PARADIGM
INITIATIVE

IMPACT 20
REPORT 24

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contents

About Us

> Who We Are

Paradigm Initiative is a pan-African nonprofit advancing digital rights and inclusion across Africa. With 17+ years of impact in Nigeria and nearly a decade of presence in Cameroon, Kenya, Senegal, Zambia, and Zimbabwe, our work spans more than 20 countries through community engagement, policy advocacy, and strategic partnerships.

We focus on capacity building, strategic litigation, policy reform, and creative communications to empower communities and defend rights in the digital age.

> What We Do

We drive systemic change through advocacy, innovative Information Communications Technology (ICT) solutions, research, and direct community engagement. Our efforts are geared towards bridging the digital divide, enhancing digital literacy, and safeguarding human rights online. Our diverse initiatives, from policy advocacy to grassroots training and strategic litigation, are designed to equip individuals and communities with the tools to thrive in a digital age.

> Where We Work

PIN operates across Africa and select regions in Latin America. Through our teams and partner networks, we tailor interventions to local realities, ensuring relevance, sustainability, and impact for under-served communities.

Vision

A digitally inclusive and rights-respecting world.

Mission

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

Core Values

The following values guide our actions and reflect our belief in a free, inclusive, and just digital future.

- Freedom of Expression
- Openness
- Respect
- Professionalism
- Integrity
- Collaboration
- Commitment
- Privacy

Welcome Note

Every end of an era invites reflection, and as we turn the page on 2024, we at Paradigm Initiative pause to reflect on our unwavering commitment to advancing digital rights and inclusion across the Global South. This past year marked a bold chapter in our journey as we embraced the challenge to think bigger, act bolder, and launch into the deep with our Big Hairy and Audacious Goals (BHAG).

It is with immense pride and gratitude that we present our 2024 Annual Impact Report, a record of the milestones, impact and transformation shaped under the guidance of our Strategic Management Plan (SMP) 2024-2028. This bold and visionary framework ushered us into a new era of purpose, clarity and scale, firmly rooted in our mission to shape policy, defend rights, and build capacity in the digital environment towards a digitally inclusive and rights-respecting world.

Our strategic goals of Policy Influence, Capacity Building, Regional Expansion, Awareness, Inclusion and Education, Programme Innovation, Best Place to Work, and Sustain Institutional Impact and Legacy are seamlessly woven into our SMP. These goals serve as a blueprint for connecting under-served communities with digital opportunities and pushing boundaries to promote equitable access to technology while championing digital rights for all. Throughout the report, a recurring theme is operationalising our strategic vision with impactful programmes, bold advocacy and cross-border partnerships, aligning our initiatives with measurable outcomes and demonstrating meaningful progress toward long-term change.

We also recognise the complexity of the digital ecosystem we operate in; a space shaped by rapidly evolving technologies, regulatory shifts, political realities, and growing threats to online freedoms. Our work addresses pressing concerns such as access to the internet, digital literacy, online safety, freedom of expression, data protection, and privacy. We remain alert to the global and local dynamics, whether emerging or persistent, that define the digital rights landscape and influence our strategies. Central to our progress is collaboration. We continue to amplify our voice, expand our reach, and strengthen the wider ecosystem by partnering with communities, peer organisations, funders and policymakers.

We hope this report inspires confidence and deeper engagement as we share our successes, lessons learned, and opportunities ahead. We remain resolute in our belief that a digitally inclusive world is achievable, and that this vision cannot be realised by one organisation alone, but through collective vision, sustained effort and courageous action.

We invite you to journey with us to reflect, learn and celebrate what we have achieved together.

We hope this is an enriching and enlightening read.

With gratitude,

The Paradigm Initiative Team.

MEET THE **TEAM**

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Senior Manager

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I.T. Officer

Bridgette Hanani Ndlovu
Partnerships and Engagements Officer

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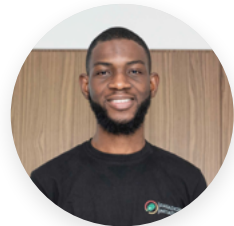
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Senior Manager, Partnerships and
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Uchechukwu Nwodii
Senior Officer, Administration

Acknowledgements

As we look back at 2024, our hearts are filled with gratitude for the support we received, which has enabled us to continue delivering on our mission of advancing digital rights and inclusion in the Global South. The milestones achieved, hurdles jumped, policies influenced, laws changed, and lives positively impacted result from the collective effort of a remarkable network of funders, partners, the Board, supporters, volunteers, and team members.

To our **funders** and **donors**, you have been generous to us, trusting in our vision and fueling our success at every turn. Your investment in our programmes and projects has empowered us to advocate for digital rights, bridge the digital divide, and foster inclusion in communities across the continent and beyond. Your belief in the transformative power of technology continues to inspire our work and to drive meaningful change.

To our **partners**, we appreciate your collaboration, which has been the hallmark of our work. Your collaboration with us and shared commitment to a more equitable digital future have amplified our impact. Working together, we have held joint events, created innovative tools, and reached new communities, one digital footprint at a time.

To our **Board members,** we are grateful for your visionary leadership and guidance. You have continuously provided us with strategic direction, which has been instrumental in shaping PIN's trajectory while ensuring the sustainability of our efforts. Your dedication to good governance has also played a major role in influencing this positive practice.

To our **supporters and advocates**, thank you for amplifying our message and backing the cause of digital rights and inclusion. Your voices, whether shared through social media, events or grassroots activism, have spotlighted issues of importance, gaining considerable ground while building the solidarity required to effect change.

To our **volunteers**, we appreciate your dedication and willingness to contribute your time and skills to our mission. Your selflessness and enthusiasm energised our initiatives our initiatives reminding us of the power of community-driven action.

To the **PIN team**, thank you for your passion, resilience, commitment, and willingness to show up, whether in the field or behind the scenes. Your hard work and creativity have been the major driving force behind our achievements this year. You gracefully carry the spirit of PIN, and your efforts inspire confidence in a brighter, more inclusive digital future where technology empowers and uplifts everyone, everywhere.

Please accept our heartfelt appreciation.

Executive Summary

> ❝ *No one can whistle a symphony. It takes an orchestra to play it.*

The above quote by **Halford E. Luccock**, an American Methodist Minister and Professor of Homiletics at Yale Divinity School, perfectly captures the spirit of collaboration that defined our work in 2024. At Paradigm Initiative, we did not just aim to play our part; we brought together an orchestra of partners, communities, funders, and changemakers to champion digital rights and inclusion across the Global South.

This 2024 Annual Impact Report offers a comprehensive overview of our activities, programmes, projects, and communication efforts throughout the year. Inside these pages, you will find the results of collective action, highlighting achievements, testimonials, departmental highlights, and our strategic direction heading into 2025.

This report showcases the work of our Programmes department, including the expansion of our flagship initiative LIFE Legacy, the Ajegunle Legacy Scholarship, and our strategic litigation work. It captures how we advanced digital rights and inclusion through Digital Policy Engagements, Afrocities Cafés, policy briefs, convenings, thought leadership, research outputs, and capacity-building efforts. We also feature our digital safety tools, Ripoti and Ayeta, which support digital security and accountability. The Partnerships and Engagements Department section highlights the signature Digital Rights and Inclusion Forum (DRIF24), our Digital Policy Digest, the Londa 2023 Report on the State of Digital Rights and Inclusion in Africa, and the Digital Rights and Inclusion Learning Lab (DRILL) Fellowship.

From the Communications and Information Technology (IT) departments, you will find spotlights on campaigns such as the Africa Connected Campaign and the Fill in the Gap competition, which invited young Africans to contribute to the storyline of our 4th Short Film, and the Ayeta 2.0 Hackathon, which drove digital safety innovation.

You will also see how our Finance and Administration team ensured responsible resource use and supported smooth event logistics, travel, and office operations. The People and Culture team focused on strengthening workforce capacity and wellbeing, while Operations and Monitoring, Evaluation, Research and Learning (MERL) ensured effective programme delivery, tracked progress, and facilitated course correction.

Our efforts spanned strategic developments, programme expansions, policy advocacy, creative communication and legal interventions. It is worth noting that by the time the curtains closed in 2024, Paradigm Initiative had achieved an 85% project performance rate, which is showcased by initiatives we successfully initiated, fostering digital empowerment and digital rights advocacy.

Highlights of the 2024 Achievement

In 2024, we operationalised our Strategic Management Plan (SMP) 2024-2028, which ushered in a new era of bold ambition and disciplined execution. Anchored in our mission to shape policy, defend rights, and build capacity, the SMP provides a clear roadmap for driving sustainability, innovation, and collaboration. Our efforts spanned strategic developments, programme expansions, policy advocacy, creative communication and legal interventions. As a result, we closed the year with an 85% project performance rate, a testament to our commitment to impact and excellence.

Our work in 2024 was driven by six core pillars: Awareness, Inclusion, and Education (21%), Sustaining Institutional Legacy and Impact (16%), Policy Influence (14%), Programme Innovation (14%), Capacity Building (13%), Best Place to Work (12%), and Regional Expansion (10%). Each department's activities and outcomes are aligned with these pillars, ensuring cohesive, measurable progress toward our vision of a digitally inclusive and rights-respecting world.

Raising awareness and promoting inclusion through education has been a game-changer for us. We have contributed significantly to the development of educational programmes and inclusive initiatives by equipping communities and stakeholders with essential knowledge and digital skills. This reinforces our commitment to empowering individuals to navigate online spaces safely, confidently, and effectively.

