



**Dr. Wilfred  
D. Kiboro**  
Chairman





# Group Chairman's Statement

## Dear Stakeholders,

On behalf of the Board of Directors, I am delighted to present to you the Group's financial and non-financial performance report for the year ended 31st December, 2021.

The year under review showed promising signs of recovery following a challenging previous year given the unprecedented Covid-19 pandemic that ravaged the world.

The effects of the pandemic, including new variants, continued to be felt across East Africa through the enforcement of a mix of containment measures such as nightly curfews, and school closures in some countries. More disruptive measures like lockdowns, partial border closures, and travel restrictions were phased, limiting social and economic activity.

It is on this basis that East African economies experienced marginal growth while recovering from the sharp contractions due to the Covid-19 pandemic. Business slowed down across various sectors with industries such as tourism, manufacturing, transport and hospitality experiencing deterioration.

The current rebound is fueled by elevated commodity prices, a relaxation of stringent pandemic measures and recovery in global trade. However, it remains vulnerable in light of low rates of vaccination on the continent, protracted economic damage, and a slow pace of recovery. The World Bank projects that growth for 2022 and 2023 will remain just below 4%, continuing to lag behind the recovery in advanced economies and emerging markets.

75%



**At NMG, we took measures including aggressive and sustained vaccination drives to protect the safety and well-being of our employees, families, partners, customers and other stakeholders across all our markets. The Group has so far achieved more than 75% vaccination of its employees across all its markets.**



The outlook is trending positively with anticipated recovery of various sectors such as hospitality, trade, transport, and other services dependent on faster vaccination to help prevent new waves of infections and associated containment measures. Indeed, we have seen a lot of progress and efforts by Governments and private sector actors across the region to encourage vaccinations, including requiring compliance as a condition for accessing Government service.

At NMG, we took measures including aggressive and sustained vaccination drives to protect the safety and well-being of our employees, families, partners, customers and other stakeholders across all our markets. The Group has so far achieved more than 75% vaccination of its employees across all its markets. We will continue to support Governments in the region by encouraging more vaccinations and partnering for private sector growth.

## Political Landscape

East African democracies continue to go through political transition as was evidenced in 2021. In March 2021, Tanzania went through a challenging time when the then President H.E. John Pombe Magufuli passed on and was succeeded by his deputy H.E. Samia Suluhu Hassan. The change of guard happened in a peaceful way and the new president has fared well in her leadership. She managed to thaw a relationship between opposition parties and some international organizations with the Government who had been at loggerheads with the State on infringement of democratic space, imprisonment of critics and handling of Covid-19 pandemic. She also reiterated her strong support for private sector development, which has seen improvement in its relationship with the Government.

Its neighbour to the North, Kenya, will undergo a General Election in August 2022 that will see a new president taking over. There are also Gubernatorial, legislative and other elective positions. Some concerns on the campaigns so far include emergence of a large but apparently disinterested youth voter constituency; slow preparation of electoral infrastructure including laws, and rising political intolerance, including hate speech, incitement and high incidence of disinformation. To respond to this challenge, the Group has taken up its role in raising public attention to the key issues with a rallying call to unify the citizenry before, during and after the elections.

In this regard, NMG launched the "Mimi Mkenya" initiative, which aims to promote patriotism, issue-based elections, peace and unity beginning at the grass roots, and spreading across the country. The campaign seeks to inculcate a sense of ownership and responsibility among Kenyans and various



## Group Chairman's Statement (continued)

stakeholders from corporates, development partners, national institutions, friends of Kenya and all other stakeholders to work together towards peaceful elections in August 2022.

Through the *Mimi Mkenya* initiative, the Group has reiterated its commitment to its editorial policy to cover all candidates fairly, objectively but fearlessly; provide a platform for everybody who would like to take advantage of; hold leaders accountable to a set of issues important to the country and the Kenyan people through its '*Nation Agenda*' (NMG has developed key areas to drive issue-based campaigns on matters of high public interest). We will also fearlessly advocate against incitement, hate speech and disinformation; engage the youth and provide them a platform to air their issues and fact check what leaders say and call them out on disinformation, inaccuracies and deliberate omissions.

### Financial Performance

The Group posted a turnover of Shs 7.6 billion and a profit before tax of Shs 0.7 billion, registering an improvement from 2020 when we realised Shs 6.8 billion and Shs 0.1 billion respectively. The business recovery resulted from reopening of most economic sectors and easing of some of the pandemic related restrictions such as lockdown.

The Group registered significant growth on the back of accelerated digital initiatives, television and print revenue recovery. In addition, targeted cost management measures were undertaken to improve operational efficiency and increase productivity.

### Dividends

Despite the challenging economic environment, the business is gradually recovering from the global pandemic effects. The directors recommend payment of a final



dividend of Shs 1.50 per share on issued and paid-up share capital as at 31st December 2021, with the exclusion of treasury shares repurchased during the year. No interim dividend was paid during the year.

