



PARADIGM  
INITIATIVE

2025

# IMPACT REPORT

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# MEET THE TEAM



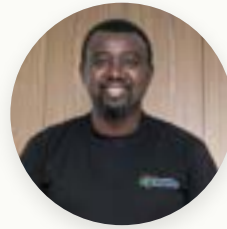
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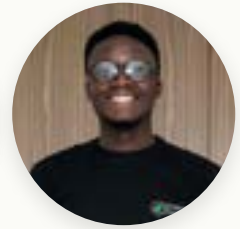
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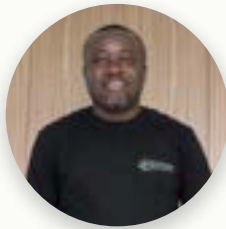
**Chiti Mutati**  
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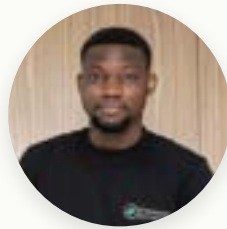
**'Gbenga Sesan**  
Executive Director



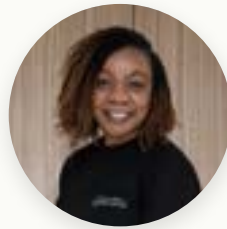
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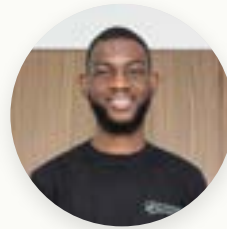
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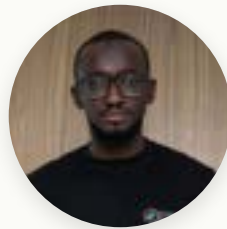
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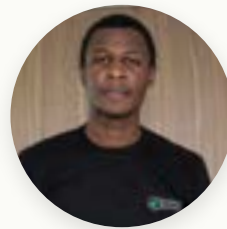
**Lilian Edike**  
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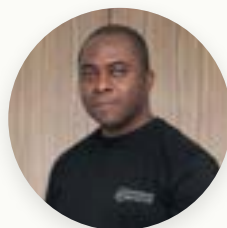
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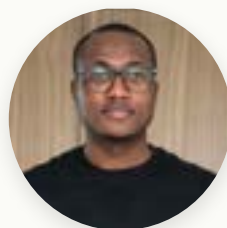
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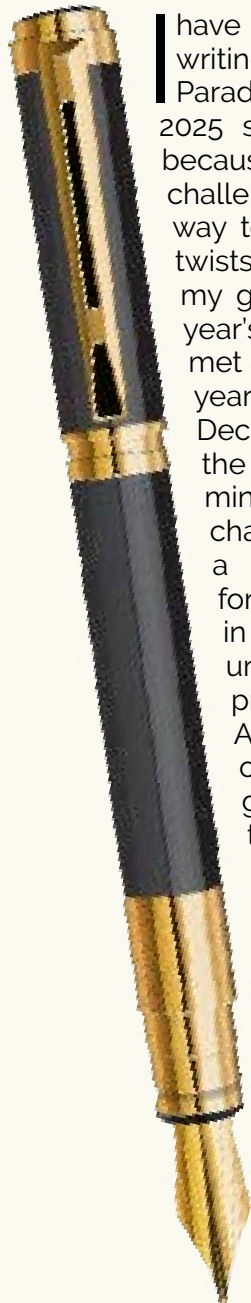


**Venessa Leinyuy Ndikintum**  
Administration Assistant

# 2025 ANNUAL IMPACT REPORT

*People at the Centre of Digital Change*

## Message from the Executive Director



I have looked forward to writing about the impact of Paradigm Initiative's work in 2025 since the year started because it started out as a challenging year and one way to cope with the many twists and turns was to set my gaze on presenting the year's impact report. As we met as a team to review the year and plan 2026, from December 14 to 20, 2025, the one question on my mind was: in spite of the challenges, did we make a real difference? Well, for the young woman in Lusaka who now understands her right to privacy, or the judge in Accra who adjudicates on digital evidence with greater confidence, or the journalist in Nairobi who can now better protect herself online, we did. These are the people our work is for. These are the reasons Paradigm Initiative exists.

Even though 2025 tested that conviction with the threats that accompanied it, digital expansion continued at pace.

Governments accelerated the rollout of digital infrastructure while, in too many cases, sidelining the rights frameworks that should govern it. New cybercrime laws were passed in the dead of night. Internet shutdowns were deployed as tools of political convenience. Journalists, human rights defenders, women, and young people continued to bear the heaviest costs of a digital environment that treats rights as a footnote. It was, in short, a year that reminded us why, in spite of shrinking funding, this work cannot wait.

2025 was also a year that reminded us of what is possible when people, in this case, the indefatigable PINnovators who power our work, commit to doing much-needed work well, supported by our Board and partners.

Our strategic litigation portfolio grew to eleven active cases across five countries, and we secured a landmark privacy ruling in Nigeria, with a court affirming, in clear terms, that privacy and data protection are not aspirations but enforceable rights. We trained over 282 Judges and Law Enforcement professionals in Nigeria,

Ghana, and Zambia, and I am particularly proud of the Ikot Ekpene Declaration and the Accra Communiqué that highlight commitments from judicial actors themselves to apply rights-based standards in their work. That kind of change does not come from outside a system. It comes when you invest in the people inside it.

Through the LIFE Legacy programme, we reached 721 young people across twelve countries, equipping them with digital skills, confidence and knowledge to exercise their rights in digital spaces. Through the Digital Rights and Inclusion Board Learning Experience (DRIBLE), we engaged 638 university students. We trained 214 teachers because we know that the most sustainable change happens when educators carry this work into the next generation. And by laying the foundation for our new digital learning platform, the Digital Rights On-Demand Learning (DROL) Platform, we took a significant step towards making rights-based digital education available to anyone, anywhere, at any time.

Digital Rights and Inclusion Forum (DRIF), our annual flagship convening, brought together 623 delegates from more than 60 countries under the theme of Digital Ubuntu, a deliberate choice. Ubuntu is not just a philosophy; it is a practice. It asks us to see ourselves in each other, to recognise that our collective dignity depends on how we treat the most excluded among us. That is what Paradigm Initiative is called to do, and it is what I saw on display across our work in 2025.

Our communications reached over 23.8 million people on social media. Our five short films collectively drew over 18.6 million viewers. Numbers like these matter because behind

each view, each training session, each court filing, each policy submission, there is a person whose digital future we are working to protect and improve.

None of this happens without our team, the remarkable group of people across Cameroon, Kenya, Nigeria, Senegal, Zambia, and Zimbabwe who bring skill, integrity, and genuine care to this work every single day. It does not happen without our partners, who co-create with us rather than merely collaborate. It does not happen without our funders and supporters, whose trust in our mission makes long-term, structural change possible. And it does not happen without our Board, the experienced professionals who provide oversight and nudge us in the right direction.

