



# Strategic Management Plan

2024-2028

# GLOSSARY OF TERMS

This glossary aims to provide clarity on terms commonly used in the context of PIN's strategic planning and organisational development. It can serve as a reference for individuals within and outside PIN to enhance communication and understanding.

## Accessibility

The extent to which a product, device, service, or environment is accessible to as many people as possible, regardless of age, ability, or disability.

## Advocacy

The process of promoting and supporting a cause or policy, often involving efforts to influence public opinion and decision-makers.

## Africa Internet Rights Alliance (AIRA)

An alliance that aims to foster peer support and/or collaboration amongst organisations working on digital rights and internet freedom in Africa.

## Ajegunle Legacy Project (ALP)

Named after the community of PIN's early beginnings, the project supports resident youth/students in securing university education in technology courses such as Information Technology (IT), Software development, and computer engineering and other courses.

## Baseline Assessment

An initial evaluation to establish a reference point for measuring progress or impact in programmes and projects.

## Big Hairy Audacious Goals (BHAGs)

a clear, compelling goal that seems unreasonable

and slightly out of reach, but we believe we can achieve it.

## Capacity Building

The development of knowledge, skills, and resources within an organization or community to enhance effectiveness and sustainability.

## Civic Engagement

Active participation in the community and society through activities such as volunteering, voting, and advocacy.

## Civil Society Organisation (CSO)

A non-governmental, non-profit organisation that operates independently of the government and business sectors, often focused on addressing social, environmental, or humanitarian issues.

## Coalition

A group of organisations or individuals working together towards a common goal or shared interest.

## Community Development

The process of improving the economic, social, and cultural well-being of a community through various initiatives and projects.

## Community Service Provider (CSP)

A communications service providers (CSP) offers

telecommunications services or some combination of information and media services, content, entertainment and application services over networks, leveraging the network infrastructure as a rich, functional platform.

## Corporate Social Responsibility (CSR)

A business approach that contributes to sustainable development by delivering economic, social, and environmental benefits.

## Cross-Cutting Issues

Themes or concerns that impact multiple areas, often requiring a coordinated approach, e.g., gender equality, human rights, and environmental sustainability.

## Cybercafe

A venue that provides public access to computers, often equipped with internet connectivity, allowing individuals to use digital resources and services.

## Decentralisation

The transfer of power and decision-making authority from central governments to local or regional authorities.

## Digital Divide

The socio-economic and demographic disparities in access to and usage of information and communication technologies, creating a gap between those with and without access to digital resources.

## Digital Inclusion

Digital inclusion is defined as "equitable, meaningful, and safe access to use, lead, and design

of digital technologies, services, and associated opportunities for everyone, everywhere".

## Digital Rights

The integration and deployment of International human rights standards and principles, in the use, deployment and application of existing, emerging and future digital and Internet technologies.

## Digital Rights and Inclusion Forum (DRIF)

A platform where conversations on digital policy in Africa are shaped, policy directions debated and partnerships forged for action.

## Digital Social Protection (DSP)

The use of digital technologies to enhance the delivery, accessibility, and effectiveness of social protection programmes and initiatives.

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The use of digital technologies to enhance the delivery, accessibility, and effectiveness of social protection programmes and initiatives.

## Donor

An individual, organization, or government that provides financial or material support to PIN.

## Empowerment

The process of enabling individuals or communities to take control of their lives, make informed decisions, and assert their rights.

## Feedback Mechanism

A structured process for collecting, analyzing,

and acting upon feedback from various sources, often used to improve performance and outcomes.

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### Global Majority

A term highlighting the demographic majority of the world's population that is often under-represented in global conversations, recognizing the perspectives and experiences of people from regions with significant populations.

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### Inclusivity

The practice of ensuring that diverse voices, perspectives, and identities are represented and considered in decision-making processes.

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### Internet Service Provider (ISP)

An Internet service provider is an organisation that provides services for accessing, using, managing, or participating in the Internet.

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### LIFE (L.I.F.E)

Life Skills, ICTs, Financial Readiness and Entrepreneurship.

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### LONDA

An annual report on the state of digital rights and inclusion in Africa from PIN's work on monitoring the environment and documenting violations.

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### Non-Governmental Organization (NGO)

A non-profit organization independent of government involvement, typically dedicated to addressing social, environmental, or humanitarian issues.

### Participatory Action Research(PAR)

Research conducted with active involvement and collaboration between researchers and community members to address local issues.

### People with Disabilities (PWDs)

### Policy Advocacy

Efforts to influence policy decisions by engaging with policymakers, presenting evidence, and promoting specific policy changes.

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### Regional Expansion

The strategic initiative to extend PIN's reach and operations beyond its current geographical boundaries to encompass additional regions.

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### Ripoti

A platform that enables the report of digital rights violations in Africa.

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### Social Entrepreneurship

Applying innovative and sustainable approaches to address social, cultural, or environmental challenges.

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### Stakeholder

Any individual, group, or organisation that has an interest or concern in the activities, objectives, or policies of PIN.

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### Stakeholder Engagement

The process of involving and communicating with stakeholders to build relationships, address concerns, and gather input in decision-making processes.

### STEM

Science, Technology, Engineering, and Mathematics

### Sustainability

The capacity to endure and maintain or improve conditions over the long term, encompassing economic, social, and environmental dimensions.

### SWOT Analysis

An acronym for Strengths, Weaknesses, Opportunities, and Threats; a strategic planning tool used to identify internal and external factors that may impact PIN's objectives.

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### Transparency

Openness and accountability in PIN's practices, including clear communication of decision-making processes and financial transactions.

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### Whistleblower

An individual who exposes misconduct, illegal activities, or unethical behavior within an organization.

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### Zero Tolerance

A policy indicating that certain behaviors, such as discrimination or harassment, will not be tolerated under any circumstances.



tries, PIN has been operational for over 15 years, actively promoting Internet freedom through various initiatives. Beginning in 2007 as a small cybercafé in Nigeria, PIN has evolved into a social enterprise, impacting over 150,000 socio-economically challenged African youth by providing digital opportunities and carrying out advocacy to protect online rights.

The organisation's 2024-2028 Strategic Management Plan outlines its commitment to shaping policy, defending rights, and building capacity in the digital environment. PIN's vision is a digitally inclusive and rights-respecting world, with a mission focused on shaping policy, defending rights, and building capacity in the digital space. PIN's core values include freedom of expression, openness, respect, professionalism, integrity, collaboration, commitment, and privacy.

These values guide its operations and interactions with partners, stakeholders, and team members. The strategic programmatic interventions of PIN revolve around capacity building, policy shaping, and community building in the digital domain. The organisation aims to mainstream human rights and social justice in technology development, ensuring that technology serves just causes and promotes social justice. PIN's advocacy areas include privacy and data protection, regulation and accountability, transparency and explainability, collaboration and multi-stakeholder involvement, education and awareness, algorithmic bias and fairness, and digital security support. The organisation actively engages in capacity-building initiatives, policy analysis, advocacy, and community-building to address these issues.

The operational strategy for 2024-2028 focuses on team strengthening, operational expansion, institutional strengthening, leadership succession, and programme expansion. PIN plans to enhance team skills, foster cross-functional teamwork, deepening sector expertise, and creating an environment for professional and personal growth. The or-

ganisation also aims to expand its presence to new regions, seeking NGO status recognition in Senegal, Zambia, Kenya, and other strategic countries. Institutional strengthening involves improving financial management, human resource management, governance structures, technology and tools, process optimisation and automation.

PIN emphasises sound governance, transparent financial practices, the use of technology to enhance operational efficiency and proactive succession planning for all levels of leadership. PIN is committed to building robust leadership transition initiatives to more firmly institutionalise and enhance talent management. It depends significantly on its diversified and deeply talented board to guide the programmed transitions that assure sustained superior performance.

Overall, PIN's strategic plan reflects its commitment to advancing digital rights, promoting inclusion, and shaping policies that contribute to a positive digital environment in Africa and beyond.

Having been associated with quite a few NGOs and 'Gbenga's efforts from quite early I can tell why PIN has built a reputation that can be taken to the Bank as security. Character matters and the commitment to doing things well and right at PIN has carried the dream far. I expect it will take it much farther.

**Prof. Pat Utomi,**

Chairman of the Board, Paradigm Initiative.

December 15, 2023

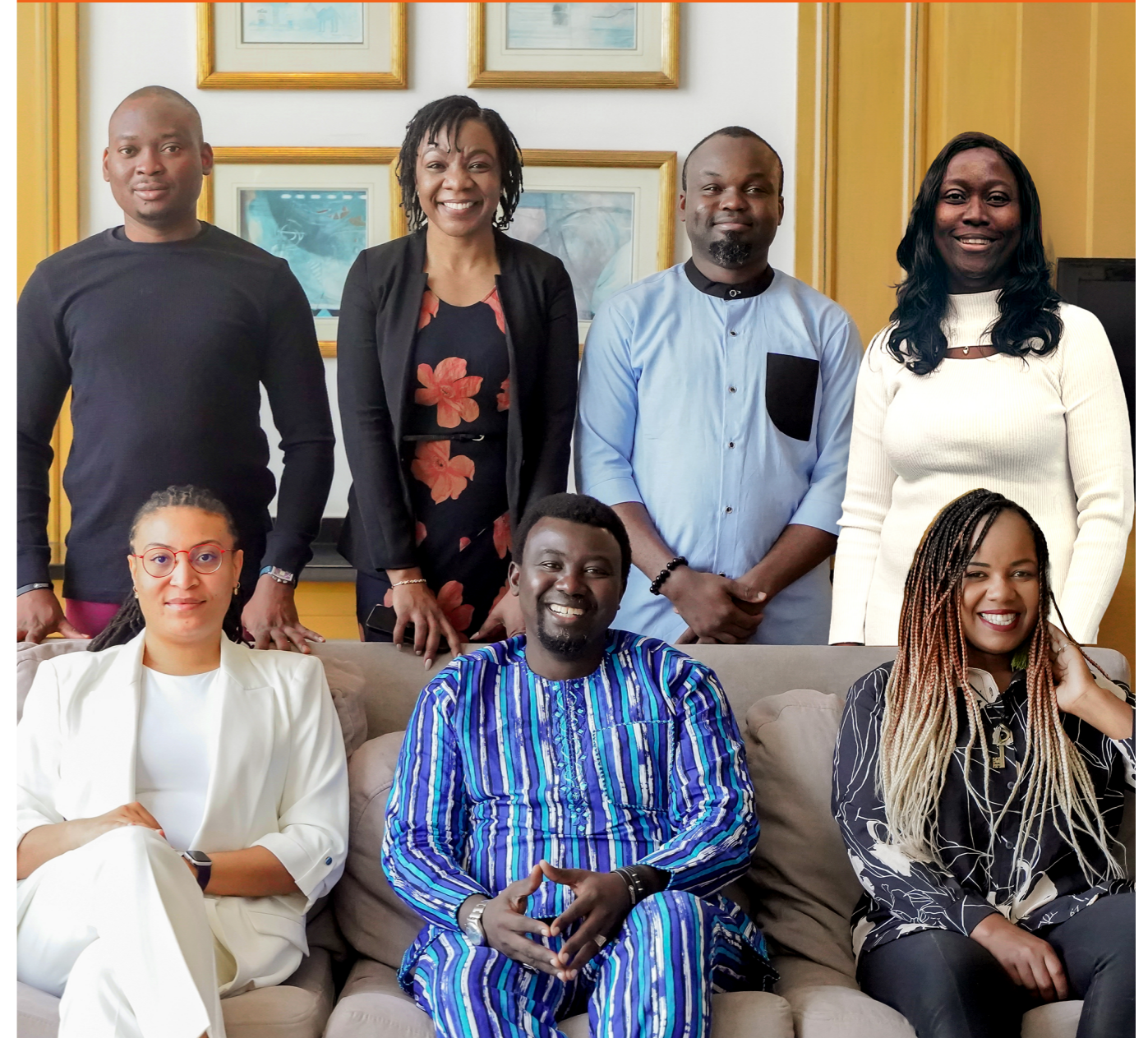
## PARADIGM INITIATIVE BOARD



Name and designation (Left to right, top to bottom):

