



Annual Impact Report 2023



PARADIGM
INITIATIVE

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Catalysing Change:

2023

In Review

Welcome Note



In the ever-evolving terrain of the digital era, our pursuit of a connected and inclusive world is unwavering. Through this journey, which started 16 years ago, we have continued to impact lives positively, one digital footprint at a time. This edition of our Annual Impact Report serves as a testament to our steadfast dedication to championing digital rights and inclusion in Africa and beyond.

With a presence spanning six African countries – Cameroon, Kenya, Nigeria, Senegal, Zambia and Zimbabwe, our commitment to fostering change is reflected in the diverse and impactful programmes we have implemented and continue to implement. From our LIFE Legacy Programme to strategic litigation that challenges the status quo, each endeavour is a platform for creating a rights-respecting world with free and affordable Internet for all. As we manoeuvre the complexities of Information Communication and Technology (ICT) policies, our advocacy efforts cut across several countries, forging partnerships that amplify our collective voice, strengthening the foundation of digital rights and inclusion.

It is worth noting that behind every successful endeavour is a dedicated team, and Paradigm Initiative is no exception. We come together to power our vision through meaningful contributions to our cause.

The pages that follow will take you to the heart of our organisation and give you a peek into our work through our Programmes, Partnerships and Engagements, Communications and IT, Finance and Administration, Human Resources, Operations, Monitoring and Evaluation teams. Each department is a reflection of the major steps we took in 2023 in our contribution towards a digitally inclusive world where rights are respected. Together, we have woven a beautiful fabric, creating a powerful ripple effect that extends beyond our individual efforts.

As we reflect on 2023, this report serves to document the impact we have jointly achieved and the milestones that lie ahead where rights are protected, inclusion is taken into consideration, and the Internet is truly a force for good.

In unity, we empower, and in collaboration, we thrive. Thank you for being part of this incredible journey.

With Gratitude,

The Paradigm Initiative Team

OVERVIEW



This Annual Impact Report starts off by highlighting achievements, acknowledgments, departmental reports and their impact during the year. The report spotlights the Programmes department and its impact, bringing to the fore the LIFE Legacy Programme, Ajegunle Scholarship, projects implemented, convenings hosted, strategic litigation undertaken, blog posts drafted, policy briefs as well as research outputs.

Also featured is the Partnerships and Engagements department with highlights on the Digital Rights and Inclusion Forum (DRIF23), the launch of the Londa 2022 report, convenings, sessions where the team participated in, speaking engagements, coalitions entered into during the year, the maiden digital policy digest, thought leadership and fellowships including the Digital Rights and Inclusion Learning Lab (DRILL).

Subsequently, the report features the Communications and Information and Technology (IT) department, highlighting key developments undertaken during the year. This is followed by developments from Finance and Administration, Human Resources, Operations, and Monitoring, Evaluation, Research and Learning (MERL).

The report highlights interesting numbers, media highlights, newsletters, the PIN podcast, our FacesOfPIN Campaign, governance and transparency.

ACHIEVEMENTS

Key Achievements and Milestones

Successfully managed

17
events

Introduced the event/travel calendar and automated travel requests

Successfully convened

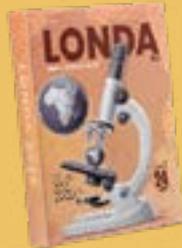
601

Delegates from 54 Countries for the 10th Edition of the Digital Rights and Inclusion Forum (DRIF23)

Successfully verified

23

vendors across Nigeria, Kenya, Cameroon and Zambia



Launch of Londa 2022 Report covering

24 countries

Salary compensation review

Published Audit Report 2022

Automated Payment Processes

Implemented tailored automation solutions to minimise errors and accelerate process execution



Media coverage across platforms with a consolidated reach of

997.6 million

Social media reach of

11,984,941

across Facebook, Twitter (X), LinkedIn, Tik Tok and Instagram.

Improved employee engagement and satisfaction

Developed the 2024-2028 Strategic Management Plan (SMP)

ACKNOWLEDGEMENTS

We are honoured to extend our heartfelt gratitude to the pillars of our success—the generous donors, dedicated funders, invaluable partners, passionate volunteers, committed board members and our resilient staff.

Over the years, our donors and funders have supported our mission by providing unwavering financial support towards our initiatives. Your commitment to our cause has enabled us to roll out impactful programmes, support strategic litigation, and advocate tirelessly for policies that ensure digital rights and affordable internet access for all. Your belief in our vision and mission remains a catalyst for change in all we do.