As we look to 2026 and the remaining years of our 2024–2028 Strategic Management Plan, I am conscious of the weight of what remains undone and the energy of what we have already achieved. The digital rights and inclusion landscape will grow more complex. The pressure on civic space will not simply ease. The funding crunch will not disappear the same way it showed up. However, I am convinced — as I have been since we started this work — that when you put people at the centre, when you combine evidence with empathy and advocacy with accountability, change is not just possible. It is inevitable.

Thank you for believing in that possibility with us.



**'Gbenga Sesan**

# About Paradigm Initiative

Paradigm Initiative is a Pan-African non-profit organisation working to build a digitally inclusive and rights-respecting world across Africa. At the heart of our work is a simple belief: digital technologies should expand opportunities, protect fundamental rights, and strengthen democratic participation. We bring this vision to life by combining capacity building, policy advocacy, research, media engagement, and community-centred approaches that place people at the centre of the digital ecosystem.

Our programmes reflect our commitment to long-term, people-centred impact. Through LIFE (Life Skills, ICTs, Financial Readiness, and Entrepreneurship), we support young people to build practical skills for social and economic participation. We deepen understanding and action on digital rights through initiatives such as the Digital Rights Academy (DRA), the Digital Rights and Inclusion Board Learning Experience (DRIBLE), and Digital Rights On-Demand Learning (DROL) Platform, our new online learning platform. We also work with journalists and media practitioners through the Digital Rights and Inclusion Media Fellowship (DRIMF) and the Digital Rights and Inclusion Media Programme (DRIMP), while advancing policy dialogue and accountability through platforms such as the Digital Inclusion and Policy Engagement Series (DIPES), the Digital Policy Café (AfroCity Series), and the Digital Rights and Elections in Africa Monitor (DREAM). Together, these efforts strengthen rights-respecting digital ecosystems and amplify African voices in shaping the digital future.

Our programmes reflect our commitment to long-term, people-centred impact.

In 2025, our work was anchored in a strong regional presence that allows us to stay close to the communities and stakeholders we serve. We operated through regional offices in Cameroon, Kenya, Nigeria, Senegal, Zambia, and Zimbabwe, enabling us to design and deliver programmes that respond to local realities while contributing to wider African and global digital policy conversations. This decentralised structure supports meaningful partnerships, sustained engagement, and practical policy influence across countries.



# The 2025 Context

## The Digital Rights Landscape in 2025

In 2025, the digital rights environment across Africa and the wider Global South was marked by rapid digital expansion alongside intensifying regulatory, political, and security pressures, creating widening gaps between technological adoption and rights-respecting governance. Governments accelerated the adoption of digital public infrastructure, cybersecurity frameworks, digital identity systems, and online service delivery, often without commensurate safeguards for human rights, accountability, or inclusion. Across multiple countries, new cybercrime and cybersecurity laws were enacted or proposed, many of which contained vague provisions that risked enabling surveillance, censorship, and disproportionate enforcement. At the same time, courts, parliaments, regulators, and law enforcement institutions increasingly found themselves grappling with complex questions around privacy, data protection, online harms, artificial intelligence, and digital evidence, often without sufficient technical or rights-based capacity to respond

effectively.

Civic space in the digital sphere remained fragile. Internet shutdowns, platform restrictions, online harassment, and the misuse of digital tools to suppress dissent continued to surface around elections and periods of political tension. Journalists, human rights defenders, women, young people, and marginalised communities were disproportionately affected by online abuse, data misuse, and unequal access to safe digital spaces. Yet, alongside these challenges, 2025 also revealed important openings for reform, particularly in judicial engagement, policy dialogue, and regional norm-setting-spaces where we concentrated our interventions. Judicial actors showed growing willingness to engage with digital rights principles; policymakers demonstrated openness to evidence-based advocacy; and regional and continental norms, particularly through African human rights mechanisms, continued to gain traction as reference points for national reform.

# Key Challenges and Opportunities Across Africa and the Global South

A central challenge in 2025 was the disconnect between fast-moving technological change and slower institutional readiness. Many states introduced digital regulations without inclusive consultation, adequate impact assessments, or alignment with international human rights standards. This resulted in laws that threatened freedom of expression, privacy, and access to information, while creating uncertainty for users, civil society, and the private

sector. Weak enforcement capacity, limited judicial precedent, and low public awareness further compounded these risks, leaving many communities vulnerable to rights violations with limited avenues for redress.

Against this backdrop, Paradigm Initiative's work in 2025 was both timely and consequential, addressing critical gaps in capacity, accountability, and inclusion that had direct implications for how digital rights are interpreted and applied in practice. As digital risks deepened, the need for credible, locally grounded, and rights-based interventions became more urgent. Our programmes bridged critical gaps between policy and practice, strengthening the capacity of judges, lawmakers, journalists, educators, and civil society actors to understand, interpret, and apply digital rights standards in real-world contexts. Through strategic litigation, policy engagement, and coalition-building, we helped translate abstract rights into enforceable protections, contributing to concrete legal, institutional, and behavioural change across multiple

countries. These contributions were observed through legal outcomes, professional practice shifts, and strengthened cross-sector coordination, rather than one-off interventions. Equally important, our work centred the voices and lived realities of communities most affected by digital exclusion and harm. By combining evidence, storytelling, and practical tools, from digital rights training and election monitoring to online learning platforms and reporting mechanisms, we supported safer, more inclusive digital participation. In a year when digital futures were actively shaped by laws, systems, and norms, our interventions ensured that human rights, accountability, and inclusion remained part of the conversation and the outcome, reinforcing the principle that technology must serve people, not undermine them.

## Why Our Work Mattered In 2025

# Our Strategic Focus in 2025



In 2025, Paradigm Initiative focused on mutually reinforcing priorities that address the realities of a rapidly evolving digital environment across Africa and the Global South. These strategic focus areas guided how we designed programmes, allocated resources, built partnerships, and strengthened our internal systems, ensuring coherence between organisational investments and the outcomes sought across policy, practice, and community engagement.

## Defending Digital Rights and Freedoms



As digital regulation accelerated across the continent, our first strategic focus was ensuring that laws, policies, and practices respect fundamental human rights. We prioritised policy engagement, strategic litigation, and judicial capacity building to strengthen protections for privacy, freedom of expression, access to information, and due process in the digital age.

In 2025, our work contributed to clearly identifiable policy and legal outcomes, including legislative progress, judicial declarations, and precedent-setting court rulings. We engaged lawmakers, judges, regulators, and law enforcement agencies to promote rights-based digital governance grounded in African and international human rights standards.

