

Case Studies: Inside the new solutions making journalism work for society



Radio Huguka

The Voice

Nation Media Group

‘Her Standards’
FOJO:
MEDIA INSTITUTE
Linnæus University

WAN  **IFRA**



Women in News

SUSTAINABLE
JOURNALISM
PARTNERSHIP

NWT
Media

About the Study

This report was commissioned by Fojo and WAN-IFRA to raise awareness and inform media on practical approaches to implement sustainable journalism. It documents six initiatives of good practices of sustainable journalism, two from Sweden, two from Kenya and one each from Rwanda and Botswana. The cases were curated around three thematic areas corresponding to the pillars of sustainable journalism, namely: diversity and inclusion, environmental sustainability and financial viability

By Denis Galava, PhD

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Premiumteams: making newsroom collaboration work

Collaboration or convergence has become a buzzword in news companies across the world as they seek to leverage the skills available on editorial, technical and commercial teams to deliver impactful stories, engage younger audiences and drive revenues on their multimedia platforms.

But most of them haven't succeeded in transforming their workflows and working environment to make collaboration a reality.

Swedish NWT Media is one of the few success stories, having in the past year operated an innovative model that allows its newsroom, technical and marketing staff to plan and create stories for their digital platforms (websites and apps) and print newspapers together.

The innovation, called Premiumteams, was first tried out by one of NWT's regional newspapers covering a popular motor pageant in a town where it has a moderate presence. For effect, the newspaper mobilised reporters, digital editors and marketing editors, and asked them to collaborate in designing the approach and co-create the story.

"The newsroom wanted to do a different kind of cov-

erage on this parade so they created a team of reporters from the local newspapers, digital editor and marketing coordinator. The trio acted as a mini-editorial team with full control over content, planning and publishing. The result was a four-part series with substantial reader engagement, both on the NWT website and on social media. The series had over 100,000 page visits, a first for the media house," says Patric Hamsch, NWT's deputy head of media.

Riding on the success of the initial experiment of mobilizing a cross-departmental team comprising reporter, a digital editor, and a marketing coordinator, NWT adopted 'Premiumteams' as its standard operational approach to covering big events, investigative stories and stories with a strong human touch.

The adoption of Premiumteams has necessitated changes to workflows, with staff from different departments attending regular meetings to "share the KPIs and goals or the objectives that we have together". The editorial department, however, retains control over news making. The model has become especially useful to the smaller local newspapers with three to five reporters who could be good journalists individually, but lack time or skills to publish their sto-

ries on digital platforms, market them effectively, or get sponsors for them on social media outlets. Hamsch says NWT's journalism has become more inclusive, with preference for "more stories that are closer to our readers and our audiences".

The stories are enriched by diverse perspectives in the editorial discussions around what topics to cover. The earlier practice of publishing one or two stories about communal events has been abandoned for broader coverage of "ten, fifteen or twenty stories."

Premiumteams has also strengthened collegiality in the newsroom, says Hamsch.

"We tell the entire organisation that we need each other, we need to cooperate between the departments to be successful. We can see that we get often really good results. Even individual journalists generally think it is better to plan things together with others."

As media owners world-wide grapple with declining resources in the wake of a global recession and Covid-19 pandemic, NWT is betting big on its innovative culture to grow even faster. The company has not dismissed any employee, retaining the 300-strong team that includes 180 journalists. Further, profits have grown as the company attracts more investment funds from its owners, who recently injected "10 million euros to hire



25%

THE INCREASE IN UNIQUE WEBSITE VISITORS AT NWT NEWSPAPERS IN ONE YEAR



33%

ANNUAL RISE IN DIGITAL SUBSCRIPTIONS SINCE THE GROUP DEPLOYED PREMIUMTEAMS

300

NWT NEWSPAPERS HAS AN INCREASE OF UNIQUE WEBSITE VISITORS OF 25% IN ONE YEAR,



Journalism has become more inclusive, since NWT does "more stories that are closer to our readers and our audiences", says Hamsch

more journalists, more marketing coordinators, and more data analysts".

The Premiumteams' success has inspired massive ongoing transformation from print-based to digital based products – preceded by hiring of about 30 new journalists over the past two years. The results are tantalizingly promising and unprecedented.