- |   |  |
|---|--|
| 1. Nick Jekogian (Member)   | 4. Moussoukoro Diop (Member)             |
| 2. Jummal Zainab Umar-Ajjola, PhD, (Nominations and Promotions Committee Chair) | 5. Aida Opoku-Mensah, PhD (Vice Chair)   |
| 3. 'Gbenga Sesan (Secretary)  | 6. Prof. Pat Utomi (Chairman)            |
|   | 7. Dr. Oluseyi Adebayo-Olubi (Treasurer) |

## PARADIGM INITIATIVE LEADERSHIP TEAM



Name and designation (Left to right, top to bottom):

- |   |   |
|---|---|
| 1. Adeboye Adegoke (Senior Manager, Grants and Programs Strategy) | 5. Nnenna Paul-Ugochukwu (Chief Operating Officer)                  |
| 2. Judith Ogotu (Communications Manager)                          | 6. 'Gbenga Sesan (Executive Director)                               |
| 3. Adesuyi Ajibade (Finance and Administrative Manager)           | 7. Thobekile Matimbe (Senior Manager, Partnerships and Engagements) |
| 4. Oyindasola Ohanugo (Human Resources Manager)                   |   |

## PARADIGM INITIATIVE TEAM



### Name and designation (Left to right, top to bottom):

1. Judith Ogutu (Communications Manager)
2. Ihueze Nwobilor (Senior Programs Officer)
3. Oyindasola Ohanugo (Human Resources Manager)
4. Adesuyi Ajibade (Finance and Administrative Manager)
5. Miriam Beatrice Wanjiru (Programs Officer)
6. Joshua Oke (Junior Developer)
7. Peculiar Showale (Senior Officer, Executive Assistant)
8. Sani Suleiman (Programs Officer)
9. Giyo Ndzi (Communications Officer)
10. Lilian Edike (Administrative Assistant)
11. Oluwaseyi Ibuoye (Senior Officer, Finance)
12. Kenneth Oyeniyi (Communications Officer)
13. Khadijah El-Usman (Senior Programs Officer, Anglophone West Africa)
14. Samuel Ojezele (Senior Officer, Monitoring, Evaluation, Research and Learning)
15. Adeboye Adegoke (Senior Manager, Grants and Programs Strategy)
16. Angela Onyegbuna (I.T Officer)
17. Uchechukwu Nwodi (Senior Officer, Administration)
18. Nnenna Paul-Ugochukwu (Chief Operating Officer)
19. 'Gbenga Sesan (Executive Director)
20. Thobekile Matimbe (Senior Manager, Partnerships and Engagements)
21. Bridgette Hanani Ndlovu (Partnerships and Engagements Officer)

## 1

## INTRODUCTION

Paradigm Initiative (PIN) is a leading pan-African nonprofit that connects African youth with digital opportunities and ensures digital rights for all. Our dedicated team members operate out of Cameroon, Kenya, Nigeria, Senegal, Zambia, and Zimbabwe. With operations spanning more than 15 years, including ground-level engagement in 27 African countries and counting, we are at the forefront of promoting Internet Freedom in Africa. PIN's work involves driving systemic change through capacity building, research, advocacy, creative communications, strategic litigation, policy and legislative change, and organising the Digital Rights and Inclusion Forum. Furthermore, our innovative ICT-powered offerings equip young Africans, small businesses and civil society organisations with tools to thrive. While PIN is legally registered in Nigeria, we are in the process of securing NGO status recognition in Kenya, Senegal and Zambia.

Our journey began in 2007 at a small cyber-café, Stadnet Cafe, in Ajegunle, Nigeria. From these roots, PIN has evolved into a nonprofit that builds ICT-enabled support systems and advocates for digital rights to improve the livelihoods of underserved young Africans. Since our Ajegunle days, we have worked in communities across Nigeria and, since 2017, across Africa, gaining experience, building community trust, and cultivating an organisational culture that positions us as a leading nonprofit in ICT for Development and Digital Rights on the continent. In this time, we have impacted the lives of

over 150,350 under-served African youth, providing them with improved livelihoods through digital opportunities and protecting their online rights.

We have, over the past decade, worked to advance digital inclusion and digital rights in Africa, implemented large multi-country programmes and managed funding from organisations such as the Ford Foundation, Rockefeller Foundation, Omidyar Networks, Open Society Foundations, Google.org, Government of the Netherlands and the Bureau of Democracy, Human Rights, and Labor (United States Government). Paradigm Initiative has organised the Digital Rights and Inclusion Forum (DRIF) in Nigeria since 2013 and championed the drafting of, advocacy for, and eventual passage of the Digital Rights and Freedom Bill by the House of Representatives and the Senate in Nigeria. DRIF is a bi-lingual (English and French) annual community-driven convening where Internet freedom activists within Africa meet to share experiences and research outcomes and learn and collaborate to advance Internet freedom on the continent. The thematic focus areas address current and emerging digital rights and inclusion issues. The forum targets at least 500 stakeholders, empowering them to address gaps and challenges in their communities.

As renowned champions for human rights online, we propose policy solutions and closely monitor the evolving legal and policy landscapes related to Information and Communi-

cation Technologies (ICTs) in Africa, ensuring their alignment with citizen rights. Notably, we have achieved significant milestones, including spearheading the initial draft of a groundbreaking digital rights law in Africa — the first of its kind. Originating from our policy advocacy and influencing work in Nigeria, the Digital Rights and Freedom Bill passed through the Nigerian House of Representatives in 2018 and the Nigerian Senate in 2019. Our commitment to this cause has resonated across borders, with the bill serving as a model for digital rights advocates in Malawi, Tanzania and Somalia. Additionally, we have supported parliamentarians in Malawi, South Sudan and Tanzania in their efforts to enact robust data protection laws. Through strategic litigation, we secured court rulings addressing concerns with the Nigerian Cybercrimes Act of 2015 and the Twitter ban in Nigeria, establishing important precedents that contribute to shaping digital rights jurisprudence across Africa.

Over the past seven years, Paradigm Initiative has consistently produced an annual report on the state of digital rights and inclusion in Africa. These reports capture indices related to pertinent issues throughout the year in review, highlighting actions, policies and initiatives that have either positively or negatively influenced digital rights. Our research output goes beyond observation, providing valuable recommendations to enhance digital rights protection across the African continent. This commitment extends to actively participating in policy discourse and equipping advocates with a comprehensive understanding of these issues, leveraging research outcomes as powerful tools for effective policy advocacy.

Our communication strategy has undergone continuous refinement, adapting to the changing landscape. In addition to conventional communication methods, we have integrated innovative approaches to amplify our outreach and impact. Recent endeavours with these approaches have demonstrated substantial improvements in our reach. Our strategy employs diverse channels, including traditional media (television, radio, newspaper), new media (infographics, online ads), and engaging creative content such as movies, games, podcast series and music videos. This approach ensures that our message reaches and resonates across diverse audiences, deepening awareness of digital rights and broadening our influence.

We have strong competencies in advocacy, media and communications, capacity building, research, and coalition building, having organised Internet Policy Training/Digital Rights Workshops across Africa (in Cameroon, Gambia, Kenya, Nigeria, Senegal, Sierra Leone, Uganda, and Zambia) and led efforts to promote freedom of expression and privacy, intervening in Digital ID programmes (Kenya, Nigeria), training security agencies on privacy and other citizen rights (Nigeria), training parliamentarians on digital rights (Malawi, South Sudan, Tanzania, Zambia, Zimbabwe), engaging at the highest level to ensure internal government accountability on digital rights (Nigeria), bringing stakeholders together to strategise on navigating freedom of expression narratives and developing frameworks for rights-respecting legislation (Cameroon, Gambia, Malawi, Nigeria, Togo).

The Strategic Management Plan for 2024-2028 outlines our commitment to championing digi-

tal rights and inclusion, strengthening our core values, and ensuring optimal delivery of our programmes. Ensuring marginalised communities are not left behind in an ever-changing digital landscape is non-negotiable. Paradigm Initiative exists to bridge this gap, providing tools, knowledge, and platforms for action to ensure all communities thrive in the digital age. Operating at the intersection of technology and human rights, our mission is underpinned by the goal of mainstreaming human rights and social justice in technology development and deployment of technology.

The plan also outlines our strategic goals of Policy Influence, Capacity Building, Regional Expansion, Awareness and Education, Programme Innovation, and Institutional Impact and Legacy. Action plans follow, set in place for every department, ensuring alignment with the overarching organisational goals. From Programmes and Partnerships & Engagements to Finance and Administration, each department has a clear roadmap to contribute effectively to the organisation's vision.

As Paradigm Initiative embarks on this strategic journey over the next five years, this plan enables us to continue with clarity and sets our navigational course. As we implement, monitor and revise it, we remain committed to our values, stakeholders and the communities we serve. This Strategic Management Plan is not just a roadmap, it is our commitment to ensuring a digitally inclusive future.



## 2

## VISION &amp; MISSION

**A digitally inclusive and rights-respecting world.**



**Our mission is to shape policy, defend rights and build capacity in the digital environment towards a digitally inclusive and rights-respecting world.** This mission supports our dedication to influencing positive change in Africa and the Global Majority world, anchored by yearly reviews and in-depth analyses.



# 3 OUR CORE VALUES

**01 Freedom of Expression:** Upholding the fundamental right for all to articulate their views, whether spoken or written.

**02 Openness:** Ensuring transparency in our operations and fostering an environment receptive to varied work methods, perspectives and feedback.

**03 Respect:** Valuing the perspectives of partners, stakeholders, and team members by actively listening, communicating kindly, and fostering a culture of mutual regard.

**04 Professionalism:** Embodying reliability and maintaining high standards in every facet of our work, reflecting a deep sense of duty and care.

**05 Integrity:** Demonstrating sound judgement, honesty and transparency.

**06 Collaboration:** Leveraging the power of teamwork by uniting diverse partners and stakeholders, sharing expertise, and coalescing around shared objectives.

**07 Commitment:** Exemplifying a profound dedication to Paradigm Initiative's mission, vision, and values and being consistently accountable to our communities and partners

**08 Privacy:** Respecting and valuing the confidentiality of information from our vast community of stakeholders, always grounded in human-rights-centered privacy principles.

## VISION

# A digitally inclusive and rights respecting world.

## MISSION

Our mission is to shape policy, defend rights and build capacity in the digital environment towards a digitally inclusive and rights-respecting world.



**Goal 1: Policy Influence**

**Goal 2: Capacity Building**

**Goal 4: Awareness, Inclusion And Education**

**Goal 3: Regional Expansion**

**Goal 5: Programme Innovation**

**Goal 6: Be The Best Place To Work**



## ANALYSIS AND CHALLENGES



## A. Sector Analysis

Paradigm Initiative bridges digital gaps, empowers marginalised communities, and drives change through advocacy, education and innovation. Our commitment to these has shaped our trajectory over the years, reinforcing our belief in a world where access, rights, and opportunities are not privileges but basics for all. We operate within a multifaceted sector influenced by a matrix of social, economic, political, and technological factors, especially when examining the broader landscape of digital rights and inclusion for the Global Majority. Our sectoral relevance encompasses ICTs, Human Rights, Education, and Economics. Currently, we have a footprint in 27 countries, focusing on providing ICT capacity building, mainstreaming human rights into ICT conversations and cre-

ating pathways for economic empowerment in underserved communities. This alignment represents the convergence of our initiatives with the various identified sectors. To advance our mission, we will strategically increase collaboration with the Education sector.

