Authority of Zimbabwe (BAZ) is established in terms of the Broadcasting Services Act [Chapter 12:06]. The Act mandates the Authority to plan, manage, allocate, regulate and protect the broadcasting frequency spectrum, to license broadcasting services and operators, to monitor content and technical compliance, and to promote universal access to diverse and quality broadcasting services throughout Zimbabwe.

The operating environment for the 2026–2030 strategic period is characterised by rapid technological disruption, shifting consumer preferences towards mobile and internet-based content, the proliferation of global over-the-top (OTT) platforms, the growing application of artificial intelligence in content creation and dissemination, and the completion (with remaining implementation gaps) of the national digital television migration project. These developments have expanded opportunities for pluralism and innovation while simultaneously exposing structural vulnerabilities that must now be decisively addressed.

Key persisting challenges include:

- Thousands of digital set-top boxes yet to reach households;
- Continued illegal importation and use of analogue equipment;
- Some early-stage failure rates among newly licensed stations;
- Unutilised spectrum reserved for campus radios;

- Absence of licensing and revenue frameworks for online-only broadcasters, religious television channels and communities-of-interest services;
- Limited deployment of modern spectrum and content monitoring systems;
- Insufficient local content production capacity
- The limited sector financing mechanisms.

Despite these constraints, the period leading into NDS2 has recorded notable progress in legislative amendments, licensing of the broadcasting services and strengthened institutional collaboration among BAZ and various stakeholders. The 2026–2030 Strategic Plan is therefore designed to consolidate these gains and accelerate the transformation of the broadcasting sector from a traditionally regulated domain into a vibrant, inclusive and sustainable economic pillar in line with the priorities of the National Development Strategy 2 (NDS2) and Vision 2030.

iv. National Level Contribution:

i) National Vision: Towards a prosperous and empowered upper middle-income society by 2030.

a. National Priorities the Agency is contributing to:

National ref	NPA/s Name	National Key Result Area	National Tertiary Outcome/s	TOUC Reference
NPA 10	Good Governance, Institution Building, Peace and Security	Public Service Delivery	Enhanced Inclusive Service Delivery	31
NPA 9	Image Building, International Relations and Trade	Image building	Improved country image	29

v. Sectoral Level Contribution:

b. Sectoral Level

Sector ref	Sector/s Name	Sector Key Result Area	Sector Intermediate Outcome/s	Reference
SOUC 15	Good Governance	39	Enhanced Inclusive Governance and Accountability Enhanced transparency and accountability	65 66
SOUC 15	Governance	Business Readiness Diplomacy and Trade Development	Improved investment environment Improved cooperation with the international community	61 62

Agency Level

1. AGENCY: **BROADCASTING AUTHORITY OF ZIMBABWE**

2. AGENCY Vote Number:

3. Vision: An informed Zimbabwean society with universally accessible and high-quality broadcasting services by 2030.

4. Mission: To provide an innovation-driven regulatory environment that promotes efficient licensing, optimal spectrum use, and robust monitoring of broadcasting services.

5. Core Values:

Transparency	Openness and participation in the interest of the public
Integrity	Honesty and having strong moral principles
Accountability	Justification for the Authority's decisions and Acts
Responsiveness	Ability to attend to clients' needs timeously with a positive mind
Efficiency	The use of resources in an economic and timely manner

6. Terms of Reference:
   - Constitution of Zimbabwe No. 20 of 2013 (Sections 6, 61 and 62).
   - Broadcasting Services Act [Chapter 12:06]

7. Overall Functions:

The Broadcasting Authority of Zimbabwe is established in terms of the Broadcasting Services Act (Chapter 12:06). The Authority is mandated with the following:

i. Providing for the planning, management, allocation, regulation and protection of the broadcasting frequency spectrum and the regulation and licensing of broadcasting services and systems;
ii. Providing for programme standards;
iii. Regulating and licencing signal carriers
iv. Encouraging and developing the creative arts through broadcasting content standards;
v. Managing a Broadcasting Fund to help finance local broadcasting.

8. Departments in the Agency and their functions:

Public Relations

- Developing and implementing the Authority's communication strategies and plans
- Producing and distributing speeches, press releases and any public relations promotional material.
- Planning and executing special public outreaches and media relations events.
- Writing content for online platforms (internal and external platforms).
- Handling the social media presence of the Authority and responding to public reviews on social media websites.
- Managing database of media houses and handling all broadcast enquiries from internal and external clients.
- Handling investor relations.

Procurement Management Unit

- Producing annual procurement plan.
- Procuring goods and services.
- Preparing of procurement reports.
- Providing advice on disposal of Authority's assets.

Internal Audit

- Monitoring and evaluating the effectiveness of internal controls.
- Reviewing Authority financial statements.
- Liaising with external auditors.
- Recommending to the Board on the adequacy of internal controls.