"We have lowered the average age of our subscribers by 3.5 years in one year. Second, we have increased the number of unique website visitors by 25% in one year, and third is that we are attracting new subscribers. Digital subscriptions have increased by 33% in one year since we started working with Premiumteams, while digital conversions have increased by 77% in one year," says Hamsch.

Overall, the initiative has resulted in engaging and innovative journalism reaching new and larger audiences. For instance, when two NWT reporters jumped on a plane to Ayia Napa to live-report Karlstad students on their graduation celebrations, this attracted over 45,000 page visits.

The innovation has inspired similar transformations in rival media houses, and NWT has been nominated for the Best Innovation Newsroom award in Sweden.



The newsroom wanted to do a different kind of coverage so they created a team of reporters from the local newspapers, digital editor and marketing coordinator. The result was substantial reader engagement, with over 100,000 page visits, which was a first for us.

– Patric Hamsch, deputy head of media at NWT Media



Although some senior male editors still need training to stop regarding gender issues as an “afterthought”, there is progress. There is an awareness that equal gender reporting is about covering women as heroines, newsmakers and policy shapers, and not just victims of, say, domestic violence.

— SGWN President, Queenter Mbori-Saina



Networked women: setting the standards for diversity in media

At Kenya’s Standard Group, breastfeeding employees have access to two private nursing rooms within company premises where they can take a few minutes to comfortably feed their babies while at work.

The company says the establishment of the facilities, coupled with the introduction of friendlier maternity and paternity support policies in the past five years, has significantly improved the welfare of nursing mothers and enhanced their engagement at work.

These are some of the many remarkable successes of The Standard Group Women Network (SGWN) set up by the management in October 2018 mainly to articulate women’s views in the workplace and, by extension, position them to be more impactful on society.

The initiative, a first in Kenya’s media houses, was inspired by the findings of an employee survey and has evolved into a model for diversity and inclusion in the newsroom, mainstreaming gender-conscious reporting and setting a stan-

dard for a more gender-balanced reporting in the media.

The survey revealed, among other issues, that male employees were more engaged by 10%, presumably because men held most of the senior managerial positions.

Notably, only two women were editorial leaders, suggesting biases in hiring and promotion of women journalists, thus undermining the quantity and quality of news about women and their perspectives on the reported issues.

It was necessary to empower women for equal representation in the media house’s senior leadership, and thus create a suitable environment for women to participate in policy decision-making.

SGWN has provided networks for training and capacity development with external partners and, second, developed a mentorship programme for young female journalists to understudy their veteran colleagues.

These achievements are pointers to internal and



10%

THE DIFFERENCE BETWEEN MALE AND FEMALE ENGAGEMENT AT STANDARD GROUP, ACCORDING TO A INTERNAL SURVEY IN 2018

The SGWN is therefore a study in fostering diversity and inclusion in the newsroom, partly because it has championed growth in women’s editorial leadership from a paltry two women to 33% in four years

external resources that can be tapped by media houses to improve the capacity of journalists and boost the quality of journalism even with limited resources.

Indeed, a revamp of Standard Group’s Anti-Sexual Harassment Policy, and training of all staff on the ills and forms of sexual harassment revealed that most men were unaware that some of their actions amounted to sexual harassment. Some men learnt that they had also suffered sexual harassment earlier.

Arguably the most outstanding offshoot of the SGWN was the establishment of a Gender Desk and the launch of ‘Her Standards’ – a weekly TV show to promote gender inclusion and diversity.

Although the desk is under-resourced and the Standard Group has recently suffered massive staff exists in the midst of a financial crunch, the Gender Desk is now part of company policy and practice. Further, the Gender Desk has democratized news gathering and curation, enhancing coverage of women and other minority groups.

“Although some senior male editors still need training to stop regarding gender issues as an “afterthought”, there is progress. There is an awareness that equal gender reporting is about covering women as heroines, newsmakers and policy shapers, and not just victims of, say, domestic violence,” says SGWN President, Queenter Mbori-Saina.

Such gendered reporting, says Queenter, ex-

pounds the bounds of possibilities for women and even men.

Queenter presents the weekly ‘Her Standards’ TV show, hosting previously unknown women professionals, business people and leaders from all spheres of work who built society from the shadows. This has enabled other newsroom editors to tap them as sources and expert voices, further enhancing gender diversity and inclusion in news coverage.