## B. Challenges And Solutions

**Digital Divide:** Predominantly, the Global Majority grapples with a notable digital divide, hampering economic growth, social development, and access to information. For example, 96% of the population in Norway uses the Internet as of 2019. In Somalia, the percentage drops to only 2% in the same period. Similarly, within this period, It took an average of 30 hours, 1 minute and 40 seconds to download a 5GB movie in Yemen, while in Taiwan, it took only 8

minutes. Digital inclusion is crucial in providing individuals with access to information, education, job opportunities, improved healthcare, poverty reduction, and social justice. Income inequality and inadequate infrastructure further compound the challenges for the Global Majority. Many individuals lack access to basic necessities, making digital technologies and internet access a lower priority. Limited funding and inadequate infrastructure exacerbate the digital divide, making it challenging to provide digital inclusion and rights programmes to those who need them most. Infrastructure, including internet connectivity and access to electricity, is a significant challenge. Poor infrastructure limits access to digital technologies and hampers the implementation of digital rights and inclusion programmes. According to the World Bank, Half of the world's population remains deprived of Internet access, with penetration rates ranging from 12% in Central Africa to over 90% in North America and Europe. And the gap is even greater if we consider the quality of connections, access to equipment or "digital skills". These consequences of income inequality and infrastructural inadequacies render digital access a lesser priority. Our mission is bolstered by efforts such as the African Union's goal of connecting every African to broadband internet by 2030. According to the World Bank, the Global South will benefit from the digital economy as it connects and equips itself digitally.

**Social Factors:** Social factors such as education, culture, and language are also particularly relevant in the Global Majority context. The population's education and literacy level are critical for effectively using digital technol-

ogies and protecting digital rights. However, education levels impact digital literacy, making it difficult for under-served and marginalised groups to access and navigate the internet and digital technologies, perpetuating exclusion. It is, therefore, essential to harness digital tools effectively and defend digital rights. Cultural norms and values also influence the success of digital rights and inclusion programmes, requiring nuanced approaches and culturally appropriate strategies. Limited language accessibility and any form of disability can impede access to digital technologies and hinder the implementation of digital inclusion programmes, posing significant challenges for the Global Majority. These nuances demand tailored and sensitive approaches to promote inclusion.

**Financial Constraints:** Digital rights and inclusion programmes in Africa often encounter funding limitations, affecting the scale and depth of initiatives. Civil society organisations, including Paradigm Initiative, often face funding challenges, necessitating strategic financial planning, collaboration, and partnerships. Declining economic conditions impact our operations, affecting the cost of staff incentives and procured services. At the same time, the huge increase in the number of NGOs that require funding and the sudden exit of key partners can hinder fundraising efforts. However, we combat this by emphasising strategic financial planning, nurturing partnerships, and exploring collaborations. We also capitalise on our standing and track record to attract and harness additional resources.

**Regulatory Hurdles:** Government regulation, political instability, and corruption impact dig-

ital inclusion and rights. Restrictive policies, such as internet censorship and cybercrime laws, limit access to information and hinder the implementation of digital rights and inclusion programmes. In 2022, authorities shut down the internet across 35 countries — the highest number ever recorded in a year — at least 187 times. Data shows that the top 10 countries shutting down the internet are in the global majority, notably in Asia, the Middle East, and Africa. Policies that shrink the civic space threaten our operations but also present opportunities for our work. Monitoring civil society regulations and adopting best practices and self-regulating tools help us navigate these challenges. The increase in cyber and data protection laws in Global Majority countries calls for strategies to address digital rights violations, while social media laws aimed at curtailing internet freedom are rising threats.

The ICT sector's priorities in our operational regions focus on job and wealth creation and enhancing public and private service delivery. However, challenges arise due to the potential misuse of ICT tools, necessitating a dual focus on promoting positive use and mitigating negative impacts. PIN's initiatives have concentrated on capacity building and promoting beneficial ICT applications for economic empowerment. Additionally, our efforts target the counteraction of harmful ICT use by state and non-state actors. The forthcoming years present an opportunity for PIN to intensify its advocacy for the constructive use of ICTs, particularly by expanding inclusion efforts and public service delivery through ICT.

A significant challenge in our work is accessing government processes, which adversely affects

the quality of engagement. Furthermore, our endeavours to extend the impact of digital literacy programmes in schools face bureaucratic barriers, hindering the adoption of innovative ideas for quick, positive changes. Our policy initiatives and influence efforts encounter the most significant uncertainties and regulatory hurdles. Our operational areas' unpredictable legal and policy environment is a considerable challenge to achieving real and fast change.

While these constraints may seem daunting, they also spotlight areas of opportunity for Paradigm Initiative. We remain vigilant, monitoring regulatory shifts to strategise safeguarding digital rights preemptively.

**Technological Adaptability:** Embracing technological advancements and keeping abreast of new tools pose ongoing challenges that demand our continuous adaptation. Staying at the forefront of technology is imperative to ensure our mission thrives, enhancing our reach offline and online. This is not just an opportunity but a dynamic challenge that necessitates agility and continuous learning.

**Ethical Foundations:** Maintaining ethical standards presents an operational challenge we have successfully navigated. Strengthened by a governance framework promoting transparency and credibility, our commitment to these standards is consistent and ongoing. Upholding these standards is a conscious effort that requires vigilance and adherence in every aspect of our operations. The events we host reflect our core values, emphasising inclusivity, security, and respect. The recent pandemic

showcased our ability to pivot and adapt, highlighting our resilience in upholding our ethical foundations.

In crafting our roadmap for 2024-2028, these considerations are paramount. We are unwavering in our goal to bridge the digital divide, champion digital rights and foster true digital inclusion, all while navigating the complexities of the landscape in which we operate.

## B. Challenges And Solutions

### STRENGTHS

- **Knowledge and Expertise:** With a combined team experience of more than 203 years, we possess specialised digital rights and inclusion acumen to deliver solutions to current and emerging digital challenges through our programmes and initiatives.
- **African Core:** Our strong presence in 27 African countries and over 16 years of existence gives us nuanced insights that inform our interventions.
- **Presence and Policy Influence:** We are a frontrunner in digital policy conversations throughout Africa and beyond, engaging in digital policy advocacy across the public and private sectors.
- **Internal Governance:** A strong structure underpinned by transparency and accountability protocols ensures seamless operations and institutional sustainability.
- **Communication:** Our communication channels are robust and creative, ensuring clarity in telling our story of impact and engaging our valued partners, funders, stakeholders and target audiences.

- **Adaptability:** Learning from experience and planning for the unplanned allows us to pivot adeptly to sectoral shifts. Our growth since 2020, following the commencement of the implementation of our 2019-2023 Strategic Management Plan around the period a global pandemic hit, is a testament to our resilience.
- **Team Dynamics:** Our team, characterised by its youthful spirit, brings diversity and passion to our work.
- **Branding:** We are a leading pan-African organisation known for our impact on digital inclusion and digital policy advocacy. Our brand is respected in the digital rights ecosystem, affording us access and pathways to effect policy change and implement our programmes.
- **Affiliations:** We enjoy solidified partnerships with funders and collaborators, which we leverage for multi-stakeholder engagement in our interventions.
- **Technology and Delivery:** Efficient deployment of digital tools enhancing our productivity is a strong suit. We employ technology and tools to innovate, deliver cutting-edge programmes, and optimise operations.

### CHALLENGES

- **Operational Hurdles:** These range from fundraising challenges to staff skills gaps, including the need to train additional team members to join in the task of income generation.
- **Infrastructure and Presence:** Renting spaces comes with challenges, such as potential office spaces in some countries lacking the standards we need for team members to be

safe and work efficiently. In addition, seeking recognition status in each country where we have team members will enable us to improve working conditions, strengthen our capacity to attract income in such countries and improve our opportunity for impact.

- **Team Balance:** Ensuring a balanced workload against team size is essential. However, given the rate at which our work grows, we may find ourselves in positions where we can only add additional team members after taking on new required work.
- **Accessibility:** Addressing language barriers and low internet infrastructure is pivotal, but infrastructure challenges define most people's lived experience in the Global Majority.

**OPPORTUNITIES**

- **Human Capital:** We can tap into the interest of passionate volunteers, including our various programme alumni. The PIN team is also composed of passionate and skilled young people who go beyond the call of duty.
- **Collaboration:** PIN has a strong history of collaborations, and we can strengthen our existing partnerships in addition to joining new coalitions that share similar values and are focused on similar objectives.
- **Policy and Trust:** Engaging in policy formulation with governments and cementing trust with funders, as we have done over the past 15 years, will allow us to use our expertise to help the countries we work in while also demonstrating to our funding partners that their support helps achieve impact.
- **Narrative and Scaling:** We will utilise dig-

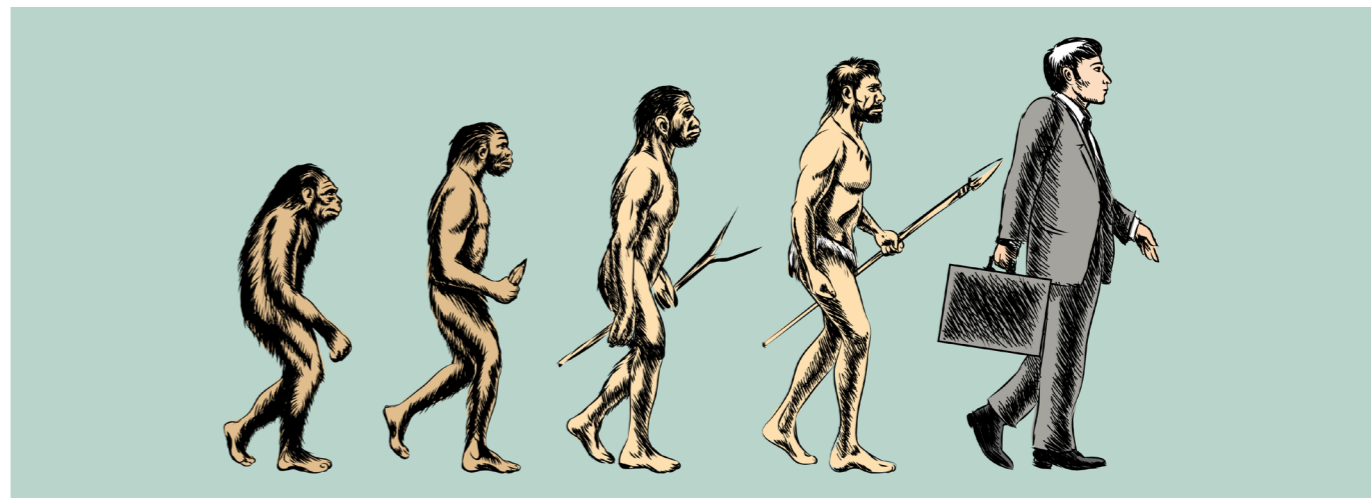
ital storytelling and scale our programme models online and offline. This will help us gain mindshare from potential partners and beneficiaries.

- **Strategic Positioning:** As a coveted partner for organisations looking to make strides in digital rights and one that already operates in 27 African countries, PIN is strategically positioned as a Global South thought leader in our areas of expertise.
- **Enhancing Capacity:** We empower Third Sector stakeholders so they can build capacity to join us in tackling digital rights and inclusion challenges. That way, we are able to multiply our efforts and scale our work in new locations where we are not physically present.