Reflecting on our journey, we recognise the importance of sustaining institutional legacy and impact. Having a long-term vision is paramount to supporting advocacy efforts and interventions which continue to make a difference. The strong foundation we have built ensures the continuity of digital rights and inclusion efforts that transcend generations.

Influencing policy remains crucial to our work, particularly in our engagement with policymakers and advocacy for rights-respecting and inclusive digital policies. At the same time, programme innovation is central to ensuring our interventions remain adaptable and relevant in an ever-changing digital landscape. Creative approaches in advocacy and the deployment of technology-based solutions will bridge gaps in digital inclusion.

Our capacity-building initiatives have continued to strengthen stakeholders' ability to champion and actively contribute to digital rights advocacy. At PIN, we intentionally foster a positive workplace culture that prioritises team wellbeing while supporting a sustainable and motivated workforce. We have laid the foundation for regional expansion, enlarging our outreach and reinforcing our commitment to borderless digital rights advocacy with an inclusive, global majority impact.

As we advance our work across the six strategic pillars, a key highlight of this report is the tangible way in which we have operationalised our strategic vision. We have infused innovative programmes, strengthened our advocacy efforts, and scaled our interventions across multiple countries in alignment with measurable outcomes, thus ensuring greater accountability and impact. At the heart of our progress is our emphasis on **partnerships and collaboration**. Acknowledging digital rights and inclusion complexities, we have deepened our engagement with civil society, grassroots organisations, community-based organisations, non-governmental organisations (NGOs), donors, governments, media, academia, and private sector players. These partnerships have played a crucial role in amplifying our voices, offering us opportunities and platforms to influence policies and strengthen the ecosystem for digital rights advocacy. This year, innovation has been a significant driving force in our work. We have explored creative approaches to documenting digital rights violations using technology, as illustrated in our impactful short films and podcasts. These efforts underscore our advocacy initiatives while ensuring that vulnerable and affected communities remain front and centre.

In the spirit of collective progress, let us continue forging a future where everyone, everywhere, can harness the transformative power of technology.

Departmental Reports
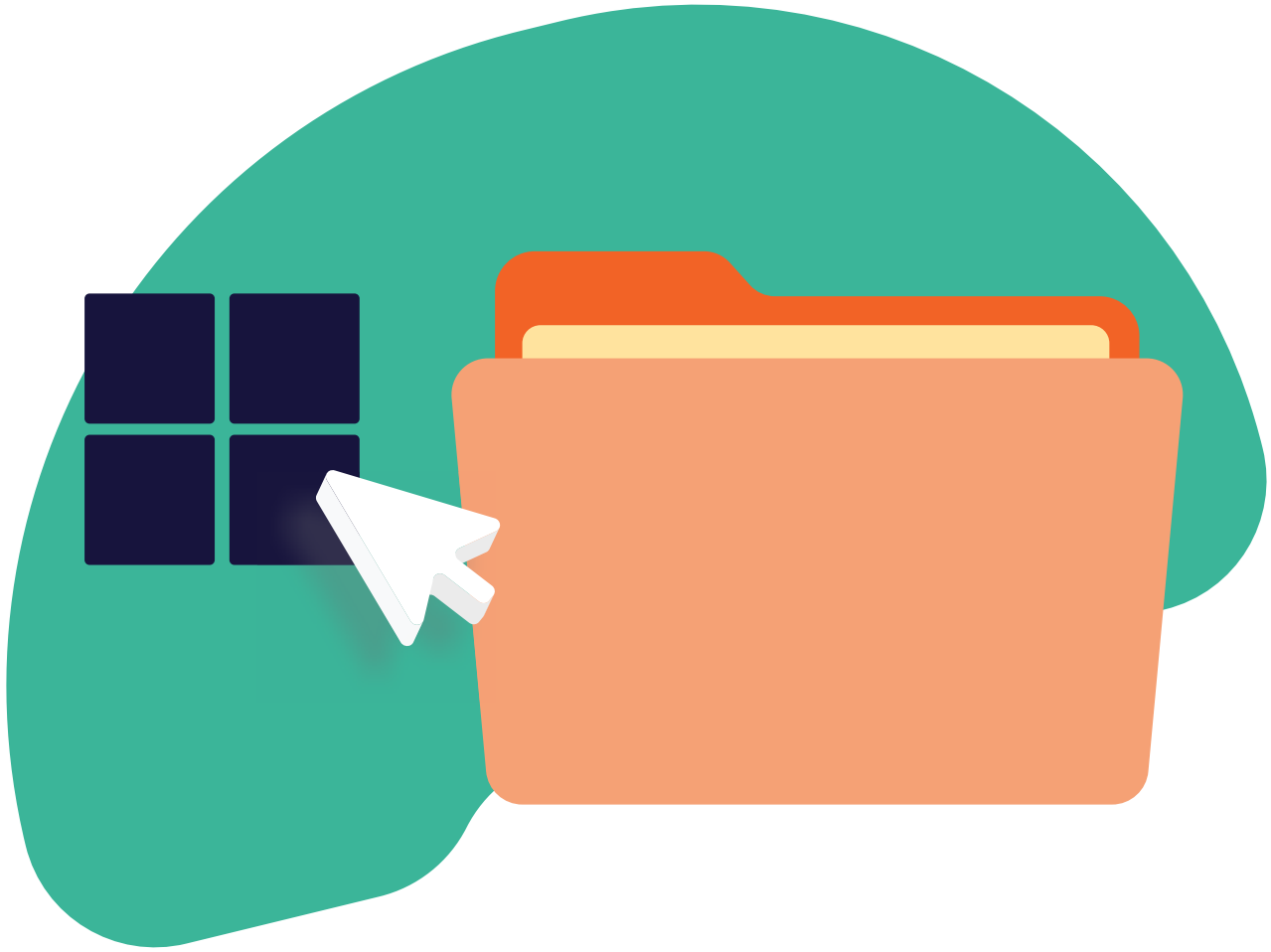
Programmes

The Programmes Department is central to translating Paradigm Initiative's mission and strategy into meaningful action. We collaborate with partners and funders to deliver community-driven, rights-based programming that integrates advocacy, capacity building, policy influence, and strategic litigation to create immediate outcomes and long-term systemic change.

LIFE Legacy: Empowering Communities

In 2024, our flagship LIFE Legacy programme expanded its footprint across **11** countries, up from **six** in the previous year. With support from our partners, we trained **707** young individuals through **25** completed training cohorts, extending our reach to Cameroon, the Democratic Republic of the Congo (DRC), Ghana, Kenya, Senegal, South Sudan, Liberia, Uganda, Tanzania, Zambia, and Zimbabwe. In Senegal, we deepened our support by providing **60** laptops to **three** implementing partners, strengthening their capacity to deliver digital inclusion programming. We also launched the LIFE@School programme in Cameroon and Tanzania, delivering foundational digital literacy education to young learners within school settings.

707 Young Individuals trained

25 Cohorts

6 New Countries in 2024

11 Total countries with LIFE Legacy Programme

21 Partnerships

With our digital inclusion work now covering Central, East, West, and Southern Africa, our partnership base expanded from **13** to **21**, significantly enhancing our reach and impact. This regional growth coincides with the development of our 2024-2028 Digital Inclusion Strategy, which lays out a roadmap for promoting equitable access to the Internet, affordable digital devices, and tailored interventions for marginalised communities across the Global South.

> *One of our participants is now the CEO of EYENU Technologies, providing digital solutions such as graphics design, printing, web design, and cybersecurity.*
>
> *— LIFE Legacy Partner*

We also convened a partner capacity-building and curriculum review workshop, which equipped implementing partners with tools for effective programme delivery, organisational sustainability and peer learning. This collaborative process informed the upcoming revision of the LIFE Legacy curriculum to better align with global trends and local needs.

Through our Ajegunle Legacy Project, we supported **four** tertiary education students, reaffirming our commitment to education and skills development.

> *"Receiving the Taiwo Bankole prize has brought about an improvement in my academics. My GPA was 4.59 for the 200 level second semester, but there was an increase by 300 level first semester as I had a GPA of 4.86."*
>
> *— Taiwo Bankole Prize Recipient.*

> *"My dad is late, and my mother works as a nanny and makes barely up to N100,000 a month. I was at the point of dropping out of school despite doing so well academically... Receiving this scholarship has helped me focus on my studies."*
>
> *— Taiwo Bankole Prize Recipient.*

Building Capacity Through Training

Under our Digital Rights Academy, we trained **103** individuals in Botswana, Zambia, and Tanzania on digital rights, cybersecurity, and protection against online harm. Participants included female politicians, journalists, human rights defenders, and students who gained critical knowledge on protecting digital freedoms within their communities. We also provided Digital Rights lectures to **50** students at Pan-Atlantic University, nurturing the next generation of rights-conscious technologists and leaders.

In partnership with the Ministry of Gender and Children's Affairs in Sierra Leone, we hosted an All-Aboard webinar for **50** girls across West Africa, empowering them to recognise and protect themselves against online gender-based violence. Through a Training of Trainers workshop delivered in collaboration with the West Africa Civil Society Institute (WACSI) and the Civic Space Resource Hub (CSR Hub), we enhanced the digital security of **20** civil society organisations in Nigeria and Senegal with a four-part cybersecurity training series.

Under our project, Stemming the Tide of Abuse in Nigeria's Digital Space (STANDS), we trained **74** law enforcement officers and prosecutors in Nigeria, equipping them with knowledge and tools to uphold digital rights in their work and respond more effectively to online harms.

