

PARADIGM INITIATIVE

# STRATEGIC MANAGEMENT PLAN

(2019-2023)



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# 1 Introduction

Paradigm Initiative is a non-profit social enterprise that builds ICT-enabled support systems and advocates for digital rights in order to improve the livelihoods of under-served young Africans, through our offices in Cameroon (Yaounde), Kenya (Nairobi), Nigeria (Aba, Abuja, Ajegunle, Kano, Yaba), Senegal (Thies), Zambia (Lusaka), Zimbabwe (Bulawayo) and anywhere else our expansion plan takes us. Our programs include the **Life Skills. ICT. Financial Readiness. Entrepreneurship** (LIFE) training program, Dufuna and a digital rights program.

This is the second Strategic Management Plan produced by Paradigm Initiative and it covers the 2019-2023 period. It focuses on why Paradigm Initiative exists – our vision and operational mission – and highlights the multi-layered questions we asked ourselves about youth unemployment and ICTs in Nigeria to arrive at our operational model.

The organisation's strengths, weaknesses, opportunities and threats – focusing on 2019 to 2023 – are listed in the plan in order for the implementing team to understand the unique challenges and opportunities that come with the period covered by the plan.

The organisation's goals are derived from the long-term impact we pursue through our programs, based on the measurement metrics revised by a team made up of Office Assistants, Program Assistants, Program Officers, Program Managers, Community Manager, Finance and Admin Manager, Human Resources Manager, the Chief Operating Officer and the Executive Director. Team members at every level had a chance to contribute to the review, discussions, drafting, editing and finalisation of the current Strategic Management Plan.

This plan explains why we do not focus on numbers but on quality improvement in the lives of the under-served youth we reach through our programs. The plan goes on to define our target beneficiaries as under-served youth aged 12 to 28, providing adequate information on why we chose that demographic instead of attempting to solve all the problems we see around us.

In a brief sector analysis, we discuss the space where we work and define why we do what we do, and the way we do it. Our communication plan focuses on how we get the word out to our target beneficiaries noting that abstaining from the programs that we offer is one of the many options they are open to. The plan provides detailed information on our operations and the five key processes we seek to improve in order to increase our impact in the 2019-2023 period.

Our operational plan for the 2019 to 2023 period seeks to increase the organisation's reach (scope and scale) by increasing income and income generating capacity; developing more efficient systems; improving programs and outcomes; hiring, retaining and developing best talents; keeping staff highly motivated; and streamlining administration. With identified cost centres and potential sources of income, we also included financial projections for the period covered by the plan.

This Strategic Management Plan (2019-2023) comes at an important time as it is the first strategic plan following the commencement of Paradigm Initiative's expansion into Africa and comes right ahead of the 2024-2028 plan that will take the organisation into its first twenty (20) years of existence (since 2007) and since official registration (in 2008).

We look forward to sharing this plan with our partners so that they can understand the direction of our operations and work with us to connect more under-served youth with ICT-enabled opportunities that will improve their lives, and of their families.

This plan will be reviewed in 2022 with a process beginning with the establishment of a working group that will complete a thorough evaluation, deliver a draft to the entire team at the year's annual retreat, and make a final copy of the 2024-2028 plan available to the board for final approval. However, there will be a mid-term review in 2021. The mid-term review will help to create checks and balances on the extent of work done and to make necessary adjustments to the plan.

This 2019-2023 plan focuses on scale, governance and our *Best Place To Work* initiative. Building on the delivery of programs highlighted in this plan, the 2024-2028 plan will provide details on how Paradigm Initiative programs will scale into additional states in all regions of Nigeria, and across new countries in every region in Africa; discuss improved impact measurement and resource attraction (with a \$10M endowment fund by December 31, 2027); and highlight what Paradigm Initiative must do for the *Best Place To Work* initiative.

## 2 Paradigm Initiative Vision and Operational Mission

The organisation’s vision is: “connected African youth and digital rights for all.”

Our operational mission statement is: “Paradigm Initiative works to connect under-served young Africans with digital opportunities, and ensures protection of their rights”.

Before establishing the vision and mission, rigorous exercises were completed, including one that was specifically to identify the symptom and root cause of the problem that Paradigm Initiative works to address. The multi-layer questions helped arrive at the required intervention that defines our vision and operational mission.

<b>Symptom:</b> Youth unemployment is getting worse in Africa, especially in under-served communities.	
Why?	Access to adequate education and business exposure are seriously lacking in under-served communities because they are further disconnected from the few opportunities that are available (at a huge cost) to their colleagues in urban cities across Africa.
Why?	Majority of these youth lack access to mentors who can guide them, and they also cannot afford to pay for the few opportunities that are often brought to their communities by those who truly wish to help (or those who are simply working hard to exploit these young people).
Why?	They are not aware of tools (e.g. Information and Communication Technologies) and employment options (e.g. self-employment, virtual work) that can help them overcome the barriers that they face.

Why?	Most organizations believe that it is difficult to provide capacity building, mentorship and exposure opportunities for youth in under-served areas; and those who provide such services are unable to reduce the entry barriers (e.g. cost of participation) for the youth who show keen interest.
Why?	Legal and regulatory frameworks that would support thriving Information and Communication Technologies and enhance human rights are limited coupled with inadequate policies that can promote adoption and meaningful and affordable access to technology.
<p><b>Root Cause:</b> The absence of capacity building models with extremely low (or virtually no) entry barriers, and one that empowers the youth with tools and opportunities that help them improve their lives and that of those around them; as well as prohibitive policy and lack of legal environments that can promote technological tools and opportunities as solutions for innovation and improved lives.</p>	
<p><b>Intervention Needed:</b> A training program that equips under-served youth areas with Information and Communication Technology (ICT), Entrepreneurship and related skills; allows them to have access to mentors; allows them to gain access to knowledge without the burden of participation costs; provides exposure through engagement opportunities; and works to ensure a conducive policy environment that promotes innovation.</p>	

## Our Core Values

- **Freedom of Expression:** Paradigm Initiative employees have the right to express their views on several topics through speech or writing. This means that team members can express their opinions (even unpopular or unsavoury ones) without fear of favour.
- **Openness:** At Paradigm Initiative, we are open to sharing information so employees know what's going on, and crucially, feel heard. There is also an openness to different ways of working — different styles, changes, different opinions, and, critically, feedback.