The SGWN is therefore a study in fostering diversity and inclusion in the newsroom, partly because it has championed growth in women’s editorial leadership from a paltry two women to 33% in four years, made sexual harassment at the work place a priority management issue, and trained women journalists to seek leadership positions within and beyond the newsroom. Thus, the SGWN is proof that diversity and inclusivity can boost productivity, improve staff welfare, and tap previously unseen or ignored newsroom talent dwarfed by entrenched cultural biases.

Lastly, a journalist working where diversity and inclusivity are part of company policy and practice is likely to approach journalism with more commitment to productivity, equity, and inclusivity. Such a journalist is likely to call out biases that create inequity within society, and employ their journalism acumen to champion for safe spaces that reward everyone, thereby fostering positive and sustainable social change.



“Our readers are people in pretty high positions within big companies in Sweden. Many green companies are in the forefront of changing into a more sustainable business model and they need to be upto date with what is going on in rules and regulations.

— Emang Bokhutlo, Editor-in-Chief
The Voice



‘*The Voice*’: speaking for the people is smart business

It came from the provinces and conquered the city. And when it became Botswana’s best-selling newspaper, it stayed the cause as a crusading paper that speaks for the people.

That’s the story of *The Voice*, Botswana’s most decorated tabloid. Founded in 1993 in Francistown, Botswana’s second city, the tabloid’s winning formula was to insert people in the news. While the big newspapers in Gaborone, the capital city, dedicated space to the voices of authority – the presidency, ministers, members of parliament, and corporate leaders – *The Voice* scoured villages and streets for local news and concerns of the ordinary man and woman.

“We would interview people on whatever issue of the day that affected them. The people appreciated this very much because they could see themselves and their concerns in the news. That is why we rose to become the Number 1 bestselling newspaper in the country. The paper reflected the society – people could say, “my aunt was in *The Voice* today, my niece, and so on,” says Emang Bokhutlo,

the Editor-in-Chief.

The Voice also distinguished itself as a day-two newspaper, telling the story behind the news and explaining why it matters. Soon, the other newspapers became sources for *The Voice*; they were merely reporting events. The strategic focus on community issues, people and in-depth reporting had a huge impact on readers hungry for journalism that speaks to, and for, them.

Perhaps one of the newspaper’s most impactful campaigns was to create awareness on HIV/AIDS. Botswana in the 1990s was facing serious problem of HIV/AIDS, where one in every three people on the streets was HIV positive. There was prevalent stigma and fear because HIV then was like a death sentence. There were no anti-retroviral drugs. *The Voice* ran an effective campaign to create awareness and open up national conversations about the disease. Beginning with one woman, the paper soon brought in other people, men and women, to talk about living with AIDS and collectively get help. The campaign had three immediate outcomes.

First, it mobilized structured intervention from authorities and humanized those who had tested positive with the virus. Second, it sparked conversations about the pandemic, and ticked off the campaign for safe-sex. Third and most important, the government declared the pandemic a national disaster, allowing foreign aid to contain the spread. Many years later the tabloid would be awarded the 2008 Sol Plaatje Leadership and eExcellence Award in recognition of its reporting of HIV/AIDS.

The paper has positioned itself as a champion for social and cultural inclusivity for all. Its campaign for the rights of sexual minorities, including the LGBTQI community, mobilized public support leading to the decriminalization of homosexuality in Botswana. It has also advocated for the rights of other minority groups, including the Basarwa ethnic community whose displacement by government led to an extensive campaign for restitution.

And as Emang says, “communities know us and they know that if they have an issue, they just walk into our office any time and we shall help them carry out that campaign.”

Trenchant support for the public interest has earned *The Voice* readers at home and accolades abroad, with some organizations supporting its investigative reporting. For instance, Wan-IFRA funded the paper to investigate claims that Namibia was drilling oil in a pristine touristic location on its borders with Botswana. This would have ruined the livelihoods of local Botswana populations. Thanks to the paper’s



“Communities know us and they know that if they have an issue, they just walk into our office any time and we shall help them carry out that campaign.”

reportage, the drilling stopped.

COVID-19 pandemic, digital disruption and global recession have hit *The Voice* hard, but Emang is optimistic the paper will stay the cause; advocating the rights of the marginalised and holding power to account. The newspaper’s success shows that it pays to speak for the people. That protecting the public interest is a good business strategy for any media house. That good journalism and smart business are not mutually exclusive.