103 Individuals trained on digital rights

20 Civil society organisations empowered

74 Law enforcement trained

Strengthening Policy Engagement and Advocacy

In 2024, Paradigm Initiative contributed to national digital education policy by actively shaping the Nigerian Digital Literacy Framework (NDLF). This effort positioned us as a key player in strengthening Nigeria's approach to inclusive, rights-respecting digital education.

This year also saw the launch of our Digital Policy Engagement Series (DiPES), a flagship initiative that captures the breadth of PIN's policy work. Under DiPES, we hosted five sessions in Abuja, Nigeria and Dar es Salaam, Tanzania, covering critical legislative developments such as Nigeria's Digital Rights and Freedom Bill, Cybercrimes Act, the emerging AI Strategy, digital economy bills, and Tanzania's Personal Data Protection Act.

Complementing DiPES, we expanded our Afrocities Café, a dynamic, interactive convening platform that fosters grassroots conversations on digital policy. In 2024, we hosted sessions in Nairobi (Kenya), Port Harcourt and Lagos (Nigeria), Dakar (Senegal), and Lusaka (Zambia). These hangouts brought together diverse stakeholders to explore themes such as data protection, internet infrastructure, and digital rights, facilitating rich dialogue and cross-border collaboration.

We also deepened engagement with key Nigerian regulatory and policymaking bodies, including the Ministry of Education, National

Information Technology Development Agency (NITDA), Nigeria Data Protection Commission (NDPC), and the Nigerian Communications Commission (NCC). Our advocacy emphasised the importance of embedding data protection and privacy safeguards in the deployment of EdTech technologies. To reinforce this message, we conducted targeted webinars for both EdTech deployers and users, alongside a public awareness campaign that spotlighted the risks and responsibilities in the EdTech space.

Regionally, we convened a roundtable on data protection and digital sovereignty in Senegal, drawing participation from over **40** Civil Society Organisations (CSOs) and regulatory bodies. This event provided a strategic space to align on priorities, exchange experiences, and deepen continental cooperation on digital rights and data governance.

We exposed a major data breach in Nigeria, which triggered significant national attention and led to high-profile press events nationwide. The story received widespread media coverage, reaching a consolidated audience of **735,446,992**. It was swiftly picked up by various stakeholders, including government agencies and their representatives, sparking vigorous debates across social and mainstream media platforms. These discussions raised urgent questions about the safety and handling of citizens' data in government custody. In response, PIN filed a public interest case against key data collection and management institutions. They include the National Identity Management Commission (NIMC), Central Bank of Nigeria (CBN), Nigeria Inter-Bank Settlement Systems PLC (NIBSS), Nigeria Immigration Service (NIS), Federal Inland Revenue Service (FIRS), Federal Road Safety Corps (FRSC), Independent National Electoral Commission (INEC), Nigeria Data Protection Commission (NDPC) and Attorney General of the Federation. This landmark case catalysed a wave of public discourse, prompted institutional responses, and continues to serve as a key reference point in conversation about Nigeria's data governance practices. Importantly, it also inspired a broader movement, motivating more civil society organisations to actively pursue the enforcement of digital rights and accountability for data protection.

In the run-up to Ghana's General Elections last year, we convened the Digital Rights and Elections in Africa Meeting (DREAM) in Accra, followed by a press conference. A spectrum of stakeholders attended the meeting, including political party representatives, civil society organisations, the media, telecommunications and regulatory bodies, and development agencies. Participants firmly committed to upholding a fair, inclusive and transparent electoral process in Ghana. These commitments translated into meaningful impact; the elections were conducted freely and fairly, without internet shutdowns and were characterised by rights-respecting engagements. Notably, several party representatives who participated in DREAM went on to win elective office, laying the foundation for a government that is more aware of and responsive to digital rights and inclusion. This work complemented our involvement in the Digital Frontiers project, where DAI Global hosted a countering digital repression convening on behalf of the United States Agency for International Development (USAID) and its partners in Nairobi, Kenya. The event brought attention to emerging threats to digital freedom and the need for coordinated responses.

At the global level, we contributed to shaping governance frameworks through more than **six** submissions to key multilateral and multistakeholder processes. These included engagements with the African Union Development Agency (AUDA-NEPAD), Net Mundial, the Office of the United Nations High Commissioner for Human Rights (OHCHR), UN AI Advisory Body, and the Open Government Partnership (OGP). Across these submissions, we consistently advocated for adopting multistakeholder models in Internet governance and standard-setting bodies, embedding human rights principles in the design, development and deployment of digital technologies, and strong opposition to any practices promoting Internet fragmentation.

Strategic Litigation
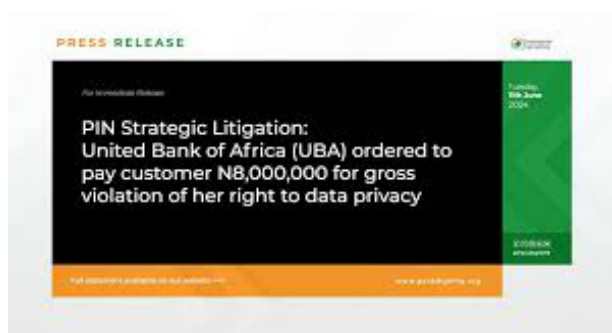
Our strategic litigation efforts marked a significant victory in Nigeria's digital rights landscape with a landmark judgement in the case of Molehin v. United Bank for Africa (UBA). The Federal High Court of Nigeria awarded ₦7.5 million in damages, ruling that UBA violated the plaintiff's right to privacy by opening a domiciliary account in her name without her consent. The court found this to be an instance of unauthorised processing of personal data and a breach of data protection principles. Most importantly, the judgment reaffirmed that individuals have a legally enforceable right to data privacy and consent-based data processing.

This case is a milestone for strategic digital rights litigation in Nigeria. It sets a critical precedent for corporate accountability in data misuse and privacy violations, reinforcing the potential of legal action to secure justice, strengthen regulatory enforcement and deter future abuses by private entities.

Beyond this case, we supported **29** ongoing legal cases across Ghana, Kenya and Nigeria. One case was resolved positively through police intervention, while two others concluded with unfavourable judgments. These outcomes underscore the continued importance of engaging the legal system to build a robust body of digital rights case law. They also reaffirm the urgent need for judicial training, a gap we remain committed to addressing. In parallel, we implemented an Advocacy Plan to drive the expansion of Ripoti, our digital rights violation reporting platform. As a result, we secured renewed interest from **six new** partners, further strengthening Ripoti's reach and impact.

29 Ongoing cases across Nigeria, Ghana, and Kenya

6 New Ripoti Partners

Research and Knowledge Sharing

During the year, we collaborated with key partners on a range of impactful research initiatives aimed at strengthening digital rights policy and practice across Africa. One of our major highlights was the publication of an Artificial Intelligence (AI) report developed with support from TrustLaw and launched in Kampala, Uganda. The report examines soft law approaches and the status of national AI Strategies in Kenya, Uganda, Tanzania, Rwanda, South Sudan, Zambia and Mauritius, offering a comparative view of the region's AI landscape. We also partnered with the Center for Democratic Technology (CDT) on a groundbreaking study on Content Moderation Policies for Kiswahili, focusing on how big tech platforms moderate content in under-resourced languages like Kiswahili in Kenya and Tanzania. The report sheds light on challenges such as the exploitation of gig workers and offers recommendations to policymakers, activists and platform operators to improve transparency and equity in content governance.

Our report on The State of Deployment of Surveillance Technologies in Africa critically analysed the growing digital repression, enabled by spyware, surveillance technologies,

and unregulated exports by big tech and mobile network operators. The report sparked interest from stakeholders across sectors and was used in direct advocacy with a telecommunications company, further validating its relevance and influence. In collaboration with the Internet Corporation for Assigned Names and Numbers (ICANN), we contributed expert insights to the African Domain Name System (DNS) Market Review, identifying key policy and structural gaps in the regional digital ecosystem. We developed and published a <u>Human Rights Due Diligence Toolkit for Small and Medium Tech Enterprises to support responsible innovation among small businesses.</u> The toolkit provides practical guidance for Small and Medium Enterprises (SMEs) and gig economy actors to identify, prevent, mitigate, and account for potential adverse human rights impacts in their operations.

Throughout the year, we also produced four editions of PIN's Digital Policy Digests, offering in-depth, timely analysis on digital rights developments across Africa and beyond. The 2024 series explored

- Zimbabwe's Cyber and Data Protection Regulations, 2024
- Namibia's SIM Card Registration and Biometric Data Collection Policy
- Public Participation in Zimbabwe's AI Policy Development Process
- Ethiopia's Hate Speech and Disinformation Proclamation
- Uganda's Persons with Disabilities Act, 2020
- Africa's Human-Centric Approach to AI, Robotics, and Emerging Technologies in Security
- India's Multi-Regulator Internet Governance Landscape
- Sierra Leone's National Innovation & Digital Strategy (2019-2029)

Each edition of the Digital Policy Digest reinforced our call to policymakers and practitioners to reform their policies and align with digital rights principles. Together, these research efforts have deepened understanding of urgent digital policy issues, informed strategic advocacy, and equipped stakeholders with the tools to drive meaningful change.