- Respect: We treat people how we would like to be treated: with kindness, courtesy and politeness. We encourage team members to share their valuable ideas and also actively listen to others.
- Professionalism: **Professionalism** is a powerful quality. It involves being reliable, setting your own high standards, and showing that you care about every aspect of your job. It's about being industrious. Being a **professional** on the job ensures a positive first impression, successful interpersonal relationships and a lasting reputation.
- Integrity: **Integrity**, at Paradigm Initiative, comes in many forms, but above all refers to having upstanding character traits and **work** ethics including sound judgment, honesty, dependability, and loyalty.
- Collaboration: **Collaboration in the workplace** is what makes teamwork successful. Paradigm Initiative team members share skills and ideas to achieve a common goal that will benefit the team and the Organization.
- Commitment: This is the feeling of responsibility that team members have towards the goals, mission, and vision of Paradigm Initiative. It can also be the level of enthusiasm a team member has towards his/her assigned tasks.
- Privacy: Paradigm Initiative operates in a diverse community and processes personal data of a wide range of stakeholders. In line with this responsibility, we value the privacy of information collected from all our stakeholders and are guided by human rights based privacy considerations.

### 3 SWOT Analysis

We identify the following as strengths, weaknesses, opportunities and threats that apply to Paradigm Initiative over the 5-year (2019-2023) period covered by the Strategic Management Plan.

#### 3.1 Strengths

- Passionate and skilled staff
- Continuous program improvement based on feedback from all stakeholders
- Strong focus on specific demography (under-served youth aged 12 to 28) and intervention area
- Physical presence in four regions of Nigeria and four countries (representing four regions) in Africa, as part of ongoing expansion plans
- Understanding and use of digital media
- Impact-focused capacity building model for under-served youth
- Knowledge of, and participation in, national, regional and global processes
- Baseline studies before program deployment in new locations
- Ability to adapt in the fast-changing ICT sector
- Strong governance structure, represented by the board
- Ability to function and work effectively physically and remotely.

#### 3.2 Weaknesses

- Partner acquisition and retention
- Staff skills' gaps
- Fundraising
- Working from rented (not owned) facilities
- Communications and storytelling

#### 3.3 Opportunities

- Access to passionate and skilled volunteers, including Paradigm Initiative program graduates
- Partners who work with Paradigm Initiative for effective program delivery
- Membership in great coalitions and networks for collaborative responses to digital rights violations
- Program graduates who are able to add value to partner organisations
- Physical presence and understanding of host communities



- Positioned as potential partner for local, regional and international organisations with keen interest in digital rights and digital inclusion intervention programs
- Program models that can be scaled online and offline
- Novel, digital means of storytelling that relay our work, activities and impact
- Adoption of the “Best Place To Work” initiative
- Intentional and novel methods of communication
- Resilient, independent work systems and processes

### 3.4 **Threats**

- Inability to attract required income and/or funding
- Temptation to go beyond mission because of passion to add value or access to resources
- Assumption that Paradigm Initiative is more effective and resourceful than it actually is
- Declining economic conditions
- Sudden exit of key partners
- Exit of key staff
- Government policy that leads to the shrinking of civic spaces
- Increase in poverty, worsening situation and proliferation of NGOs
- Sudden and negative global developments such as health pandemics

## 4 Goals and Measurement Metrics

### 4.1 Goals

We are focused on being a sustainable organisation that connects African youth with digital opportunities and ensures digital rights for all. For our programs and Paradigm Initiative's operations, the following goals define our focus for the 5-year period covered by this Strategic Management Plan:

- Fulfilling post-training engagement for program participants
- Improved livelihoods for program participants
- Effective long-term partnerships towards delivery of our programs
- Sustainability of operations and programs, including a \$500,000 bank reserve by December 31, 2023 and \$10,000,000 endowment fund by December 31, 2027
- Feature on the “Best Place To Work” list as number 1 social enterprise in Nigeria and one of the top 10 in Africa by December 31, 2023
- Delivery of quality programs with world-class curriculum that can be adopted by other training institutions, communities and governments
- Operation in twelve states in Nigeria's six geo-political zones and eight countries across Central, Eastern, Southern and West Africa by the end of 2023
- Passage of the rights-respecting laws in at least three African countries by the end of 2023
- Influence the introduction of Digital Rights as a taught course in at least 2 universities' Law departments in Africa

### 4.2 Measurement Metrics

At the end of each program, the most important question to us regarding what we do, is: **what impact has our program had in the lives of our target beneficiaries?** We reckon that numbers are important and in measuring our performance, we will consider numbers. In measuring numbers, however, we esteem the impact of our work on our target audience. For instance, one of the measurement metrics for our LIFE program is the number of persons who have, in turn, been trained by our direct trainees. Also, for our digital rights program, we measure how many national policies have been influenced by our work as well as the number of people equipped in digital rights advocacy through digital rights interventions and the Digital Rights and Inclusion Forum. Hence, we do not focus on numbers alone because our

core program focuses on connecting under-served youth in Africa with ICT-enabled opportunities that improve their lives.