**THREATS**

- **External factors:** The external environment is rife with challenges, from shifting funder priorities to bad policies. Understanding the landscape will allow us to navigate external threats and mitigate negative impacts on operations.
- **Technology and Geopolitical:** Cybersecurity threats and regional internet disparities pose risks to organisations operating in the digital environment
- **Political Climate:** Facing authoritarian governments and shrinking civic spaces is a region-specific threat we consistently monitor
- **Global Instabilities:** Economic downturns, health pandemics, and sudden exit of key partners can negatively affect operations.
- **Organisational Landscape:** The rise of similar organisations and funding pressures in the ecosystem can trigger mission drift. Nav-

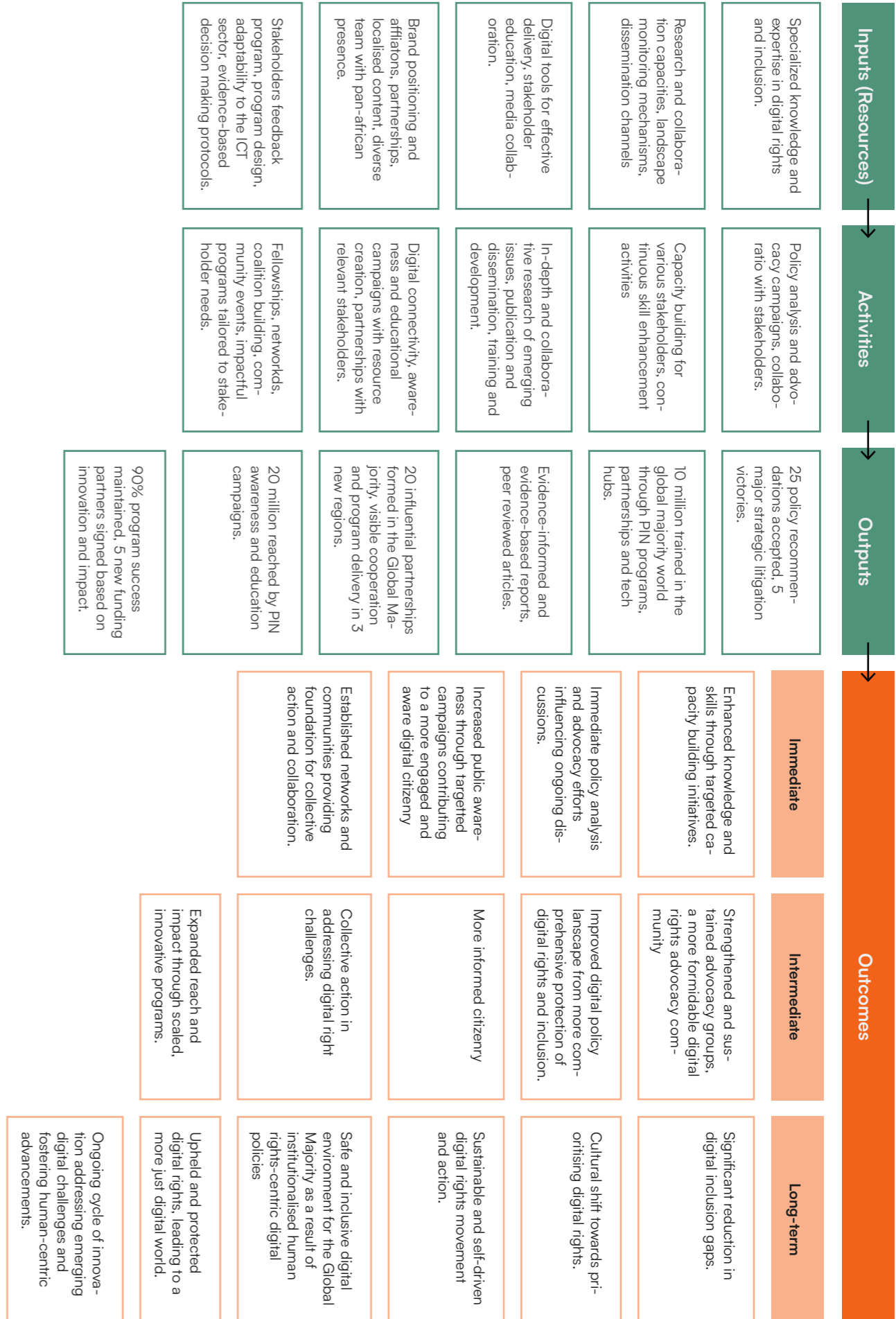
**5 THEORY OF CHANGE**



Despite increasing digitisation in the modern world, gaps in inclusion persist, and rights are often undermined in the Global Majority World. Challenges include policy and infrastructural inadequacies, privacy concerns, network disruptions and threats to freedoms online. We believe empowering under-served communities through digital rights and ensuring access to skills, resources, and opportunities will improve socio-economic outcomes.

Intervention	Assumptions	Inputs	Outputs	Impact
Policy Advocacy and Engagement	<ul style="list-style-type: none"> <li>• Policy change is crucial for a rights-respecting environment</li> <li>• Multistakeholder efforts in policy shaping will lead to better digital rights protection</li> <li>• Policymakers and stakeholders will remain engaged and active in promoting digital rights and inclusion</li> </ul>	Specialised knowledge in digital rights and inclusion	Policy briefs, strategic litigation, policy discussions and consultations, policymaker engagements	A responsive digital policy environment that respects human rights
Capacity Building	<ul style="list-style-type: none"> <li>• With the right knowledge and skills, stakeholders can advocate more effectively for digital rights and inclusion.</li> </ul>	Specialised knowledge in digital rights and inclusion	Training workshops for stakeholders, fellowships	Strengthened collective action on digital rights, Empowered digital rights advocates

Knowledge Production	<ul style="list-style-type: none"> <li>In-depth research enhances advocacy effectiveness</li> <li>Continuous learning equips the team to navigate the evolving landscape</li> <li>Collaborative research leads to greater understanding of issues and trends</li> <li>Open dissemination of research contributes to informed discourse.</li> </ul>	Research and collaboration capacities, landscape monitoring mechanisms, dissemination channels	Policy briefs, evidence-informed and evidence-based reports, peer-reviewed articles	Increased specialised knowledge in digital rights and inclusion, improved advocacy and education
Awareness and Education	<ul style="list-style-type: none"> <li>Under-served communities can thrive with the right resources and opportunities.</li> </ul>	Stakeholder education, media collaboration, effective use of digital tools for delivery	Programmes, academic courses, campaigns and workshops	Increased digital rights awareness
Community Building	<ul style="list-style-type: none"> <li>Engaging with communities leads to more impactful interventions</li> <li>Global and regional partners view digital rights in the Global Majority world as crucial for ongoing support</li> <li>Strong communities lead their own advocacy</li> </ul>	Partnerships, community engagement, localised content, on-the-ground teams, and active participation in digital rights fora	Local, regional and global thematic convenings, platforms for community action, collaborative campaigns	Strengthened local, regional and global partnerships
Programme Innovation	<ul style="list-style-type: none"> <li>The digital space constantly evolves, with opportunities for positive interventions and engagements.</li> <li>Innovative solutions will effectively address emerging challenges</li> </ul>	Stakeholder feedback, research, programme design, partnerships, tech solutions	Impactful programmes tailored to stakeholder needs	Solutions to current challenges and positive response to emerging challenges in the digital space



## Assumptions & External Factors

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Paradigm Initiative remains fully committed to its mission.</li> <li>2. Stakeholders, including beneficiaries, partners and donors continue to engage actively and support Paradigm Initiative's activities.</li> <li>3. Governments, regulatory bodies, corporations and organisations are receptive to policy advocacy efforts aimed at promoting digital rights and inclusion.</li> <li>4. Adequate funding is available to sustain an expand Paradigm Initiative's programs and interventions.</li> <li>5. Paradigm Initiative maintains a high level of expertise and adaptability to leverage emerging technologies.</li> <li>6. There will be a continued need for digital rights and inclusion advocacy, education and innovation efforts in the regions we operate in.</li> <li>7. Programs and strategies remain culturally sensitive and adaptable to the communities we serve.</li> <li>8. Paradigm Initiative can continue to foster valuable partnerships and collaborations.</li> </ol> | <ol style="list-style-type: none"> <li>1. Challenges in external environment: shifting funder priorities, regulatory hurdles and bad policies.</li> <li>2. Technology and geopolitical risks: cybersecurity threats and regional internet disparities.</li> <li>3. Political climate: Authoritarian governments and shrinking civic spaces.</li> <li>4. Global instabilities: economic downturns, health pandemics and sudden loss of key partners.</li> <li>5. Organisational landscape issues: funding pressures and the rise of similar organisations.</li> </ol> |
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## 6

## OUR STRATEGIC GOALS



### A. Policy Influence

#### Objective

Drive systemic change by strategically wielding influence in digital policy, thereby amplifying our commitment to advocacy. We aim to influence digital policies, ensuring they respect rights and foster inclusivity, accessibility and innovation. The systemic change will be realised by leveraging our research outputs for targeted advocacy activities that shape policies through new legislation, amendment to old legislation, and strategic litigation wins.

#### Key Results

- 75 digital policies shaped by 2028.
- Five major strategic litigation victories by 2028.

### B. Capacity Building

#### Objective

Strengthen the capacities of our team, stakeholders and the communities we serve. We will do this by building the capacity of two million people in the Global Majority through PIN's digital rights and inclusion capacity-building programmes and interventions by 2028

#### Key Results

- Fifteen new LIFE Legacy partners signed on year-on-year.
- 2,300,000 individuals trained by 2028 through our capacity building activities and interventions.

## C. Regional Expansion

### Objective

Enhance our footprint and impact by extending our reach to new regions within the Global Majority World, forging strategic partnerships with local and international organisations. We aspire to broaden our influence, strengthen our commitment, and collectively address the evolving challenges in these regions to foster lasting positive change.

### Key Results

- Visible cooperation and programme delivery, including through collaboration, in three regions by 2028.
- Twenty influential partnerships formed in Global Majority World regions.

## D. Awareness, Inclusion And Education

### Objective

Improve societal awareness and facilitate education in digital rights and inclusion. We will provide digital awareness through digital connectivity for communities, short film views, publication downloads, distributed printed documents, webinars, X Spaces, etc., for 20 million in the Global Majority by 2028.

### Key Results

- Five annual awareness and advocacy campaigns addressing core digital rights concerns
- Enhanced communications through diverse channels, namely newsletters, media, reports, blog posts, short films and social media platforms.
- Mentions across media platforms with a

consolidated reach of 1.8 billion in the next five years

- Consolidated viewership of 3 million for PIN's short films over five years
- Host at least 20 virtual sessions attended by an audience of 3,200 over five years
- Support the download of at least 60,000 PIN publications and digital products over five years
- Increased social media engagements, interactions and communities through mentions, shares and likes by 5% every quarter over the next five years

## E. Programme Innovation

### Objective

Innovate and refine our programmes for more significant impact through trend analysis and reviewing our curriculum to include regulation, privacy, data ethics, cybersecurity, and emerging technologies.

### Key Results

- 90% programme success rate maintained.
- 10 new funding partners signed up based on programme innovation and impact.

## F. Be The Best Place To Work

### Objective

Foster an inclusive and growth-oriented environment and put PIN on the list of the Top 10 regional non-profit organisations in the Global Majority by 2028.

### Key Results

- 95% employee satisfaction rate by 2028.
- 100% offer acceptance by selected high-quality candidates.

## G. Sustain Institutional Impact And Legacy

### Objective

Ensure the sustained impact of our initiatives and institution by raising \$35 million in five years, with 10% of the inflow coming through donations, 5% set aside for the endowment fund, and internally generated funds covering 16.5% of overheads. PIN will have operations in 40 countries, streaming movies across major digital platforms, and powered by at least two team members in each of our 10 countries of presence.