### Share Buyback

The Shareholders during an AGM held on 25th June, 2021 approved a Share Buyback of up to ten percent (10%) of its issued and paid-up share capital at a premium price of Shs 25 per share in accordance with the provisions of the Companies Act

(2015) of the Laws of Kenya. This gave the shareholders an opportunity to cash in on their investments. The Buyback closed on 24th September, 2021 with an impressive uptake of 82.45% (17.1 million shares). The shares repurchased are held by the company as Treasury shares.

### Digital Transformation Journey

The Group's digital transformation has been encouraging with 2021 witnessing an important milestone in beginning the journey to shift its business model to a mixed one with advertising and reader revenue being key pillars driven by digital content while exploring new revenue streams in the events and technology space.

In February 2021, NMG became the first media company in East and Central Africa to launch a paid subscription service for its digital content. Considering the uncharted territory we find ourselves in, we are delighted with the progress in terms of significant growth in audience acquisitions through registrations and paid subscriptions, expansion of compelling content covering the Africa continent and enriching our content formats to new media formats such as podcasts, puzzles, video and newsletters.

### Thought Leadership

The Group continued in utilising its convening power to shape the development and future of the region and Africa through its country-specific and Pan-African platforms. We hosted a series of virtual *Nation Leadership Forums (NLF)* in Kenya and *Mwananchi Thought Leadership Forums* in Tanzania. These dialogue forums delved into key areas such as agriculture, health, Small and Medium Enterprises (SMEs), manufacturing, education, technology and taxation, among others, bringing together diverse experts to deliberate on development issues affecting the region.



## Group Chairman's Statement (continued)

NMG's vision for being a 'Media of Africa for Africa' was strengthened when it held the third edition of the Kusi Ideas Festival, in West Africa - Accra, Ghana in December 2022. From *Kusi I* (Kigali, Rwanda) to *Kusi II* (Kisumu, Kenya), a new urgency was injected into the Pan-African ideas conversation, and this edition sought to review the importance of continental cooperation, under the theme "How Africa Transforms Under the Virus". The location selected for the third edition of the festival was almost poetic in that Accra plays host to the African Continental Free Trade Area (AfCFTA) Secretariat Headquarters, therefore providing the perfect venue to discuss the 2021 theme.

The conference attracted 34 speakers, from across the African continent as well as international speakers with an interest and expertise in the continent. The third edition of the *Kusi Ideas Festival* was co-hosted by H.E. Nana Akufo-Addo, President of the Republic of Ghana and attracted participation from H.E. Paul Kagame, President of the Republic of Rwanda, H.E. Yoweri Museveni, President of the Republic of Uganda, H.E. Rebecca Grnyspan, Secretary General of United Nations Conference on Trade and Development (UNCTAD); H.E. Wamkele Mane, Secretary General AfCFTA; H.E. Dr. Peter Mathuki, Secretary General of East Africa Community, among other stakeholders including experts, innovators, academia, entrepreneurs, captains of industry, and representatives from the diplomatic community. It was attended by 1,080 in-person delegates, a record 17,000 virtual delegates from 72 countries and 401 cities and attained over 200 million impressions on social media.

**The Kusi Ideas Festival attracted delegates from 72 countries and 401 cities. It was attended by 1,080 in-person delegates, a record 17,000 virtual delegates and attained over 200 million impressions on social media.**

### Sustainability Agenda

The Group's focus on building a sustainable business for the future gained more critical importance following the lessons learnt from the Covid-19 pandemic. Our business will only derive and deliver value if it sustains the efforts to embed sustainable business practices across all operations and pays attention to environmental, social and governance issues.

The Group has very strong governance structures including an adaptive approach in managing key risks material to the business with a clear monitoring and escalation matrix.

I am encouraged through NMG's efforts in playing a critical role in environmental sustainability. The Group has established a magazine called *'Climate Action: Why it Matters Campaign'* which convenes environmental experts to drive key conversations on climate change. The magazine has been recognised internationally at the 2021 International News Media Association (INMA) World Media

Awards. It is this commitment that drove the Group to play a convening role to rally Kenya in discussing climate change positions in readiness for COP26. Further, the Group has entered into strategic partnerships in key environmental initiatives such as the adoption of a nursery to reclaim water catchment areas in Uasin Gishu and Machakos Counties. Our commitment is to scale up these activities while playing a convening role to bring on board more partners and drive for behaviour change through all our media platforms.

NMG across the region continues to develop and implement social impact initiatives in areas such as health, education, environment, disaster relief, and community development. In this regard, the Group has registered the *'Nation Media Foundation'* to enable it deploy resources and attract key strategic partnerships that will result in an expansion of Sustainable Development Goals (SDGs) initiatives. This will be a critical vehicle for creating shared value shareholders and stakeholders.

**The Group's focus on building a sustainable business for the future gained more critical importance following the lessons learnt from the Covid-19 pandemic.**



## Group Chairman's Statement (continued)

### Board Changes

The previous year saw some changes in the Board. Prof. Samuel Sejjaaka was appointed as a Non-Executive Director and Chairman of the company's subsidiary in Uganda, Monitor Publications Limited in January 2022. This was following the passing of Dr. Simon Kagugube in 2021. The board will greatly benefit from his vast experience in management, governance oversight over public interest companies and strategy formulation.