Our partners, you have stood with us on the frontlines, supporting and amplifying our impact and expanding the reach of our initiatives. Your collaborative spirit has transformed challenges into opportunities, in the process creating a formidable network that is greater than the sum of its parts.

To our dedicated volunteers, your selfless contributions cannot go unnoticed. Your time, skills, passion and dedication have contributed immensely to our programs and engagements. Your commitment to our cause continues to be a great source of inspiration, reminding us of the power of collaborative effort in

realising impact and transformation.

To our esteemed board members, your strategic guidance and constant support have played a major role in steering our organisation towards success. Your wisdom and commitment to our mission have provided the stability and sustainability required to navigate challenges, embrace opportunities and dream big. Your leadership has continued to set the tone for our collective wins.

Finally, the hardworking and dedicated staff are the backbone of our organisation as tireless efforts in our various departments continue to transform our vision into reality.

In this publication, you will find progressive impact made possible by the joint efforts of everyone mentioned.

We look forward to continuing this journey together, shaping a future where digital empowerment and inclusivity thrive.





DEPARTMENTAL

REPORTS



PROGRAMMES

In the dynamic sector of digital advocacy and empowerment, Paradigm Initiative (PIN) stands as a beacon of change, championing digital rights and inclusion. Nestled at the core of our strategic endeavours lies the Programmes Department which drives initiatives that transcend boundaries, connecting under-served African youth with unparalleled digital opportunities. With a mission to impact livelihoods, the department serves as the architect of transformative programmes, shaping the digital landscape and pushing for a rights-respecting world where there is access to free, accessible, open and affordable Internet for all.

Life Legacy Programme

Through our flagship LIFE Legacy programme, the department plays a central role in supporting the organisation to achieve transformative impact. So far, we have impacted the livelihoods of more than 150,000 young, under-served Africans through digital opportunities, and this is set to grow in the coming years. In 2023, we onboarded six new partners into the LIFE Legacy programme drawn from Kenya, Nigeria, Senegal, and Zimbabwe. Altogether, we worked with 13 partners in executing the programme, enabling 320 young people to undergo training. Out of the 320 that underwent the training last year, 43 were placed in internships, 18 got job opportunities, 13 are doing freelance work, 18 are into various apprenticeship programmes, 20 started small-scale businesses and 11 secured admission into tertiary institutions. We visited four partners in Nigeria for onsite monitoring and virtually engaged the other partners.

During the period under review, PIN received a grant from the Internet Society Foundation's (ISOC) Strengthening Communities/Improving Lives and Livelihoods (SCILLS) to expand the programme in Senegal and Ghana. Additional support was received from the Disney Foundation.

Ajgunle Scholarship

As a way of giving back to the community and recognising notable individuals who played vital roles in our early years, we established the Ajgunle Legacy Project, aptly named after the area to support resident youth/students in securing university education in technology courses such as Information Technology (IT), Software Development and Computer Engineering, among others. The Project has two arms- the prize arm and the scholarship arm. The prize arm will support two young people (one male and one female) from low-income families resident in Ajgunle to acquire a university education in Science, Technology, Engineering, and Mathematics (STEM) or Law annually. It is named after the late Taiwo Bankole Ogunyemi, one of the foremost volunteers at PIN's LIFE Programme (now known as LIFE Legacy). This award is aimed at immortalising the late Ogunyemi's name for the role he played in improving the lives of young people across Nigeria, especially in Ajgunle. The scholarship arm, on the other hand, will support two young people (one male and one female) from low-income families residing in Ajgunle to get advanced software development training annually. We received 220 applications for the Taiwo Bankole Award and nine for the Ajgunle Legacy Scholarship. The winners will be announced in early 2024.

LIFE LEGACY PROGRAMME:

150,000 Young Africans Impacted

6 Partners onboarded in 2023

13 Partners worked with

320 Youth trained

Outcomes for trained individuals in 2023:

43

Internships

18

Job Opportunities

13

Freelance Work

18

Apprenticeship programmes

20

Small-scale businesses started

11

Tertiary institution admissions

04

Onsite monitoring visits in Nigeria

Ajgunle LIFE Scholarship

320 Applications for Taiwo Bankole Award

09 Applications for Ajgunle Legacy Scholarship

Projects



Countering Internet Fragmentation

In 2023, we undertook a project with Global Partners Digital on Countering Internet Fragmentation, which entailed mapping and engaging regional stakeholders, developing strategies for national, regional and global engagements and capacity building towards countering internet fragmentation especially at the Standard Development Organisations (SDOs). In addition, we were admitted into a working group that will work to determine Nigeria’s and Africa’s position on proposed Internet standards at the International Telecommunication Union (ITU) during the forthcoming World Telecommunications Standards Assembly (WTSA) 24 that will be held in India in 2024.