Programs	Year	Number Impacted		
LIFE Program	2019	274		
Digital Readiness Workshop for Girls	2019	220		
LIFE at Schools	2019	335		
Dufuna	2019	54		
LIFE Virtual Program	2020	280		
Dufuna	2020	40		
Digital Rights Program	2019	409		
Policies and legislation influenced	2019	4+		
Digital Rights Program	2020	94		
Policies and legislation influenced	2020	9+		

	PROJECT SUMMARY	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
<b>Activities</b>	<p>10-week training every quarter on ICTs, Entrepreneurship and Life Skills in Ajegunle, Aba, Dakata and Thies LIFE centres</p> <p>Mentorship activities connecting beneficiaries to entrepreneurs who are involved in their careers interests; career counselling and mentee's writing monthly reports; and paying back 10% of earnings for six months following completion of the training</p>	<p>Training centres open every day during each training session, running classes from 9.00am to 3.00pm</p> <p>Class assignments and tests completed, evaluation forms filled by students</p> <p>Number of beneficiaries who submit reports and remit 10% monthly</p> <p>Number of alumni who attend LIFE workshops</p> <p>Number of alumni featured in 'Echoes from LIFE'</p> <p>Number of beneficiaries who make the graduation each year</p>	<p>Class attendance records</p> <p>Clocking in and out by program staff and volunteer trainers</p> <p>Pictures, videos and other media content from training classes</p> <p>Monthly reports and remittance records</p>	<p>Adequate number students from the communities picking the application form each quarter, in order to allow for a competitive selection process, which ensures that only highly qualified candidates - who are likely to complete the training - are chosen</p>

<b>Outputs</b>	<p>Training 513 youth - who would not otherwise have had an opportunity to get a job or earn an income - in 2019, in ICTs, Life Skills and Entrepreneurship Skills</p> <p>Increase the number of youth trained by 108 each year, based on an additional 9 schools.</p>	<p>Number of forms purchased, filled and submitted</p> <p>Records of interview and selection processes</p> <p>Class attendance records</p> <p>Completion rate per program location</p>	<p>Performance on individual and group projects such as web development, community development, or business plan writing</p> <p>Use skills to provide support on entry level jobs or for small businesses in admin, social media, design, etc</p> <p>Use skills to generate profits from new business</p>	<p>We have enough capacity in terms of functional space, furniture, equipment, qualified program staff and volunteer trainers</p>
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<b>Outcomes</b>	<p>Increased average income of beneficiaries</p> <p>Placement in internships and jobs, or engagement with small scale businesses</p>	<p>Average income generated by beneficiaries per year</p> <p>Number of beneficiaries placed in internships/jobs, number of businesses open</p> <p>Average income generated for LIFE Centres through 10% remittances</p>	<p>10% remittance records</p> <p>Records of average monthly salary/profit of engaged beneficiaries</p> <p>Records of internship placements/small businesses opened</p>	<p>We have adequate institutional partnerships to generate internship/employment opportunities for beneficiaries and we also have a practical framework that holistically supports beneficiaries to pursue their entrepreneurial dreams</p>
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<b>Goal</b>	Improved Livelihood for youth aged 12 to 28	Increased level of income and financial independence of program beneficiaries	<p>Comparison of income levels of beneficiaries before and after training</p> <p>Comparing the standard of living of beneficiaries before the training, and 6 months to 1 year post-training</p>	
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	<b>PROJECT SUMMARY</b>	<b>INDICATORS</b>	<b>MEANS OF VERIFICATION</b>	<b>RISKS</b>
<b>Activities</b>	<p>Research reports and policy briefs</p> <p>Digital Rights Academy (DRA)</p> <p>Digital Rights and Inclusion Forum (DRIF)</p> <p>Strategic Engagement</p>	<p>Daily newspaper review and recommendations</p> <p>Number of DRAs held across regions in a year</p> <p>Implementation of the annual DRIF</p>	<p>Registration and attendance records,</p> <p>Documents and reports produced from the events</p> <p>Metrics on offline and online engagements</p>	<p>Disrespect for human rights and freedom of expression to the degree that hinders interaction with stakeholders</p> <p>Arrest and intimidation of</p>

	<p>with National Human Rights Institutions in the countries we work</p> <p>Participating in other conferences and meetings</p> <p>Direct meetings with policymakers and legislators</p> <p>Thought leadership/campaigns on social media</p> <p>Investigating and responding appropriately to ICT-related bills</p> <p>Strategic litigation</p> <p>Investigating and responding appropriately to digital rights violations</p> <p>Engaging national, regional and international processes (and institutions)</p>	<p>Number of coalition activities per year</p> <p>Number of research reports and policy briefs produced yearly</p> <p>Number of conference and meeting reports featuring new knowledge, recommended action etc</p> <p>Number of national, regional and international policy processes engaged</p>		<p>team members or partners</p>
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	NetRights Coalition			
<b>Outputs</b>	<p>Knowledge and best practice sharing with policymakers, media, and others who rely on the Internet for their work</p> <p>Awareness across all sectors of society (including the enlightenment of citizens and discussions with stakeholders) to ensure that Africa enjoys Internet freedom</p>	<p>Number of policymakers, media, CSOs and relevant stakeholders who participate in DRA</p> <p>Number of delegates and quality of engagement/speakers at DRIF</p> <p>Number of issues raised in meetings with policymakers and policy influencers</p>	<p>Registration and attendance records</p> <p>Documents produced from the forum or the training</p> <p>Number of research reports, policy briefs and other advocacy materials published yearly</p> <p>Number of research reports, policy briefs and advocacy materials distributed.</p>	<p>Lack of interest or political will of stakeholders towards driving action for rights-respecting legislation and implementation of such</p>