### Our People

The Group's digital transformation will take place, not only through technology but more specifically through a vibrant, agile, adaptive, and multi-skilled pool of talent. In this regard, NMG's focus is in beefing up its internal capacity through re-skilling and upskilling the current team while at the same time acquiring new expertise.

**The Group's digital transformation will take place, not only through technology, but more specifically through a vibrant, agile, adaptive and multi-skilled talent.**



**To enable us succeed, we will continue building new products, invest and enter into key strategic partnerships for content, technology and talent.**

### Looking Ahead

In the year ahead, the Group is cognisant of the unique opportunities and challenges that exist in the digital space. We continue to learn significant lessons that inform our continuous innovation and improvement as we set our eyes on achieving the strategic North Star of becoming a modern digital content company. Hence, the focus will be to accelerate existing products in digital spaces to foster growth in new revenue streams and audiences.

To enable us succeed, we will continue building new products, invest and enter key strategic partnerships for content, technology and talent.

Lastly, we will identify mergers and acquisition opportunities for products that will help the Group drive value in key social impact areas such as agriculture, youth, environment, education, technology among others. This will also entail exploring entry into new

emerging markets such as Ethiopia, Democratic Republic of Congo (DRC), Nigeria, Malawi and Ghana.

The Board is pleased with the measures management and staff deployed, amidst a difficult period to put the Group on a path of recovery. The Board is satisfied with the company's strategic outlook and the plans in place to continue securing NMG as a sustainable business.

Let me take this opportunity to thank my fellow directors on the Board for their commitment, passion, and wise counsel. I sincerely appreciate their significant contribution during a time when leadership was required to navigate the ship through rough waters.

All in all, the recovery we have experienced would not have been possible without the hard work, tireless efforts, excellence, and teamwork of the management and staff of NMG. My deepest gratitude goes to all of you. I thank each one of you for being a champion of our mission, sharing a common mindset, driven by the set of values that we live by. My sincere appreciation for the continued support of our business partners, customers, and other stakeholders.

Ahsanteni sana!

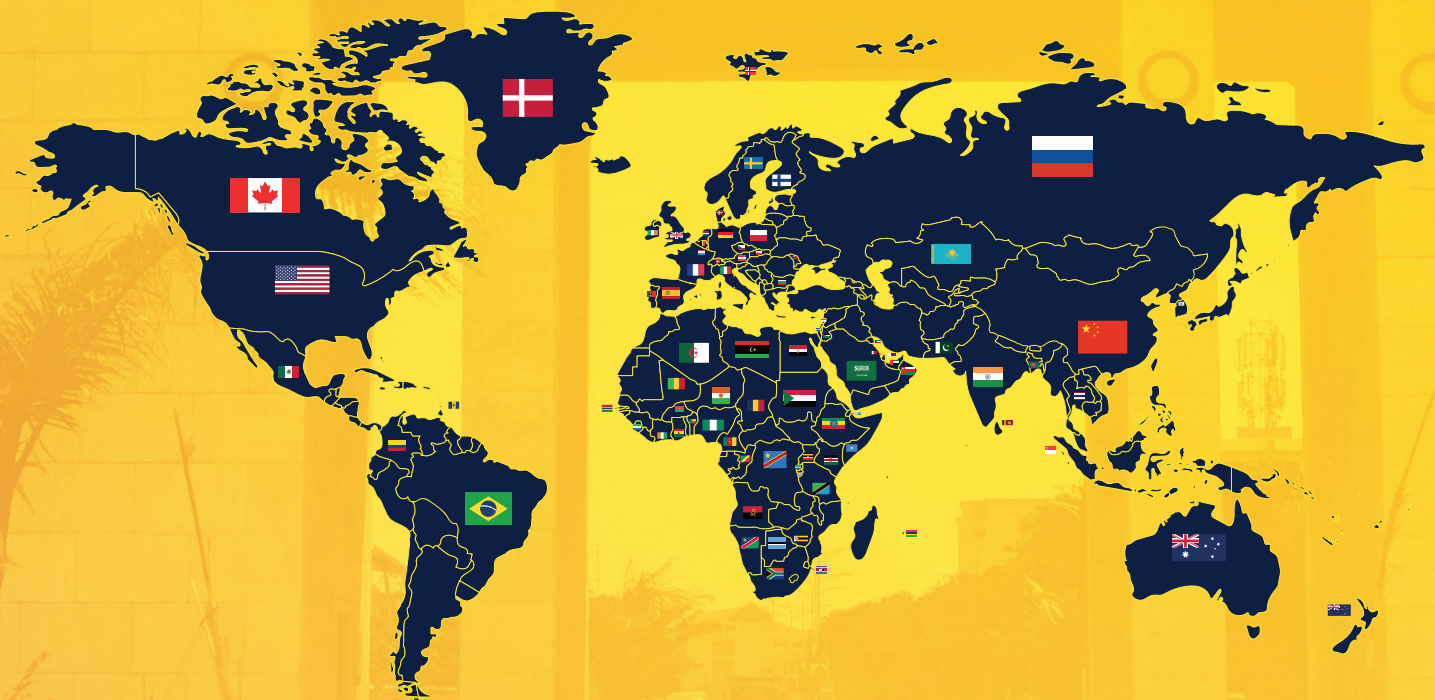
**Dr. Wilfred D. Kiboro**  
Group Chairman

## KUSI 2021 STORY

“The story of Covid-19 in Africa is not about how many people die of it, but rather how many thousands survive. At Nation Media Group, we take this story very seriously because it underscores the fact that Africa telling her own story is a strategic imperative with far-reaching consequences on our survival. Let us therefore purpose to leave this festival with a commitment to do what we need to do as individuals or collectively to take charge of our own narrative.”