“*The Voice* is still profitable, but the margins are fall-

ing fast. We have reorganised and cut staff and other costs as we transition into a digital-first newsroom. Our e-paper is gaining traction slowly, but advertisers still prefer the print edition. What’s clear is that whatever the platform, we’ll remain the voice of the people,” says an ebullient Emang, who joined the paper straight from the university in the 1990s.

Botswana does not allow community newspapers. However, the issue-based model that *The Voice* has perfected shows that innovative journalism with a cause trumps regulatory constraints, anywhere!



Radio Huguka: perfecting citizen journalism for rural development

Before citizen journalism became a catchphrase, a small community radio station in Central Rwanda was using farmers to collect news stories and co-create programmes on farming, health, education, development and community welfare.

Founded in 2010 as a non-profit community radio station in Gitarama, Radio Huguka has given peasants and villagers a voice and platform to discuss topical issues on food production, access to markets, peace and general development. Here, farmers

“I would say we are more than just a media house, we are focused on sustainable development. We don’t do news to inform only. Our bulletins and programmes give farmers information they can use to improve their lives all round,” says Brigitte Uwamariya, Director of Radio Huguka.

With a coverage spanning 65 per cent of Rwanda, the radio station reaches an estimated three million listeners daily, 70 per cent of whom are small-scale farmers. Other than providing information on boost-

ing agricultural production, the station supports public health programmes, encourages environmental protection and promotes peace.

Staffed by a team of 27 journalists who include paid fulltime reporters, interns and volunteers, the station’s programming is enriched by an innovative model for content generation driven by a network of 30 “correspondents” spread across the country. These correspondents are not journalists, but members of the community who debate pertinent rural development issues and concerns with experts on radio.

These “correspondents” have their ears to the ground and besides filing stories they feed the newsroom with real-time information, thus keeping the editors abreast of what the audience wants to listen to or the issues they want addressed.

Radio Huguka has been able to captivate and hold onto its audience by speaking to their priorities. Food, health, environment and peace are integral to the pursuit of better livelihoods, especially for rural farmers. What’s more, the community (read audi-



2010

THE YEAR RADIO HUGUKA, ONE OF RWANDA’S 4 COMMUNITY STATIONS, WAS FOUNDED. THE STATION HAS A STRONG ONLINE PRESENCE



75%

OF THE STATION’S REVENUES COME FROM DONORS. WITH A BITING GLOBAL RECESSION AND COVID-19 AFTERMATH, THE TAPS ARE RUNNING DRY

By focusing on food security, rural development, public health, peace and environmental conservation – the station has provided the people with news they can use

ences) decides what will be broadcast and participates in the broadcast as well. This fosters a sense of ownership, which is reinforced when the station implements their feedback on what is working or not.

“The community is our boss, they own the news and they contribute to the development of our content. They also evaluate us through an assessment we do every six months to make sure we are staying true to our goal of promoting development and peace,” says Brigitte.

While other broadcasters are worried about fleeting audiences, Radio Huguka faces the exact opposite challenge: A captive audience requiring more news and information than the station’s budget can support. The bulk of its budget (75%) comes from donors for programme activities, but with a biting global recession and in the aftermath of Covid-19 pandemic the taps are running dry.

“Community radio stations are allowed to generate a maximum of 20% of their revenues through advertising, but we cannot even reach the limit because Rwanda is small media market,” says Brigitte.

The station gets 5% of its revenues from sponsorship and partnerships with corporates and development institutions to pro-

mote specific activities. Under this arrangement partners pay for reporters to go to the field to produce content for broadcasting.

Declining donor support has forced Brigitte and team to be more innovative to generate revenues. They are planning to cash in on Rwanda’s commitment to achieving Sustainable Development Goals to grow revenues from sponsorships and partnerships. Ultimately this will increase the contribution of partnership to the budget, thus reducing the dependence on donor funding.

By focusing on food security, rural development, public health, peace and environmental conservation – all of which are at the heart of the community’s aspiration – the station has provided the people with news they can use. News that speaks to their concerns and news they can own because they were part of the generation process.

Radio Huguka’s success is a remarkable illustration that society supports good journalism. With innovation, speaking to the needs of society and involving communities in news gathering, a small media house can be a driver of social change. The transformational impact would be felt even further if regulations were reviewed to allow community radios a wider spectrum for broadcast.