- Our strategic litigation portfolio covered 11 active cases across Africa, with one landmark win in Nigeria (*Araka v. Domino's*), where the Federal High Court awarded ₦3,000,000 in damages and reinforced

privacy and data protection as enforceable human rights. Additional litigation actions were active in Botswana, Ghana, Kenya, Nigeria and Senegal, contributing to the growing body of African digital rights jurisprudence.

- Capacity building remained central to institutional reform. In 2025, we trained over 282 justice and security sector actors, including:
  - 282 judges, prosecutors, and law enforcement officers through the STANDS (Stemming the Tide of Abuse in Nigeria's Digital Space) project in Nigeria, Ghana and Zambia
  - Judicial actors who adopted the Ikot Ekpene Declaration (Nigeria) and the Accra Communiqué (Ghana), committing to rights-based adjudication on privacy, digital

evidence, and online harms.

- Law enforcement and prosecutorial officers in Zambia, through targeted cyber law and human rights training.

Collectively, these efforts strengthened judicial readiness, improved accountability, and embedded digital rights standards within legal and enforcement institutions, ensuring that as digital systems expand, human rights protections expand with them, rather than fall behind.

## Key results at a glance



Post-training evaluations and follow-up engagement indicate early application of learning, including increased reference to privacy and digital evidence standards in training contexts and adjudicatory reasoning.

## Protecting Civic Space and Democratic Participation

With elections, civic mobilisation, and public discourse increasingly mediated by digital platforms, protecting civic space was a core priority. We worked to counter internet shutdowns, platform restrictions, online harassment, and information disorder, particularly during electoral periods and moments of political tension. Through election-focused

monitoring, advocacy, and coalition work, we supported transparency, accountability, and access to information. Our proactive engagement demonstrated that shutdowns are neither inevitable nor acceptable, contributing to increased public awareness, strengthened advocacy coordination, and early signals of state restraint in select contexts.

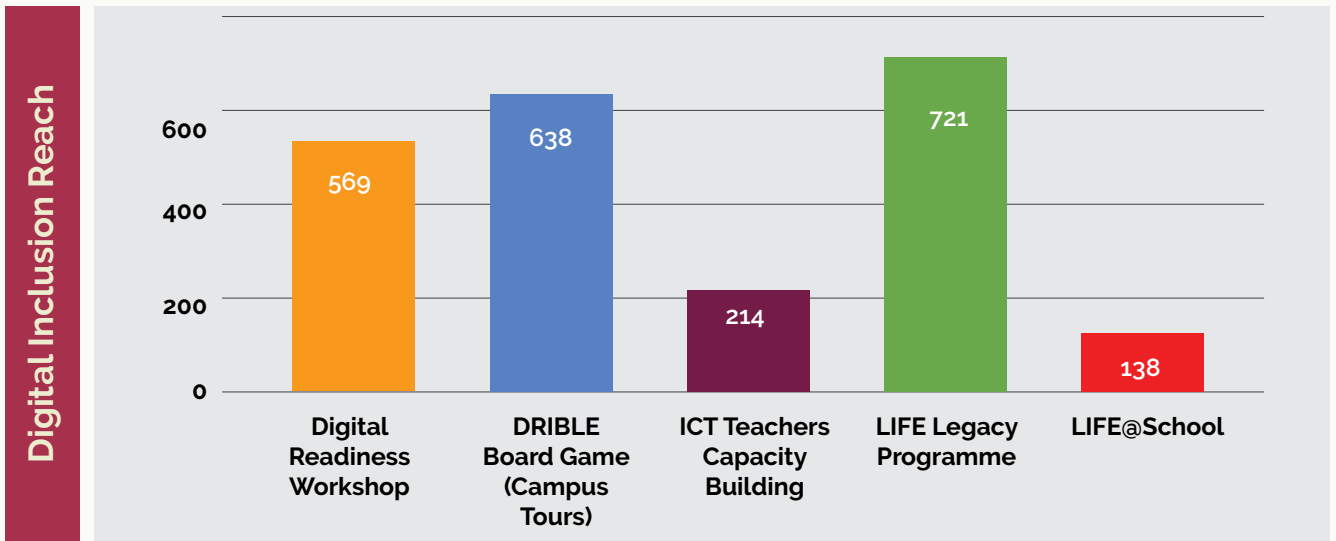
## Expanding Digital Inclusion, Skills, and Access

Closing digital divides remained central to Paradigm Initiative's mission in 2025. Through the LIFE Legacy programme, Paradigm Initiative operated dedicated LIFE Legacy training implementation centres across Cameroon, Democratic Republic of Congo (DRC), Ghana, Kenya, Liberia, Nigeria, Senegal, South Sudan, Tanzania, Uganda, Zambia, and Zimbabwe. These centres served as hubs for delivering inclusive, rights-based digital education and skills training to marginalised groups, particularly young people, women, educators, and grassroots communities, supporting their safe and meaningful participation in the

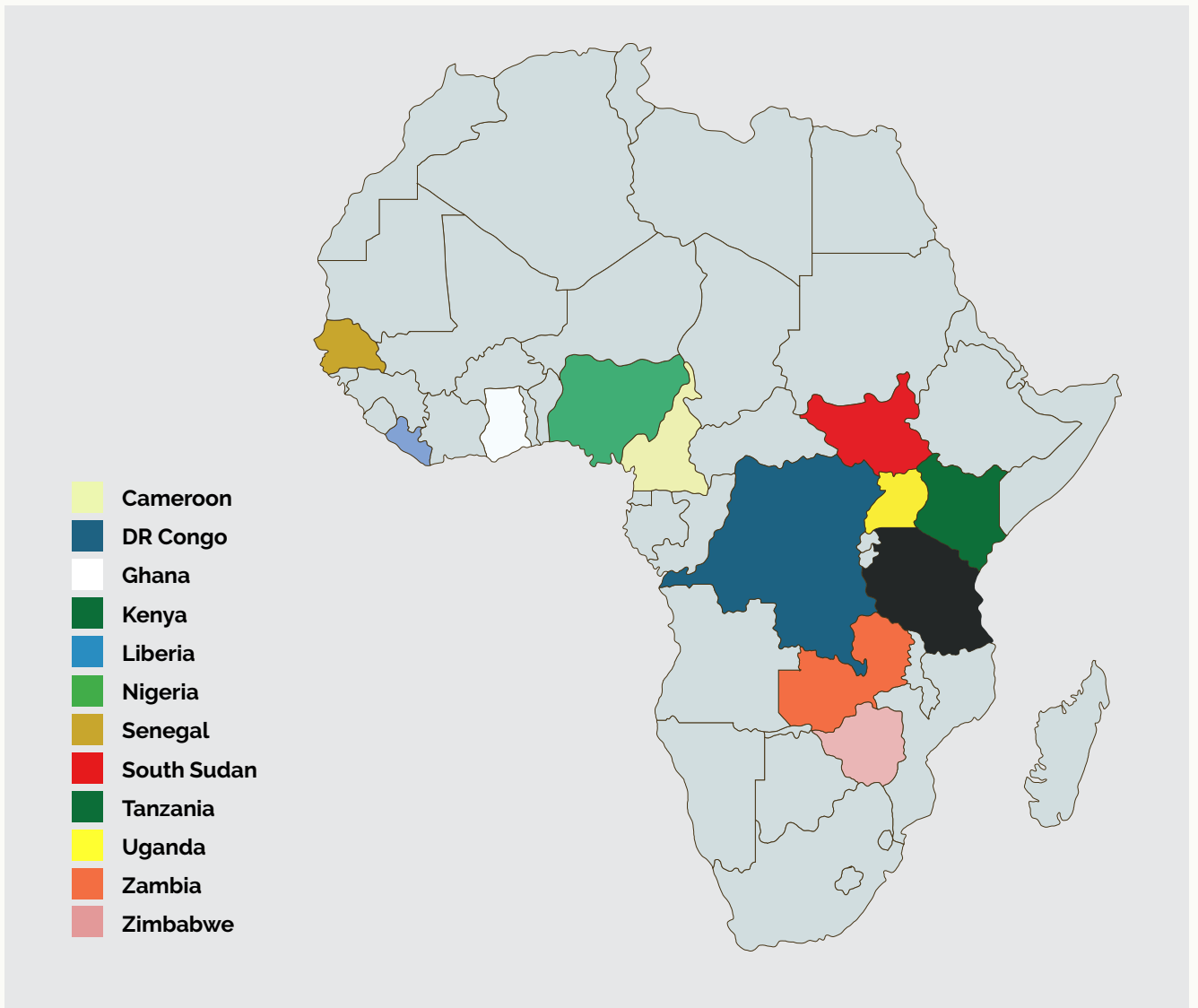
digital economy. By combining structured classroom instruction, campus engagement, community-based learning, and digital platforms, the LIFE Legacy centres enabled PIN to scale access while maintaining consistent quality and contextual relevance. This integrated approach strengthened digital literacy, improved employability readiness, and deepened awareness of online rights across diverse national contexts, with participants reporting increased confidence in applying digital skills and safer online practices beyond the training environment.