Content Compliance Department

- Setting content standards
- Content monitoring
- Enforcement of content standards

Technical Department

- Frequency planning and monitoring
- Development of technical standards
- Monitoring and compliance enforcement with the technical standards for broadcasting
- Managing ICT infrastructure
- Serving National interests in Spectrum Management
- Managing ICT Systems and infrastructure

Legal and Licensing Department

- Providing legal advice to the Authority.
- Ensuring that broadcasters comply with the Broadcasting Services Act [Chapter 12:06] and its regulations
- Providing secretarial services to the Board;
- Ensuring that the Authority complies with law and international treaties.

FINANCE, ADMINISTRATION AND HUMAN RESOURCES DEPARTMENT

Finance

- Managing Financial Resources
- Ensuring compliance with financial reporting standards.
- Producing quarterly and annual financial reports in line with accounting international standards.
- Implementing internal control systems and procedures.
- Filing and submission of statutory reports.

Administration

- Transport management and control.
- Providing office accommodation.
- Managing Authority Assets.
- Providing security.

Human Resources

- Human Capital Development.
- Manpower planning.
- Providing advice on performance management to the Authority.
- Ensuring that the Authority complies with the Safety Health and Environment (SHE) standards.
- Developing and implementing human resources policies.

Risk Management

- Identifying and monitoring Authority risks.
- Providing risk management strategies.
- Providing advice to the Board on risk management issues.

Monitoring and Evaluation (M and E)

- Spearheading the development of the Authority's strategic plan, reviews and work plans.
- Monitoring the implementation of Authority strategic plan.
- Producing evidence-based Monitoring and Evaluation reports.
- Facilitating the evaluation of the Board Chairperson and CEO performance contracts.
- Developing and implement an effective feedback mechanism for the Authority.

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under the MDA and their functions. N/A.

10. ENVIRONMENTAL SCAN

10 a. PESTLEG Analysis

Political Factors	
Positive	**Negative**
- Stable political environment – Policy continuity and consistency. - Sanctions – Triggers innovation. - Consistence in policy and strategy- building a resilient broadcasting ecosystem. - Political Will- Increased stakeholder support.	- Sanctions - a**ffecting procurement of equipment.** - Changing geopolitical policies – affecting alternative revenue streams
Economic Factors	

- Stable exchange rate led to value preservation. - Increased economic growth - licensees sustainability.	- Currency volatility, Erodes the value of license fees and BAZ's operational budget; increases costs for broadcasters. - Unfulfilled budget commitments - Changing business models- poor financial performance by licensees - Global economic instability - Inflation led to low confidence in our currency
Social Factors	
- Changing content consumer patterns- encouraging innovation in broadcasting regulation, introduction of new revenue stream; - larger youthful demographic – high demand for licences such as webcasting and Over the Top (OTT). - Diversity of Content - Provides a rich pool of local talent to meet the high demand for content post-digitalization.	- Decline in demand for the traditional broadcasting services (radio and television) affecting sustainability. - Career attitudes – Skills flight. - Rising demand for inappropriate influencer driven content –Negative perception on the Authority.
Technological Factors	
- Emerging technologies – Effectiveness and efficiency in the broadcasting ecosystem.	- Disruptive technologies comprised information integrity. - Proliferation of Cyber-Attacks: Threatens the integrity of data and transmission systems. - Compatibility with existing systems.
Legal Factors	
- Supportive legal framework enhances compliance and promotes a responsive and responsible broadcasting industry. - Changes in policy direction- expands Licensing of new services and ensure Stakeholder Engagement	- Regulatory Gaps & Grey Areas: The current Act may have ambiguities that create challenges in classifying and licensing new services (e.g., OTT). - Enforcement Challenges: Limited legal mechanisms or resources to effectively

- Change in the existing laws addressing convergence of broadcasting technologies.	enforce compliance and collect revenue from non-compliant licensees.
Environmental Factors	
- Smart energy – reliable power for broadcasting infrastructure. - Mountainous terrain helps reducing costs of building transmission sites.	- Natural disasters-can destroy broadcasting infrastructure. - Solar flares affect the satellite distribution for FM and Terrestrial/DTH TV services. - Ozone layer depletion-affects short wave of broadcasting. - Drought may reduce funds available for the broadcasting sector.
Governance Factors	
- Existence of corporate government institutions, laws and regulations - enhances transparency and accountability and also instill public confidence in public enterprises. - Devolution and decentralization thrust- promotes access to services at grassroots.	- Inadequate Feedback Mechanisms: As noted in the SWOT, limited interactive platforms with the public can hinder accountability and responsiveness. - Inadequate ICT frameworks (AI, Cybersecurity, etc.)

10 b. SWOT Analysis

STRENGTHS	WEAKNESSES
- Availability of technical expertise and competences. - Participation in policy formulation. - Having Regulatory Oversight.	- Inadequate tools of trade. - Inadequate office space
OPPORTUNITIES	**THREATS**
- Availability of emerging technology. - Demand for broadcasting services.	- Disruptive technology. - Proliferation of cyber and information security attacks.