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— Brigitte Uwamariya, Director Radio Huguka



‘Aktuell Hållbarhet’: leading the charge for sustainable businesses

The environmental magazine *Aktuell Hållbarhet* was launched in 2016 as a niche publication to promote sustainable business practices in Sweden. The magazine targets businesses that, according to Ylva Bergman, the editor-in-chief, “need to transform in order to follow rules and regulations to reduce their climate footprint”.

Also known by its English name, *Sustainability Today*, it was established by merging two environmental magazines. The magazine provides credible and timely information that business leaders can use to embrace and implement models that ensure holistic and circular economies that allow the environment to regenerate.

“Our readers are people in pretty high positions within big companies in Sweden. Many green companies are at the forefront of adopting more sustainable business models, and they need to be up to date with what is going on as regards rules and regulations,” says Ylva, referring to the changing environmental regulatory and policy regimes in Sweden and the larger European Union.

Underpinning the magazine’s ideology is the belief

that responsible journalism is a key pillar for a sustainable society, its environment and its businesses. It advocates for business transformation that aligns with Environmental Social Governance (ESG) policy decisions, and practical trends unfolding within Sweden and across the European Union.

Aktuell Hållbarhet’s influence is in growing an information portfolio that enables business leaders to rethink and transform their operating models in ways that align with contemporary thinking about green business.

And while it helps other businesses lessen their adverse impact on the environment, *Aktuell Hållbarhet* also looks inwardly. The magazine measures its own climate footprint and emission rates. It has embraced a business model that can grow its readership – and therefore influence – while working towards better environmental and financial sustainability. Among the strategies it has adopted is nudging its strong print subscriber base of 8,000 to switch to digital copies, which reduces the environmental impact of the magazine.

The magazine has a strong website, and publishes



It is important for journalists to know they have an owner who values independent journalism and thinks it is important for the world, for democracy – and is smart enough to build a business around this.

— Ylva Bergman, Editor-in-Chief, Sustainability Today

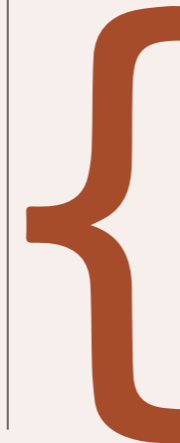


8,000

SUBSCRIBERS PAY FOR THE PRINT EDITION, BUT THE PUBLISHER WANTS THEM TO GO DIGITAL TO REDUCE THE ENVIRONMENTAL IMPACT OF THE MAGAZINE.

2016

WHEN SUSTAINABILITY TODAY MAGAZINE WAS LAUNCHED. IT TARGETS CAPTAINS OF INDUSTRY AND PROMOTES SUSTAINABLE BUSINESS PRACTICES IN SWEDEN.



It is not just about climate anymore, but human rights and the social aspects of the ESG policy. Many start-ups and the public are also pushing politicians to move faster towards sustainability, says Ylva

a newsletter with six news items daily on the latest “from politics and the EU regulations, green washing, interesting cases, and laws that provide perspectives of what is going on”.

Aktuell Hållbarhet is one of the titles under Bonnier News Media, the largest publisher in Sweden. Its staple includes the country’s largest daily and biggest business newspapers. Its business acumen is powered by belief in a free, vibrant media.

“It is important for journalists to know they have an owner who values independent journalism and thinks it is important for the world, for democracy – and is smart enough to build a business around this,” says Ylva.

Such a progressive ideological position and strong financial backbone has enabled *Aktuell Hållbarhet* and its sister platforms to be innovative and tenacious, expanding the influence of public interest journalism.

While the print edition is going strong, Ylva is investing heavily in a digital offering for readers that works with analytics to track what content audiences resonate with. She envisions a future where green business is the norm and where the government is a catalyst for smart, sustainable businesses. Going green and supporting regeneration are not options for governments or businesses, but a necessity.

“A lot of start-up companies, the public and the business sector are pushing politicians to move faster towards ensuring environmental sustainability because they see in this an opportunity to transform their businesses to be more holistic, circular and regenerative, otherwise they might not survive in the future,” says Ylva.

Besides journalism, the magazine has also diversified into thematic thought leadership and events. It targets business leaders who need to innovate and manufacture products that are less harmful to the environment. With Sweden being a leader in steel and motor vehicle manufacturing, these publicity events have a wide client scope and are impactful.

“It is not just about climate anymore, but human rights and the social aspects of the ESG policy,” says Ylva.