<b>Outcomes</b>	<p>Improved advocacy work on identified digital rights issues</p> <p>Strengthened capacity of organizations to undertake digital rights projects in their regions or countries</p>	<p>Successful establishment of partnerships and training of new digital rights advocates in Central, Eastern and Southern and West Africa</p> <p>Successful implementation of program strategies</p>	<p>Quality of advocates working on digital rights issues in Central, Eastern and Southern and West Africa</p> <p>Number of new organizations/individuals enlisted in digital rights campaigns</p> <p>Number of digital rights issues addressed by NetRights coalition</p>	<p>Unsuccessful collaborations leading to a decrease in the number of organizations with requisite capacity working on digital rights</p>
<b>Goal</b>	<p>Improving digital rights and making it a high priority issue across African countries</p>	<p>Changes in policy</p> <p>Active citizens demanding accountability from government and its agencies</p>	<p>Introduction of the DRF Bill in four African countries</p> <p>Influence on other relevant ICT policies in Africa to ensure they are rights respecting</p> <p>Participation in relevant Public Hearings, Open Consultations and Stakeholder Forums across Africa</p>	

## 5 Relevant Sector Analysis

Paradigm Initiative works to connect under-served young Africans with digital opportunities, and ensures protection of their rights.

Nigeria has an alarming unemployment rate requiring urgent intervention. The National Bureau of Statistics estimates that 40% of the entire population was unemployed or underemployed by the end of 2017. Worse is that youth unemployment stands at 56%. Unemployment in countries such as Tanzania being at 10.3%, Togo at 6.9%, Zambia at 15% and Cameroon at 4.3% according to the Central Intelligence Agency, majority of the unemployed population are youth with huge numbers being underemployed. These countries also have a low internet penetration ranging from 45% in Tanzania according to TCRA, and 41.2% in Zambia according to ZICTA, 24.8% in Cameroon and 11.3% in Togo according to IWS.

Accompanying the alarming rate of unemployment is the high rate of crime. Africa's digital rights record is worsening, and this affects the opportunities that the continent's youth could enjoy in a digital world.

There are several organisations, including a few ICT for Development (ICT4D) non-profits that provide intervention programs in various places in Nigeria, and on different topical issues, to address the identified problem of unemployment. However, our research and experience have shown that a 360-degree approach is required to make a meaningful and lasting impact. The continent has many organisations that work on digital rights but there are only a handful that combine digital rights and digital inclusion.

Our programs are designed with an all-round approach in mind, to address the problem. The goal is that every youth that goes through our programs becomes self-sustainable, taking advantage of additional training based on new knowledge and interests, and is able to work in an environment where the focus is on innovation and not clampdown.

At Paradigm Initiative, we focus not only on capacity building and improving digital literacy but also on using tech-enabled opportunities to solve the problem of unemployment in Africa. Our work also extends to connecting young Africans with a digital environment that promotes creativity and allows them full expression of their thoughts and talents.

For this, we use a 360-degree approach that not only bequeaths skills but also connects our trainees to global opportunities through a relay-training model, to ensure that each successful

trainee gives back by helping to train other under-served youth to ensure sustainability of the program.

The concept of social enterprise involves using entrepreneurship skills to generate income while making social change possible through innovative programs. This explains why we deploy our skills for consulting to generate income for our programs. However, no part of the organization's income is distributed to its members or directors.

Paradigm Initiative's work is made possible by a team of passionate people, who are dedicated and are willing to work for change in the lives of under-served youth, in the locations where we work, across Africa.

## 6 Communications Plan

The main objective of this plan is to help Paradigm Initiative achieve the overall goals and objectives set out in this 5-year Strategic Management Plan, by engaging effectively with stakeholders, demonstrating the success of our work, ensuring people understand what we do and sharpening people's understanding of our work where necessary. The Communications plan will implement an integrated strategy that will leverage external expertise as much as possible to achieve excellent results. The plan will be operationalised on an annual basis by the annual Communications plan discussed and approved at the annual retreat. Building on our annual online and offline reach, Paradigm Initiative will focus on the following, over the next five years, for effective communication.

### 6.1 Target Audience

Target audience to reach out to include under-served youth aged 12 to 28, volunteers, partners, policymakers, lawmakers and other stakeholders.

### 6.2 Goals, Strategy and Tactics

Goals	Strategy	Tactics
Fulfilling post-training engagement for program participants	Reach out to potential partners and stakeholders through earned media, explaining the impact of our work on beneficiaries	Call for partnerships for volunteer facilitators, internship placements and mentorship for program beneficiaries through social media, press releases and Paradigm Initiative's newsletter
Improved livelihoods for program participants	Share success stories of program beneficiaries who are experiencing improved livelihoods	Echoes From LIFE, short videos, documentaries, radios/TV features and newspaper mentions

Effective long-term partnerships towards delivery of our programs	Reach out to partners, showing that the organization cares beyond partnership opportunities	Appreciating partners (graphic designs, greeting cards, tweets, Facebook posts, shoutouts in monthly newsletter, etc), celebrating special days of partners, and quarterly partner briefs.
Sustainability of operations and programs	Communicate our work consistently and maintain relationships	Share frequent updates of the results from our work via social/traditional media. Aggressive fundraising drive
Feature on the <i>Best Place To Work</i> list as number 1 social enterprise in Nigeria and top 10 in Africa	Publicize organization's work ethics, values and staff passion to work. Celebrate staff	Sharing pictures of passionate staff on social media (Instagram) and celebrating teams with 'THANK YOU' graphic designs. Annual awards at the staff retreat. Apply for ISO certification to support.
Passage of Rights-respecting laws by three additional countries in Africa by the end of 2023	Raise active citizens to support and advocate for the passage of the bill. Get support from legislators to support the bill actively and work towards its passage	Sharing content across social/traditional media platforms, creating visual, accessible representation to explain content of bill and frequent engagement with different stakeholders
Influence the introduction of Digital Rights as a taught course in at least two universities' Law departments in Africa	Reach out to partner lecturers in target universities	Develop a draft Digital Rights course work. Invite partner lecturers to Digital Rights trainings and conferences. Provide support where possible.