The Digital Readiness Workshops supported students by building practical digital literacy and online safety skills, alongside a strong understanding of responsible technology use. This approach enabled participants to apply

foundational knowledge in real-world contexts, strengthening their ability to navigate digital environments for learning, employment, and civic engagement.



### Countries where Paradigm Initiative Implements the LIFE Legacy Programme



# Powering Impact Through Strong Institutions and Partnerships

Recognising that sustainable impact requires strong institutions, we invested deliberately in organisational systems, partnerships, and internal capacity. Administration, Finance, Operations, IT, People & Culture, Communications, Programmes and Partnerships & Engagement functions worked together to ensure accountability, efficiency, staff wellbeing, and digital resilience. In 2025, these systems enabled the delivery of complex, multi-

country programmes, large-scale convenings, and digital platforms, while maintaining high standards of governance, transparency, and value for money. Strategic partnerships and coalitions further amplified our reach and influence, positioning us as a trusted voice in regional and global digital rights spaces.



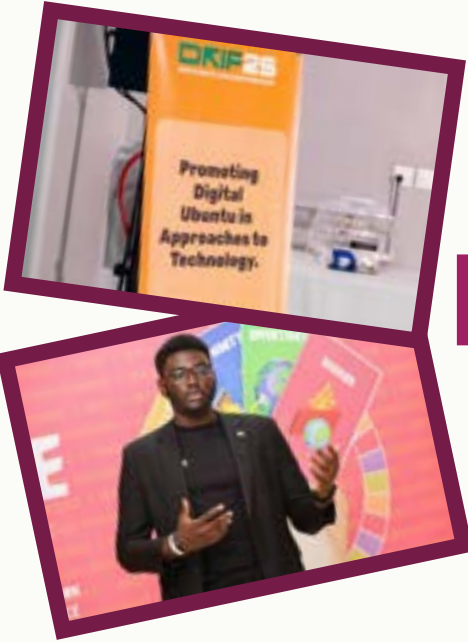
## Organisational Activity Highlights

# Why This Strategic Focus Matters

Together, these focus areas ensured that our work in 2025 addressed both immediate digital rights risks and long-term systemic change. By combining rights defence, civic space protection, inclusive access, and

strong institutional foundations, we positioned Paradigm Initiative to respond credibly to today's digital challenges, while building resilient pathways toward a digitally inclusive and rights-respecting future





# Programmatic Impact and Results

## Key Activities



In 2025, Paradigm Initiative implemented an integrated portfolio of programmes that combined convening, capacity building, learning, advocacy, and public engagement, designed to strengthen institutional capacity, influence policy and professional practice, and expand inclusive participation in digital ecosystems. Drawing on insights from previous cycles, activities were deliberately designed to be participatory, practice-oriented, and responsive to emerging digital rights challenges across Africa and the Global South, increasing the likelihood of practical uptake and sustained application beyond individual engagements.

A central anchor of the year's work was PIN's signature event, the Digital Rights and Inclusion Forum (DRIF25), which convened a diverse cross-section of civil society actors, policymakers, academics, media professionals, technologists, and international organisations under the theme *Promoting Digital Ubuntu in Approaches to Technology*. In parallel, the organisation delivered sector-specific capacity-building programmes for police trainers, educators, journalists, and digital rights practitioners, alongside thematic webinars addressing

issues such as tech-facilitated gender-based violence. Longer-term learning was sustained through fellowships and structured engagements, ensuring continuity beyond one-off events. Beyond convening, DRIF25 functioned as a platform for network strengthening, collaboration formation, and sustained engagement, extending its influence beyond the event itself.

Programme delivery was supported by strong internal coordination across administration, communications, partnerships, IT, finance, and operations, enabling multi-country implementation, multilingual engagement, and consistent quality across activities. DRIF resulted in tangible community recommendations spotlighting the critical roles of governments, private sector and civil society actors in promoting a rights-respecting digital ecosystem in the Global South. The forum provided a platform for diverse actors to equip the community with new tools of advocacy as well as forging collaborations in addressing digital threats and influencing human-centred digital governance practices.



# Thematic Priorities and Programme Reach in 2025

In 2025, Paradigm Initiative delivered eight major programme streams, directly reaching individuals across countries and engaging partners, while expanding collaboration through the Net Rights Coalition and participation in global policy processes. Our work spanned Artificial Intelligence and emerging technologies, digital rights in electoral contexts, global digital governance mechanisms, digital inclusion and skills development, civic space protection, and community-led accountability systems.

Across all thematic areas, structured learning loops were embedded within implementation. Insights from partners, coalition members, and institutional stakeholders informed programme adjustments, strengthened advocacy positioning, and refined delivery models, ensuring that scale was matched with responsiveness and improved outcomes.