- Alternative Resource mobilization thrust by Government. - Attraction of external investments through Zim open for business mantra & Special Economic Zones. - Provision of consultancy services to third-parties. - Diversity of content creators. - Availability of best practices and benchmarks - Leverage on devolution funds (community radio station fund).	- Increase in cost of goods and services. - Limited/inadequate budgetary allocations from fiscus. - unauthorised dissemination of unregulated content. - Electricity power challenges - Inadequate financial resources - Technological convergence

11. AGENCY PROGRAMMES AND OUTCOMES:

Prog. Ref	Programme Name	Programme Preliminary Outcome/s	Weight	Responsible Departments	Contributing MDAs/ Other Partners	Type of Contribution	Sector Intermediate Outcome Ref.	National Tertiary Outcome Ref	SDG Ref
1	Governance and Administration	1. Improved Governance and Administration.	20	- Finance - Human Resources and Administration - Audit - Procurement - Legal - Monitoring &Evaluation - Risk Management - Information Communication Technology	- Ministry of Information, Publicity and Broadcasting Services - Corporate Governance Unit (CGU) - Procurement Regulatory Authority of Zimbabwe - Ministry of Finance, Economic Development and Investment Promotion	- Policy guidance and Approval - Regulation and Policy on Corporate governance issues Policy guidance - Budgetary support & Information	65, 66	31	SDG 16:

					- Office of the President and Cabinet	- Policy guidance			
2	Broadcasting Regulation	2. Improved broadcasting services.	80	- Technical - Legal - Content	- Ministry of Information, Publicity and Broadcasting Services - Ministry of Finance, Economic Development and Investment Promotion - Postal Telecommunications Regulatory Authority of Zimbabwe - Multilateral organisations (UNESCO)	- Policy guidance - Funding - Digital dividend - Financial support - Broadcast studio Equipment support. - Funding	61,62	29,30	SDG 9

					- Office of the Attorney General of Zimbabwe. - Broadcast Licensees - Civic Organisations	- Examination and Approval of Regulations - Consultations			

12. POLICIES APPLICABLE FOR THE AGENCY:

	External Policy	Programme	Internal Policy	Programme
1.	International Telecommunication Union Constitution, Regulations and Recommendations	2	Human Resources Procedure Manual	1,2
2.	Public Finance Management Act [Chapter 22:19]	1,2	Board Charter	1,2
3.	Public Procurement & Disposal of Public Assets Act [Chapter 22:23]	1,	Code of Conduct (HR; Content)	1,2
4.	Public Entities and Corporate Governance Act [Chapter 10:31]	1	Risk Policy	1,2
5.	Zimbabwe Broadcasting Corporation (Commercialization Act), 2001	2	Technical Procedure Manual	1,2
6.	Electoral Act [Chapter 2:13]	2	Audit Charter	1,2
7.	Ministry of Information, Publicity and Broadcasting Services Strategic Plan	1,2	Accounts and Finance Policy	1
8.	National Development Strategy (NDS) 2 (2026-2030).	1,2	Accounts procedure manual	1
9.	National Gender Policy	1,2	ICT policy	1,2
10.	National Aids Policy	1,2	Code of ethics	1,2
11.	Copyright and Neighbouring Rights Act [Chapter 26:05]	2	Wellness Policy	1,2
12.	Freedom of Information Act [Chapter 10:33]	2	Broadcast Content Complaints Procedure Manual	2
13.	National Arts Council Zimbabwe Act [Chapter 25:07]	2	Funeral Assistance Policy	1,2
14.	Monitoring and Evaluation Policy	1,2	Communications Policy	1,2
15.	Zimbabwe Media Policy	2	Licensing Procedure Manual	2
16.	African Charter on Broadcasting	2	Enterprise Risk Management Committee Terms of Reference	1,2
17.	Broadcasting Services Act	1,2	Audit Committee Terms of Reference	1
18.	Data Protection Act	1,2		

13. DEMAND ANALYSIS

Client Needs/Problems Analysis:

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
1. Broadcasting Licensees	**Needs** - Funding support.	60%
a) Community and Campus Radio licensees	- Capacity building and skills development.	100%
	- Broadcast Studio Equipment.	100%
	- Harmonization of licence regime.	100%
	- Coverage expansion.	50%
	Problems - Poor programming and non-compliance with regulations. - Failure to roll out. - Sustainability-financial and programs. - high cost of compliance.	
b) Commercial /Public Broadcasters	**Needs** - Coverage expansion and expanded viewership.	62%
	- inclusive (DTT) mobile application that would carry the platform onto a digital platform. - Amplify the rollout of the DTT platform and selling of STB's. - Embrace digital, DTT digital app would assist in increasing reach locally() and also access the diaspora.	100%
	- Review advertising quota from the current 10 minutes per hour.	100%