The magazine is framing discourses on the interconnected issues related to ESG concerns. It is pushing for social justice in favour of vulnerable members of society. Thanks to such agenda-setting, business communities have put the Swedish government under greater pressure to make progressive policy, and attract a talented young labour force aware of climate change consequences and can help guarantee the future of businesses— and society.



Climate Desk: gamechanger in environmental journalism

Kenyan media houses were until recently seen to pay lip service to climate change in their coverage. Environmental interest groups often raised concerns about sketchy and occasional reporting about extreme weather events like flooding and drought, for example, that failed to help audiences see the link with climate change.

In 2020, the *Nation Media Group*, the biggest media house in East and Central Africa, decided to experiment with a special monthly pullout to drive content generation for its multimedia platforms and fill the gap in its coverage of climate change.

A team of journalists, led by Managing Editor Bernard Mwinzi, was assigned to source information and write well-researched stories on climate-related issues. The reports covering thematic areas such as clean energy, smart agriculture, and e-mobility were packaged as a monthly pull-out titled 'Climate Action' and distributed as an insert in the Sunday newspaper and digital platforms.

Some news and feature stories produced by the team

regularly found their way to the daily newspaper pages. The pullout was a roaring success with wide readership and advertising, proving the point that good journalism pays.

To consolidate the gains, the company decided to create a Climate Desk, staffed with a designated editor and 8 multi-media reporters. The Desk saw its sustainability boosted and capacity for investigations and reporting significantly strengthened after partners, including the Bill and Melinda Gates Foundation, joined in to support its work. With stronger financial muscle, reporters on the Climate Desk normalised going to the ground to investigate and report on climate change and other environmental issues.

Mwinzi, now responsible for content generation across print, digital and broadcast platforms at the media house, describes the establishment of the special desk as a game changer in the practice and impact of the media house's journalism.

The reportage now delves much deeper, explaining to readers the cause-and-effect relationships between



Every week there is a team that is working on food systems, nutrition and climate change. Unlike in the past, it is now possible to have a front-page story on matters climate, says Mwinzi

certain practices and environmental degradation, for example, thus raising environmental awareness among ordinary populations and changing the narrative about climate change.

There is emphasis on illustrations of how climate change affects people in their everyday life and the

economic opportunities that can emerge from confronting climate change such as carbon trading.

Reports demystifying climate change and highlighting opportunities related to adaptation and innovations also seek to help audiences have a 360-degree perspective of climate change.

"My biggest joy is seeing climate change discussed in remote places by ordinary people, planting trees and trading them for carbon credits. My regret is that we took too long to start this initiative ... we should have started 10 years ago," says Mwinzi.

He cites a baseline survey conducted before the launch of Climate Action in 2020 that found that villagers could not see the connection between human action on the environment and the dwindling rain levels, diminishing harvests, and growing desertification.

"The farmer in Murang'a, central Kenya, now knows why the river in the area is drying. [Previously] the media was not telling the farmer why that is so."

The Climate Desk has also mainstreamed climate change and environmental issues into the Nation Media Group's journalism, complementing traditionally popular news beats such as politics, crime and sports.

"Every week there is a team that is working, examining resilience and adaptation, food systems, nutrition and climate change. Unlike in the past, it is now possible to have a front-page item on matters

climate," says Mwinzi.

The team holds daily docket and weekly review meetings to discuss emerging trends and issues related to climate change and plan for coverage. The desk has enabled the Nation Media Group to build an editorial talent pool that can report on the dominant global conversations around the climate and how Kenyans are affected.

The media house is also focusing on developing talent by exposing reporters to further training and climate-related conferences. During the 2022 COP27 meeting in Egypt, the Nation Media Group sent eight environment journalists to participate and cover the event, and interact and network with environmental scientists to understand the current extent and future prospects of climate change.

Besides putting climate change at the centre of national conversations on food and nutritional security as well as development, the Climate Desk is recruiting new readers and audiences to the *Nation*, while helping diversify the company's revenue stream.

"It actually brought a few coins for the company and was recognised as a great journalistic and commercial venture, something that was out of the ordinary," says Mwinzi.

As a result of the success of the product, the group plans to introduce a weekly Climate Action pull-out on its print and digital platforms, and a daily Climate Action programme on TV.



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— Bernard Mwinzi, Managing Editor, Nation Media Group

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