# Artificial Intelligence & Emerging Technologies



In 2025, Paradigm Initiative elevated AI governance as a strategic priority in response to the rapid expansion of artificial intelligence systems across Africa and the Global South, often in contexts where regulatory safeguards remain underdeveloped. To address this gap, PIN produced 61 research publications and policy outputs and engaged in multistakeholder consultations, formal submissions, and professional academies focused on AI governance, robotics, counter-terrorism frameworks, and business and human rights standards.

Through submissions to the UN Office of the High Commissioner for Human Rights (OHCHR), contributions to the African Commission on Human and Peoples' Rights Draft Study on AI and emerging technologies, and participation in WSIS+20 processes, PIN ensured that African civil society perspectives were represented in global norm-setting discussions. In parallel, AI governance modules were integrated into Digital Rights Academies, directly engaging prosecutors, judges, policymakers, and civil society actors, strengthening the capacity of justice-sector professionals to interpret and apply rights-based safeguards in emerging technology contexts.

The impact of this work is visible at both international and institutional levels. An OHCHR report published during the year incorporated themes advanced through civil society submissions, including perspectives contributed by PIN and its partners, an early indicator of influence in global policy discourse. At the national level, engagement with justice-sector actors strengthened awareness of the legal implications of AI deployment, data governance, and algorithmic decision-making, creating pathways for more rights-aligned adjudication and enforcement practices.

Learning from these engagements revealed that policymakers and judicial actors require practical, scenario-based tools rather than abstract regulatory principles. In response, programme design was refined to integrate applied case studies and closer collaboration with legal institutions. This shift improves the likelihood that AI governance principles will not only be discussed but embedded in professional practice, reinforcing PIN's long-term objective of shaping accountable, rights-respecting AI ecosystem.

# Digital Rights & Elections



Amid rising concerns over internet shutdowns, misinformation, and digital repression during electoral cycles, Paradigm Initiative intensified its election-focused interventions in 2025 through the Digital Rights & Elections in Africa Monitor (DREAM). The initiative convened 122 stakeholders across five countries: **Benin, Côte d'Ivoire, Malawi, Tanzania, Uganda** and three regions: **East Africa, Southern Africa, and West Africa**, bringing together civil society leaders, investigative

journalists, election observers, digital policy researchers, fact-checkers, and representatives from regional advocacy networks. Discussions focused on platform accountability, information disorder, shutdown risks, and state responses to online speech during elections. PIN received a specific request from the Uganda Human Rights Commission for a training for its members who would monitor Uganda's election in the situation room and received particular training following our capacity building efforts, demonstrating



the impact of our interventions within our communities. Beyond dialogue, DREAM translated analysis into coordinated advocacy. PIN and coalition partners issued pre-election open letters in Cameroon and Tanzania, endorsed statements through the KeptOn coalition, and submitted inputs to international human rights mechanisms addressing freedom of expression in electoral contexts. This ensured that risks identified through monitoring were channelled into formal advocacy and diplomatic engagement pathways rather than remaining at discussion level. The impact was both immediate and systemic. In South Sudan, coordinated coalition advocacy preceded the lifting of a social media directive that would have restricted access for more than 739,000 Facebook users and 324,000 TikTok users. The rapid reversal following civil society correspondence provides concrete evidence of responsive engagement and

demonstrates the protective value of coordinated regional action. Preventing a shutdown at that scale preserved access to information for over one million users during a politically sensitive period, safeguarding civic participation, media reporting, and public discourse. Beyond this specific intervention, DREAM contributed to longer-term ecosystem resilience. Participants strengthened cross-border monitoring coordination, clarified escalation channels for shutdown alerts, and aligned messaging strategies across regions. Lessons from early 2025 engagements led to earlier coalition mobilisation later in the year, shifting practice from reactive statements to preventive engagement. This proactive posture increases the likelihood of mitigating digital rights violations before they escalate, reinforcing the defence of digital civic space at critical democratic moments.

## Digital Inclusion & Skills Development



Persistent digital divides across Africa and the Global South continue to limit equitable participation in education, employment, and civic life. In response, Paradigm Initiative implemented a structured digital inclusion strategy in 2025 that combined community-based training, institutional engagement, and scalable digital infrastructure to strengthen access, skills, and rights awareness. At the community level, the LIFE Legacy programme delivered 17 cohorts across 12 countries, directly benefiting 721 young people with digital skills and rights-based training. To reach students within formal education systems, the DRIBLE campus tour engaged 638 university students across five countries (Ghana, Kenya, Nigeria, Senegal, Zambia), while Life@

School reached 138 secondary school students and worked with teachers to embed digital literacy into classrooms. The ICT Teachers Workshop trained 214 educators, equipping them with practical tools to integrate digital safety, responsible technology use, and digital rights concepts into lesson planning and delivery. Beyond education spaces, AfroCities Café convened 75 urban stakeholders to examine local access and governance challenges, and thematic webinars reached 330 participants from 27 countries, extending learning across borders. To ensure sustainability and scale, PIN developed the Digital Rights On-Demand Learning (DROL) Platform, introducing eight structured online courses to provide self-paced, accessible digital rights education. This



platform enables continuous learning beyond in-person engagements and supports long-term reach across regions. This tool will be launched at the Digital Rights and Inclusion Forum on 16 April 2026. The impact of these interventions is visible in both individual and institutional shifts. Post-training feedback shows that a significant majority of participants reported improved understanding of digital rights and online safety. Teachers trained through the ICT Workshops began integrating digital safety modules into their lesson plans, indicating early institutional-level uptake

within schools. LIFE Legacy participants demonstrated increased confidence navigating digital spaces for education and opportunity, while demand for additional cohorts and educator-focused programming increased across participating countries. By combining direct reach (over 1,900 individuals across initiatives), educator integration (214 teachers applying new skills), and digital infrastructure (eight scalable courses), PIN strengthened not only access to digital tools but the capacity to use them safely, responsibly, and sustainably.