## Communication Objectives

1. Ensure our stories are pushed in their proper context
2. Ensure our activities and projects receive maximum publicity
3. Ensure information about our empowerment projects reach their intended audience
4. Attract new donors and funders and retain old ones by demonstrating value
5. Project Paradigm Initiative as leader in digital rights and inclusion in Africa

## Communications Activities and Output

Channel	Output	Strategy
<b>Broadcast Media</b>	Secure regular appearance and news features for our various projects  Coverage of PIN's major events  Start and maintain a show dedicated digital rights and inclusion	Cultivate and maintain relationships with relevant media practitioners (MP).  Pitch story idea to relevant MP well ahead of events.  Capture broadcast-worthy content from events. Send media content to MP during and after events.  Engage in paid media activities (advert, paid features etc) to oil relationship  Leverage media requests to earn features  Maintain an up-to-date media contact database
<b>Print Media</b>	Regular features of our content  Maintain regular column in many outlets	Same as above.
<b>Digital Media</b>	<b>Website:</b> Weekly update of	*Program teams source and

	<p>content.</p> <p>All posts above 400 words go on the Website for ease of future reference</p> <p>Other content sources are “Update on Litigation”, Echoes from LIFE, event communication, research summary.</p> <p><b>MailChimp:</b> Communication with the community  *Quarterly general newsletter  *Quarterly pan-Africa digital rights newsletter  *Periodic publication around key issues  *Press release to the media</p> <p><b>Facebook:</b> Daily posts with focus on storytelling. Minimum of 1, Maximum of 5.</p> <p>At least one promoted post per week</p> <p>50% of posts accompanied by image/video</p> <p><b>Twitter:</b> · Minimum of 10 tweets a day.</p> <p>50% of posts accompanied by image/video</p> <p><b>YouTube</b> · New video uploaded monthly, then shared across other</p>	<p>prepare content</p> <p>*Language is mostly formal and error-free</p> <p>*Light-hearted content regularly shared on Instagram and other appropriate platforms, much less so on Twitter.</p>
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### 6.3 **Public Relations and Marketing**

Public relations and marketing for the 5 years in focus (2019 - 2023) will be done using the following media:

- i. *Earned media*: Referrals, awards, tweets, Facebook posts, editorials, news features, etc
- ii. *Paid media*: Television, radio, print, sponsorships, display/banner advertising, search advertising (e.g. Google AdWords), social network advertising (e.g. Facebook, Twitter, YouTube and LinkedIn ads)
- iii. *Self-generated communications*: graphic designs, infographics, newsletters, annual reports, Echoes from LIFE publications, Policy Briefs, brochures, banners, flyers
- iv. Strategic partnerships with other nonprofits, businesses, government and regional/international organisations

### 6.4 **Messaging**

In achieving the objectives of the communication plan for Paradigm Initiative, messaging should be precise and accurate. Our target audience should connect with the content shared at all times and it should also speak and appeal to them at multiple levels (emotions, logic, etc). Statistics and numbers should be accurate and there should be a zero error rate policy to meet best practices.

### 6.5 **Website and Social Media Strategy**

Having an effective website, utilizing social media, running online campaigns, and identifying what resources should be used online, and for web marketing, goes a long way in helping to achieve a world class communication practice. With varying demographics within our set target audience for different Paradigm Initiative programs, knowing which digital/traditional media platform connects with the different kinds of audience is very important.

### 6.6 **Marketing and Branding**

Paradigm Initiative positioning itself as a world-class social enterprise is key. Quality control must be assured on all communication and branding materials (grammar, style guide, core values, logo, fonts, etc). Brand positioning for the organization is also key, hence Paradigm

Initiative will ensure that it consistently represents excellence and best practice in all communications while making sure that we are always visible within our chosen area of expertise and programs.

## 7 Operations Plan

Since 2007, Paradigm Initiative has connected under-served youth to ICT-enabled opportunities through our training programs and other related interventions across Nigeria. Though we started with the founder's personal savings, from 2012, a significant percentage of Paradigm Initiative's income has been generated from consulting activities, and this is responsible for our ability to sustainably scale and improve our outcomes. In 2017, we expanded operations beyond Nigeria and have so far established a presence in Cameroon (covering Francophone Africa) and Kenya (responsible for the Eastern and Southern African regions). From 2019, as we scale our work, we will explore additional support from grantmaking institutions while also expanding our earned income base.

The aim of our operational plan for the 5-year period, 2019 – 2023, is to increase Paradigm Initiative's reach (scope and scale) by increasing our income and income generating capacity; developing more efficient systems; improving programs and outcomes; hiring, retaining, developing best talents, and keeping staff highly motivated; and streamlining administration.

### 7.1 *Increasing Income and Income Generating Capacity*

The need to increase Paradigm Initiative's income and income generating capacity led to the inclusion of fundraising in the Job Description of Program Managers and adding key outcomes on this initiative as performance indicators. All leaders will be provided with continuous requisite training and supported to achieve this.

Paradigm Initiative will continue to actively pursue grants from specific foundations and grant-making organizations from 2019 to 2023. During the same period, Paradigm Initiative will take active steps towards offering the resources and services of the organization in applicable ways in order to generate income through lease of training spaces; consulting services to identified organizations; providing specialized in-house training or training personnel for capacity building efforts in other organizations; research and reports.