Skills For Success

We executed the Skills For Success project in partnership with the International Youth Foundation (IYF), sponsored by Google.com. Under this project, we onboarded and mobilised 300 learners who completed 150 courses. Out of the 300 learners, 126 obtained post-training placements.

Privacy International EdTech

For this project, we raised awareness of the state of Education Technology in Nigeria and advocated for appropriate policies and safeguards within the Edtech sector with emphasis on data protection. We conducted national and regional engagements on

deploying privacy in EdTech platforms, produced a policy document, carried out advocacy engagements with the Ministry of Education and the Nigerian Data Protection Commission and also conducted a data protection advocacy campaign with the aim to strengthen policies on edtech in Nigeria and increase awareness among policymakers, stakeholders, teaching staff, and the public about the state of edtech in Nigeria, the available tools for delivering edtech, the need for data protection, its basic principles and best practices, existing policies and actions that can be taken toward better policies in the country.



Convenings



Countering Surveillance and Digital Repression in Africa Convening

In 2023, with the support of Open Society Foundations (OSF), and in collaboration with Unwanted Witness, we spearheaded a convening in Mauritius that brought together 50 participants from the government, civil society, academia and private sector to brainstorm and develop strategies for countering surveillance and digital repression in Africa. The event kicked off with presentations from four researchers; Ridwan Oleyede, Kuda Hove, Aishat Lawal and Mugambi Laibuta who presented their findings on a report focusing on the state of deployment of surveillance technologies in Central, East, Southern and Western Africa. The summary of the research studies was titled, "State of Deployment of Surveillance Technologies In Africa."

At the end of the two-day convening, participants were unanimous on the need to educate individuals on the implications of surveillance and the importance of personal security. They also recommended further research on the best practices of surveillance. The participants further stressed the need for multifaceted research on surveillance for purposes of gathering evidence as a way of deepening understanding of different aspects of surveillance. They further recommended the need for autonomy within oversight bodies and regulators in

order to challenge the executive and law enforcement agencies that conduct surveillance. Additionally, the delegates recommended capacity building for stakeholders in order to counter surveillance. The convening will in future build on existing research while OSF will map out other stakeholders with a view of including them as participants

Digital Rights and Elections in Africa Meetings (DREAM)

In 2023, we launched the Digital Rights and Elections in Africa Meetings (DREAM) project aimed at collaborating with stakeholders across the continent to sensitise citizens on digital rights ahead of General Elections to proactively sensitise citizens on digital rights ahead of General Elections. Through this initiative, we were able to follow elections in Nigeria where we engaged government actors, the private sector, social media platforms, internet service providers and journalists to address the pressing digital rights needs during elections, In Sierra Leone we built the capacity of citizens, journalists and others on how to respond to rights violations such as internet shutdowns during elections and other interventions in Liberia.



Capacity Building



Digital Rights Academy

At the same time, we also used our expertise to offer Digital Security Trainings for 51 stakeholders comprising bloggers, content creators, human rights defenders and journalists in Kenya (Nairobi and Mombasa). This was in addition to training and mentoring 15 organisations on digital security in Senegal and Nigeria.

West Africa Civil Society Institute (WACSI)

The West Africa Civil Society Institute (WACSI) a not-for-profit organisation that seeks to strengthen the institutional and operational levels of civil society organisations through capacity building. We partnered on the Civic Space Resource Hub project to conduct digital security capacity-building workshops and assessment for 15 civil society organisations in Nigeria and Senegal. This was aimed at improving the Digital security capacity of other civil society organisations that are otherwise vulnerable to all sorts of cyber attacks. We helped each of these organisations develop digital security policies, work with them to assess their strength and readiness, explore suitable tools, and strengthen their organisations' capacity.