## Accountability, Reporting & Civic Space Protection

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Accountability and civic space protection were strengthened in 2025 through enhanced documentation, coalition coordination, and rapid-response advocacy led by Paradigm Initiative. Through the Ripoti platform, verified digital rights violation reports increased by 80% compared to the previous year, spanning 10 African countries. Those impacted included journalists, activists, women experiencing online gender-based violence, and citizens affected by data breaches, cyberstalking, fraud, arrests linked to online expression, and network disruptions. Of the documented cases, 38% involved illegal access or misuse of personal data, while 18% related to internet or network disruptions, underscoring persistent structural threats to privacy and connectivity. This significant increase reflects both strengthened verification systems and growing public trust in citizen-led reporting mechanisms. Five active civil society partners supported case validation and coordinated responses, ensuring credibility and timely escalation. By systematically documenting violations, Ripoti strengthened

the evidence base for advocacy and informed engagement with regulators and policymakers. The rise in verified reporting signals heightened awareness of digital rights and increased willingness among affected individuals to seek documentation and redress. Collective defence mechanisms were further reinforced through the Net Rights Coalition, which expanded to 410 members across 30 countries, up from 362 the previous year. The coalition hosted multiple bilingual learning calls, with 30–50 members participating per session, and convened in-person coordination meetings during DRIF to enhance cross-border solidarity. In 2025 alone, coalition members jointly responded to digital rights violations in three countries, demonstrating increased operational coordination and shared advocacy strategies. The tangible impact of this approach was evident in South Sudan, where coordinated advocacy preceded the lifting of a social media directive that would have restricted access for more than 739,000 Facebook users and 324,000 TikTok users, protecting access for over one million users. While

policy reversals involve multiple dynamics, the timing of engagement provides early evidence of effective coalition action. Together, the 80% increase in verified reporting, expanded coalition participation, and documented protection of

user access demonstrate measurable progress in strengthening accountability systems and defending civic space across the region.

## What We Delivered



Across our programme streams in 2025, Paradigm Initiative delivered structured trainings, academies, convenings, research outputs, and digital engagements that directly reached 3,829 participants across 25 countries. These outputs spanned Digital Rights Academies, DREAM convenings, LIFE Legacy cohorts, ICT Teachers Workshops, DRIBLE campus tours, webinars, AfroCities dialogues, and global policy engagements, creating multiple entry points for stakeholders, including judges, prosecutors, educators, students, journalists, policymakers, and civil society actors.

Evaluation data indicate consistently high levels of satisfaction and relevance. At DRIF25, 90% of respondents reported that the forum fully or mostly met their expectations, signalling strong alignment between programme design and participant needs. With 1,399 registered participants, including 623 in-person delegates from 65 countries, the convening also generated measurable ecosystem effects: participants reported forming new professional partnerships, initiating cross-border collaborations, and identifying policy advocacy opportunities, early indicators of strengthened regional coordination.

Capacity-building initiatives

delivered applied content on digital rights, artificial intelligence, data protection, surveillance, online safety, and digital pedagogy. The ICT Teachers Workshops trained 214 educators, with satisfaction levels exceeding 95% across regions. Post-training assessments reflected increased teacher confidence in integrating digital safety and rights-based approaches into lesson planning and classroom delivery. These figures indicate not only engagement but practical uptake within education systems.

The All Aboard webinar on tech-facilitated gender-based violence, which attracted participants from over 27 countries, recorded 100% of respondents agreeing or strongly agreeing that the session met its stated objectives. Participants reported improved awareness of reporting mechanisms and practical strategies to address online harms, demonstrating that combining awareness-raising with actionable tools enhances relevance and potential application.

Collectively, these outputs established the foundation for measurable knowledge gains, strengthened professional practice, expanded networks, and early institutional shifts, linking programme delivery to tangible impact across digital rights ecosystems.

## What Changed

Programme monitoring and post-activity evaluations in 2025 demonstrate measurable shifts in professional confidence, institutional commitments, and collaborative action across sectors. Among justice-sector actors, 96% of police trainers

reported feeling very confident in applying digital rights principles in their work following training engagements. In total, over 282 judges, prosecutors, and law enforcement professionals were trained during the year. A significant institutional

milestone was the adoption of the Ikot Ekpene Declaration by members of the Nigerian judiciary, signalling a formal commitment to integrating digital rights safeguards into adjudication processes, moving beyond mere awareness toward a structured institutional position. In Ghana, a regional judicial convening resulted in the **Accra Communiqué**, reinforcing judicial commitment to upholding digital rights standards and strengthening cross-country alignment on emerging technology governance.

Within the education sector, the ICT Teachers Workshops trained 214 educators, with over 95% reporting improved confidence in integrating digital tools and rights-based approaches into lesson delivery. Nearly all participants indicated gains in digital lesson planning and classroom application. Early indicators of system-level uptake include educators embedding digital literacy and online safety modules into teaching practice and institutions requesting additional training cohorts, reflecting sustained demand and integration beyond the initial workshops.

Thematic engagements on online harms and digital safety also produced measurable behavioural shifts. In the Tech-Facilitated Gender-Based Violence webinar, 100% of participants confirmed that the session increased their understanding of reporting pathways and practical online safety strategies. Participants reported greater willingness to intervene, report abuse, and support survivors, indicating movement from awareness to behavioural intent, particularly when combined with access to reporting tools and survivor-centred resources.

At the ecosystem level, outcomes extended into strengthened professional networks and collective action.

During DRIF25, which registered 84.8% of respondents reported forming meaningful professional connections, reinforcing the forum's role as a catalyst for sustained collaboration. Together, these figures reflect tangible progress: institutional commitments within justice systems, integration of digital literacy in education, behavioural shifts in online safety practices, and strengthened cross-border networks supporting long-term digital rights protection.

# Human-Centred Impact Stories



This is one of the best workshops I have attended in my 33 years of service. It was timely, engaging, and highly educative.

Behind these numbers are people whose voices illustrate how programme participation translated into increased confidence, changed practice, and expanded professional engagement.

For law enforcement trainers, engagement with digital rights content reshaped long-standing professional practice. One participant reflected:

*"This is one of the best workshops I have attended in my 33 years of service. It was timely, engaging, and highly educative."*

Another added:

*"I now have the confidence to teach my trainees about data protection laws, digital surveillance, and AI policing. This knowledge will significantly improve how we approach digital rights in law enforcement."*

These reflections illustrate how training contributed to shifts in professional confidence and readiness to apply digital rights principles in institutional contexts.

Educators participating in ICT training described how practical learning changed their

classrooms. One teacher shared:

*"Planning digital lessons showed me how to simplify classroom delivery and save preparation time."*

Another noted:

*"The session using Google Docs together was the most useful because it was practical and hands-on."*

These experiences reflect practical skill transfer and immediate application within classroom settings.

In spaces addressing online harm, participants spoke openly about personal shifts. During the Technology Facilitated Gender-Based Violence (TFGBV) webinar, one attendee explained:

*"I have seen women being bullied online but was afraid to speak up for them because I feared I would be bullied too. But I have learnt that I should be able to speak out for them as part of protecting them."*

Another participant emphasised the value of practical tools, stating:

*"One strategic tool that stands out is having helplines and reporting platforms where victims can safely report TFGBV cases."*

For Digital Rights and Inclusion Learning Lab (DRILL) Fellows, the impact was both professional and personal. One fellow reflected:

*"What I admired about the fellowship's structure was that it covered a very diverse set of dimensions regarding digital rights and inclusion."*

Another summarised the experience succinctly:

*"DRILL didn't just teach us—it activated us."*

These outcomes demonstrate early professional impact and strengthened capacity for sustained digital rights advocacy.