Dr. Wilfred D. Kiboro - Chairman, Nation Media Group PLC

FREEDOM AND JUSTICE



**1,080**

Delegates attended physically



**17,000**

Delegates attended virtually



**72**

Countries which participated



**401**

Cities from which people participated



**34**

Speakers from across the globe



Over **200M**

Impressions on social media

Ghana • Nigeria • Kenya • South Africa • United States • Rwanda • Uganda • Germany • Canada • France • Finland • United Kingdom • Netherlands • Saudi Arabia  
Ireland • Tanzania • United Arab Emirates • Sierra Leone • Switzerland • Ethiopia • Japan • India • Indonesia • Portugal • Ivory Coast • South Korea • Belgium • Qatar  
Somalia • Bahrain • Croatia • Denmark • Sweden • Zimbabwe • Australia • Austria • Bangladesh • Burundi • Czechia • Gambia • Mali • Mauritius • Poland • South Sudan  
Thailand • Barbados • Botswana • Bulgaria • Burkina Faso • Cameroon • China • Colombia • Congo Republic • Djibouti • DR Congo • Eswatini • Israel • Italy • Jordan  
Kazakhstan • Kuwait • Lebanon • Malaysia • Mexico • Namibia • New Zealand • Oman • Pakistan • Russia • Singapore • Spain • Togo



**Dr. Wilfred  
D. Kiboro**  
Mwenyekiti



# Taarifa ya Mwenyekiti

## Wapendwa Wenye hisa,

**K**wa niaba ya Bodi ya Wakurugenzi, ninafuraha kuwapa ripoti ya utendakazi wa kifedha na usio wa kifedha wa Shirika hili kwa mwaka uliokamilika tarehe 31 Desemba 2021.

Mwaka unaokaguliwa umeonyesha ishara za matumaini za kurejea kwa hali ya kawaida baada ya mwaka uliotangulia uliokuwa umejaa changamoto kwa sababu ya tandavu ya UVIKO-19 ambayo haikutarajiwa iliyoipiga dunia.

Madhara ya tandavu hii, ikijumuisha aina zake mpya, yaliendelea kuathiri watu kote Afrika kwenye ukanda wa Mashariki kupitia utekelezaji wa mchanganyiko wa hatua kama vile marufuku ya kutotembea usiku, kufungwa kwa shule katika baadhi ya nchi, huku hatua zingine za uharibifu zaidi kama vile kufungwa kwa nchi, kufungwa kwa mipaka kwa muda fulani na vikwazo vya usafiri zikiwekwa kwa awamu, na kuwekea kikomo shughuli ya kijamii na kiuchumi.

Ni kwa msingi huu ambapo uchumi wa mataifa ya Afrika Mashariki ulishuhudia ukuaji mdogo huku ukirejea baada ya kusakamwa na tandavu ya COVID-19. Biashara ilipungua katika sekta mbalimbali huku kampuni kadhaa zikipunguza idadi ya wafanyikazi wao katika sekta kama vile utalii, viwanda, uchukuzi, hoteli na malazi.

Kurejea kwa hali ya kiuchumi kwa sasa kumepigwa jeki na kuimarika kwa bei za bidhaa, kuondolewa kwa hatua kali za kudhibiti tandavu na kurejea kwa biashara ya kimataifa. Hata hivyo, hali inasalia kuwa tete kwa sababu ya viwango vya chini vya utoaji wa chanjo katika bara hili, uharibifu wa sehemu fulani za uchumi na kujikokota kwa urejesho. Benki ya Dunia inakadiriya kwamba ukuaji wa 2022 na 2023 utasalia

# 75%

**Katika NMG, tulichukua hatua ikiwemo kampeni kali na za kila mara za utoaji chanjo ili kulinda usalama na ustawi wa wafanyikazi wetu, familia, washirika, wateja na washikadau wengine kote katika masoko yetu yote. Shirika hili hadi kufikia sasa limetoa chanjo kwa zaidi ya 75% ya wafanyikazi wake katika masoko yake yote.**

chini ya asilimia 4 tu, hii ikizidi kuvuta nyuma kasi ya urejesho katika uchumi wa nchi zilizoendelea na masoko ibuka.

Mwonekano unaendelea kuwa chanya huku kukiwa na matarajio ya kurejea kwa sekta mbalimbali kama vile ya utalii, viwanda, biashara, uchukuzi na huduma nyingine zinazotegemea utoaji wa haraka wa chanjo ili kusaidia kuzuia mawimbi mapya ya maambukizi na hatua husika za kudhibiti. Ama kwa kweli, tumeshuhudia hatua na juhudi kubwa za watendaji wa serikali na wa sekta ya kibinafsi kote katika ukanda huu za kuhimiza shughuli za chanjo, ikijumuisha kuweka masharti ya utiifu kama matakwa ya kufikia huduma za serikali.