Publications and Research

The organisation also published one policy brief titled, Locked out of the AI Revolution: Africa's Absence in the Development and Regulation of Emerging

Technologies, eight blog posts focusing on empowering rights in the digital age, leveraging on monitoring and evaluation to enhance community-based programs, the PIN journey from Agejunle.org to LIFE Legacy, highlighting how we have transformed lives over the years, among others. We also contributed to the development of one manifesto which was co drafted by a group of over 50 civil society organisations from more than 30 countries in a collaborative effort to advise policymakers on the risks and opportunities of Artificial Intelligence (AI) specifically for civil society organisations and its impact on their work. The year also saw us collaborate with The Centre for Intellectual Property and Information Technology Law (CIPIT) and African Internet Rights Alliance (AIRA) on research focused on political microtargeting in Nigeria using Computational, Legal and Comparative analysis approaches. We also completed the Better Assistance in Crises (BASIC) research and a report on joint research programme that was carried out between Institute of Development Studies (IDS) and Paradigm Initiative examining why, how, and when to use social protection approaches in different crisis contexts, to deliver more effective social assistance so that vulnerable people cope better with crises and meet their basic needs. To be specific, we aimed to understand the lived experience of those affected by the adoption of digitised systems



and to examine local exercises of agency and resistance by answering the questions around the impacts on beneficiaries of the digitalisation and datafication of social assistance systems, and if these processes enable or inhibit inclusion?

With support from Open Society Foundations (OSF), we commissioned research on the deployment of surveillance technologies in Southern, East, West and Central regions of Africa. The preliminary output of that research titled 'The State of Deployment of Surveillance Technologies in Africa' was presented at our convening in Mauritius in October 2023.

Strategic Litigation

Our litigation efforts are of public interest and are always aimed at producing a broad impact on society. During the period under review, we initiated three new cases, one seeking a legal interpretation, another centered around privacy rights and Online Gender-Based Violence, provided support for one legal appeal and followed up on 16 ongoing cases, some of which include matters of digital identity.

New Partners

We joined hands with six new partners in 2023; the National Coalition on Content Moderation and Freedom of Expression (Kenya), the Media Council of Kenya (MCK), Article 19 East Africa,

the National Council for Persons with Disability (Kenya), the Kalu Ndukwe Foundation and Nigerian mission of Avocats Sans Frontières France.

Thought Leadership

The Paradigm Initiative team completed more than 38 speaking engagements in Africa and beyond, articulating issues cutting across digital rights and inclusion, ICT policy, artificial intelligence and data privacy, among others.



PARTNERSHIPS AND ENGAGEMENTS

The Partnerships and Engagements Department serves as the bridge to our various stakeholders, including government bodies, civil society organisations, academia, United Nations bodies, funders and media, among others. The department not only establishes connections but also ensures our collaborations are synergetic and aligned with our vision, mission and core values. It is through these strategic partnerships that we leverage resources, expertise and influence, multiplying the impact of our initiatives. It is worth noting that these collaborations have enhanced our advocacy efforts, sharing of knowledge and influencing policies while establishing formidable coalitions and partnerships.

In 2023, we undertook the following; formed partnerships, hosted fellowships and, advocacy engagements, implemented programmes and joined fundraising efforts. During this period, we were able to host the 10th Edition of our signature event ---- the Digital Rights and Inclusion Forum (DRIF), conducted research and policy analysis which included developing seven blog posts, two digital policy digest editions, a policy brief and three campaigns.

Digital Rights and Inclusion Forum (DRIF23) and Londa 2022 Launch

DRIF23 was hosted in Nairobi, Kenya, in collaboration with Kenya ICT Action Network (KICTANet) and the Centre for Intellectual Property and Information Technology Law (CIPIT) established under Strathmore University. Some of the themes which formed the basis of discussions at the event were Internet shutdowns, the Universal Service Fund (USF) utilisation, data protection, content moderation, and censorship. The highlight of the event was the launch of Londa 2022, our report highlighting the state of digital rights and inclusion across 24 African countries. The event attracted 601 delegates

consisting of representatives from government, non-governmental organisations, academia, media, funding partners, the United Nations, the technical community, and the private sector within the digital ecosystem drawn from 54 countries. Key partners joined us from Internews, the Global Digital Inclusion Partnership, Derechos Digitales, the Open Observatory of Network Interference (OONI), Inclusive Tech Group, Access Now, Data Privacy Brazil, Defend Defenders, Youth and Society, Tech Societal, the Global Network Initiative, UNESCO (United Nations Educational, Scientific and Cultural Organization), the Office of the United Nations High Commissioner for Human Rights and the European Center for Not-

for-Profit Law, to mention a few. The event was sponsored by the Kingdom of the Netherlands, Ford Foundation, Wikimedia Foundation, Google, Open Technology Fund and the Global Network Initiative (GNI).