Organisational Growth, Expansion and Sustainability

In 2024, Paradigm Initiative made meaningful strides in expanding our footprint, building sustainability and deepening our influence across the Global South. A key milestone was initiating our Kenyan office registration, bolstering our presence and operational base in East Africa, a strategic region for our work. Throughout the year, we actively participated and sponsored attendance in major global forums such as MozFest Zambia, the Forum on Internet Freedom in Africa (FIFAfrica) and the Internet Governance Forum (IGF), held in Riyadh, Saudi Arabia, Dakar, Senegal, and Addis Ababa, Ethiopia. These platforms enabled PIN to build high-value connections, strengthen partnerships and collaborate on regional and global Internet governance initiatives.

A major highlight of our internal engagement was our leadership roles as the Secretatriat of the Global South Alliance (GSA). In alignment with our strategy to amplify perspectives from the Global South, we hosted two open meetings that attracted over **250** participants from Africa, Asia, and Latin America. Additionally, we facilitated **11** monthly coordination sessions involving **13** GSA member organisations, fostering stronger collaboration and shared advocacy across regions. Our efforts were further validated when two GSA-led sessions focused on advancing digital rights advocacy were accepted for RightsCon 2025, one of the world's leading summits on human rights in the digital age.

We also employed creative and engaging formats to reach new audiences and build awareness. Notably, we screened our short film, Undersight, on the main stage at Mozilla

Festival, spotlighting key issues of surveillance and accountability through storytelling. This multimedia approach expanded our message's reach and resonance beyond traditional policy spaces.

Through these engagements, PIN secured new partnerships and opened doors for collaboration, particularly with youth and grassroots actors. A prime example is our ongoing partnership with African Youth IGF, catalysed by discussions at the IGF, to co-implement internet governance initiatives and advance digital inclusion efforts in line with PIN's vision and mission. These combined efforts reflect our commitment to sustainable growth, cross-regional solidarity and long-term impact in the evolving digital rights ecosystem.

Partnerships and Engagements

In 2024, the Partnerships and Engagements (P&E) Department was instrumental in strengthening our advocacy, expanding our influence, and deepening collaboration across diverse stakeholder groups. The department facilitated knowledge exchange, enhanced PIN's credibility and created avenues for sustained impact and long-term support by actively engaging partners, funders, peer organisations, policymakers and communities.

Throughout the year, the department guided its work through a strategic framework built on the Four P's - Policy, Partners, Practice and Programmes. This approach enabled us to navigate a complex and increasingly challenging digital rights landscape marked by four election-related Internet shutdowns, alongside other targeted disruptions; the emergence of problematic cyber legislation across multiple jurisdictions; increased attacks on journalists and media platforms for online expression; and a widening digital divide, impacting marginalised communities. In response, our partnerships were critical in advancing timely interventions and coordinated advocacy. These collaborations helped us monitor violations, raise awareness, and engage constructively with decision-makers, ensuring that rights-respecting narratives and policies remained central to digital governance discussions. At the global level, we participated in landmark engagements, contributing to international dialogues and positioning Paradigm Initiative as a leading voice from the Global South. Our work with allies ensured agility in responding to emerging threats while grounding our programmes in shared values and collective action.

Advocacy and Global Processes

Paradigm Initiative strengthened its role as a key actor in shaping digital policy at both the global and regional levels. Our advocacy efforts were guided by a commitment to promoting multistakeholder governance, digital inclusion, and rights-respecting digital ecosystems, especially in the Global South.

We actively contributed to global policy dialogues and multilateral processes that shape the future. We made submissions to the NetMundial+10 review process, assessing progress on multistakeholderism in Internet governance and highlighting gaps in consensus-building and decision-making across global forums. We participated in the development of the Global Digital Compact (GDC) adoption process, contributing to multiple drafts of the consensus document, submitting inputs on the United Nations (UN) Cyber Treaty, and joining sessions of the UN Open-Ended Working Group on Security of and in the Use of ICTs.

To cap our global engagements, PIN participated in the United Nations Summit of the Future, where we joined stakeholders advocating for digital inclusion and internet access, multistakeholder technology governance, and rights-respecting development of emerging technologies in the interest of peace and security. PIN also used this platform to advocate for Member States' engagement with African digital literacy programmes such as our LIFE Legacy Programme. While our full wishlist for the GDC was not met, we welcomed the strong recognition of digital inclusion, a key priority for the Global South. We formally endorsed the GDC, raising awareness at the regional level.

We significantly deepened our advocacy within regional human rights mechanisms, particularly through engagements with the African Commission on Human and Peoples' Rights (ACHPR). In a year marked by **21** elections across Africa, we influenced the adoption of ACHPR Resolution 580 on Internet Shutdowns and Elections. The resolution calls on African States to refrain from Internet shutdowns during elections, promoting open access to information and freedom of expression. We presented a statement to the ACHPR during the 79th Ordinary Session, welcoming the adoption of the resolution. PIN also presented a brief urging States with upcoming elections to ensure uninterrupted Internet access, the Government of Sudan to lift telecommunications restrictions affecting the flow of information during conflict and humaniatiran crises, and the Government of Nigeria to stop the harassment and arbitrary arrest of journalists under the Cybercrimes Act, 2015, particularly the seizure of digital devices which undermines media freedom.

At the 81st Ordinary Session, PIN further urged the Commission to call upon Egypt, Burundi, Malawi, Niger and other States to uphold media freedom, repeal false news provisions, refrain from misusing national security laws to target media professionals and end the unlawful seizure of digital devices and enforced disappearances. We call on all African States to promote an open, secure and accessible Internet as a cornerstone of democratic participation and human rights protection.

Expansion of our partnerships
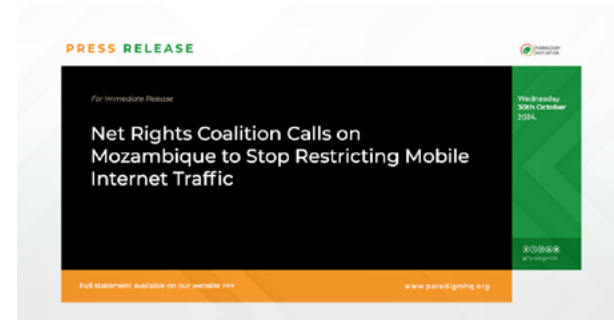
We recorded a major milestone in deepening and expanding PIN's collaborative ecosystem. The P&E Department successfully mobilised **27** new partners while strengthening relationships with **20** existing partners. During the reporting period, PIN held targeted engagements with private sector stakeholders and assumed co-leadership of the Collective Impact Coalition (CIC), an initiative focused on coordinated action for ethical AI and responsible digital governance.

27 New Partners   **54** New Net Rights Coalition Members

digital rights ecosystem, we significantly grew the **NetRights Coalition**. We welcomed **54** new members, increasing the number of member organisations to **362**. We expanded geographic representation to **30** countries, including **27** African nations, the United States, Canada and India. The coalition convened **four** webinars that served as critical platforms for identifying and responding to emerging digital rights violations, drafting and publishing joint statements and open letters, and building solidarity across regional and thematic priorities. In 2024 alone, NRC collectively identified and responded to **seven** digital rights violations in **six** countries, which include Kenya (twice), Nigeria, Tanzania, Senegal, Mauritius and Mozambique.

PIN also facilitated direct engagement between NRC members and major tech companies, notably Meta, on content moderation and AI governance in election years. Key insights included concerns over disproportionate trust and safety investments in the Global North, to the detriment of platforms and users in the Global South, and calls for greater transparency, localised safeguards, and election-specific mechanisms to mitigate harms during politically sensitive periods. Meta responded by highlighting its deployment of country-specific virtual Election Operations Centres, with a commitment to activating them for the 2024 South African Elections. These dialogues marked an important step toward holding tech companies accountable for inclusive platform governance and ensuring that Global South voices shape platform practices.

Global South Engagements

Paradigm Initiative deepened its global advocacy footprint by participating in four Global South engagements and **19** advocacy initiatives, further strengthening its leadership in international digital rights conversations. As the Global South Alliance (GSA) secretariat, PIN played a pivotal role in fostering collective action among Global South actors. We convened monthly alliance meetings and hosted **two** open sessions, while also contributing to key advocacy processes, most notably the Global Digital Compact (GDC), ensuring that Global South perspectives were well represented in global digital governance frameworks.

Throughout the year, the Alliance expanded its reach and influence. Active participation by member organisations contributed to effective coordination, while growing visibility led to increased interest from non-member groups and funders seeking to support its mission. In 2025, the Global South Alliance is expected to open its doors to new members, marking a new chapter in its evolution. The Datafication and Democracy Fund, administered by the Alliance, met its strategic goals in 2024. Grantees under the fund produced high-quality reports expected to shape future global policy discussions on data governance, democracy, and digital rights.

Research and knowledge dissemination

We produced **42** research and knowledge products in 2024, offering timely, relevant and actionable insights into the evolving digital rights landscape. These outputs contributed to shaping policy, guiding advocacy, and informing public discourse on the continent. A flagship achievement was the publication of the Londa 2023 report, which assessed the state of digital rights and inclusion across **26** African countries. The report provided a comprehensive analysis of data protection frameworks and enforcement, Internet disruptions and shutdowns, use and

transparency ot the Universal Service Fund (USF), and regional developments in digital policy and rights. Londa 2023 offered tailored recommendations for governments, media, private sector actors, civil society organisations and academia, advocating for more inclusive, transparent and accountable digital governance.