### Key Results

- Consistently positive financial audits for the 2024 - 2028 period, emphasising transparency and accountability.
- Increased financial reserves by a minimum of 10% annually and further diversified funding sources to ensure sustained operations.
- Establishment of an endowment fund by 2025.
- Documented annual impact reports every year.



7

ACTION PLANS

A. Programmes



Paradigm Initiative champions digital rights and inclusion, addressing a spectrum of issues, including women’s rights online, online gender-based violence, censorship, network disruptions, surveillance, freedom of expression online, digital literacy, global technology standard-setting, and digital policy advocacy, among others. As a digital rights and inclusion advocate, we ensure that the evolving technological landscape respects human rights and promotes social justice. Our guiding principle is that technology must always serve as a tool for justice and democracy, not a means to undermine it.

Programmes form the backbone of our initiatives. From 2024 to 2028, we aim to innovate, scale and adapt our programmes to cater to the ever-evolving digital landscape through the following strategic interventions.

**1. Digital Inclusion:** We are dedicated to ensuring that all individuals, especially the under-served, have access to and benefit from

digital evolution. This goes beyond our existing programmes and seeks to address systemic barriers to technological access.

Activities:

- Influencing policymaking that ensures affordable and reliable Internet access for under-served Africans.
- Collaborating on the design and deployment of internet-enabled devices for under-served African youth.
- Providing access to digital literacy training through programmes such as LIFE Legacy for 100,000 beneficiaries.
- Providing at least 100 communities with an off-grid internet access/community network.
- Making our programmes inclusive for persons with disabilities and ensuring compliance.

**2. Capacity Building:** We believe that empow-



ering stakeholders with the right knowledge and skills is essential to advancing digital rights.

Activities:

- Training 500 civil society organisations on effective digital rights advocacy.
- Enhancing media reportage on digital rights through training of at least 2000 journalists.
- Guiding at least 600 policymakers to draft inclusive, innovation-friendly and rights-respecting policies.
- Integrating human rights considerations into the judiciary and law enforcement processes in adjudicating cyber-related crimes through training 500 judicial officers.

**Policy Shaping:** We are committed to influ-

encing digital policy for better digital rights protection.

Activities:

- Analysing 100 regional digital policies, identifying policy gaps and harmful regulations.
- Identifying and pursuing legal cases that aim to challenge, reverse or redefine harmful policy and legislation to catalyse broader social policy change and raise public awareness about injustices affecting digital rights.
- Collaboratively introducing and revising laws to prioritise human rights online.

**Emerging technologies:** We will address challenges and risks from novel technologies such

as Generative AI.

Activities:

- Providing leadership in ensuring digital rights in the context of emerging technologies.

#### Focus Areas

### 1. Affordable and Reliable Access:

Intervention: Overseeing research and intervention programmes (including mobile learning units) that help ensure that affordable and reliable Internet access is available to under-served Africans through robust broadband Internet service.

### 2. Digital Devices:

Intervention: Developing and overseeing projects that collaborate with partners and stakeholders in the design and deployment of Internet-enabled devices tailored for under-served African youth, providing them with the tools necessary for digital training and engagement opportunities.

### 3. Digital Literacy:

Intervention: Provision of digital literacy training to those who would otherwise not have access, bridging the gap and ensuring young Africans can fully participate in the digital economy through programmes like LIFE Legacy, Dufuna, Skills for Success, etc.

### 4. Inclusivity for Persons with Disabilities (PWD):

Intervention: Adapting PIN's programmes to be truly inclusive, ensuring that persons with disabilities can fully access and benefit from our programmes, events and services.

### 5. Privacy and Data Protection:

Intervention: Advocating for robust privacy laws and regulations and transparent data collection practices.

### 6. Regulation and Accountability:

Intervention: Opposing censorship and promoting ethical technological practices.

### 7. Transparency and Explainability:

Intervention: Pushing for transparency in tech deployment in sensitive areas such as elections, law enforcement and governance in the Global Majority World.

### 8. Collaboration and Multi-Stakeholder Involvement:

Intervention: Collaborating with a diverse range of stakeholders to balance tech advancement with societal well-being.

### 9. Education and Awareness:

Intervention: Expanding our educational programmes and raising awareness of technology's societal impact.

### 10. Algorithmic Bias and Fairness:

Intervention: Ensuring fairness in technological models and addressing biases.

### 11. Digital Security Support:

Intervention: Providing digital security training to vulnerable groups and relevant stakeholders.

## B. Partnerships & Engagements



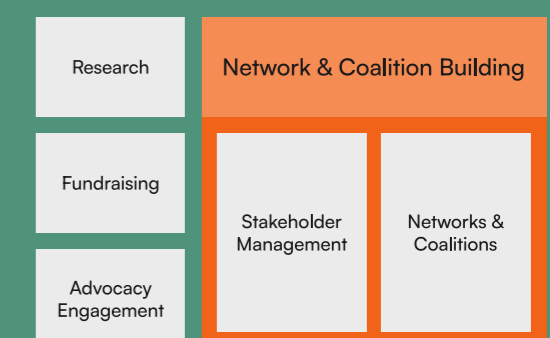
Deepening our influence requires strong collaborations and stakeholder engagement, and our overarching goal is to forge strategic alliances for mutual growth. As we progress through 2024 - 2028, we focus on creating symbiotic relationships that amplify shared goals. Our Partnerships and Engagements team boasts a combination of technical, policy and advocacy skills. We have successfully maintained partnerships throughout Africa, ably represented the PIN brand, and coordinated PIN fellowships and the Net Rights Coalition. The previous years saw challenges, such as the COVID-19 pandemic and changes in funding structures, leading to adjustments like virtual fellowships and hybrid engagement formats. The team revamped its strategy to overcome these challenges, emphasising due diligence, impact, collaboration and accountability. PIN leverages its goodwill and partnerships database to connect with Global Majority partners. Our partners include the government, private sector, media, academia, technologists and civil society actors whose work aligns with our strategic objectives. Through participation

at regional and international platforms, we will expand our regional presence, realising the purpose of the SMP. Guided by a Partnerships Management Plan that aims to realise the strategic goals, PIN will expand its reach within the Global Majority.

### Vision for the Next Five Years

Collaborating with diverse stakeholders, including governments, the private sector, civil society, and more, the goal is to apply the learnings from previous challenges. The team seeks to bolster financial capacity, enhance team skills, and increase staff strength, ensuring optimised service delivery.

### Coordinate Policy Advocacy



**Objectives:**

- Expand reach into partnerships focusing on the Global Majority in line with regional expansion.
- Boost research capabilities and results to build capacity and raise awareness.
- Obtain accreditation from the United Nations Economic and Social Council (ECOSOC) and engage with the Human Rights Council annually to influence policy through advocacy.
- Expand the team to enhance output, supporting regional expansion.
- Strengthen collaborations and engagements with key partners, networks and coalitions to facilitate regional expansion and influence policy through advocacy actions.
- Increase our networks by at least 20 reliable partners in Africa, Asia and Latin America annually to sustain our goal of regional expansion.
- Elevate the Digital Rights and Inclusion Forum, positioning it as a Global Majority convening with iterations in other regions, demonstrating programme innovation and aligning with our regional expansion focus.

**Planned Activities**

- Execute the Digital Rights and Inclusion Forum (DRIF) plan annually to provide a community platform to identify challenges in the Global Majority and formulate strategic recommendations to influence policy.
- Research partnerships in countries of expansion annually to assess those aligning with PIN’s vision, mission, values and strategic goals of PIN.
- Maintain an updated Stakeholder Map of partners that align with PIN’s vision, mission, values and strategic goals.
- Build key partnerships in 50 countries to

- achieve PIN’s strategic goals. This will be achieved through meetings, reciprocal event participation, coalitions and networks.
- Actively contribute to at least 4 Global Majority events and interventions annually to shape policy on a global scale.
  - Attain the United Nations Economic and Social Council (ECOSOC) accreditation status by 2026 to strengthen PIN’s capacity to shape policy through UN mechanisms.
  - Seek funding for advocacy missions, research and partnership management initiatives to realise PIN’s strategic goals.
  - Conduct research identifying gaps, trends, and areas of reform to address policy hurdles and conduct evidence-based advocacy.
  - Collaborate with mission-aligned organisations and individuals to amplify our impact, establishing two fellowship programmes per year and participating in at least 10 coalitions and networks annually.

**C. Communications**

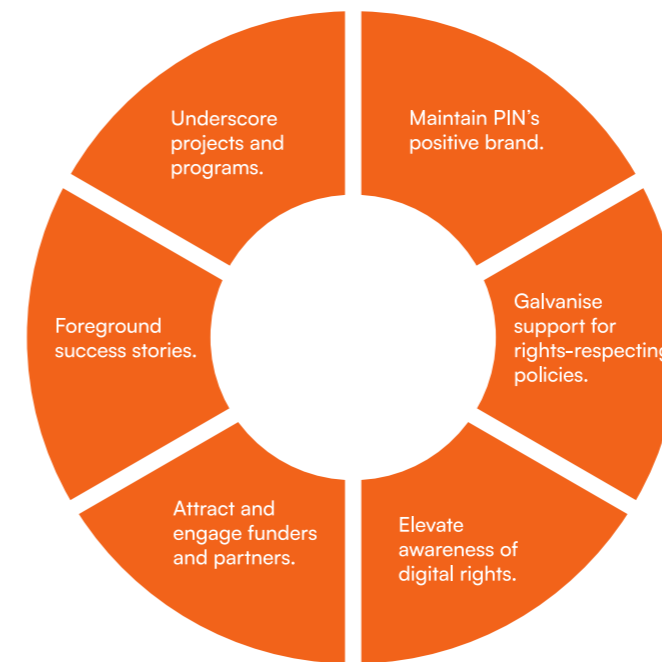


In the rapidly evolving digital landscape, establishing clear and consistent communications is of utmost importance. As we navigate through 2024 - 2028, our communication strategy will focus on transparency, stakeholder engagement, and amplifying our voice and impact.

awareness of digital rights, galvanising support for rights-respecting digital policy, attracting and engaging funders, and curating a positive narrative for Paradigm Initiative.

**Target Audience and Communication Needs**

Our strategic rollout hinges on a nuanced understanding of our stakeholders and target audiences. Comprehending their unique needs and preferences allows us to craft tailored communication with a commitment to adaptation as the organisation evolves. Highlighted below are our key stakeholders: policy and lawmakers, funders, donors, government agencies, civil society, international agencies and organisations, Africans in the diaspora, the global majority, partners, beneficiaries, volunteers, the PIN team and board members.