### 7.2 *Developing More Efficient Systems*

a. **Process Flow:** The development and refinement of clear and detailed process flows across programs and functions within the organization, now included in a staff handbook (referred to as "The Handbook" in-house), will be an important part of orientation for staff.

b. **Documentation:** Detailed documentation across programs, including but not limited to activity logs; administrative records of program activities (such as number of policies influenced, number of research outputs published, number of trainees who successfully complete the training, number of trainees who get jobs or earn an income following the training, impact of the income on families and livelihoods of the beneficiaries, application information, anecdotal records); evaluation forms; monitoring activities; interviews with trainees, facilitators and program volunteers; and notes taken through direct observation of verbal and non-verbal behaviors that occur in program activities.

c. **Effective Delegation:** All leaders will focus on developing and practising effective delegation as a core leadership skill in order to save time, develop people, groom successors, and motivate their teams. They will also aim to, through this means, reduce overload or frustration, confusion and failure in achieving tasks. Delegation within the organization will go through the following process in order to ensure effective plan implementation:

- Clear definition of tasks
- Clear selection of the individual or team
- Objective assessment of ability and training needs
- Thorough explanation of the job or responsibility being delegated, its importance and relevance, and where it fits in the overall scheme of things
- State required results, what must be achieved, and clarify understanding of this by getting feedback from the other person on how the task will be measured or how you intend to decide that the job is being successfully done
- Consider resources required with the delegatee: people, location, premises, equipment, money, materials, other related activities and services, etc
- Agree on deadlines (when the job will be finished or review dates) and clarify priorities
- Develop and agree on methods of monitoring (without interference)
- Give support and communicate with anyone who needs to know what is going on: peers, line reports, team members, etc
- Give feedback on results by letting the delegatee know how they are doing, and whether they have achieved the stated aims. If not, review with them why things didn't go as planned and deal with the problems. **Leaders must absorb the consequences of failure, and share the credit for success.**

d. **Time Management and Prioritization:** All staff will be encouraged to consistently consult and update, where necessary, the operational plan – and use this in quarterly activity planning and reporting. Effectiveness training will also be pursued – both formally and informally – by recommending and discussing relevant materials. The use of tools and

applications will also be strongly encouraged among staff, e.g Smartsheet, calendars, cloud storage services, etc.

e. **Feedback and Evaluation:** 2019 to 2023 will focus on continuous feedback and evaluation as a valuable means to strengthen the quality of our programs and improve outcomes for the populations we serve.

We have designed a new process based on what we need to learn about the communities we serve, the solutions or interventions we need to provide, and how we can more accurately collect and understand the information we collect. Information we will continue to collect from our programs during the 2019 to 2023 period should help us achieve the following:

- Showcase the impact and effectiveness of our programs in target demography/communities
- Cut costs and streamline program practices by showing what works and what does not work
- Promote staff development by improving required skills
- Strengthen and increase our program's capacity to contribute knowledge to the sector
- Provide evidence of impact, a requirement for securing additional funding and support

### 7.3 *Improving Programs and Outcomes*

#### 7.3.1 *LIFE*

The following will be the focus of the LIFE training program for the 5-year period (2019 – 2023):

a. **Sustainable Expansion:** The LIFE program expansion initiative include the following milestones:

i. **Addition of LIFE centers** in 3 additional geo-political zones in Nigeria, South-South, North-East and North Central between 2019 and 2023. An office is also projected to be added by 2023 in a focus country in West Africa (Liberia or Gambia, but now in Senegal). These offices, as well as the existing ones in other geo-political zones in Nigeria, would act more as regional offices. They will not merely be focused on completing the LIFE trainings in the office but they would also carry out technical co-operation functions, including successfully advancing our 10X strategy in the region with state actors and partners, co-ordinating requests for partnerships/projects within the region and liaising the relevant local or regional programs.

ii. **The 10X strategy** would help improve the LIFE program sustainability because of its potential to increase reach and scale while keeping operations lean. Regional offices will identify and pursue opportunities to deliver the LIFE

training curriculum (both one-off and continuous basis) in partnership not only with schools and libraries, but non-profits working with youth, women and girls, religious institutions, etc. Milestones to be reached on the 10X strategy should be included as a focus during annual retreats, in addition to a concrete strategy for LIFE@school clubs in new locations.

iii. **LIFE Mobile:** There are three aspects to LIFE Mobile. One is the delivery of the LIFE curriculum using buses equipped as mobile labs which can be used to deliver training from location to location. Another is the deployment of router-like devices that can broadcast content offline, over wireless signals. The other aspect is the development of mobile-based LIFE training App for use by individuals and communities irrespective of location, which can be downloaded by users. We will deliver at least 1 LIFE Bus in 2019 and 2 LIFE Buses per year from 2020 through 2022. Each regional office would be equipped with a LIFE Bus by 2023. Hackathons for the mobile application, commencing in 2019, would involve LIFE graduates.

b. **LIFE Curriculum:** We will continue to distill our vision into a plan for evolving a more demand-driven curriculum for LIFE year-on-year. The LIFE curriculum was revised in 2017 and improved on in 2019, and should be revised every two years. Revision should include introduction of relevant digital rights and digital security topics for the target beneficiaries. This would ensure further integration of Paradigm Initiative programs and improve the quality of the LIFE program.

c. **Fund Mobilization:** The Digital Inclusion Program Manager and leads of the regional offices will drive fund mobilization and ensure that there are no snags with program operations and outcomes owing to lack of funds. The manager is to aggressively pursue both external and internal fund generating opportunities in order to achieve this objective.

d. **Digital Rights and Inclusion Forum (DRIF):** From 2019, the Digital Inclusion team will be responsible for ensuring quality conversations on digital inclusion during the DRIF and also ensuring that the right partners, and experts, are a part of the conversations. Every year, the Digital Inclusion team will host at least two DRIF sessions around issues such as mobile access, broadband adoption, affordability, digital skills/education, local/relevant content, digital gender gap, accessibility, public-private partnerships, etc. The Digital Inclusion team will also host a virtual or in-person digital inclusion exhibition booth manned by both staff and beneficiaries from various locations across Nigeria to improve the quality and choice of Digital Inclusion break-out sessions at DRIF from 2020. The number of conversations are expected to increase with in-person activities being more possible as COVID-19 restrictions ease up.