	- Constant updating of laws in line with technological changes - Review the regulatory and transmission fees structure and utilize television and radio licence fees to support sector operations	
	- content production support - Invest in fully equipped content production hubs in all provinces which also provide training. - government - facilitated training	70%
	- window period for financial relief	100%
	- automation of complaints handling	100%
	- A converged broadcasting licence instead of multiple licences.	
	- Language Policy: Flexible targets for commercial broadcasters specific to their chosen audience demographics.	
	- Level Playing Field: adjusting frequency bandwidth range.	
	Problems - Limited viewership and awareness of DTT project. - Low Revenue generation. - High cost of compliance	
	Needs: - Timeous response to tariff application;	50%

2. Signal Carrier Licensee (Transmedia Corporation)	- Technical support [Signal Monitoring]	80%
	Problems - Failure to effectively execute their mandate. - Cash flow challenges.	
3. Independent Producers	**Needs:** - Creator Compensation: Original artists and creators (e.g., a musician with a distinctive style) should be compensated when AI models are trained on their work or generate content in their style. - Awareness and Tool: AI-generated content should be marked as such, and that awareness is needed so consumers can differentiate between human and AI creativity.	100%
4. Online content creators	**Needs:** - requested clear guidelines and information dissemination to avoid inadvertently violating laws. - Registration and facilitating of payments locally by online platforms	100%
5. Consumers of broadcasting services	**Needs:** - Quality and diverse Broadcasting Services	100%
	- Protection from inappropriate content	100%
	Problem - Lack of access to broadcasting services.	

6. Employees	**Needs:** - Conducive working environment - Tools of trade - Competitive conditions of service - Capacity building	100%

14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
1. Ministry of Information, Publicity and Broadcasting Services	**Demands** - Fulfilment of the regulatory mandate as provided in the Broadcasting Services Act. - Issue broadcasting Licences to enhance and broaden broadcasting services; public, Commercial and Community Radio and Television Stations, webcasting, data casting, narrowcasting among other classes of licences. - Broader Stakeholder engagement and collaboration. - Ensure that every citizen is connected through the digital television rollout and that community radio stations become self-sustaining pillars of their communities, reflecting local aspirations. - Lead a relentless nationwide campaign to ensure all set-top boxes are sold and enforce the ban on analogue TV imports to protect the digital migration investment.	100%

	Expectations - Staff welfare improvement - Research on broadcasting technological advancements - Ring fencing the gains by the sector - Robust and cordial regulation - Facilitating capacitation of content creation - completion of the Digital Terrestrial Migration project. - Mobilising alternative resources. - Position paper on POTRAZ and BAZ convergence. - Harness emerging technologies like Artificial Intelligence to protect the integrity of our national discourse and counter misinformation, ensuring technology serves our people. - Become creative and aggressive in generating your own revenue by developing policy frameworks to ensure global online platforms contribute fairly to the local industry	
2. Parliamentary Portfolio Committee on Broadcasting	**Demands** - consultative decision-making process on broadcasting legislation - Parliamentary reports	100%
3. POTRAZ	**Expectations** - Co-ordination in all areas of convergence, spectrum issues and funds	100%
4. PRAZ	**Demands**	

	- Compliance with Public Procurement and Disposal of Public Assets Act and its Regulations. .	100%
5. Corporate Governance Unit	**Demands** - Compliance with Public Entities and Corporate Governance Act **Expectations** - Setting up of Integrity committee	100%
6. OPC- Monitoring & Evaluation	**Demands** - Evidence based Reports on programme implementation to support the Whole of Government Performance Management System (WoGPMS).	100%
7. OPC -State Enterprises Restructuring Agency	**Expectations** - Diversity in licencing of Broadcasting services. - Balance of tariffs and service delivery	100%
8. Ministry of Finance Economic Development and Investment Promotion	**Demands** - Transparency, Efficient and effective use of resources	100%
9. Auditor General's Office	**Demands** - Accountability and good governance	100%
10. Development Partners (UNESCO)	**Expectations** - Transparency and Accountability - Collaboration on capacity building.	100%
11. Zimbabwe Union of Journalist	**Expectations** - Fair distribution of listeners' licence fees.	50%