Partnerships

In 2023, we took part in five partnership meetings, made new contacts with 16 organisations and joined five new coalitions, bringing the total number to 15 coalitions by the end of the year.

Platforms and Engagements

In 2023, we also hosted sessions in seven convenings such as and participated in seven speaking engagements and over 22 network/community engagements.

Fellowships

In addition to the above activities, we also hosted three fellows under our Digital Rights and Inclusion Learning Lab (DRILL). Concurrently, we provided research support to eight students from the University of Toronto Public Policy Class under our Digital Rights and Inclusion Media program (DRIMP) and engaged Digital Rights and Inclusion Media Fellowship (DRIMF) alumni through a virtual meet-up, surveys and monthly updates.

Programmes

The Partnerships and Engagements department implemented DRIF23, the Digital Security Clinic at DRIF23, the launch of the Londa 2022 report, the CIPE Smart Cities Safe Citizens project (Zimbabwe) and the Greater Internet Freedom (Angola, Central Africa Republic and Democratic Republic of Congo) project. We also hosted four Net Rights Coalition webinars, shared 17 bi-weekly updates with the NRC webinars and added 40 new members to the mailing list.

FINDING DIANA

ParadigmHQ

<https://paradigmhq.org/finding-diana>

WINNER



Gold - Good Category (Non-Profit)
Silver - Entertainment Film Category
Human Rights of Diversity



Best Human Rights Film Award
2023

COMMUNICATIONS AND INFORMATION TECHNOLOGY

In the context of digital rights and inclusion advocacy, the Communications and Information Technology (IT) Department serves as the heartbeat of PIN's efforts to drive our mission forward. We boosted the organisation's strategic objectives by providing vital support by enhancing communication channels, optimising operational efficiency and fostering a technologically resilient foundation for the seamless pursuit of our overarching goals. The department was at the forefront of highlighting our programs and their impact, partnerships and engagement activities, and advocacy efforts.

Strategic Communications

Through strategic messaging, media relations, storytelling, campaigns, creative designs, social media engagement, advertising and digital promotions, we amplified our advocacy, raised awareness and garnered support from key stakeholders. As a result, we achieved media coverage across platforms with a consolidated reach of 997.6 million and a social media reach of 11,984,941 across our platforms comprising Facebook, Twitter (X), LinkedIn, Tik Tok and Instagram. We also produced 20 Bi-Weekly Internal Newsletters, and 29 External Newsletters (Monthly and Bi-Weekly). During the year, we also launched our Podcast.

Film Awards

Our Short Film, Finding Diana, won four awards. In March 2023, it was named the Best Human Rights Film at the Berlin Shorts Award in Germany, while in May 2023, it won the Gold prize in the Non-Profit category and Silver in the Entertainment category at the Pitcher Festival in Lagos, Nigeria.

In September 2023, the film clinched Bronze in the Public Service Category at the 2023 Summit Creative Awards. Summit International Awards is a

US-based organisation that focuses on rewarding the most creative and innovative work globally with a high standard for evaluation.

Fourth Short Film Launch

In December 2023, we launched the trailer of our Fourth Short Film, 'Undersight.' The movie is inspired by our 2022 Londa report, which spotlights the state of digital rights and inclusion across 24 African countries. The short film follows the journey of Omar, a brilliant computer programmer who creates revolutionary, highly sought-after data collation software.

Information Technology

In an era dominated by technology, the IT unit of the department was instrumental in developing innovative solutions to tackle digital challenges head-on and productivity tools to make work easier. The IT team also ensures the integrity and security of our digital infrastructure, safeguarding sensitive information and sustaining the trust of our stakeholders.

During the period under review, we established the PIN library, and developed new automations and the Ripoti 2.0 platform.



FINANCE AND ADMINISTRATION

At Paradigm Initiative (PIN), the Administration and Finance Department plays a critical role in ensuring smooth operations and sustained growth, managing essential functions that contribute to the overall health and success of the organisation.

The Finance team has consistently ensured PIN's financial stability and transparency through budgeting, financial reporting, and compliance with regulations. The department meticulously manages our financial resources, and prepares financial reports, annual budgets and investments, enabling the organisation to make informed decisions, and allocate resources efficiently while strategically planning for the future. In 2023, the team prepared 65 internal financial reports, 21 external financial reports, 18 budget proposals, 11 project and travel imprest management and reconciliations, undertook asset management, workshop travels and logistics management.