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ya 75% ya wafanyikazi wake katika masoko yake yote. Tutaendelea kusaidia serikali za ukanda huu kwa kuhimiza utoaji wa chanjo zaidi na kushirikiana na kwa ajili ya ukuaji wa sekta ya kibinafsi.

## Mandhari ya Kisiasa

Nchi za Afrika Mashariki zinaendelea kupitia mpito wa kisiasa kama ilivyoshuhudiwa mwaka wa 2021. Mnamo Machi 2021, Tanzania ilipitia changamoto wakati Rais aliyekuwa madarakani John Pombe Magufuli alipoaga dunia na kurithiwa na naibu wake Mheshimiwa Samia Suluhu Hassan. Mabadiliko ya uongozi yalifanyika kwa njia ya amani na rais mpya amefanya vyema katika uongozi wake. Aliweza kuleta mwafaka katika uhusiano kati ya vyama vya upinzani na baadhi ya mashirika ya kimataifa na serikali ambao wamekuwa na uhasama na Serikali kuhusu ukiukaji wa nafasi ya kidemokrasia, kufungwa jela kwa waliosuta serikali na jinsi serikali ilivyoshughulikia tandavu ya UVIKO-19. Kadhalika, alisisitiza kuunga mkono kwa dhati maendeleo ya sekta ya kibinafsi, ambayo imeimarika katika uhusiano wake na serikali.

Jirani yake upande wa Kaskazini, Kenya, inatarajia kuenda katika uchaguzi Mkuu mwezi Agosti 2022 ambapo rais mpya anatarajiwa kuchukua uongozi. Pia kuna uchaguzi katika nyadhifa za Ugavana, wabunge na nyadhifa nyinginezo. Baadhi ya wasiwasi katika kampeni kufikia sasa ni pamoja na kuibuka kwa idadi kubwa ya vijana wapiga kura ambao wamegawanyika, kujikokota kwa maandalizi ya miundomsingi ya uchaguzi kama vile sheria, na kuzidi kupanda kwa joto la kisiasa, ikijumuisha matamshi ya chuki, uchochezi na matukio mengi ya kutoifahamisha umma. Ili kukabiliana na changamoto hizi, Kampuni imechukua nafasi yake katika uhamasishaji wa umma kuhusu masuala muhimu kwa kutoa



## Taarifa ya Mwenyekiti (inaendelea)

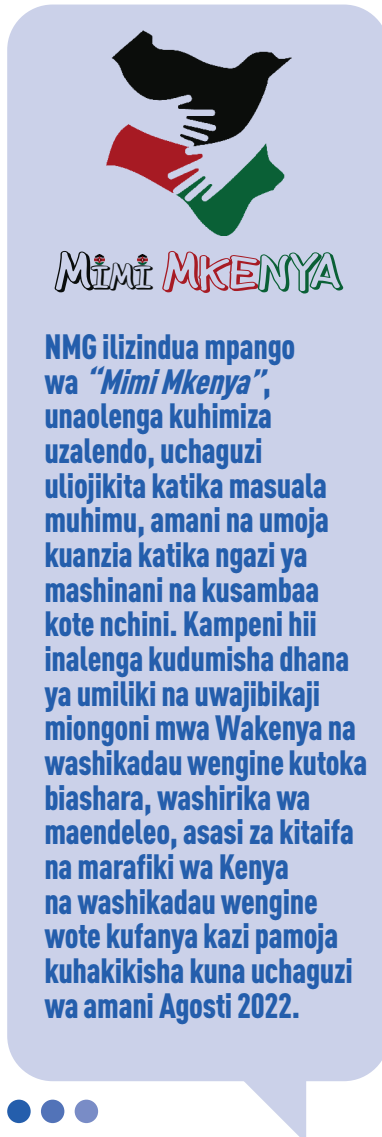
mwito wa kuunganisha wananchi kabla, wakati na baada ya uchaguzi.

Kutokana na hili, NMG ilizindua mpango wa **"Mimi Mkenya"**, unaolenga kuhimiza uzalendo, uchaguzi uliojikita katika masuala muhimu, amani na umoja kuanzia katika ngazi ya mashinani na kusambaa kote nchini. Kampeni hii inalenga kudumisha dhana ya umiliki na uwajibikaji miongoni mwa Wakenya na washikadau wengine kutoka biashara, washirika wa maendeleo, asasi za kitaifa na marafiki wa Kenya na washikadau wengine wote kufanya kazi pamoja kuhakikisha kuna uchaguzi wa amani Agosti 2022.