	- facilitation to allow duty free import broadcast studio equipment, transmitters and solar equipment (tools of trade) for both media institutions and practitioners. - Government support in availing land for purposes of agriculture or mining to licensees to do businesses in their respective communities	
12. Zimbabwe Association of Community Radio Stations (ZACRAS)	**Expectations** - Periodic evaluations of the broadcasting sector. - Partnership to allow streamlining the licence Process - Relaxation of fees for community radio stations - Collaborative Research: Formalize a framework for joint research with BAZ to generate knowledge products for academia, policy, and station best practices. - Capacity Building: Structure joint training programs with BAZ to avoid duplication, focusing on areas like marketing and business development to capitalize on advertising opportunities. - Licensing of communities of interest radio stations.	50%
13. National Association of Community Broadcasting (NACB)	**Expectations** - Establish a Community Media Fund. - Partnering to streamline the licensing process - Licensing of more Community radio stations - Licensing of community television stations - Removal of restrictions on donor and diaspora funding - Creation of Monitoring and Evaluation framework not only to assess content but growth and relevance of the CRS. - Conducting joint capacity building workshops (on regulatory compliance, financial management, CR Governance and community engagement. - Establishing a grant system or financial incentives for stations to improve infrastructure, content creation, and technological upgrades.	50%

14. National Arts Council Of Zimbabwe (NACZ)	**Expectations** - Robust Content Mandates: Implement a graduated system for local content compliance with penalties and incentives, including a sub-quota for diverse cultural content. - Develop a graduated system for local content compliance. Introduce penalties and incentives linked to the percentage and demonstrable cultural relevance of content broadcast across *all* platforms (TV, radio, online services). - Funding & Investment: Establish a Zimbabwe Cultural Content Fund (ZCCF), ring-fencing a percentage of license fees or levies. - Capacity & Skills: Partner with NACZ to facilitate Broadcasting Content Readiness Workshops focusing on technical standards, digital distribution, and cultural documentation ethics for content creators. - Establish a clear BAZ-monitored compliance audit for broadcasters regarding IPR adherence and royalty payments to collective management organizations (CMOs) to ensure fair compensation for artists. - Incentivize online broadcasters that offer content tailored for low-bandwidth environments and provide culturally relevant content to marginalized communities.	100%
15. Zimbabwe Media Commission (ZMC)	**Expectations** Formalized Collaboration: Establish a Memorandum of Understanding (MOU) for: - Information Sharing - Joint Capacity Building - Public Engagement & Awareness Campaigns - Enforcement and Compliance coordination - Joint Research and Policy Development	50%
16. Media Alliance of Zimbabwe/Media	**Expectations**	50%

Institute of Southern Africa (MAZ/MISA)	- BAZ should have a "vested interest" in media curriculum development at training institutions to bridge the gap between industry needs and skills provided. - Recommended a three-layered capacity building approach: at the entry-level (influencing curricula), mid-career level (addressing technological shifts), and institutional level (targeted training for specific station types). - call to "consolidate and deal with this fragmentation," potentially moving towards a converged regulatory framework. - push for local investment in AI development to ensure local context accuracy and to have legal recourse for copyright issues, which is difficult with international AI companies.	

15. STRATEGIES, ASSUMPTIONS, RISKS, AND MITIGATIONS

Period	Strategies	Assumptions	Risks	Mitigations
Program 1: Governance and Administration				
Outcome 1: Improved Governance and Administration.				
Budget year- 2026	- Intensify Mobilisation of Alternative Resources	- Buy in from Development Partners.	-Policy differences	- Engagement
	- Strengthen the implementation of Enterprise Risk management.	- Availability of risk management expertise.	- Lack of buy-in or adherence from staff.	- Staff training, sensitisation and/ or mentorship.
	- Intensify Revenue collection	- Affordable fees	- Defaulting	- Negotiation for Payment plans. - Enforce regulatory powers. - Negotiate for listener licence fees revenue.
	- Enhance human capital development	- Willingness to learn	- Skills flight	- Avail incentives and Job enrichment. - Non-monetary rewards. - Regular salary reviews.

Period	Strategies	Assumptions	Risks	Mitigations
Program 1: Governance and Administration				
Outcome 1: Improved Governance and Administration.				
	- Strengthen internal control systems and policies.	- Compatible policy framework with current business environment.	- Non compliance.	- Automation of systems.
	- Develop cybersecurity management frameworks	- compatibility with existing ICT infrastructure	- High cost of advanced security solutions	- Use a phased approach in implementing the cybersecurity solutions.
	- Modernise ICT infrastructure and systems	- Availability of expertise	- Resistance to change. - Systems downtime	- Develop clear change management and communication plan. - Backup power and storage. - After sale service agreements.
	- Strengthen stakeholder engagement	- Positive corporate image	- Conflicting stakeholder opinions and interests.	- Regular stakeholder profiling
	- Develop and implement communication strategy.	- Communication policy in place	- Non compliance	- Regular sensitisation.
2-3 Years	- Modernise ICT infrastructure and systems	- Availability of expertise	- Resistance to change. - Systems downtime	- Develop clear change management and communication plan. - Backup power and storage. - After sale service agreements.