Following the report's publication, we hosted policy dialogue sessions at the African Internet Governance Forum (AfIGF) and the global Internet Governance Forum (IGF). These sessions provided platforms to share key findings and emerging trends from the Londa report, call on governments to adopt proactive transparency in the administration of USFs and encourage regular public discourse on USF expenditures and project outcomes. PIN's recommendations resonated widely and sparked engagement among regional and national stakeholders. The advocacy stemming from the report contributed to real policy change. In the months following its release, several African governments, including Malawi, Botswana, Cameroon, Central African Republic and Ethiopia, enacted or advanced Data Protection Laws, reinforcing the value of research-driven advocacy.

DRIF, other convenings and engagements

In 2024, we continued to strengthen community networks and stakeholder engagement by facilitating **87** convenings and network engagements across various regions. These engagements were important in fostering dialogue, collaboration, and policy influence in the digital rights and inclusion ecosystem.

A significant highlight was successfully hosting the Digital Rights and Inclusion Forum (DRIF) in Accra, Ghana, between April 23rd and April 25th,

2024. The forum attracted **1,004** delegates from **61** countries, with **40** countries represented in person in Accra and participants from **21** countries following virtually. DRIF24 solidified its reputation as the premier convening on digital rights in the lobal South, offering a platform for civil society, government, media, academia, the private sector, and grassroots communities to engage in substantive conversations and shape collective action. Key recommendations from the DRIF community:

- **To PIN:** Extend invitations to more government actors, particularly Ministers of ICT, regulatory authorities and African Union representatives, to enable stronger engagement between policymakers and civil society.

- **To academia:** Integrate digital rights and inclusion topics into education curricula to nurture a generation of informed, rights-conscious digital citizens.

- **To CSOs:** Create safe and secure online platforms for human rights defenders to engage in dialogue, share resources, and mobilise for collective action.

- **To the media:** Increase efforts to raise awareness of digital rights violations and create space for public debate on digital governance and inclusion

- **To the private sector:** Invest in cybersecurity measures to protect users' data and ensure systems are safeguarded from unauthorised access or misuse.

These recommendations reflect the community's commitment to collaborative, rights-respecting, and inclusive digital development. DRIF lived up to its expectations, serving as a space where new partnerships were forged, ideas were incubated, and policy conversations were advanced.

" *"My participation at DRIF has had a positive impact on my professional life. It enabled me to strengthen my skills in advocacy on digital rights and inclusion."*

— DRIF24 Participant.

87 convenings and network engagements   **1004** Delegates attended DRIF24

Digital Rights and Inclusion Media Programme

The **Digital Rights and Inclusion Media Programme (DRIMP)** maintained strong engagement with its alumni network, hosting **two virtual meet-ups** and sharing relevant opportunities while commemorating World Press Freedom Day with its community. A significant development during the year was the partnership with Pan-Atlantic University (PAU) in Lagos, through which PIN provided facilitators to lecture on digital rights. This collaboration directly benefited over **70** students, who gained improved capacity to document digital rights issues and went on to produce **five** advocacy articles as part of their coursework.

DRIMP also hosted **two** fellows who participated in the programme's residency, gaining practical experience in research and digital rights documentation. We extended academic support to eight graduate students from the University of Toronto's Public Policy programme, offering guidance for research projects exploring pathways to expand PIN's work. This collaboration was so impactful that the university committed to continuing the partnership in 2025, even providing an honorarium supporting the programme.

Alumni of the DRIMP Fellowship continue to demonstrate the lasting influence of the programme. Emsie Erastus, a 2021 cohort alumna, was named among the _100 Brilliant Women in AI Ethics 2024_, recognised for her work as a Digital Rights Specialist. Imani Hendrick, another 2021 alumna, launched a podcast titled _Dig It with Imani,_ exploring digital rights topics and reaching over **10,000** listeners via social media. Meanwhile, Ruth Atim has embedded digital rights into her community advocacy work through the Gender Tech Initiative, which has since secured grant funding. Ruth also launched a podcast that explores the intersection of gender and technology, and continues to train communities on tech-facilitated gender-based violence.

The impact of DRIMP was well summarised by a 2024 fellow who noted,

> *The fellowship hasn't made me want to research more on digital rights only, but it has made me more aware and cautious of my digital rights."*

DRIMP continues to nurture a new generation of digital rights advocates and journalists, empowering them to shape narratives and influence policy across the continent.

DRILL Fellowship

The 2024 Digital Rights and Inclusion Learning Lab (DRILL) fellowship received an overwhelming response, with **1,490** applications from across the Global South. After a rigorous selection process, **seven** outstanding fellows were absorbed into the fellowship. These fellows brought diverse expertise, passions, and lived experiences, adding depth and richness to the learning environment.

Meet the 2024 DRILL Fellows

Sarra Hannachi (Tunisia) is a dedicated data activist and research enthusiast who is passionate about data-driven social impact and human rights advocacy. She specialises in evidence-based mixed-methods research and critical tech policy research to address human rights issues affected by technology in war/ armed conflict and forced migration contexts. Currently a Tech and Society fellow at Mozilla Foundation, Sarra's scope of work focuses on promoting emerging technologies with rights-centred approaches for social justice and humanitarian action in critical settings, drawing

on her experience in the MENA region and Africa with advancing data and AI ethics for human rights, peace and security.

Avit Ndayiziga (Burundi) is a journalist and internet advocate. He works at Community Voice, a community-based media outlet that tells in-depth stories that shed light on the most pressing issues afflicting the community. Beyond that, it fights to bridge the digital divide in Burundi through stories and workshops that equip young people with digital literacy, enabling them to grasp and benefit from digital opportunities.

Jessica M Uiras (Namibia) is a Human Rights Analyst, In-Country Researcher, and UNLEASH SDG Global Talent with a strong focus on Public Diplomacy and Rural Development. Her work promotes democratic engagement, freedom of expression, and social justice within Namibia and beyond. She is passionate about advocating for marginalised communities, particularly young people with disabilities, and has extensive experience in project

management, media relations, and advocacy. She is a Knowledge Broker for the Research, Innovation, and Partnerships Directorate at the Namibia University of Science and Technology (NUST).

Shorefunmi Bola-Saliu (Nigeria) is a visionary leader, lawyer, and highly skilled Cybersecurity GRC Analyst with an exceptional track record across high-stakes sectors, including Mergers and Acquisitions, Corporate Governance, Artificial Intelligence, and Third-Party Risk Management. With a sharp focus on digital/ cyber policy and diplomacy, she contributes to issues at the intersection of technology and international security, positioning herself to shape the future of digital governance.

As the Founder of The Nexter Project, Shorefunmi is driving digital inclusion for Africa's next generation. Her pioneering work empowers children by making cutting-edge digital literacy, technology, and cybersecurity skills accessible.

Akoli Joseph (Uganda) is the Founder and Creative Director of Diversity Innovations

Initiative (DIV) based in Uganda. He is a Disability and Digital Inclusion specialist. He holds a Bachelor's Degree in Guidance and Counselling and certificates in trainer of trainees in Sexual Reproductive Health and Rights (SRHR) and Design Thinking. Joseph has over six years of relevant experience in program management.

Having won the 2021 Digital Human Rights Innovation Award, Joseph is passionate about promoting Digital Human Rights, Digital and Disability Inclusion, Social Innovation, inclusive Disaster, and Humanitarian Response.

Selamawit Tezera Chaka (Ethiopia) is a Pan-African feminist who grounds her work in intersectional feminist politics. She has been working at the intersections of youth inclusion, gender, human rights, and technology for over 7 years, at organisations such as African Feminism, FRIDA| the Young Feminist Fund, and others with a focus on advancing social justice. She also supports regional feminist organisations/collectives as a global advisor for FRIDA, the Young Feminist Fund. As a Safe Sisters fellow, she provides digital security training to over 100 women human rights defenders, women journalists and young girls. She has founded sheSecures, a digital platform that advocates for women's digital rights and internet freedom. Selamawit is a Mandela Washington Fellow.

Sapni G K (India) is a lawyer and policy researcher. Her research explores the interaction between technology and society in various aspects of life, focusing on learning from gendered experiences of technology to help nudge towards more equitable regulation and policymaking. She has extensive experience working with civil society organisations across India and the majority of the world. She is an alumnus of the Open Internet for Democracy Leaders Program from the 2022-23 batch.

The DRILL Fellowship continues to serve as a launchpad for the next generation of digital rights advocates. In the reporting period, fellows authored **eight** articles analysing digital rights issues within their local contexts; engaged in intensive learning and mentorship, gaining deeper insights into the digital policy ecosystem; and participated in community dialogue, policy analysis, and regional collaboration. Fellows were also immersed in real-world advocacy. Three DRILL alumni hosted a session at DRIF24, demonstrating the continued value of the programme. Fellows joined the NetRights Coalition, becoming active voices in digital rights advocacy. Additionally, they co-hosted a webinar on Ending Gendered Harms Online, commemorating the 16 Days of Activism Against Gender-Based Violence.

This level of engagement reflects the fellowship's success in building confidence, fostering networks, and strengthening capacity to influence digital policy globally and locally. DRILL remains a vital investment in shaping an open, inclusive, and rights-respecting world. With growing interest from alumni to host sessions at upcoming DRIF events, the fellowship continues to evolve as a powerful platform for research, advocacy, and leadership development in the Global South.

Communications and Information Technology

In 2024, the Communications and Information Technology (IT) Department delivered high-impact initiatives that strengthened advocacy, increased visibility, and contributed to a more inclusive and rights-respecting digital ecosystem across the continent. The department amplified PIN's programmes, projects and advocacy efforts while supporting stakeholder engagement and strengthening internal systems through digital innovation.