At DRIF25, participants repeatedly described the forum as a catalyst for connection and action. One attendee remarked:

*"DRIF is not just a space to talk, it's a space to connect, learn, and act."*

A government representative added:

*"We are leaving with not just knowledge but also partnerships. Our transformation will not take place unless we collaborate and work with each other."*

Taken together, the numbers and voices from 2025 demonstrate that Paradigm Initiative's programmes do more than reach people; they shift confidence, influence practice, and catalyse collaboration. By grounding digital rights work in lived experience and rigorous learning, PIN supported individuals and institutions to move from awareness to action, contributing to a more inclusive and rights-respecting digital future across Africa and the Global South.

“ DRILL  
didn't just  
teach  
us—it  
activated  
us.

# Communications & Digital Infrastructure

Strategic communication and resilient digital infrastructure played a critical role in amplifying programme reach, strengthening stakeholder engagement, and enabling coordinated delivery across countries in 2025. Through coordinated storytelling, media engagement, and secure digital systems, Paradigm Initiative enhanced visibility, deepened engagement, and supported programme delivery at scale.



## Strategic Communications: Visibility, Influence, and Engagement

In 2025, Paradigm Initiative's communications work significantly strengthened public awareness, narrative influence, and stakeholder engagement across Africa and beyond. Guided by the organisation's strategic management plan, communications supported flagship programmes including DRIF25, Digital Rights Academies, DREAM, DIPES, strategic litigation, STANDS, DRIMF, and PIN's digital tools: Ripoti and Ayeta. Through strategic storytelling delivered via short films, social media, newsletters, radio,

podcasts, and websites, PIN translated complex digital rights issues into accessible, human-centred narratives. These efforts resulted in a social media reach of 23.8 million, media coverage with a consolidated reach of over 3.07 billion, significantly expanding public exposure to digital rights issues and strengthening awareness among key stakeholders. Over the year, the organisation gained more than 80,000 new followers, reflecting sustained growth in visibility and expanding engagement with digital rights audiences.



## Campaigns, Creative Content, and Digital Reach

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Creative communication remained a powerful driver of engagement. PIN's five award-winning short films: *Training Day*, *Focus*, *Finding Diana*, *Undersight*, and *Whispers in the Wires*, collectively reached over 18.6 million viewers by the end of 2025. *Whispers in the Wires* alone recorded 2,008,115 views and won six awards, reinforcing the effectiveness of film as a tool for increasing public awareness and engagement on digital rights issues.

DRIF25 communications set new benchmarks. The main event hashtag #DRIF25 achieved a reach of 36.8 million, the highest ever for a DRIF convening, while #DRIF25UbuntuExperience reached 8.84 million. Innovative engagement tools, such as the Ubuntu Passport, encouraged active participation, with 80 participants rewarded, including one who received the Golden Ticket — a fully sponsored ticket to DRIF26. The launch of the DRIF Digest newsletter and the inaugural DRIF Podcast (10+ episodes) further expanded reach and post-event engagement. These efforts contributed to sustained post-event engagement, extending the lifespan and influence of DRIF25 beyond the convening itself.

Digital communications were supported by structured planning, including an annual social media calendar and digital advertising plan. PIN's website recorded 20,000 visitors, while Search Engine Optimisation (SEO) improved discoverability and accessibility of digital rights resources, particularly among Francophone audiences. Content production at scale included 2,867+ social media posts, 92 newsletters, 16 press releases, and 500+ designs for reports, infographics, and campaign materials.

# Learning, Adaptation & Innovation

Paradigm Initiative applies a learning-oriented and adaptive approach to programme delivery, recognising that sustainable digital rights outcomes require continuous reflection, evidence-informed decision-making, and responsiveness to context. Learning is embedded across the programme cycle, from design and implementation to review and refinement, ensuring that insights inform both immediate programme improvements and longer-term strategic and operational decision-making.

## Learning for Performance and Relevance



Across programmes, learning focused on understanding what works, for whom, and under what conditions. Engagement patterns and participant feedback consistently showed that interventions were most effective when learning was practical, participatory, and directly applicable to real-life contexts. Interactive methods such as case studies, peer exchange, and tool-based demonstrations strengthened knowledge uptake and increased the likelihood of practical application in participants' professional contexts.

A key learning was the importance of pairing conceptual understanding with practical tools. Participants responded particularly well

when sessions incorporated PIN-developed platforms such as Ripoti and Ayeta, which provided concrete mechanisms for reporting online harm and accessing support, facilitating practical application beyond training environments. Similarly, learning initiatives that integrated PIN's digital learning platforms, such as the Digital Rights On-Demand Learning (DROL) Platform and the LIFE Legacy curriculum and training platforms, enabled structured, self-paced learning and reinforced continuity beyond live sessions, increasing opportunities for sustained engagement and learning reinforcement.

## Adaptive Management in Practice

Learning insights informed adaptive management decisions throughout the year. Programme designs were refined in response to evaluation findings and

participant feedback, improving accessibility, engagement, and practical relevance.

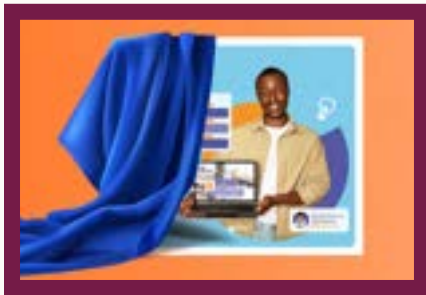
In response to varied levels of digital literacy, programmes adapted pacing and facilitation



approaches, particularly within educator- and youth-focused initiatives delivered through the LIFE Legacy programme. Feedback highlighting the need for sustained engagement led to increased use of blended models, combining live sessions with follow-up learning through DROL, recorded modules, and shared resources. Thematic engagements addressing online harm and

gender-based violence adapted content to centre survivor-focused pathways, with greater emphasis on demonstrating how tools such as Ripoti and Ayeta can be used in practice. Internally, stronger cross-team coordination supported faster iteration, improved risk management, and clearer accountability for results across programmes.

## Innovation for Scale and Sustainability



In 2025, innovation was operationalised across 25 countries, with programmes designed to expand reach while maintaining quality and accountability. Paradigm Initiative strengthened its digital infrastructure so that platforms functioned not only as communication tools but as core delivery mechanisms. The Digital Rights On-Demand Learning (DROL) Platform introduced eight structured online courses, enabling scalable access to rights-based learning across multiple regions. At the same time, the LIFE Legacy programme operated in 12 countries, ensuring contextually grounded delivery through physical training centres while maintaining consistent standards across locations. Hybrid programme models further enhanced geographic reach. Webinars engaged participants from 27 countries, while in-person convenings such as DRIF attracted delegates from 65 countries, demonstrating the effectiveness of combining digital and physical engagement. This blended model allowed PIN to scale participation across borders

while preserving interactive learning, peer exchange, and applied capacity-building. Fellowship and professional learning initiatives incorporated participants from multiple countries and regions, with mentorship and applied outputs designed to strengthen post-programme sustainability. Across justice-sector and policy programming, participants from over a dozen countries engaged in structured academies and dialogues, supporting cross-border knowledge exchange and regional coordination. At the organisational level, structured learning loops connected data from 10 countries' verified digital rights reports and coalition engagement across 30 countries to programme adaptation and advocacy prioritisation. By grounding innovation in measurable geographic expansion and evidence-informed refinement, PIN strengthened its ability to responsibly scale interventions, maintain accountability, and sustain impact across diverse national contexts.