Period	Strategies	Assumptions	Risks	Mitigations
Program 1: Governance and Administration				
Outcome 1: Improved Governance and Administration.				
	- Strengthen stakeholder engagement	- Positive corporate image	- Conflicting stakeholder opinions and interests.	- Regular stakeholder profiling
	- Develop and implement communication strategy.	- Communication policy in place	- Non compliance	- Regular sensitisation. -
4-5 Years	- Strengthen internal control systems and policies.	- Compatible policy framework with current business environment.	- Non compliance.	- Automation of systems.
	- Develop cybersecurity management frameworks	- compatibility with existing ICT infrastructure -	- High cost of advanced security solutions	- Use a phased approach in implementing the cybersecurity solutions.
	- Modernise ICT infrastructure and systems	- Availability of expertise	- Resistance to change. - Systems downtime	- Develop clear change management and communication plan. - Backup power and storage. - After sale service agreements.

Period	Strategies	Assumptions	Risks	Mitigations
Programme 2: Broadcasting Regulation				
Outcome 1: Improved Broadcasting Services				
Budget Year	- Strengthen spectrum monitoring systems	- Availability of adequate skills	- Non availability of appropriate monitoring equipment.	- Procurement of appropriate monitoring equipment.
	- Strengthen Broadcast capacity building programs.	Adequate stakeholder buy-in. Availability of adequate skills	- Copyright Infringement	- Collaboration with Copyright protection agencies
	- Licence new broadcasters - Diversify	- Availability of the spectrum resources.	- Lack of interest from target group.	- Stakeholder engagement.
	- Strengthen regulatory framework	- Policy support	- Delays in the promulgation of Regulations	- Constant Stakeholder Engagement

	- Strengthen Enforcement of regulatory framework	- Adequate regulatory framework - Stakeholder support	- Resistance to compliance	- Continuous collaboration with enforcement agencies - Sensitisation and Conscientisation of stakeholders
	- Strengthen Research & Development	- Availability of skilled personnel	- Work overload	- Partnership with tertiary and research institutions. - Internship program enhancement
	- Develop and implement a comprehensive Set-Top-Box markerting plan.	- Budgetary support	- Unfavorable market response	- Support quality local content production - License more TV Channels
2-3 Years	- Strengthen spectrum monitoring systems	- Availability of adequate skills	- Non availability of appropriate monitoring equipment.	- Procurement of appropriate monitoring equipment.
	- Strengthen Broadcast capacity building programs.	- Adequate stakeholder buy-in.	- Copyright Infringement	- Collaboration with Copyright protection agencies

		- Availability of adequate skills		
4-5 Years	- Strengthen Enforcement of regulatory framework	- Adequate regulatory framework - Stakeholder support	- Resistance to compliance	- Continuous collaboration with enforcement agencies - Sensitisation and Conscientisation of stakeholders
	- Strengthen Research & Development	- Availability of skilled personnel	- Work overload	- Partnership with tertiary and research institutions. - Internship program enhancement

SECTION B: PERFORMANCE FRAMEWORK FOR THE AGENCY: PROGRAMME PERFORMANCE FRAMEWORK

16.a Preliminary Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion (time;$;rate;etc)	Baseline		TARGETS									
						2026		2027		2028		2029		2030	
				Year	Value	T	ALV	T	ALV	T	ALV	T	ALV	T	ALV
1	Improved Governance and Administration.	Corporate Governance Compliance level	%	2025	94%	100%	0	100%	0	100%	0	100%	0	100%	0
		Client satisfaction index	%	2025	82%	85%	+/-1	88%	+/-1	90%	+/-1	93%	+/-1	95%	+/-1
		Employee satisfaction index	%	2025	69%	72%	±1	75%	±1	78%	±1	80%	±1	82%	±1
2	Improved broadcasting services.	Licensees' level of compliance (Television)	%	2025	76%	78%	+/-1	80%	+/-1	82%	+/-1	84%	+/-1	100%	+/-1
		Licensees' level of compliance (Radio)	%	2025	76%	78%	+/-1	80%	+/-1	82%	+/-1	84%	+/-1	100%	+/-1
		Spectrum Compliance rate	%	2025	80	85%	+/-2	90%	+/-2	95%	+/-2	100%	0	100%	0
		Spectrum Utilisation Efficiency	%	2025	58%	70%	+/-3	80%	+/-3	90%	+/-2	95%	+/-2	98%	+/-2

T = Target; ALV = Allowable Variance

17. Outputs Performance Framework

No. & Prog. Ref	Outputs	5 year target	Baseline		Targets											
					2026			2027		2028		2029		2030		
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
Programme 1: Governance and Administration																
OUC 1: Improved Governance and Administration																
OP1:1	Human Capital development programmes conducted	150	21	2025	30		±3	30	±3	30	±3	30	±3	30	±3	
0P1:2	Statutory reports submitted	110	22	2025	22		0	22	0	22	0	22	0	22	0	
OP1:3	Statutory meetings held	35	3	2025	7		0	7	0	7	0	7	0	7	0	
OP1:4	Procurement plan produced	5	1	2025	1		0	1	0	1	0	1	0	1	0	
OP1.5	Policies developed	20	2	2025	5		+/-1	5	0	5	0	5	0	5	0	
OP1.6	Application software developed	5	2	2025	1		0	1	0	1	0	1	0	1	0	
OP1.7	Employee wellness	45	8	2025	9		+/-1	9	0	9	0	9	0	9	0	