Kupitia mpango wa *Mimi Mkenya*, Shirika hili limesisitiza kujitolea kwake kutekeleza sera ya uhariri ili kuwahudumia wawaniaji wote kwa usawa, kwa uyaqinifu lakini bila woga; kutoa jukwaa kwa kila mtu ambaye angependa kuchukua fursa, kuwajibisha viongozi kwa seti ya masuala muhimu kwa nchi na wananchi kupitia mpango wake wa *Nation Agenda* (NMG imekuza nyanja kuu za kuendesha kampeni zilizojikita katika masuala muhimu kuhusu mambo ya maslahi ya umma). Kadhalika, tutapigana bila woga dhidi ya uchochezi, matamshi ya chuki na hali ya kutoifahamisha jamii, kushirikisha vijana na kuwapa jukwaa la kujadili masuala yao na kuchunguza ukweli wa yale viongozi wanasema na kusuta watu wanaokosa kuifahamisha jamii, mambo yasiyo sahihi na kufungia nje mambo mengine kwa kukusudia.

### Matokeo ya Kifedha

Shirika hili lilipata mauzo ya shilingi bilioni 7.6 na faida ya kabla ya kodi ya shilingi bilioni 0.7, na kusajili kuimarika ikilinganishwa na 2020 ambapo tulipata shilingi bilioni 6.8 na faida ya shilingi bilioni 0.1 mtawalia. Kurejea kwa biashara kulitokana na kufunguliwa tena



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kwa sekta nyingi za uchumi na kuondolewa kwa baadhi ya vikwazo vilivyohusiana na tandavu hii kama vile kufungwa kwa nchi.

Shirika hili lilisajili ukuaji mkubwa kwa sababu ya kushika kasi kwa mipango ya kidijitali, kurejea kwa mapato kutokana na televisheni na machapisho. Pamoja na hayo, hatua zilizolenga kudhibiti gharama zilichukuliwa ili kuimarisha ufanisi wa utendakazi na kuongeza tija.

### Mgao

Licha ya mazingira ya kiuchumi yenye changamoto, biashara inarejea polepole baada ya madhara ya tandavu iliyoipiga dunia. Wakurugenzi wanapendekeza malipo ya mgao wa mwisho wa mapato ya hisa wa Shs 1.50 kwa kila hisa kwa mtaji wa hisa uliotolewa na uliolipiwa kufikia tarehe 31 Desemba 2021, bila kujumuisha hisa za hazina ya kitaifa zilionunuliwa tena katika mwaka huo. Hakuna mgao wa mapato ya hisa ya muda uliolipwa katika mwaka huu.

### Ununuaji Upya wa Hisa

Wakati wa Mkutano Mkuu wa Kila Mwaka (AGM) uliofanywa tarehe 25 Juni 2021, Wenye hisa waliidhinisha Ununuaji Upya wa Hisa wa hadi asilimia kumi (10%) wa hisa zake za mtaji zilizokuwa zimetolewa na kulipiwa kwa bei bora ya Shs 25 kwa kila hisa kwa mujibu wa vipengee vya Sheria ya Kampuni (2015) vya Sheria ya Kenya. Hii iliwapa wenye hisa fursa ya kuchuma pesa taslimu kutokana na uwekezaji wao. Ununuaji Upya wa hisa ulifungwa tarehe 24, Septemba, 2021 huku ikikumbatiwa kwa namna ya kuridhisha kwa 82.45% (hisa milioni 17.1) Hisa zilionunuliwa tena zinahifadhiwa na kampuni kama Hisa za Hazina.

### Safari ya Mageuzi ya Kidijitali

Safari ya mageuzi ya kidijitali ya Kampuni imekuwa ya kutia moyo huku 2021 ukishuhudia kupigwa kwa hatua kubwa katika mwanzo wa safari ya kubadili muundo wake wa biashara kuwa ule ambao ni mseto huku mapato kutokana na machapisho na usomaji yakiwa ni nguzo kuu zilizoendeshwa na maudhui ya kidijitali huku pia ikichunguza njia mpya za kuleta mapato katika nyanja za matukio na teknolojia.

Mnamo Februari 2021, NMG ilikuwa kampuni ya kwanza ya habari katika Ukanda wa Afrika Mashariki na Kati kuzindua huduma ya kujisajili inayolipiwa kwa ajili ya maudhui yake ya kidijitali. Kwa kuzingatia

## Taarifa ya Mwenyekiti (inaendelea)

kuwa hii ni safari ngeni tumejipata kwayo, tunafurahishwa na hatua tuliyoipiga kuhusiana na ukuaji muhimu katika kupata hadhira kupitia watu kujiandikisha na kulipia usajili, upanuzi wa maudhui ya kuvutia yanayohusu bara la Afrika na kuboresha miundo yetu ya maudhui kwa miundo mipya ya habari kama vile podikasti, mafumbo, video na majarida.

### Uongozi katika Mawazo Pevu

Shirika hili linaendelea kutumia uwezo wake wa kuleta watu pamoja ili kukuza taswira ya maendeleo na mustakabali wa ukanda huu na Afrika kupitia majukwaa yake yanayolenga nchi mahususi na ya Afrika nzima. Tuliandaa misururu ya Mijadala ya *Nation Leadership Forums (NLF)* na *Mwananchi Thought Leadership Forums* nchini Tanzania. Mijadala hii ya mazungumzo ilijadili kwa kina nyanja muhimu kama vile kilimo, afya, SME, viwanda, elimu, teknolojia, utozaji wa kodi miongoni mwa mengine na kuleta pamoja wataalamu anuwai kujadili masuala ibuka yanayoathiri ukanda huu.