### 7.3.2 Digital Rights

The following will be the focus of Paradigm Initiative's Digital Rights program from 2019 to 2023. Focus countries in the 2019 - 2023 period would include Nigeria, Cameroon, Kenya, Tanzania, Zambia, Gambia, Ghana, DRC, Chad, Central African Republic, Angola, Ethiopia, Malawi.

- a. **Digital Rights Academy:** Building on our Internet Policy Trainings/Digital Rights Workshops hosted across, Cameroon, Gambia, Chad, Central African Republic, Nigeria, Tanzania, Uganda and Zambia, we will develop a Digital Rights Academy curriculum that will be delivered through regional sessions that will include, pre-academy assessment and selected readings; site visits to National Human Rights Commissions and relevant institutions; expert fireside chats; a post-academy project; and post-academy discussions (including participation/presentation at relevant events) and assessment. We will host Digital Rights Academies in at least 2 regions where we work in Africa (Eastern and Southern Africa, Anglophone West Africa and Francophone Africa) each year. These academies will target human rights activists, CSOs, media, policymakers, etc. In some cases, the Digital Rights Academies would be designed as specialized workshops for judiciary and security agencies. A digital rights advocacy toolkit for media and civil society would be produced by the digital rights program team and the communications team, for use and distribution at these sessions. Content for this material would be collated, vetted and tested with actors in H1 of 2019, published and launched for use in H2 2019.
- b. **Internet Governance Process Engagement:** The digital rights advocacy program will leverage existing schools on Internet Governance or local Internet Governance Forums in countries of focus, beginning from 2019, in order to hold multi-stakeholder conversations around pressing digital rights issues. Where these initiatives do not exist, the Chief Operating Officer and Community Manager, working with Managers and Fellows in the regions, will map potential partners to begin a conversation regarding an Internet Governance Forum. We will also map out existing regional forums as well as identify new ones, and thereafter devise an engagement that will be fleshed out during our end-of-year retreats.
- c. **Digital Rights and Inclusion Forum:** Digital Rights and Inclusion Forums will hold yearly from 2019, and will now be held with digital inclusion totally woven into the fabric of the conversation. It is designed as a way to build on the model which we tested at the beginning of 2018. There is also the possibility, based on ongoing conversations, to co-host the forum with a regional partner sometime between 2020 and 2022. For this to be the

case, a decision would be reached with the potential co-host and critical partners immediately following the conclusion of the DRIF the year before this is to take place.

- d. **Strategic Litigation:** Litigation will continue to be more strategic from 2019 to 2023, with a focus on bringing broader changes than actually winning or losing the case. We will not merely aim to increase cases, but to develop a process to be more selective in order to achieve significant changes in Internet-related policies. Paradigm Initiative will continue to initiate cases in countries where we work and join as parties to lawsuits where value is demonstrated.
- e. **Digital Rights and Inclusion in Africa report:** PIN monitors the environment, documents violations, and reports on the state of digital rights and inclusion in Africa annually in *Londa* which is a title of Zulu origin calling for action to protect or defend. The annual report is an advocacy tool for engaging with different stakeholders in the reported countries, serves as a yardstick for measuring performance, and provides critical recommendations for improving the digital space. Through the digital rights and inclusion community, meaningful strides in some African countries are being taken to bridge the digital divide. The report also acknowledges the positive developments in the environment. The call is for digital rights protection in Africa, *Londa!* PIN will work with dedicated researchers in select countries to produce individual country reports which capture the digital environment, making pertinent recommendations. The release of *Londa* will strategically coincide with the Digital Rights and Inclusion Forum with a view to increasing the distribution of the report as well as to stir continental engagements on the findings.
- f. **Advocacy for Digital Rights and Freedom Laws:** With the passage of the Nigerian Digital Rights and Freedom Bill, the Digital Rights team will begin working with stakeholders in focus countries to draft and advocate for similar bills, or support them to make input into existing laws as a place to start. Advocacy for Digital Rights and Freedom laws would be a part of our conversations at the digital rights academy, with the Nigerian DRF Bill as case study. Following each academy, we would identify organizations with capacity and networks to engage similar efforts in focus countries, and continue to provide support for them to do so.
- g. **Advocacy Communications:** From 2019 to 2023, the Digital Rights team would continue to work with the Communications team to produce such advocacy materials as quarterly 'Digital Rights in Africa Monitor', quarterly policy briefs, bi-weekly editorial slots in national dailies, blog posts on our website, social media assets (tweetchats, facebook advertising, etc). We would also focus on raising awareness and reaching a wider audience with the aim to educate and mobilize through partnerships on radio and television. The Digital Rights team will work with the Communications team in 2019 to deliver partnerships with at least one radio station and one television station in the countries where PIN has offices, to be increased (in size and scope) from 2020.



## 7.4 Personnel Management

For the 2019 to 2023 period, Paradigm Initiative will focus on improving its human resource (HR) system that will provide the organization with appropriate structures and the ability to meet its corporate needs through effective management (recruiting, hiring, growing and retaining) of its most valuable resources, our employees. This document, Paradigm Initiative's Strategic Management Plan (2019-2023), describes the strategic functions for the HR team. The personnel management plan is embedded within the organization's strategic planning and execution framework.

### 7.4.1 Strategic Functions for Personnel Management

Paradigm Initiative's success is largely dependent upon the quality, reputation and productivity of its workforce. The HR process will be strengthened to take on, and evolve, best practices in the following functions:

**a. Hire and retain highly talented and diverse personnel:** We will work to attract and retain a talented and innovative workforce with the appropriate skills and competencies to meet the organizational plan. The goals associated with this strategic function include:

- Advertising job postings, sourcing candidates, screening applicants, conducting preliminary interviews and coordinating hiring efforts with managers responsible for making the final selection of candidates;
- Extensive orientation and onboarding to help new employees transition into the organizational culture, as well organizing professional development opportunities for staff;
- Expanding and enhancing training, mentorship and leadership development opportunities.
- Creating job descriptions to suit roles of members of staff.