No. & Prog. Ref	Outputs	5 year target	Baseline		Targets											
					2026			2027		2028		2029		2030		
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV	
	programmes conducted															
OP1.8	Revenue collected (USD)	13,185,628.74	1,471,876.07	2025	2,386,266.50		±238,626.65	2,505,579.83	±250,557.98	2,630,858.82	±263,085.88	2,762,401.76	±276,240.18	2,900,521.85	±290,052.19	
OP1.9	Publicity awareness campaigns held	60	6	2025	12		±1	12	±1	12	±1	12	±1	12	±1	
OP1.10	Enterprise Risk Management Reports Produced	20	4	2025	4		0	4	0	4	0	4	0	4	0	
OP1.11	M and E reports produced.	20	4	2025	4		0	4	0	4	0	4	0	4	0	
Programme 2: Broadcasting Regulation																
OUC 1: Improved broadcasting services																
OP2.1	Broadcasting service licences issued	50	8	2025	10		±1	10	±1	10	±1	10	±1	10	±1	

No. & Prog. Ref	Outputs	5 year target	Baseline		Targets										
					2026			2027		2028		2029		2030	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
OP2.2	Community Radio Stations Capacitated.	30	-	-	6		+/-1	2	0	2	0	2	0	2	0
OP2.3	Broadcasting Sector Performance reports produced	20	-	-	4		0	4	0	4	0	4	0	4	0
OP2.4	Set Top Boxes sold	40,000	730	2025	20,000		+/-2000	20,000	0	-	-	-	-	-	-
OP2.5	Frequencies Allotted	55	12	2025	15		±1	10	±1	10	±1	10	±1	10	±1
OP2.6	Research papers published	10	-	2025	2		0	2	0	2	0	2	0	2	0
OP2.7	Broadcast capacity building training programmes conducted	100	10	2025	20		±2	20	±2	20	±2	20	±2	20	±2

T = Target A = Actual AV = Actual Variance ALV = Allowable Variance

18. Agency Budget

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1: Governance & Administration	Improved Governance and Administration	Human Capital development programmes conducted	**68,995.00**	**28,850.00**	118,350.00	72,555.00	76,182.75	79991.89	83,991.48
		Statutory reports submitted	**46,729.00**	**37,000.00**	35,000.00	50,000.00	50,000.00	50,000.00	50,000.00
		Statutory meetings held	**73,510.00**	**72,400.00**	130,204.00	136,714.50	143,549.91	150727.40	158263.77
		Procurement of goods & services	**0.00**	**0.00**	361,677.00	500,000.00	500,000.00	500,000.00	531 473.86
		Policies developed.	**13,000.00**	**13,000.00**	30,000.00	35,500.00	40,500.00	45,500.00	50,500.00
		Application software developed	**2,000.00**	**26,150.00**	52,500.00	53,000.00	50,000.00	50,000.00	50,000.00
		Employee wellness	**0.00**	**0.00**	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00

		programmes conducted							
		Revenue collected			10 700.00	10 700.00	10 700.00	10 700.00	10 700.00
		Awareness campaigns held	15,000.00	63,000.00	128 700.00	67,600.00	86,600.00	86,600.00	86,600.00
		Enterprise Risk Management Reports Produced			45 000.00	20 000.00	20 000.00	20 000.00	20 000.00
		M and E reports produced.			103 320.00	81 220.00	81 220.00	81 220.00	81 220.00
Total Programme 1 Budget			219,234.00	240,400.00	1,030,951.52	1,042,289.50	1,073,752.66	1,089,739.29	1,106,275.25
Programme 2: Broadcasting Regulation	Improved broadcasting services	Broadcasting service licences issued.	10,000.00	28,200.00	150,000.00	160,000.00	170,000.00	180,000.00	190,000.00
		Community Radio Stations Equipped			120 000.00	40 000.00	40 000.00	40 000.00	40 000.00
		Broadcasting Sector Performance reports produced.	-	11,800.00	15,000.00	20,000.00	25,000.00	30,000.00	35,000.00
		Set Top Box sold	-	20,000.00	30,000.00	20,000	-	-	-
		Frequencies Allotted	0.00	0.00	30,000.00	30,000.00	30,000.00	30,000.00	30,000.00

		Research papers published	0.00	0.00	45,000.00	30,000.00	30,000.00	30,000.00	30,000.00
		Broadcast capacity building training programmes conducted	15,000.00	12,000.00	124,000.00	250,000.00	260,000.00	270,000.00	280,000.00
Total Programme 2 Budget			25,000.00	72,000.00	514,000.00	550,000.00	555,000.00	580,000.00	605,000.00
TOTAL AGENCY BUDGET			244,234.00	291,234.00	1,544,951.52	1,592,289.50	1,628,752.66	1,669,739.29	1,711,275.25