Using a mix of creative storytelling, strategic campaigns, strong media and social media engagement, branding, design, and digital security solutions, the department ensured that PIN's voice remained present and persuasive across Africa's digital rights and inclusion landscape. Key initiatives led or supported by the department included the pre-, onsite, and post-event communications for the 11th Digital Rights and Inclusion Forum (DRIF24), the Ayeta Hackathon, the "Fill in the Gap" competition for the fourth short film *Undersight*, the Africa Connected Campaign, the Eight Weeks of Londa Campaign, and the launch of Ripoti 2.0, among others.

DRIF 24

Fill in The Gap Competition

For DRIF24, the department led comprehensive communications planning and execution. This included pre- and post-event media engagement, real-time social media coverage, branding and design, and coordination of photography and videography. These efforts resulted in significant visibility, with a consolidated media reach of **1.43 billion** and a social media reach of **8,800,000** via the event hashtags #DRIF24 and #PromotingRightsAndInclusion, resulting in a total reach to **1,429,579,064**. The coverage strongly aligned with PIN's key messaging, which focused on raising awareness about digital rights, showcasing DRIF as a convening space for critical discourse, and positioning Paradigm Initiative as a thought leader in the digital inclusion space. Additionally, communications efforts spotlighted key programme achievements, including the findings of the 2023 *Digital Rights and Inclusion in Africa – Londa Report*. Overall, the Communications and IT Department contributed significantly to building a more inclusive, secure, and rights-respecting digital ecosystem by ensuring that PIN's work resonated with diverse audiences and stakeholders throughout the year.

In 2024, Paradigm Initiative launched several youth-focused campaigns to inspire creativity, drive innovation, and increase participation in our digital rights and inclusion work. One of the standout initiatives was the "Fill in The Gap" competition, designed to support young Africans between the ages of 18 and 30. Participants were invited to watch PIN's fourth short film, *Undersight*, and submit creative scenarios or suggested plot extensions. The campaign aimed to spark imagination and provide an entry point for young creatives to contribute to the development of PIN's fifth short film. The competition received an impressive number of submissions, showcasing the storytelling talent of African youth. The winner, Muanga Mulomba from Zambia, was awarded $1,200. Nelson Okocha from Nigeria won $1,000 as 1st Runner-Up, while Jane Ngozi Okpala, also from Nigeria, received $800 as 2nd Runner-Up.

1.43 Billion Consolidated media reach
8.8 Million Social media reach

Ayeta Hackathon

In the third quarter of the year, we hosted the Ayeta Hackathon to revitalise the Ayeta platform, PIN's digital safety toolkit, through innovative ideas from young developers and designers. The hackathon attracted **149 applications**, out of which three winners emerged. Mwiza Chiwale from Zambia won **$1,000** and was subsequently engaged to work on redesigning the Ayeta website. His work resulted in an improved interface, enhanced user experience, and refreshed aesthetics. Carel Adjagboni from Benin came in as 2nd Runner-Up, winning **$500**, while Paul Ajayi from Nigeria took 3rd place with a **$300** award. Following the redesign and launch, the Ayeta toolkit was downloaded **1,844** times, underscoring its relevance as a digital security resource.

Ripoti 2.0 Launch

Another major highlight of 2024 was the launch of Ripoti 2.0 at DRIF24. Originally introduced during the DRIF21 closing ceremony, the platform was reimagined to enhance functionality, fix reporting issues, and improve communication between case reporters and administrators. The redesign and development team was led by Dianne Shamaki, alongside two other women who had previously participated in a design training conducted by PIN. Improvements included more robust case reporting and management features as well as backend upgrades, such as removing test entries from the database.. The updated platform recorded **32** digital rights violation reports, a **230%** increase from previous figures, and attracted **6,900** unique users with **25,000** page views. The launch of Ripoti 2.0 was paired with the relaunch of Ayeta, contributing to a wave of new downloads and renewed interest in PIN's digital tools.

These three initiatives showcased Paradigm Initiative's commitment to youth empowerment, digital innovation, and inclusive participation in building tools and narratives that defend and promote digital rights across Africa.

25k Visits on Ripoti   **230%** Increase in violation reports via Ripoti

Reports and content engagement

In 2024, Paradigm Initiative's thought leadership and research outputs continued to gain traction, underscoring the value of its insights across the digital rights ecosystem. The Londa 2023 Report, which assesses the state of digital rights and inclusion across 26 African countries, recorded **8,475** downloads, a testament to its relevance among policymakers, researchers, and digital rights advocates. The 2023 Annual Impact Report was downloaded **988** times, while PIN's Strategic Management Plan (SMP) 2024–2028 reached **175** downloads, reflecting interest in the organisation's long-term strategic direction. Collectively, these publications contributed to a total of **19,140** report downloads, marking a significant engagement milestone for PIN's research and knowledge dissemination efforts.

Digital platforms and tools

On the technology front, the Information Technology (IT) Department maintained and optimised PIN's digital infrastructure. Key platforms such as PIN's websites, Ripoti (the digital rights violation reporting tool), and Ayeta (the digital security toolkit) were consistently maintained, enhanced, and secured throughout the year. The department implemented infrastructure improvements, drove process automation, and supported digital innovations that elevated PIN's online presence and operational efficiency.

The IT team also ensured the smooth functioning of internal systems, enhancing team productivity through automated workflows and strengthened digital security protocols. In addition to internal support, the department conducted digital security training for PIN staff, developing resources that improved team members' confidence and competence in navigating digital tools independently.

Beyond internal operations, the IT team extended its technical expertise to external stakeholders, delivering digital safety training to civil society organisations, journalists, human rights defenders, and other at-risk individuals. These sessions reinforced PIN's commitment to cybersecurity advocacy. The department also provided technical support and vulnerability assessments to peer organisations, helping them strengthen their website security and defend against future cyber threats.

Expanding digital advocacy and engagement

We further expanded our digital advocacy and engagement efforts, positioning technology, storytelling, and digital security at the heart of our push for an open and inclusive digital environment. A key highlight was the *"Eight Weeks of Londa"* campaign, where Twitter Space discussions provided a platform for country researchers and authors of the *Londa 2023 Report* to share findings, insights, and next steps. These conversations brought the research closer to audiences and enabled interactive engagement, inviting listeners' questions, feedback, and reflections. Complemented by media amplification of the report's launch, recommendations, and related opinion pieces, this effort contributed to the **8,457 downloads** of the Londa report and expanded its influence

beyond traditional academic and policy circles.

PIN's 4th Short Film, Undersight

Another major storytelling success was the production and launch of PIN's 4th short film, *Undersight*, which debuted at **DRIF24 in Accra, Ghana,** and to a virtual audience. With *Undersight*, PIN added to its growing anthology of advocacy films.

Strengthening brand identity and media influence

A standout communication milestone was developing and implementing PIN's Sub-Brand Strategy. This initiative clearly defined and positioned the organisation's various projects and programmes across distinct, branded digital channels, enabling more targeted communication, improved stakeholder engagement, and increased visibility. The relaunches of Ripoti and Ayeta during DRIF24 were key brand moments that signalled PIN's continued leadership in digital safety and online rights. Communication support around DRIF24 generated a total media and social media reach of **1,429,579,046**. In contrast, overall media engagement throughout the year recorded a consolidated reach of **3,990,141,391**, marking a significant increase in our media footprint.

3.9Billion
social media reach across PIN Sub-brands

To assess and strengthen its relationships with the media, we conducted a media perception survey targeting journalists from Cameroon, Ghana, Kenya, Senegal, Nigeria, Niger, Tanzania, and Zimbabwe. Feedback from **29** journalists revealed strong familiarity with PIN's work, with many rating our press releases, media kits, and responsiveness as excellent. Respondents affirmed PIN's credibility and relevance, highlighting particular interest in themes like digital rights and inclusion, internet access, data privacy, data security, and press freedom. The feedback received has further deepened PIN's position as a credible news source and a thought leader in digital rights and inclusion. It is also a go-to resource for journalists who know, appreciate and understand the value of legitimate, authentic and dependable news sources to their audiences. Suggestions from the survey included enhancing media partnerships, training, and roundtable discussions, which PIN has committed to exploring as part of its engagement strategy moving forward.

End-of-Year Media Briefing

In December 2024, we hosted an End-of-Year Media Briefing in Lagos, Nigeria, attended by **32 media representatives** from mainstream print, television, radio, and international media outlets. The convening served as both a reflective and forward-looking engagement, where we shared key insights from our projects, highlighted developments in the digital rights and inclusion landscape, and presented our 2025 outlook. As a thought leader, we used the opportunity to unpack ongoing legal actions, notably the landmark lawsuit against the National Identity Management Commission (NIMC) and other state agencies following Nigeria's July 2024 mega data breach. The case, scheduled for

hearing in February 2025, became a central talking point during the event.

The media briefing generated substantial coverage and interest. Stories from the event appeared across multiple outlets and reached more than 61.9 million people. Media reports focused on PIN's role in defending Nigerians' data rights, its efforts to bridge digital inclusion gaps, and its broader advocacy initiatives across the continent. Notably, the media narratives extended well beyond the briefing itself, demonstrating the resonance of PIN's work with public and newsroom priorities. This engagement validated PIN's communications strategy and messaging.