The Administration team, on the other hand, was instrumental in overseeing office logistics, facility management, travel, event coordination, vendor management, ticketing and accommodation, visas and airport transfers, among other tasks. The department also strengthened vendor management, verifying and onboarding 23 vendors from the continent.

During the period under review, the Admin team successfully supported the execution of 17 key events including the Digital Rights and Inclusion Forum (DRIF), Digital Rights and Elections

in Africa Meetings (DREAM), the Ajegunle Legacy Scholarship Launch, the Convening on Countering Surveillance and Digital Repression in Africa, the African Internet Governance Forum (AIGF) and African School on Internet Governance (AfriSIG), and PIN's Annual Retreat, among others.

Countries where the team travelled to were; Costa Rica, Nigeria, Kenya, Senegal, Zimbabwe, Mauritius, Japan, Egypt, Ghana, Angola, Central African Republic (CAR), Democratic Republic of Congo (DRC), Tanzania, Portugal, Zambia, Namibia, the United Kingdom, Malawi, Mozambique, South Africa, Brazil and United States of America (USA). In 2023, the number of hailing cab rides taken by team members stood at 677, while power utilised stood at 6183.8 units.

The symbiotic relationship between the Finance and Administration teams has been fundamental in contributing to PIN's long-term sustainability.



HUMAN RESOURCE

At the heart of the Human Resource Department's responsibility is talent acquisition and management – strategically identifying, recruiting and nurturing this critical resource to ensure the organisation is fortified with skilled and motivated individuals and reinforcing our quest to be the best place to work. In 2023, the department played a pivotal role in selecting, recruiting and onboarding team members, overseeing promotions, as well as staff exits and offboarding.

The department also undertook employee surveys aimed at gauging and improving various aspects of PIN's workplace environment, in the process contributing towards employee engagement, identifying existing and emerging issues, enhancing communication, employee satisfaction, organisational improvement, strategic planning and employee well-being.

Additionally, the department undertook performance management – launching a new performance management tool, holding quarterly reviews and employment confirmations, providing regular feedback, and drafting and reviewing Key Performance Indicators (KPIs) and appraisals. The

department also supported the team's training and development as well as the leadership team in drafting the Strategic Management Plan (SMP) 2024-2028, policies, people planning and management and compiling human resource reports.

Strategic Management Plan

2024-2028

OPERATIONS

In 2023, the department recorded notable improvements in productivity, achieved through the integration of SmartSheet for streamlined collaboration. Automation initiatives were implemented, which enhanced processes, reduced manual efforts, and optimised workflows. The strategic use of storytelling elevated brand visibility, fostering a stronger connection with stakeholders. Using a holistic approach to operational enhancement, we emphasised the symbiotic relationship between technological tools, process optimisation, and strategic communication in achieving PIN's overarching goals. Comparing the number of tasks completed with the total number of tasks assigned, the department recorded 80% operational performance.

Key Achievements

Process Optimisation: The operations department initiated a comprehensive process optimisation effort by conducting a thorough departmental survey to identify existing processes across tasks, workflows, communication channels, and collaboration methods. Engaging with team members at various levels, this survey aimed to gain a holistic understanding of the operational landscape, laying the groundwork for subsequent optimisation endeavours. Following process identification, the department defined each process, breaking it down into constituent steps and clarifying roles and responsibilities to establish standardised procedures for easy comprehension and implementation by team members. Subsequently, the department explored automation opportunities to streamline workflows, reduce manual intervention, and enhance efficiency. Collaborating closely with Information Technology (IT), we implemented

tailored automation solutions to minimise errors and accelerate process execution.

2024-2028 Strategic Management Plan: The operations department embarked on developing the 2024-2028 Strategic Management Plan (SMP) through a structured approach involving departmental reviews, strategy alignment, external stakeholder mapping, external review, and a validation process to ensure it was comprehensive, achievable, and aligned with the organisation's mission and vision, facilitating clear direction and effective decision-making for the years ahead.

Impact Measurement: The department oversaw the implementation of a research project on the digital rights perspective of digital social protection. The research study shed light on the multifaceted challenges and opportunities associated with

digital social protection programs in Nigeria, focusing on specific regions - Maiduguri, Port Harcourt, and Aba. The department prioritised impact measurement by deliberately integrating Monitoring, Evaluation, Research, and Learning (MERL) into program reporting. This involved systematically tracking and analysing program outcomes to assess effectiveness and inform decision-making. Additionally, we emphasised documenting impact versus activities, ensuring a clear distinction between actions taken and the resulting effects on targeted objectives.