19. HUMAN RESOURCES FOR THE STRATEGIC PERIOD.

No.	Category	Programme 1	Programme 2	Agency Total Personnel Requirements By Category
1	Top Management	3	2	5
2	Middle Management	4	3	7
3	Supervisory Management	8	6	14
4	Operational and Support staff	8	3	11
5	**Total**	23	14	37

OTHER RESOURCES AND PROJECTS

Equipment and ICTs

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicle	5	360,000.00	5	360,000.00	5	360,000.00	5	360,000.00	5	360,000.00
Computer equipment Laptops and cell phones	15	40 000.00	15	29,100.00	15	29,100.00	15	29,100.00	15	29,100.00
Software	1	30,000.00		30,000.00		30,000.00		30,000.00		30,000.00
Furniture & equipment		35,000.00		35,000.00		35,000.00		35,000.00		35,000.00
Office Solar System	1	20,000.00	-	-	-	-	-	-	-	-
Borehole	1	20,000.00	-	-	-	-	-	-	-	-

Land & Buildings		50,000.00		25,000.00		25,000.00		25,000.00		25,000.00
Television sets	11	16 500.00	-	-	-	-	-	-	-	-
Total		571 500.00		474,000.00		474,000.00		474,000.00		474,000.00

Space Requirements

Location	2026		2027		2028		2029		2030	
	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost	Quantity (m^2)	Cost
Head Office offices	30	15,000.00	0	0	0	0	0	0	0	0

Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
Community broadcasting expansion Initiative	6 (100%)	120 000	2 (100%)	40 000	2 (100%)	40 000	2 (100%)	40000	2(100%)	40000

ANNEXURE: LIST OF PARTICIPANTS

	Name	Designation	Organisation
1.	Valantine Mutatu	Board Chairperson	BAZ
2.	Joshua Murire	Board Member	BAZ
3.	Saliwe Njolomole	Board Member	BAZ
4.	Munyaradzi Hwengwere	Board Member	BAZ
5.	Innocent Gukwe	Board Member	BAZ
6.	Leona Kawadza	Board Member	BAZ
7.	Maggie C. Mareya	Board Member	BAZ
8.	Melody Harry	Board Member	BAZ
9.	Vengai Rushwaya - Chief	Board Member	BAZ
10.	Chaplin Chiyanga	Board Member	BAZ
11.	Coxwell Chigwanha	Board Member	BAZ
12.	Eng Matthias Chakanyuka	A/Chief Executive Ofiicer	BAZ
13.	Linda Ncube	Finance Director	BAZ
14.	Donald Zengeya	Internal Audit Manager	BAZ
15.	Vimbai Takawira	M & E Manager	BAZ
16.	John Sithole	A/Legal Manager	BAZ
17.	Zvidzai Masukusa	ICT Manager	BAZ
18.	Kunashe Ndokanga	M & E Intern	BAZ
19.	Forget Tsododo	BCMC Officer	BAZ
20.	Alister Sithole	HR Officer	BAZ

21.	John Munozorava	Driver	BAZ
22.	Edward Mutero	Procurement Officer	BAZ
23.	Philis Mandizvidza	Receptionist	BAZ
24.	Hugh Maya	Secretary	BAZ
25.	Faith Gwevera	Spectrum Monitoring Engineer	BAZ
26.	Kudakwashe Muroyiwa	Finance Officer	BAZ
27.	Tungamirai Chipare	PR Officer	BAZ
28.	Bryn Mangena	Spectrum Management Engineer	BAZ
29.	Tafadzwa Mabika	ICT Technician	BAZ

30	Hon O. Marupi	Dep Minister	Min of Information, Publicity, and Broadcasting Services (MIPBS)
31	N. Mangwana	Perm Secretary	MIPBS
32	Sithokozile Nhlanhla	Cyber Security	MIPBS
33	M. Chirewa	Driver	MIPBS
34	M. Kanimbirira	Aide	MIPBS
35	R. Mupandasekwa	Legal	MIPBS
36	A. Wadzingaire	Protocol	MIPBS
37	Albert Chekayi	Director	Zimbabwe Broadcasting Corporation (ZBC)

38	S. Musariri	Facilitator	Public Service Academy (PSA)
39	M. Chihwehwete	Facilitator	Public Service Academy (PSA)
40	L. Zhakakata	Dep Director	Office of the President Cabinet, Corporate Governance Unit (OPC-CGU)
41	R. Rukande	Engineer	Transmedia Corporation
42	K. Chingombe	Director	OPC- CGU

Approved by………………………………………………… Signature……………………………………………………

VALANTINE MUTATU

Board Chairperson

Date………………………………………………………………