Storytelling and community growth

PIN's commitment to storytelling as a tool for advocacy and public education was further demonstrated through the launch of *Undersight* on the sidelines of DRIF24. *Undersight* joins a growing collection of impactful short films, including *Training Day*, *Focus*, and *Finding Diana*, each crafted to highlight pressing digital rights issues through compelling narratives. Collectively, the films garnered a remarkable **1.77 million views** in 2024 amplifying awareness and sparking dialogue around digital inclusion and rights across the continent.

We recorded a total reach of **26,284,638 on social media**, comprising **1,222,322** organic views and **25,062,316** from sponsored content. Our digital community grew by **9,905** new followers, closing the year with a total audience of **131,621** followers across its platforms. This growth reflects a healthy and sustained engagement with a wide range of stakeholders, including activists, policymakers, funders, youth audiences, and the general public.

1.77 Million
Views across shortfilms produced

Policy development and knowledge sharing

In line with PIN's commitment to institutional excellence and knowledge management, we made significant strides in policy development and internal knowledge sharing in 2024. We developed and adopted a suite of critical policies, including a Data Protection Policy, a Digital Security Policy, an AI Use Policy, and a comprehensive Communications Policy and Crisis Manual. These instruments have strengthened internal safeguards, clarified standards, and reinforced the organisation's internal and external responsiveness.

To ensure brand consistency and clarity, the department also produced the Ripoti Brand Guidelines, which serve as a reference for all communication and visual materials associated with the platform. Throughout the year, the team published **94** newsletters and issued **44** press releases, offering regular updates, thought leadership, and advocacy messages to a growing base of stakeholders and partners.

A notable milestone in brand and engagement strategy was the launch of DRIF 2025, to be held in Lusaka, Zambia. The launch was accompanied by the unveiling of refreshed visual identities for DRIF, Ripoti, and Ayeta, signalling a bold new chapter for PIN's advocacy platforms and amplifying the organisation's evolving impact in the digital rights and inclusion space.

These developments are a testament to our deliberate approach to content dissemination and stakeholder engagement, further establishing PIN as a trusted voice, convenor, and innovator in the field.

94 Newsletters   **44** Press releases

Advancing Digital Rights in 2024: PIN's Key Publications

We continued to lead the charge in promoting digital rights and inclusion across Africa by publishing impactful resources that address significant issues in the tech space while strengthening advocacy efforts. These publications are resources and reflections of our dedication to fostering an open, secure and inclusive internet for all. Among the flagship publications was the Londa 2023 Report, which provided an in-depth analysis of digital rights and inclusion trends across 26 African countries. The 2023 Annual Impact Report detailed the reach and effectiveness of PIN's work over the previous year, demonstrating the tangible results of our programmes, partnerships, and advocacy campaigns. Meanwhile, the Strategic Management Plan (SMP) 2024–2028 offered a roadmap for the next phase of PIN's work, grounded in seven strategic pillars and setting ambitious targets for policy influence, capacity building, regional expansion, programme innovation, and institutional sustainability. We invite you to explore these resources. They remain accessible for all stakeholders committed to advancing digital rights and inclusion.

Finance and Administration

In 2024, the Finance and Administration Department remained a cornerstone of PIN's financial stability, operational efficiency, and sustainable growth. The department delivered on its mandate by ensuring sound financial management, meticulous budget control, and compliance with funder requirements, reinforcing trust with stakeholders and attracting continued support for digital rights and inclusion efforts in the Global South.

Throughout the year, the department demonstrated its commitment to transparency and accountability, producing **65 internal financial reports** and **59 external reports** and budgets that met donor and partner expectations.. These included audited financial statements published publicly, continuing PIN's long-standing tradition of financial transparency and integrity. By maintaining high standards in timely reporting, funder compliance, and effective grant management, the department played a key role in supporting strategic initiatives and reinforcing PIN's reputation as a responsible steward of donor resources.

The Administrative team ensured smooth running of internal operations and provided logistical and asset management support across seven country offices in Cameroon, Kenya, Nigeria, Zambia and Zimbabwe. Responsibilities included facilities management, procurement processes, vendor management, team welfare and human resources support, and maintenance of a productive work environment. Their work ensured seamless execution of organisational activities, providing critical backbone support across programmes, advocacy, events and partnerships.

In 2024, the Administrative team managed logistics for **189** international and **98** local travels, alongside **204** international and **174** local accommodations. These logistical efforts supported PIN's cross-continental presence and contributed to team participation in high-impact engagements across Anglophone West, Francophone, East and Southern Africa. The department played a vital role in executing the Digital Rights and Inclusion Forum (DRIF), overseeing the development of logistics notes and invitation and visa support letters, coordination of accommodation, venue set-up, branding, shuttle services, ambulance arrangements, and volunteer gear, the procurement of PIN merchandise, setup of airport welcome stands, and execution of post-travel evaluations. This comprehensive support ensured DRIF24's smooth delivery and contributed significantly to its success.

The team also supported several regional initiatives and projects, including Internews' Greater Internet Freedom Project (focused on regional convenings and financial sustainability for digital rights actors), FIFAfrica 2024 in Senegal and the LIFE Legacy Partners Capacity Building Programme, with a focus on budgeting, forecasting and financial reporting. These activities enhanced the financial literacy of implementing partners and improved their ability to meet donor expectations and manage resources effectively.

In line with the SMP 2024-2028, the department developed **19** comprehensive budgets and proposals for prospective funders, ensuring that all activities were aligned with organisational priorities and long-term vision.
Through rigorous financial oversight and reliable administrative support, the Finance and Administration Department enabled us to scale our work, expand our impact, and uphold our

commitment to a digitally inclusive and rights-respecting Africa.

124
Total financial reports produced

65 Internal reports

59 External reports

189
International flights managed

98
Local travels managed

204 International accomodations arranged

174 Local accomodations arranged

People and Culture

People are the heart of what we do at Paradigm Initiative. We have made remarkable strides as an organisation because of the work put in by our team, who have continued to deliver with passion, expertise, and commitment. In return, we have cultivated a culture supporting growth and innovation. In 2024, we supported continuous learning for team members, increasing their capacities while ensuring they thrive both professionally and personally. At the end of the year, we feted long-serving employees.

PIN team members delivered excellence in the digital rights ecosystem, taking on key roles. Notably, PIN was represented in the Internet Governance Leadership Panel, Global Network Initiative Board, Freedom Online Coalition Advisory Network, UNICEF Expert Advisory Group on Data Governance for Children, Oversight Group for the African Internet Rights Alliance, African Digital Rights Network and leadership for the Collective Impactive Coalition for Ethical AI, among others, demonstrating leadership across key platforms and networks. Leveraging our expertise, we supported partners seeking guidance in our programmatic work and for Financial and Communications mentorship.

During the retreat, the organisation also took time to appreciate team members who had clocked more than three years of service as follows:

- Former Senior Manager, Grants and Programmes Strategy - Adeboye Adegoke (10 years)

- Finance and Administrative Senior Manager - Adesuyi Ajibade (four years)

- Senior Programmes Officer - Khadijah El-Usman (three years)

- Programmes Officer - Sani Suleiman (four years)

- Senior Programmes Officer - Ihueze Nwobilor (10 years)

- Chief Operating Officer (COO) - Nnenna Paul-Ugochukwu (four years)

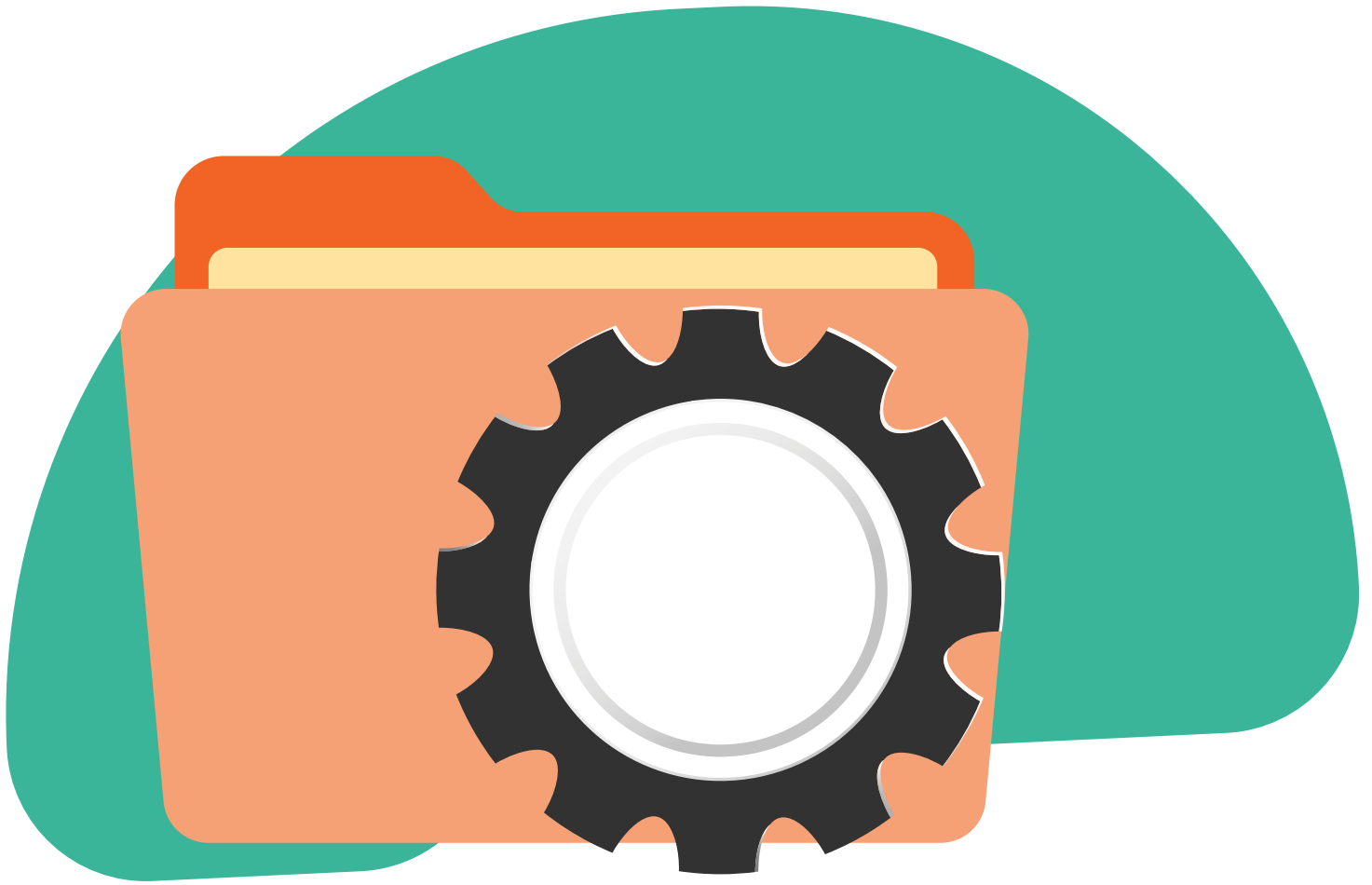- Senior Manager, Partnerships and Engagement - Thobekile Matimbe (four years)