**Communication Objectives**

At the heart of our strategy, our communication objectives resonate with our mission: elevating

**Key Messages:**

- We crafted five foundational messages encapsulating PIN’s essence and focus areas to ensure clarity and consistency. As we embark on specific projects, these messag-

Strategic goal: Big Hairy Audacious Goals (BHAG)	Action Plans	Activities
<p><b>Awareness, Inclusion, and Education:</b> Improve societal awareness and facilitate education in digital rights and inclusion. We will do this by providing digital awareness through digital connectivity for communities, short film views, publication downloads, distributed printed documents, webinars, X Spaces, etc., for 20 million in the Global Majority by 2028.</p>	<ul style="list-style-type: none"> <li>Conduct awareness campaigns on the importance of digital connectivity for empowerment and inclusion</li> <li>Strategic distribution of communication output such as reports, policy briefs, white papers</li> <li>Formulate and execute strategic communication plans for projects and programmes</li> <li>Develop social media strategy that aligns with overall communication goals and focuses on engagement and community-building</li> <li>Conduct periodical monitoring and evaluation to inform future strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>Search Engine Optimisation (SEO) for our content</li> <li>Audio Visual Content creation</li> <li>Developing Multilingual communication plans informed by strategic insight</li> <li>Digital advertising, social media promotions</li> <li>Traditional Media; Media partnerships and engagements, sponsorships</li> <li>Media Buying</li> <li>Sustained media engagements</li> <li>Hosting periodical webinars, X-Spaces</li> <li>Impactful storytelling</li> <li>Increasing Website Accessibility</li> <li>PIN-championed Media network</li> <li>Raise PIN's media mentions to 1.8billion in the next five years</li> <li>Optimise Monthly newsletters</li> <li>Pitch PIN Films to publications to encourage further reach</li> <li>Develop a PIN Mobile App</li> </ul>
<p><b>Capacity Building:</b> Strengthen the capacities of our team, stakeholders and the communities we serve. We will do this by building the capacity of 10 million people in the Global South through PIN's various capacity-building programmes (including school outreaches, LIFE Legacy programmes, Digital Rights Academy and e-learning), partnerships with Tech Hubs, etc., by 2028</p>	<ul style="list-style-type: none"> <li>Develop strategic communication plans to support capacity building efforts</li> <li>Develop E-Learning Apps</li> </ul>	<ul style="list-style-type: none"> <li>E-Learning Apps; Web, Desktop and Mobile Apps</li> <li>Use Thought leadership pieces to position PIN as a leader in the Ecosystem</li> <li>Develop educational materials</li> <li>Proper optimisation and distribution of PIN Toolkits</li> <li>Ensure PIN's consistent branding across all our Programmes and Partnerships.</li> </ul>
<p><b>Regional Expansion:</b> Enhance our footprint and impact by extending our reach to new regions within the Global Majority World, forging strategic partnerships with local and international organisations. We aspire to</p>	<p>Attracting like-minded partners including</p> <ul style="list-style-type: none"> <li>Civil society organisations</li> <li>International organisations</li> <li>Multilateral organisations such as World Bank or regional development banks</li> </ul>	<ul style="list-style-type: none"> <li>Impactful storytelling</li> <li>Build and sustain Media relationships across countries where we have operations (At least 3 Journalists in each sub-region)</li> <li>Use of Search Engine</li> </ul>

Strategic goal: Big Hairy Audacious Goals (BHAG)	Action Plans	Activities
<p>broaden our influence, strengthen our commitment, and collectively address the evolving challenges in these regions to foster lasting positive change.</p>	<ul style="list-style-type: none"> <li>such as Africa Development Bank</li> <li>Governments</li> <li>Foundations and Think Tanks</li> <li>Youth and Community Groups</li> <li>UN Agencies</li> <li>Foundations</li> <li>Academic and Research Institutions</li> <li>Business &amp; Industry Leaders</li> <li>Technology and Telecommunication Companies</li> <li>The Media</li> </ul>	<ul style="list-style-type: none"> <li>Marketing (SEM) and Social media to encourage participation in our different programmes</li> </ul>
<p>Programme Innovation Innovate and refine our programmes for greater impact through trend analysis and reviewing our curriculum to include regulation, privacy, data ethics, cybersecurity, and emerging technologies</p>	<p>Curating a positive narrative for Paradigm Initiative.</p>	<ul style="list-style-type: none"> <li>Impactful storytelling</li> <li>Outward-looking campaigns</li> <li>Sustained media engagement</li> </ul>
<p><b>Be the best place to work:</b> Foster an inclusive and growth-oriented environment and put PIN on the list of the Top 10 regional non-profit organisations in the Global Majority by 2028</p>	<ul style="list-style-type: none"> <li>Attracting and retaining high quality team members.</li> <li>Staying informed about relevant policies and regulations</li> <li>Learning best practices from like-minded organisations</li> </ul>	<ul style="list-style-type: none"> <li>Staff-centric storytelling via PIN media channels.</li> <li>Internal-facing campaigns</li> <li>Incorporate digital tools that would help team members optimise and automate their work.</li> <li>Researching, sharing best practices while suggesting to and encouraging team members' to use productivity and creativity tools</li> <li>Media Monitoring</li> </ul>
<p><b>Sustain Impact and Legacy:</b> Ensure the sustained impact of our initiatives and institution by raising \$35 million in five years, with 10% of the inflow coming through donations, 5% set aside for the endowment fund, and internally generated funds covering 50% of overheads. PIN will have operations in 50 countries, streaming movies across major digital platforms, and powered by at least two team members in each of our 15 countries of presence.</p>	<ul style="list-style-type: none"> <li>Attracting and engaging funders</li> </ul>	<ul style="list-style-type: none"> <li>Impactful Storytelling to showcase PIN's impact</li> <li>Sustained media engagement</li> <li>Annual Outward Facing Campaigns</li> <li>Building and Coordinating PIN Beneficiary Alumni Network</li> <li>Training Team members on Media Engagement and Crisis Communication</li> </ul>

es, highlighted below, will be adapted to resonate with stakeholders, channels and the core audience of our initiatives.

- Paradigm Initiative is a leading non-governmental organisation working towards a digitally inclusive and rights-respecting world
- Paradigm Initiative continues to build online platforms that create awareness, educate and serve as safe spaces for reporting digital rights violations, provide digital security and educational online resources, including annual reports and short films.
- Paradigm Initiative has, for over 16 years, undertaken digital rights and inclusion advocacy efforts, which have impacted the lives of more than 150,000 individuals across the continent.
- Paradigm Initiative plays an instrumental role in advancing Internet freedom, influencing policies, and monitoring legal and policy frameworks around ICTs to ensure citizen rights.
- Paradigm Initiative hosts a strategic convening (Digital Rights and Inclusion Forum) and a coalition (Net Rights) which serve as dynamic platforms to discuss and advocate for issues surrounding digital rights and inclusion.

### Communication Channels and Digital Communications

Our multifaceted strategy combines diverse communication channels to engage internal and external stakeholders. Our tactics are comprehensive, from media relations and documentary storytelling to newsletters and digital branding. Central to our approach is the power of digital communication. Our social media

platforms and website serve as dynamic mediums to amplify our stories, with data-driven insights shaping our content and strategy to maximise impact.

### Crisis Communication

Proactive preparedness defines our approach to crisis communications. Recognising the potential for unforeseen challenges, we have devised a monitoring system accompanied by crisis phase awareness. Additionally, we are committed to empowering our team through Crisis Communication training, ensuring robust response mechanisms.

### Information Technology

We recognise the pivotal role of Information Technology in enhancing our reach, process automation, and innovative engagements. IT integration strengthens our communication endeavours by leveraging analytical tools, addressing security challenges and embracing emerging technologies.

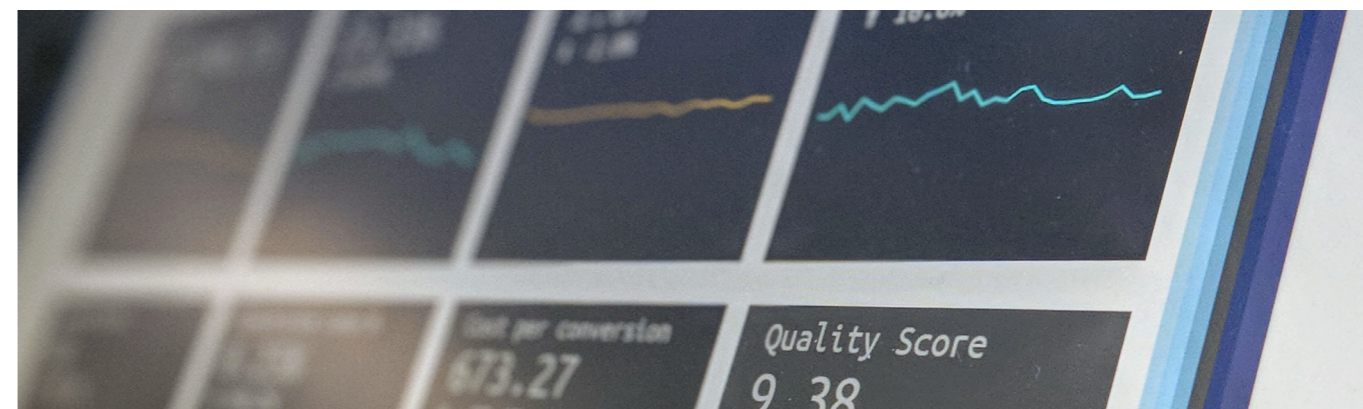
### Monitoring and Evaluation

Our strategy relies on continuous monitoring and evaluation, ensuring our tactics align with desired outcomes.

### Workplan

With the vision for 2024 - 2028, we will develop meticulous work plans annually, encapsulating our goals, tactics and measurable outcomes.

## D. Monitoring, Evaluation, Research And Learning



The Monitoring, Evaluation, Research and Learning (MERL) department is at the heart of Paradigm Initiative's effectiveness and continuous growth. MERL is not just a department but a philosophy that permeates through PIN. As we navigate 2024 through 2028, our ambition is clear: to reinforce PIN's effectiveness, ensure every effort aligns with our mission, making meaningful strides where we serve.

### Driving Progress through MERL

Our core commitment is to enhance PIN's overarching mission by objectively assessing activities, projects and programmes. MERL offers a holistic view of our reach, influence and areas for improvement, ensuring that we remain impactful, adaptable and poised for growth through data-informed strategies.

### MERL Strategy Components

- Development of M&E Frameworks: Developing comprehensive frameworks that capture relevant data and insights to inform future strategies
- Data Management: Instituting rigorous data collection and management practices, ensuring accurate, timely and actionable insights
- Stakeholder Engagement: Promoting dialogue with stakeholders, from grassroots

participants to high-level partners, fostering a collaborative approach that broadens our perspective and refines our strategies.

- Embracing Technology: Utilising the latest tools for enhanced data analysis, making our interventions more innovative, quicker and more adaptable
- Learning and Adaptation: Emphasising a culture of continuous learning, where feedback loops and evaluations directly inform strategic reviews, making us more responsive and impactful

### Strategic Goals for 2024 - 2028

- Data Quality and Integrity: Intensify efforts to ensure data accuracy, consistency, and relevance, allowing for clear inferences and actionable insights
- Deepened Stakeholder Collaboration: Expand and deepen collaboration, leading to richer feedback and more grounded interventions.
- Tech-Driven Adaptability: Deploy technology to stay agile, optimise resources, and ensure our processes are timely and effective
- Iterative Learning: Cultivate a mindset where every outcome, whether a success or learning opportunity, informs the next cycle of planning and execution.

## E. Operations



For 2024 to 2028, we underscore the importance of team and institutional strengthening, leadership succession and programme expansion as we progress in influencing policy, defending digital rights and building capacity. These initiatives are tied to the success of our strategic goals of capacity building, being the best place to work, sustainability, and impact. Given our footprint in 27 African countries and increasing presence beyond the continent, our vision is to collaborate with Global Majority organisations to champion justice in the digital space. We aim to continue our programmes and initiatives seamlessly while preparing for future organisational growth.



### Team Strengthening

As part of our operations strategy, we will prioritise team strengthening to ensure that we have a highly skilled and versatile workforce by fostering a culture of learning and innovation.

One of our key goals is to increase team skills and performance. We recognise the importance of continuously developing the capabilities of our team members and, as such, will continue to invest in enhancing the team's skills and knowledge in areas relevant to our mission and objectives, empowering them to excel in their roles and make meaningful contributions to our work. Our benchmark KPI for success is a 15% increase in team skills and competencies through sponsored and self-directed training.

In addition to skill development, we will emphasise cross-functional teamwork and versatility. Collaboration and effective communication across different teams and departments are vital to addressing the complex challenges in the digital ecosystem. A benchmark KPI of 20% rise in cross-functional collaboration will

ensure a holistic approach to problem-solving and enhance our ability to devise strategies and solutions, which enables us to leverage diverse internal expertise and perspectives, leading to improved outcomes.