Project Management: The department oversaw the implementation of a research project on the digital rights perspective of digital social protection. The research study shed light on the multifaceted challenges and opportunities associated with digital social protection programs in Nigeria, focusing on specific regions - Maiduguri, Port Harcourt, and Aba.



MONITORING, EVALUATION, RESEARCH AND LEARNING (MERL)

In 2023, the Monitoring, Evaluation, Research, and Learning (MERL) unit took on a critical role within the organisation, actively shaping and executing comprehensive strategies for Monitoring and Evaluation in alignment with the organisation's digital inclusion and advocacy projects. The unit was crucial in ensuring accountability, quantifying impact, and optimising efficiency throughout various stages of multiple initiatives.

Key contributions included quarterly internal assessments to evaluate ongoing activities and processes geared towards evaluation and aimed at fostering continuous improvement and refined strategies in response to evolving challenges. Recognising the link between successful project implementation and adequate funding, MERL collaborated on fundraising initiatives and contributed to crafting compelling proposals, aiming to secure essential resources for PIN's projects.

A significant undertaking was the execution of the LIFE Legacy Organisation Capacity Assessment, providing valuable insights into partners' organisational strengths and areas for improvement. This assessment laid the foundation for informed decision-making and strategic planning. In response to evolving project evaluation needs, MERL led efforts in formulating and refining tools and procedures for data collection. This proactive approach aimed to enhance the accuracy and relevance of collected data, contributing to more robust Monitoring

and Evaluation processes. On-site monitoring and evaluation visits to selected LIFE Legacy centres were conducted, allowing for a hands-on assessment of the training program's progress. These visits enabled real-time adjustments and improvements at the grassroots level.

Recognising the importance of documentation, the MERL unit created a draft for the organisation's proposal template. This initiative aimed to streamline the proposal process, ensuring consistency and coherence in articulating monitoring and evaluation methodologies within project proposals.

Actively monitoring project implementation, the unit provided necessary follow-up actions to address emerging challenges and capitalise on opportunities. This hands-on approach contributed to PIN's adaptive capacity and agility in responding to dynamic project environments.

The MERL was crucial in assisting with project progress reporting, consolidating and presenting key data and insights to stakeholders while fostering transparent communication and accountability, both internally and externally. In essence, the MERL unit in 2023 emerged as a proactive and integral component of PIN's operations, contributing significantly to the organisation's commitment to excellence, impact, and continuous improvement.

IMPACT AT A GLANCE



PIN OPS CENTRE





NEWSLETTER

Internal Newsletter Highlights

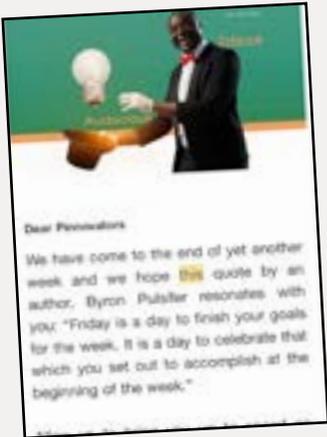
Our 20 Internal Newsletters were instrumental in keeping team members informed on developments within and outside the organisation. We rolled out the annual #FacesOfPIN Campaign, our brand and content style guide, position statement, media engagement guidelines, and welcomed new PIN team members. However, one significant event took place, we got a name for the team- The Pinnovators.



What's in a name?

When playwright William Shakespeare asked the question, "What's in a name?" in the classic Romeo and Juliet, he was referring to the idea that names themselves are a convention to set apart things or people, but themselves do not have any worth or meaning. He felt a name did not matter much. In the present day, if one is asked the same question, the answer

would be, it is everything. The truth is, names and their meanings are important. On 13th January, 2023, exactly one week after we resumed from the holiday break, we joined efforts to pick a collective name for Paradigm Initiative team members. On 3rd February, 2023, the name Pinnovators carried the day from a list of 21 names which had been proposed by team members. A quick Google search



for words similar to innovators presented the following; pioneer, developer, trailblazer, pathfinder and frontrunner.

To date, we, as the PIN team, are living up to the name and showing up in full measure to continue reflecting who we are.