- Communications Officer - Kenneth Oyeniyi (three years)

- Senior Officer, Monitoring, Evaluation, Research and Learning - Samuel Ojezele (three years)

Operations

In 2024, we received notable recognition for our impact, clinching two prestigious awards that underscored our leadership in digital rights advocacy and social innovation. In April, PIN was honoured with the maiden PrivCon Privacy Award in Nigeria for its outstanding contributions to privacy and data protection. Later in October, the organisation won the Social Innovation Category at the Nigeria Innovation Awards, hosted by the Nigeria Innovation Summit, for connecting African youth with digital opportunities.

Behind these achievements, the Operations Department was the engine room of strategic delivery and organisational excellence. As the nerve centre for cross-functional execution, the department provided integrated support, strategic input, and oversight across all teams. Operations facilitated brainstorming, co-developing initiatives, and driving ideation across teams, ensuring that all projects, programmes, and interventions aligned with the organisation's mission and strategic direction.

In its performance oversight role, the department led the impact measurement across programmes and projects, convened monthly and quarterly review meetings, and ensured milestones were tracked and met. It also championed process optimisation, working with departments to validate and refine process manuals, and led the development of the organisation's analytics dashboard to enable real-time data tracking and performance insight.

A key area of focus in 2024 was **process automation**. Operations worked closely with departments to streamline workflows, reduce administrative burden, and enhance operational efficiency through digital tools. This included automating repetitive tasks, optimising internal systems, and deploying scalable processes that improved turnaround times and data management. Through these efforts, the department contributed to enhanced productivity, better reporting, and stronger institutional agility.

Implementing the Strategic Management Plan (SMP 2024–2028) was central to 2024's organisational success. The Operations team secured board approval for the plan, coordinated partner buy-in through multiple engagement meetings, and developed an SMP tracker to monitor progress across all strategic pillars. The team also launched the Strategy-in-Motion framework, linking strategic planning to daily execution through performance dashboards and an integrated scorecard system.

Capacity development remained a core priority in 2024. Operations spearheaded internal learning initiatives, including inclusion training, productivity training, a Data for Impact storytelling workshop, and effective communication and report writing training for LIFE Legacy partners. The department also supported the team's external visibility through thought leadership development, including panel hosting support and public engagement opportunities.

Externally, Operations supported global representation and strategic positioning. In 2024, PIN's Executive Director, 'Gbenga Sesan, alongside other members of the Internet Governance Forum (IGF) Leadership Panel, met with UN Secretary-General António Guterres and Mr. Navid Hanif, Assistant Secretary-General for Economic Development at UN DESA. The discussions centred on the role of the IGF, and PIN used the opportunity to share its work and publications directly with the Office of the Secretary-General.

Overall, we continue to serve as a critical enabler of strategic success through cross-functional coordination, execution, and institutional development, which enables Paradigm Initiative to deliver on its mission with coherence, agility, and impact. We ensure that every department, project, and policy initiative is not only operationally sound but also impact-driven to contribute meaningfully to a digitally inclusive and rights-respecting future.

Monitoring, Evaluation, Research and Learning (MERL)

In 2024, the Monitoring, Evaluation, Research, and Learning (MERL) led in assessing impact, capturing learning, and supporting evidence-based decision-making across Paradigm Initiative's work. The department ensured that the organisation's interventions were measurable and aligned with its mission to empower individuals, communities, and institutions across Africa.

Throughout the year, MERL supported a range of flagship projects and programmes, including the Digital Rights and Inclusion Forum (DRIF24), Stemming the Tide of Abuse in Nigeria's Digital Space (STANDS) initiative, LIFE Legacy programme, and the Ajegunle Legacy Project. These initiatives have facilitated significant change by equipping beneficiaries with theoretical knowledge and practical skills to navigate and shape the digital ecosystem.

MERL's work helped to demonstrate the real-world impact of Paradigm Initiative's activities, showcasing how digital skills, advocacy training, and rights awareness have transformed personal and professional trajectories. From strengthening institutional partnerships to refining programme strategies, the department ensured that insights from monitoring and evaluation processes directly informed project design, implementation, and scale-up.

In addition to tracking outcomes and outputs, MERL supported learning through reflection sessions, participatory reviews, and collaboration with implementing partners, ensuring that lessons learned translated into improvements across the board. The department also continued to embed data culture within the organisation, reinforcing a commitment to transparency, learning, and accountability.

As Paradigm Initiative deepens its regional reach and programme innovation, MERL remains at the core of ensuring that our impact is measurable, meaningful, and mission-driven.

Photo Gallery & Videos

DRIF24

Stemming the Tide of Abuse in Nigeria's Digital Space (STANDS)

Undersight

Digital Policy Engagement Series (DiPES)

Media Highlights

Privacy **Data Breach** LIFE Legacy DRIF24 DREAMS

Digital Rights

Digital Inclusion **Surveillance**

STANDS Press Freedom Ripoti

26,248,638
Social Media Reach

3,990,141,391
Annual Media Reach

1,769,219
Short film views

19,140
Report Downloads

250,000
Views on Ripoti

Two
Organisational awards

Governance & Transparency

At PIN, we uphold the highest corporate governance and transparency standards as the bedrock of accountability, ethical leadership, and long-term sustainability. Our governance framework is rooted in strong policies, inclusive decision-making, and strategic oversight that aligns with our mission to build a digitally inclusive and rights-respecting world. Our governance structure is anchored on four key pillars: board oversight and strategic leadership, financial integrity and accountability, ethical standards and compliance, and open communications. This framework ensures that our operations remain transparent, our decisions are accountable, and our impact is sustained.

Strategic Goals

Our Strategic Management Plan outlines seven priority goals to guide our work through 2028. They reflect our ambition to scale our impact, influence digital policy, and create lasting change.

Policy Influence

We aim to shape **75 digital policies** and achieve **five major strategic litigation victories** that uphold digital rights and equity.

Capacity Building

We plan to train **2.3 million individuals** and reach over **two million people** through various digital capacity-building programmes. To strengthen our collective impact, we will also onboard **15 partners annually**.

Regional Expansion

By 2028, we aim to expand programme delivery and collaboration into new regions and build **20 influential partnerships** worldwide.

Awareness, Inclusion and Education

We seek to achieve **1.8 billion** consolidated media reach, **3 million** short film views, and **60,000 downloads** of our digital rights publications and products.

Programme Innovation

We will continuously improve our programme design by integrating emerging issues such as cybersecurity, data ethics, AI governance, and regulation. We aim to maintain a **90% programme success rate** and attract **10 new funding partners**.

Sustain institutional impact and Legacy

We are committed to raising **$35 million** over five years, increasing our financial reserves by **at least 10% annually**, and diversifying our funding streams for long-term resilience.

Be the Best Place to Work

By 2028, we aim to rank among the **top 10 nonprofit organisations** in the region, achieve a **95% employee satisfaction rate**, and foster an inclusive and supportive work environment where our team thrives.

Priorities for 2025

Our 2025 priorities are focused on deepening impact, amplifying advocacy and strengthening sustainability. We will intensify engagement with donors, partners, policymakers, volunteers, alumni and board members, reinforcing our role as a key player in digital rights discourse. Our flagship event, the Digital Rights and Inclusion Forum (DRIF), will continue to serve as a platform to elevate the voices of our communities and shape global conversations on digital inclusion and human rights. We will deepen our media footprint through campaigns, content creation, storytelling and strategic media partnerships, leveraging digital platforms to increase visibility and engagement. We will enhance internal systems and automation, strengthen IT infrastructure, support team growth and capacity development and optimise cross-team collaboration. We will launch the fifth short film, Londa24 and the Paradigm Initiative Book, capturing our journey and vision.

With renewed energy and purpose, we are positioned to shape a more inclusive, impactful, and rights-respecting digital future in the Global South that leaves no one behind.