Moreover, we understand the importance of deepening sector expertise within our team. The digital landscape is constantly evolving, and staying up-to-date is imperative. Our team will actively participate in industry convenings, workshops and research, positioning ourselves at the forefront of leading insights. We aim to cultivate an environment where individual growth resonates with PIN's mission of influencing digital policy and defending rights.

### Operational Expansion

As part of our strategic goal of regional expansion, we will seek NGO status recognition in Senegal, Zambia, Kenya, and other strategic Global Majority regions. This expansion will enable us to develop and deepen partnerships with stakeholders in strategic hubs and locations, increasing our ability to influence policy and implement programmes where they are most needed. Managing our presence in countries where we operate requires effective strategies for visibility and partnership management to amplify impact and build sustainable collaborations. We will approach them as follows.

### Visibility:

- **Communication and Outreach:** Regular updates on our website, social media platforms, and newsletters will keep our stakeholders informed about our work, impact and milestones.
- **Media Engagement:** We will proactively engage with media outlets in the countries

where we operate and implement projects to amplify our initiatives through press releases, press conferences, relationships with journalists and media, etc.

- **Thought Leadership:** Our consistent presence in conferences, forums, and events relevant to our mission will reinforce our credibility locally and globally.
- **Networking:** Active engagement with key stakeholders ensures our influence remains extensive.

### Partnership Management:

- **Strategic Partnerships:** We will actively pursue alliances with mission-aligned organisations to leverage resources, knowledge and expertise, amplifying the impact of our work. We will build relationships based on shared goals, mutual trust and respect.
- **Collaboration and Coordination:** Regular communication and transparent reporting mechanisms will be the bedrock of our partnerships. We will continue to work closely with partners to align strategies, coordinate joint efforts and share information and resources.
- **Capacity Building:** Through programmes like LIFE Legacy and others, we will build our partners' capacity to strengthen their abilities, supporting them in addressing digital rights and inclusion issues in their communities.
- **Knowledge Sharing:** We will foster a culture of knowledge sharing within our community, facilitating continuous learning and improvement, sharing best practices, research findings and lessons learned to enhance capacity.

### Institutional Strengthening

Institutional strengthening is crucial to achiev-

ing our strategic goal of sustaining impact and legacy. We will invest in building organisational capacity to support our growth and sustainability through:

- **Financial management:** We recognise the importance of effective financial administration and fundraising to ensure the smooth operation of our organisation. Enhancing our financial practices will strengthen resource management, while diversified fundraising strategies will be explored to ensure a steady financial inflow for operations.
- **Human resource management:** The 'Best Place to Work' framework will be instrumental in attracting and retaining talent. Additionally, our alumni will form an integral part of our internship programmes.
- **Sound governance structures:** Good governance is essential for any organisation's effective and ethical operation. We will continue strengthening our governance structures by ensuring clear roles and responsibilities, promoting transparency and accountability, and implementing best practices in board governance. This includes regular board meetings, strategic planning sessions, and adherence to relevant policies and regulations to enhance organisational oversight, decision-making processes, and overall accountability to our stakeholders.
- **Technology and tools:** Through automation and process optimisation, we will increase operational efficiency by 20%. Investing in appropriate technology and tools will streamline our operations, communication, and programme delivery. This may include upgrading our IT infrastructure, changing digital platforms for project management

and collaboration, and implementing data management systems to enhance our monitoring and evaluation capabilities.

- **Process optimisation and automation (to reduce administrative burden):** To reduce administrative burden and improve operational efficiency, we will continue to focus on process optimisation and automation. This involves continual analysis of our internal workflows, identifying areas for improvement, and implementing streamlined processes and automated systems where possible. This optimisation will enable us to operate more efficiently, enhance productivity, and maximise our impact in advancing digital rights and empowerment.
- **Endowment fund:** We are committed to securing support for our operational objectives and fiscal responsibilities. The Endowment Fund is pivotal in sustaining and augmenting PIN's annual budget while creating consistent revenue streams. Capital for this fund will be sourced from collaborations with aligned donors, returns from current and future investments, and other sources. Throughout 2024-2028, strategic investment of the Endowment Fund will be guided by exhaustive risk assessments and asset diversification. Our portfolios will include Eurobonds, real estate, and capital ventures, among others. Expert consultations and stringent vetting will inform investment decisions. Expected returns are forecasted at a minimum of 7% for Eurobonds and 10% for capital investments.

## F. Human Resources



People are at the heart of our success. As we venture into our next phase, we commit to creating an environment where employees feel valued, heard and empowered to reach their fullest potential.

### Best Place To Work Framework

The HR department runs with the vision of making Paradigm Initiative the Best Place to Work. Our Best Place to Work framework is a deliberate, comprehensive approach designed to cultivate a working environment that promotes employee satisfaction, productivity and retention. This framework is built on initiatives that ensure programmes are innovative and original, competitive in the market, inclusive

of all employees, human-centric in their approach and well integrated into PIN's culture. To achieve this, our mission will be to provide an integrated Human Resources service with respect to Manpower planning and recruitment in line with the Company's directives, policies and procedures and to improve the team's performance levels.

Our 'Best Place To Work' framework focuses on variety and originality, competitive benefits, all-inclusiveness, human touch and integration.

### Variety and Originality:

- Encourage creative problem-solving by using design thinking and brainstorming ses-

## The Best Workplace Culture, Qualities, Practices, Procedures, Processes.



sions for new approaches to existing challenges

- Research emerging trends and successful initiatives in other sectors for inspiration to benchmark PIN's programmes and policies against best practices in the industry.
- Design customised and flexible programmes, policies, and processes that reflect PIN's commitment to diversity, inclusivity, and innovation.
- Implement a rigorous and fair hiring process to attract talent that aligns with the company's culture and values.

#### Competitive Benefits:

- Offer competitive compensation and benefits packages to attract and retain top talent.
- Implement a total rewards approach, including financial compensation, benefits, recognition, professional development, and work-life balance.
- Provide career development opportunities, including mentorship and training programmes.
- Recognise and celebrate achievements, milestones, and successful outcomes of PIN's programmes and policies.
- Provide comprehensive onboarding and continuous training to ensure employees have the necessary skills and knowledge.

#### All-Inclusiveness:

- Design customised programmes, policies, and processes that reflect PIN's commitment to diversity, inclusivity, and innovation.
- Foster a diverse and inclusive workplace where all employees feel valued and respected.
- Regularly conduct comprehensive needs assessments and surveys to identify gaps and areas for improvement and understand the current state of PIN's programmes, policies, and processes.

- Regularly review, assess, and refine PIN's programmes, policies, and processes based on feedback and evolving needs.
- Regularly gather employee feedback through surveys and one-on-one discussions to make continuous improvements.

#### Human-Touch:

- Regularly gather feedback from employees for continuous improvement.
- Prioritise employee well-being, growth, and satisfaction.
- Develop a fair and consistent performance management system focused on growth and development
- Establish a fair and efficient process for addressing workplace conflicts and issues
- Communicate and be transparent about PIN's commitment to diversity, inclusivity, and innovation clearly and regularly.
- Promote transparent, open, and effective communication at all levels of the organisation.
- Promote physical and mental health initiatives to support employees' overall well-being.
- Encourage work-life balance through flexible scheduling and remote work options, where feasible.

#### Integration:

- Regularly conduct comprehensive needs assessments to understand and improve PIN's programmes, policies, and processes.
- Establish processes for addressing workplace conflicts efficiently.
- Communicate PIN's commitment to diversity, inclusivity, and innovation transparently.
- Ensure leadership development and buy-in through active support and participation.
- Apply change management principles to ensure smooth transitions when implementing new programmes and policies.

- Ensure leadership actively supports and participates in these initiatives by modelling the desired behaviours and values.
- Invest in leadership development programmes to cultivate effective managers and leaders.

Psychological safety is critical to Paradigm Initiative's Best Place To Work Framework. It fosters an environment where team members feel safe to express their thoughts, share ideas, and take calculated risks without fear of reprisal. This foundational element promotes our values of open communication, collaboration, and in-

novation, ultimately contributing to a positive workplace culture.

Incorporating psychological safety involves cultivating an atmosphere of trust and respect — acknowledging diverse perspectives, valuing individual contributions, and actively listening to team members. Leaders play a pivotal role in setting the tone for psychological safety by encouraging feedback, embracing constructive criticism, demonstrating vulnerability, and creating a space where everyone feels heard and understood.

## G. Administration



The administrative team provides professional, responsive services in operations, procurement, facility, event, and travel management, maximising effectiveness and minimising cost.

In recent years, factors like the pandemic, limited resources and budget constraints posed challenges such as process deficiencies, vendor sourcing issues, and conflicts of interest, which we addressed by

- Developing and refining policies
- Automating processes

- Improving financial negotiations and travel processes
- Augmenting our administrative policies, procedures, and productivity tools

#### Strategic Initiatives

1. Professional Development
  - Implement a comprehensive Administrative onboarding process



- Ensure periodic review and updates of the onboarding documentation yearly.
- Conduct 20 training sessions in 5 years. The training would be through training materials and in-person or virtual training.

## 2. Operational Efficiency

- Adhere strictly to policy guidance
- Ensured easy navigation of filing and documentation systems
- Maintained information security and confidentiality in all operations.
- Optimise the use of departmental productivity tools

## 3. Communication

- Maximize feedback during project implementation.
- 90% response rate for post-activity surveys.
- 90% success rate from all post-travel and event surveys.

## Objectives

### 1. Event Planning

Tied to PIN's strategic capacity-building goal, we will:

- Adhere to PIN standards in all events
- A working project/event timeline on the project management sheet.
- Venue and vendor sourcing completed within four weeks of event/project briefing.
- Facilitate pre- and post-event meetings
- Thoroughly review service-level agreements

### 2. Travel and Logistics

In efforts to reach PIN's strategic regional ex-

pansion goal, we will:

- Ensure a 90% success rate in all managed travels
- Cultivate and maintain corporate relationships for cost efficiency
- Guarantee satisfactory hotel services
- Streamline travel processes and stay updated on government travel policies
- Monitor and enhance travel experiences using PIN's post-travel feedback mechanism

### 3. Facility Management

The management of our office space across regions is tied to achieving the strategic goal of being the best place to work. We will:

- Manage two different PIN-owned facilities across Africa.
- Guarantee the smooth operation of all PIN offices and seamless relationship with property managers
- Prioritise a conducive work environment. 95% daily efficiency of office space and assets and a 24-48 hour timeline for operational interruptions to be resolved.
- Notification of operational downtime through internal social channels and emails.
- Seek optimal deals for office space and adhere to PIN's security guidelines.

### 4. Procurement

In support of the strategic goal of regional expansion, we will:

- Implement a standard, cost-efficient procurement process
- Utilise a standardised PIN Service Level Agreement. Draft and approve PIN service-level agreements for contractors and vendors.

- Ensure transparent procurement transactions- at least three different vendor quotations.

## 5. Vendor Management

To ensure seamless operations as we expand regionally, we will:

- Onboard and maintain five approved vendors for each area of need per country
- Sign corporate relationship agreements with all approved vendors
- Implement an annual call for vendors

- Maintain an up-to-date vendor register as guided by PIN policy
- Adhere strictly to all PIN vendor protocols
- Ensure robust communication and collaboration with stakeholders

## 6. Fleet Management

In furtherance of PIN's strategic goal of being the best workplace, we will:

- Procure, register, and maintain operational fleets.

## H. Finance



The Finance department is integral to Paradigm Initiative, ensuring fiscal responsibility. We provide crucial financial data, oversight and insights to every stakeholder, ensuring that decisions are rooted in accurate, timely information. We instil confidence, trust, and integrity in our operations.