We sent out
20
 Internal Newsletters
 in 2023

External Newsletter Highlights



In 2023, we produced 29 external newsletters, which we circulated to various stakeholders. Key among the highlights were thought leadership opportunities where PIN team members were speakers, commemorative days, recognition of our Short Film-Finding Diana, the launch of PIN's Fourth Short Film, *Undersight*, our publications such as blog posts, policy digests, policy briefs, LIFE Legacy Program launches, highlights of signature events such as the Digital Rights and Inclusion Forum (DRIF), launch of the Londa report 2022, among others.

We sent out
29
 External Newsletters
 in 2023



Podcast
 We also launched The PIN Podcast in 2023, with the first edition focusing on one of our LIFE Legacy alumni.

PHOTO HIGHLIGHTS

DRIF23



Ajgunle Legacy Scholarship



Privacy Symposium Africa



PIN's Annual Retreat



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in 2023, we ran an annual campaign aimed at allowing our stakeholders to get to know us better. The campaign, which ran across the year, afforded the team an opportunity to speak more on what they do, their inspiration and lessons. Enjoy some of the quotes from 2023.

<p>“The PIN brand resonates with my personal goals”</p> <p>Thobekile Matimbe, Senior Manager, Partnerships and Engagements.</p>	<p>“I love the diversity and support from PIN team members”</p> <p>Ucheczukwu Nwodi, Senior Officer, Administration</p>	<p>“PIN is keen on improving and supporting staff members’ career & personal development”</p> <p>Angela Onyegbuna, ICT Officer.</p>
<p>“I love the fact that there is a team spirit and team members capabilities are trusted”</p> <p>Peculiar Showale, C Suite Executive Assistant.</p>	<p>“I am inspired by seeing my actions positively impact the lives of others”</p> <p>Ihuez Nwobilor, Senior Programs Officer.</p>	<p>“I love the fact that I have the opportunity to create the kind of world I, and others, desire”</p> <p>‘Gbenga Sesan, Executive Director.</p>
<p>“Always strive to leave a place better than you met it”</p> <p>Judith Ogutu, Communications Manager.</p>	<p>“ I love the alignment between personal and organisational values at PIN”</p> <p>Oluwaseyi Ibuoye, Senior Officer, Finance.</p>	<p>“I love solution management”</p> <p>Lilian Edike, Administration Officer.</p>
<p>“The mutual respect and understanding that binds the team together is one of my favourite aspects of the work atmosphere”</p> <p>Giyo Ndzi, Communications Officer.</p>	<p>“The ever-evolving nature of Paradigm Initiative provides opportunities for cognitive growth,”</p> <p>Samuel Ojezele, Senior Officer Monitoring, Evaluation, Research and Learning.</p>	<p>“It’s a privilege to contribute to mission work that will leave the world better than we found it”</p> <p>Nnenna Paul-Ugochukwu- Chief Operating Officer</p>
<p>“Anything Worth Doing is Worth Doing Well”</p> <p>Miriam Beatrice Wanjiru, Programs Officer, East Africa</p>	<p>“PIN is a family friendly place to work and if you are pro-family, you’d love it here”</p> <p>Adeboye Adegoke, Senior Manager, Grants and Program Strategy.</p>	<p>“I love PIN’s relentlessness to being pacesetters in transparency, accountability and meaningful impact in the industry”</p> <p>Adesuyi Ajibade, Finance and Administration Manager.</p>



GOVERNANCE AND TRANSPARENCY

As a progressive organisation, we continue to make conscious decisions through our governance framework which upholds ethical decision-making, risk management, efficient allocation and use of resources. This has ensured our programmes, projects and initiatives are aligned to our vision and mission.

In the spirit of transparency, we have and continue to focus on delivering clear and open communication to our stakeholders by providing regular updates, comprehensive reports and inclusive feedback mechanisms which foster a transparent environment that builds trust and confidence in the impact and integrity of our

work.

It is important to mention that in this era of impactful change, governance and transparency are not only principles but the driving force behind our joint mission to create a digitally inclusive and empowered society.

CONCLUSION

This year's Impact report showcases not only our key achievements but also remarkable strides made within the organisation. This allows us to reflect on the activities undertaken throughout the year and the transformation witnessed across the region. As demonstrated in this report, our departments have fortified our organisational pillars. However, the challenge before us is to ensure we not only sustain momentum gathered this year, but also build upon it with a view of

constructing a future with great transformation. This is therefore not the end of the report but the beginning of a renewed commitment to advancing digital rights, inclusion and empowerment, ensuring our outputs echo beyond the pages of this publication.





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