**b. Employee Relations:** Paradigm Initiative will seek to continually operate as an excellent employer. The goals associated with this strategic function include:

- Strengthening the employer-employee relationship through measuring job satisfaction, employee engagement and resolving workplace conflict;
- Build an environment of employee engagement, empowerment and involvement where people can offer their best;
- Ensuring transfer of knowledge between departmental teams.

**c. Compensation and Benefits:** Following the recent overhaul of our compensation scheme, we will continue to build a robust compensation program and benefit system for employees. The goals associated with this strategic function include:

- Evaluating competitive pay practices will drive the motivation to help us attract and retain talent;
- Continuing our health coverage for staff and other benefits such as pensions, 13th month, direct expenses, communication allowance, and other allowances.

**d. Compliance:** We will continue to promote a culture that is compliant with various HR policies, programs and processes. The goals associated with this strategic function include:

- Integrating technology into compliance activities, including periodic evaluations;
- Creating a culture of greater accountability;
- Ensuring that we deliver above and beyond labour and employment laws in order to avoid unfair employment practices

**e. Performance Management:** Our Performance Management System is a tool for managing and developing our performance. This system runs from January to December, and assesses performance against an agreed set of objectives determined before the start of the appraisal year, but can be updated as necessary throughout the year. Performance Appraisal is also used to determine pay increase at the end of every year. This process complies with the following principles:

- Objective-driven
- Self-review/Self-assessment
- Two-way feedback
- Developmental
- 360 degrees feedback

Paradigm Initiative's *Best Place To Work* initiative will focus on ensuring that the social contract between the organization and its staff is friendly. The aim is to produce a highly motivated workforce, and for Paradigm Initiative to be listed as one of the top ten social enterprises to work in Africa by the end of 2023.

## 7.5 Finance, Administration and Information Technology

The Finance and Admin and IT team will work together under the leadership of the Finance and Admin Manager to provide necessary support and backend services to the organization.

The Admin and IT unit will monitor adequate maintenance of all PIN offices across Africa and beyond and provide work direction to our junior staff (office assistants, drivers, etc). The administrative function will also embrace working with the Finance and Admin Manager on fiscal matters, including compliance with policies and procedures; facility and equipment management; procuring and maintaining supplies; and working on special projects.

Beginning with the 2016-2017 period, managers were empowered to make high-level decisions, attract resources and lead processes without the need for bureaucracy. This will be further developed during the 2019-2023 period.

We expect that this will decentralize leadership at Paradigm Initiative and allow us to raise a new generation of leaders who can steer the ship of the organisation towards the impact we seek to achieve. With this new model of administration comes more responsibility for managers, and they all confirm the willingness to make this happen.

## 8 Financial Projections

Over the years, Paradigm Initiative has operated with budgeted figures based on three core areas: program income, consulting and grants/donations. A major Paradigm Initiative financial projection is to have a bank reserve of at least five hundred thousand dollars (\$500,000) at the end of 2023, and this will be achieved through our existing/prospective income sources.

We will continue to update our Fundraising Dashboard by identifying potential partners and new grantmakers to work with in terms of writing proposals for grants, donations and consulting opportunities. The following are our current sources of income and some existing/prospective funders/donors:

Program Income	Consulting	Grants and Donations*
Facility Use	Digital Compliance for CSOs	Bill Gates Foundation
LIFE 10% Remittance	NGO Training	Bureau of Democracy, Human Rights, and Labour (Department of State, US Government)
LIFE Form Sales	ICT Policy	CIVICUS
Online Donation		Commonwealth Foundation
		Department for International Development
		Digital Defenders Partnership
		European Union

		Facebook
		Ford Foundation
		Global Innovation Fund
		Google
		Google.org
		International Development Research Centre
		Internews
		MacArthur Foundation
		Microsoft
		Global Education Fund
		Hivos (VOICE, ROOM)
		Human Rights Fund (Netherlands Government)
		ISC Project (US Government)
		Office of Internet Freedom (OIF), U.S. Agency for Global Media (USAGM)
		Open Society for Eastern/Western/Southern Africa
		Rockefeller Foundation

		Swedish Development Agency	International Cooperation
		United Kingdom Commonwealth Office	Foreign
		United States Agency for International Development	
		World Bank	

\*See links via this [OTF listing](#)

#### PROGRAM TO EXPENDITURE PERCENTAGE RATIO

Admin	HR	Travel	LIFE	Communication	Programs	Digital Rights	Techtiary
19.68	25.17	8.28	1.87	1.73	38.16	4.91	0.20

Our financial projection for the 5-year period (2019-2023) covered by this Strategic Management Plan follows:

	5% Expenditure Increase		10% Expenditure Increase	
			Total Expenditure	Total Income
<b>2020</b>	1,113,731.44	726,354.92	1,113,731.44	726,354.92
<b>2021</b>	1,169,418.01	762,672.67	1,169,418.01	798,990.42
<b>2022</b>	1,227,888.91	800,806.30	1,227,888.91	878,889.46
<b>2023</b>	1,289,283.36	840,846.62	1,289,283.36	966,778.40
<b>2024</b>	1,353,747.52	882,888.95	1,353,747.52	1,063,456.24

<b>2025</b>	1,421,434.90	927,033.40	1,421,434.90	1,169,801.87
<b>2026</b>	1,492,506.65	973,385.07	1,492,506.65	1,286,782.06
<b>2027</b>	1,567,131.98	1,022,054.32	1,567,131.98	1,415,460.26
<b>2028</b>	1,645,488.58	1,073,157.04	1,645,488.58	1,557,006.29