From 2019 to 2023, we modernised our financial management system, transitioning to cloud accounting, streamlining payment processes

and reinforcing our financial policies. Our success is driven by a cohesive team known for its integrity and dedication. We pride ourselves on meticulous financial reporting and comprehensive bookkeeping.

We are committed to cost-saving measures and strategic planning to secure our fiscal health. We are conscious of risks, from unwarranted expenses to potential legal challenges and inefficiencies. We, therefore, emphasise

diligence, process adherence and proactive risk management.

### Objectives and Key Results

Looking ahead to 2024-2028, we have identified several objectives:

- Increasing income revenue by a minimum of 30% annually
- Implementing proactive tax planning strategies to optimise savings
- Enhancing cash flow management and working capital processes
- Implementing enhanced regional transaction solutions
- Ensuring strategic budgeting and implementation with advanced tracking tools
- Tightening cost control and purchase management
- Building our endowment fund through strategic investments
- Automating repetitive processes to increase efficiency and reduce human error
- Implementing proactive external audit practices for transparency and accountability

### Departmental Activities

Accuracy remains a key focus, guiding our efforts to improve financial reporting and data management. Our focus includes robust quantitative analyses of budget performance, enhancing cash flow projections, and perfecting monthly management reports. We are also improving vendor relations, enforcing budget adherence and updating our financial protocols for improved governance. We aim to align the Finance department's goals with the organisation's overarching objectives through these.

## 8

## CONCLUSION

This strategic plan, grounded in our ethos and informed by our experiences, charts the course for the next five years. The journey ahead will undoubtedly bring challenges, but armed with our vision and united in our purpose, we remain confident in the transformative impact Paradigm Initiative will continue to have. Embark on this journey with us, poised for success, growth and lasting change.

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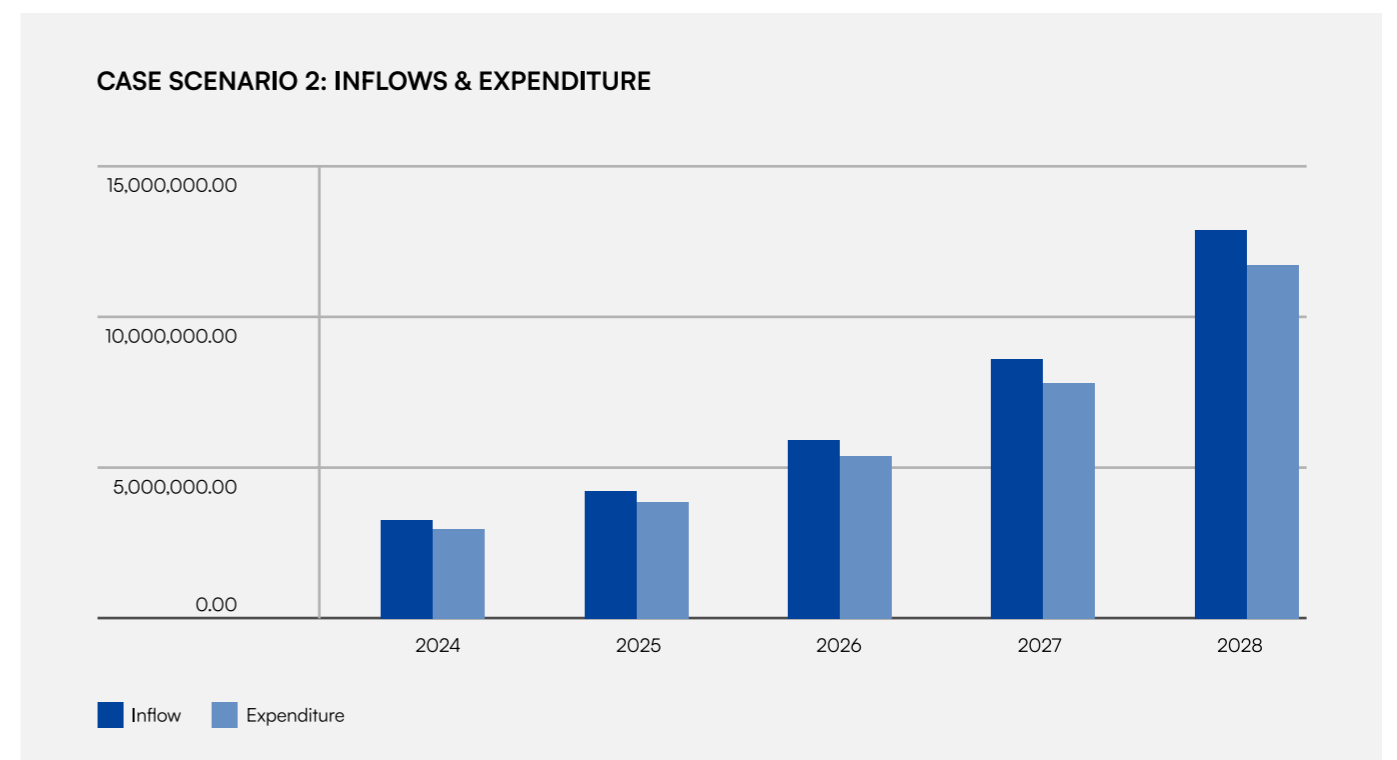
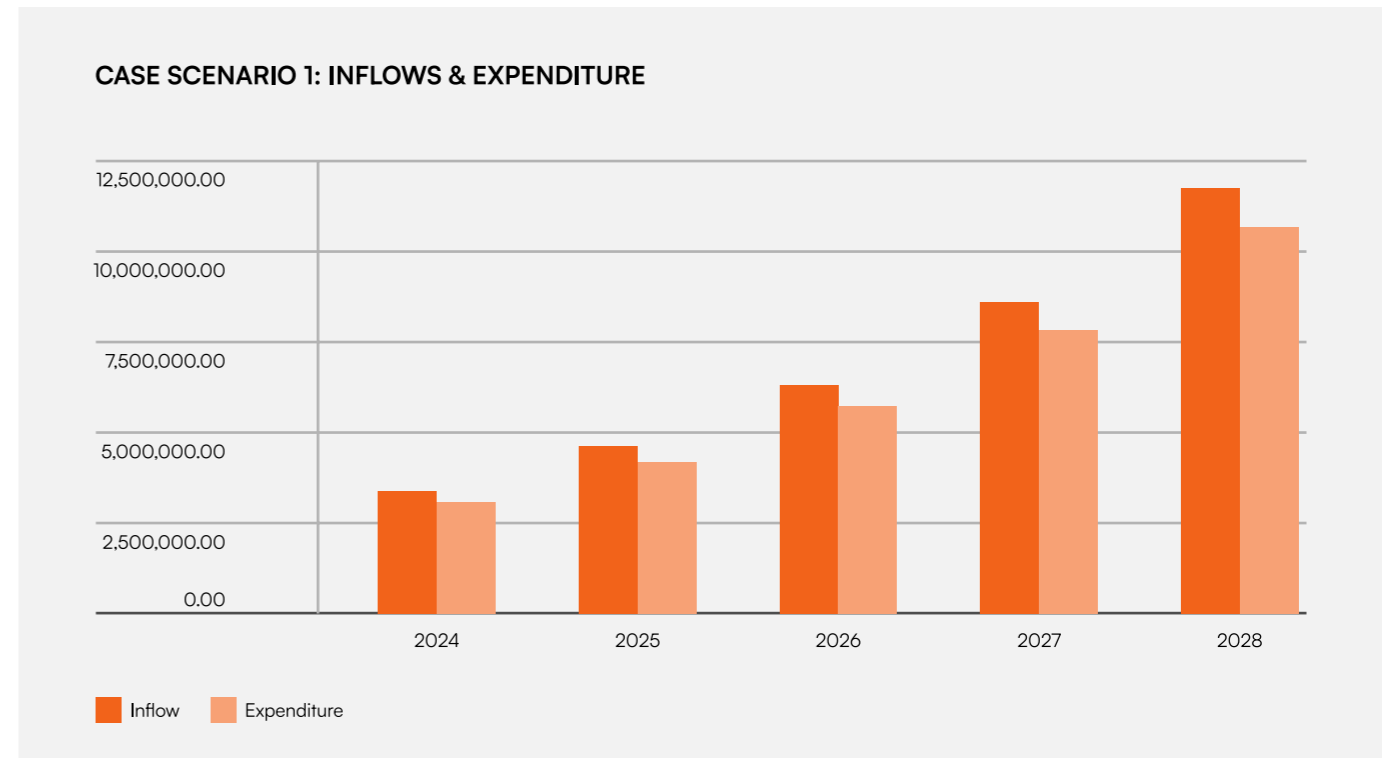
APPENDICES

Income To Expenditure Percentage Ratio:

CASE SCENARIO 1			
	Year	Inflows	Expenditure
36.5%	2024	3,421,424.42	3,110,385.83
36.5%	2025	4,670,244.33	4,245,676.66
36.5%	2026	6,374,883.51	5,795,348.64
36.5%	2027	8,701,715.99	7,910,650.90
36.5%	2028	11,877,842.32	10,798,038.48
Total Inflow/Exp.		35,046,110.57	31,860,100.52
% of Expenses to Income			90.91%
Total Inflow (2024-2028)		35,046,110.57	
Assumptions			
Inflows	36.5% incremental rate every year.		
Expenditure	36.5% incremental rate every year.		

CASE SCENARIO 2			
	Year	Inflows	Expenditure
30%	2024	3,258,499.44	2,962,272.22
30%	2025	4,236,049.28	3,850,953.89
40%	2026	5,930,468.99	5,391,335.44
45%	2027	8,599,180.03	7,817,436.39
50%	2028	12,898,770.05	11,726,154.59
Total Inflow/Exp.		34,922,967.79	31,748,152.54
% of Expenses to Income			90.91%
Total Inflow (2024-2028)		34,922,967.79	
Assumptions			

Inflows	The incremental rate is 30% in the first and second year, 40% in the third year and continues at a 5% increase on rate till the 5th year
	The incremental rate is 30% in the first and second year, 40% in the third year and continues at a 5% increase on rate till the 5th year



2024 - 2028 Income Budget		35,000,000.00
Inflows		
Donations (Links, crowdfunding, website)	10.0%	3,500,000.00
Income from Investment:		
Operating/money market investment	2.5%	875,000.00
Property investment	2.5%	875,000.00
Other sources of Income:		
Shortfilm (netflix, youtube, and other platforms)	8.5%	2,975,000.00
Online courses	1.0%	350,000.00
Consulting	1.0%	350,000.0
Tech hub	1.0%	350,000.00
Programme Income	73.5%	25,725,000.00
<b>Total</b>	<b>1.00</b>	<b>35,000,000.00</b>

2024 - 2028 Expenses Budget		31,500,000.00
Emergency Fund	3%	945,000.00
Endowment Fund	5%	1,575,000.00
Program Expense	49%	15,435,000.00
Overhead:		
Admin & Travel	15%	4,725,000.00
HR	20%	6,300,000.00
Communications (Including films and radio dramas)	7%	2,205,000.00
Donations	1%	315,000.00
<b>Total</b>	<b>1.00</b>	<b>31,500,000.0</b>

## Relevant Documents:

1. Communications Plan	<a href="#">↗</a>
2. Partnerships and Engagement Management Plan	<a href="#">↗</a>
3. Monitoring and Evaluation Framework	<a href="#">↗</a>
4. 2019-2023 Strategic Plan	<a href="#">↗</a>
5. 2019 Impact Report	<a href="#">↗</a>
6. 2020 Impact Report	<a href="#">↗</a>
7. 2021 Impact Report	<a href="#">↗</a>
8. 2022 Impact Report	<a href="#">↗</a>
9. 2023 Impact Report	<a href="#">↗</a>



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