Maono ya NMG ya kuwa 'Chombo cha Afrika kwa Ajili ya Afrika' yaliimarishwa wakati iliandaa awamu ya tatu ya Tamasha ya Kusi Ideas, kule Afrika Magharibi - Accra, Ghana mwezi Desemba 2021. Kuanzia *Kusi I* (Kigali, Rwanda) hadi *Kusi II* (Kisumu, Kenya), hali mpya ya dharura iliingizwa katika mazungumzo kuhusu mawazo ya kujenga Afrika nzima na awamu hii inalenga kukagua umuhimu wa ushirikiano wa kibara, chini ya kaulimbiu ya *"How Africa Transforms Under the Virus"*. Eneo lililochaguliwa kwa ajili ya awamu ya tatu ya tamasha hii lilikuwa la aina yake kwa kuwa Accra ndipo palipo Makao Makuu ya Eneo la Biashara Huru la Bara la Afrika (AfCFTA), hivyo kutoa ukumbi bomba wa kujadili mada ya 2021.

Kongamano hilo lilivutia wazungumzaji 34, kutoka kote

**66**

**Wajumbe 1,080 walihudhuria ana kwa ana, wajumbe 17,000 kupitia simu ya video kutoka nchi 72 na miji 401 na ilivutia zaidi ya hisia milioni 200 kwenye mitandao ya kijamii.**

barani Afrika na vilevile wasemaji wa kimataifa wenye masilahi yao na kutumia ujuzi wao ndani ya bara hili. Awamu ya tatu ya *Kusi Ideas Festival* iliandaliwa kwa pamoja na Mheshimiwa Rais Nana Akufo-Addo, Rais wa Jamhuri ya Ghana na kuvutia washiriki kuanzia Mheshimiwa Rais Paul Kagame, Rais wa Jamhuri ya Rwanda, Mheshimiwa Rais Yoweri Museveni, Rais wa Jamhuri ya Uganda, Mheshimiwa Rebecca Grnyspan, Katibu Mkuu wa Kongamano la Umoja wa Mataifa kuhusu Biashara na Maendeleo (UNCTAD); Mheshimiwa Wamkele Mane, Katibu Mkuu, AfCFTA, Mheshimiwa Dkt. Peter Mathuki, Katibu Mkuu wa Jumuiya ya Afrika Mashariki, miongoni mwa washikadau wengine ikijumuisha wataalamu, wavumbuzi, wasomi, wajasiriamali, viongozi wa tasnia na wawakilishi kutoka katika jumuiya ya mabalazi. Wajumbe 1,080 walihudhuria ana kwa ana, wajumbe 17,000 kupitia simu ya video kutoka nchi 72 na miji 401 na ilivutia zaidi ya hisia milioni 200 kwenye mitandao ya kijamii.

### Ajenda ya Uendelevu

Shirika hili linalenga kujenga biashara endelevu kwa sababu siku zijazo ni za umuhimu sana kufuatia yale tuliyojifunza kutokana na tandavu ya COVID-19. Biashara yetu itazalisha na kutoa thamani

tu ikiwa itadumisha juhudi zake za kudumisha matendo endelevu ya biashara kwenye utendaji kazi wake wote na kutilia maanani masuala ya kimazingira, kijamii na utawala.

Shirika hili lina taratibu thabiti za uongozi ikijumuisha mwelekeo oanifu wa kusimamia nyenzo muhimu za hatari kwa biashara ikiwa na utaratibu wazi wa ufuatiliaji na kushirikisha wahusika wa ngazi za juu.

Nimehimizwa kupitia juhudi za NMG katika kuchukua nafasi muhimu katika uendelevu wa kimazingira. Shirika hili limeanzisha jarida linaloitwa *'Climate Action: Why it Matters Campaign'* linalowaleta pamoja wataalamu wa mazingira kuendesha mazungumzo muhimu kuhusu mabadiliko ya hali ya hewa. Jarida hili limetambuliwa kimataifa katika Tuzo za INMA World Media za mwaka wa 2021. Ni kujitolea huku kulikofanya Shirika kuchukua nafasi ya kuleta watu pamoja ili kuhusisha Kenya katika kujadili nafasi za mabadiliko ya hali ya hewa kwa kujiandaa kwa ajili ya COP26. Isitoshe, Shirika pia lilifanya ushirikiano wa kimkakati katika

**Shirika hili linalenga kujenga biashara endelevu kwa sababu siku zijazo ni za umuhimu sana kufuatia yale tuliyojifunza kutokana na tandavu ya COVID-19.**

## Taarifa ya Mwenyekiti (inaendelea)

mipango muhimu ya kimazingira kama vile kuanza kutumia vitalu kulinda maeneo yenye chemchemi za maji katika Kaunti za Uasin Gishu na Machakos. Tunajitolea kuongeza shughuli hizi huku tukichukua nafasi ya kuleta wadau pamoja ili kushirikisha washirika zaidi na kuendesha kampeni ya mabadiliko kupitia majukwaa yetu yote ya habari.

NMG kote katika ukanda huu inaendelea kuunda na kutekeleza mipango yenye athari ya kijamii katika nyanja kama vile afya, elimu, mazingira, msaada wakati wa janga na maendeleo ya jamii. Kutokana na hayo, Kampuni hii imesajili **Wakfu wa Nation Media** ili kuiwezesha kutuma rasilimali na kuvutia ushirikiano muhimu wa kimkakati utakaosababisha upanuzi wa mipango ya Malengo Endelevu ya Maendeleo (SDGs). Hii itakuwa ni chombo muhimu cha kubuni thamani ya pamoja kwa wenye hisa na washikadau.

### Mabadiliko kwenye Bodi

Kulikuwa na mabadiliko kwenye Bodi mnamo mwaka jana. Prof. Samuel Sejjaaka aliteuliwa kuwa Mkurugenzi Asiyeye Mtendaji na Mwenyekiti wa kampuni tanzu nchini Uganda, Monitor Publications Limited mnamo Januari 2022. Hii ilifuatia kifo cha Dkt. Simon Kagugube mwaka wa 2021. Bodi

**Mageuzi ya kidijitali ya Shirika yatafanyika, si tu kupitia teknolojia bali hususan kupitia kikosi cha wafanyikazi wenye ujuzi anuwai, wanaojituma na wenye uwezo wa kubadilika ipasavyo.**



**Ili kutuwezesha kufanikiwa, tunaendelea kukuza bidhaa mpya, kuwekeza na kuingia katika ushirikiano muhimu wa kimkakati, teknolojia na talanta.**

itanufaika pakubwa kutokana na tajriba yake pana katika usimamizi, usimamizi wa utawala katika kampuni za maslahi ya umma na uundaji wa mikakati.

### Watu Wetu

Mageuzi ya kidijitali ya Shirika yatafanyika, si tu kupitia teknolojia bali hususan kupitia kikosi cha wafanyikazi wenye ujuzi anuwai, wanaojituma na wenye uwezo wa kubadilika ipasavyo. Kutokana na haya, lengo la NMG lipo katika kukuza uwezo wake wa kindani kupitia kuipa timu ya sasa ujuzi upya na ujuzi zaidi huku vilevile ikitafuta ujuzi mpya.

### Mustakabali wa Siku za Usoni

Katika mwaka mmoja ujao, Shirika linatambua fursa za kipekee na changamoto zilizopo katika uwanja wa kidijitali. Tunaendelea kujifunza mambo muhimu ambayo ndiyo msingi wa kuendelea kwetu kufanya uvumbuzi na kuboresha tunapotazamia kufikia sifa ya kimkakati ya Nyota wa Kaskazini ya kuwa kampuni ya maudhui ya kisasa ya kidijitali. Kwa hivyo, lengo litakuwa ni kuongeza kasi ya bidhaa zilizopo katika nyanja za kidijitali ili kuimarisha ukuaji katika njia mpya za mapato na hadhira.

Ili kutuwezesha kufanikiwa, tunaendelea kukuza bidhaa mpya, kuwekeza na kuingia katika ushirikiano muhimu wa kimkakati, teknolojia na talanta.

Mwisho, tutatambua fursa za kuungana na ununuzi wa bidhaa zitakazosaidia Shirika hili kuongeza thamani katika nyanja muhimu za athari ya kijamii kama vile kilimo, vijana, mazingira, elimu, teknolojia miongoni mwa mengine. Hii itajumuisha kuchunguza uwezekano wa kuingia katika masoko mapya ibuka kama vile Ethiopia, Jamhuri ya Kidemokrasia ya Kongo (DRC), Nigeria, Malawi na Ghana.

Bodi imefurahishwa na hatua ambazo usimamizi na wafanyikazi wamechukua, wakati wa kipindi kigumu ili kufanya Shirika kuwa katika njia ya kurejea katika hali ya kawaida. Bodi imeridhishwa na mwonekano wa kimkakati wa kampuni na mipango iliyopo ya kuendelea kulinda NMG kama biashara endelevu.

Nachukua fursa hii kushukuru wakurugenzi wenzangu kwenye Bodi kwa kujitolea kwao, ari yao na ushauri wao wenye busara. Ninashukuru kwa dhati mchango wao muhimu wakati ambapo uongozi ulihitajika ili kuongoza dau hili kwenye maji yaliyokuwa na mawimbi makali.

Yote tisa, kumi ni kwamba kurejea kwa hali ya kawaida iliyoshuhudiwa haingewezekana bila usimamizi na wafanyikazi wa NMG kutia bidii, juhudi zisizotetereka, ufanisi na kufanya kazi kama timu. Shukrani zangu za dhati sana ziwafikie nyote. Ninashukuru kila mmoja wenu kwa kuwa balozi wa lengo letu, kushiriki mtazamo wa pamoja, kwa kutumia seti ya maadili inayotungoza. Shukrani zangu za dhati kwa kuendelea kusaidia washirika wetu wa biashara, wateja wetu na washikadau wengine.

Ahsanteni sana!

**Dkt. Wilfred D. Kiboro**