# Partnerships & Collaboration

Partnerships remained central to Paradigm Initiative's mission in 2025. Operating in complex and rapidly evolving digital environments across Africa and the Global South, PIN's work relied on strategic collaboration to extend reach, deepen relevance, and sustain impact. Across programmes, partnerships enabled shared ownership of solutions, strengthened programme relevance, and increased the reach and sustainability of digital rights interventions.

## Strategic Partners and Funders



In 2025, Paradigm Initiative worked closely with a diverse set of strategic partners and funders spanning civil society, philanthropy, academia, media, technology communities, and regional and global institutions. These relationships went beyond financial support to include joint agenda-setting, co-design of programmes, shared learning, and coordinated advocacy.

Funders and institutional partners supported flagship convenings, capacity-building programmes, fellowships, and digital learning platforms, enabling multi-country implementation and sustained

engagement. At the same time, collaboration with local and regional civil society organisations ensured that programmes reflected local and regional realities and responded to community-identified needs. Partnerships with academic institutions, media organisations, and professional networks strengthened research quality, knowledge dissemination, and public engagement. These partnerships strengthened implementation capacity, expanded geographic reach, and supported coordinated digital rights advocacy across regions.

## Why Partnerships Matter to Our Work

Partnerships are critical to Paradigm Initiative's ability to deliver systems-level change. Digital rights challenges, such as internet shutdowns, data protection gaps, online harm, and exclusion from digital opportunities, are inherently cross-border and multi-sectoral. Addressing them requires collaboration that

brings together legal expertise, technical knowledge, lived experience, and policy influence. Through partnerships, PIN amplifies marginalised voices, strengthens legitimacy in policy spaces, and avoids duplication by building on existing efforts. Collaboration also enhances accountability, strengthens collective learning, and



increases the effectiveness and sustainability of digital rights interventions, allowing partners to share risks, test approaches, and adapt collectively in response to emerging digital trends and threats. For funders,

this approach ensures that investments contribute to coordinated, scalable, and sustainable outcomes rather than isolated interventions.

## Examples of Co-Created Impact

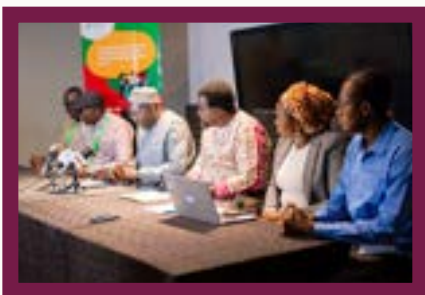


In 2025, co-creation was evident across multiple initiatives. The Digital Rights and Inclusion Forum (DRIF25) was delivered in collaboration with a wide range of partners who contributed to agenda development, session design, facilitation, and participant mobilisation. This collaborative model ensured that the forum reflected diverse regional perspectives and fostered meaningful cross-sector dialogue, resulting in new partnerships, joint initiatives, and follow-on engagements beyond the event.

of learning, including the integration of digital rights principles into training curricula and professional practice. Thematic engagements on online harm and information integrity also benefited from collaboration with specialised organisations, enabling the integration of practical tools, survivor-centred approaches, and shared advocacy strategies. Across these initiatives, co-creation ensured that impact was not owned by a single organisation, but embedded within broader networks of actors committed to digital rights and inclusion. This collaborative approach contributed to sustained partnerships, follow-on initiatives, and strengthened coordination among digital rights stakeholders.

Capacity-building programmes for educators, law-enforcement trainers, and digital rights practitioners were similarly co-developed with local institutions and professional bodies. These partnerships strengthened contextual relevance and supported institutional uptake

## Network and Ecosystem Strengthening



Beyond individual partnerships, Paradigm Initiative invested in strengthening digital rights ecosystems and networks across Africa and the Global South. Through convenings, fellowships, coalitions, and learning platforms, PIN supported the growth of interconnected communities of practice that continue to collaborate beyond programme timelines.

digital crises, and supported sustained engagement with regional and global policy processes and strengthened collective advocacy capacity. By prioritising partnership and ecosystem-building, Paradigm Initiative reinforced its role not only as an implementer, but as a connector, convener, and catalyst, supporting a resilient, collaborative digital rights movement capable of responding to today's challenges and shaping more inclusive digital futures.

In 2025, network-building efforts contributed to stronger South-South collaboration, increased peer learning, and greater coordination among civil society actors working on digital rights, democracy, and inclusion. These networks enhanced collective advocacy, facilitated rapid information sharing during

# Organisational Strength & Governance



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Strong governance and organisational systems underpinned Paradigm Initiative's ability to deliver impact at scale in 2025. As programmes expanded across countries and thematic areas, deliberate investments in leadership, people, systems, and accountability ensured that growth remained sustainable, accountable, and aligned with programme delivery and impact objectives.

## Board and Leadership Overview



In 2025, Paradigm Initiative benefited from an engaged Board and senior leadership team that provided strategic direction, oversight, and accountability across the organisation's work. The Board continued to play a critical role in governance, offering guidance on organisational strategy, risk management, financial stewardship, and compliance, while supporting leadership through periods of growth and increasing operational complexity.

Senior management translated strategic priorities

into actionable plans, ensuring alignment between programmes, partnerships, and internal operations. Leadership coordination across departments strengthened decision-making, improved responsiveness to emerging risks and opportunities, and reinforced a culture of accountability and results-oriented management. This governance structure strengthened strategic oversight and supported effective programme implementation across regions.

## Staff Growth and Capacity Development

In 2025, Paradigm Initiative strengthened its organisational backbone through deliberate investments in people, systems, and structured HR governance across six countries of operation.

As programme delivery expanded across 15+ countries, the Administration and People & Culture (P&C) functions ensured that growth was matched with operational stability, fair



recruitment processes, staff wellbeing, and policy clarity. Recruitment and talent development were key focus areas. The P&C unit screened 1,300+ candidates across multiple roles, resulting in the onboarding of one new staff member (Administration Assistant) through a merit-based and transparent process. In addition, three staff members were promoted, signalling the development of the internal talent pipeline and clear career progression pathways. Capacity development extended beyond hiring. During the year, seven foundational policies were developed, including Exit, Promotion, Sexual Harassment, Reward & Recognition, Travel, Holidays, and Internship policies, and three were subject to dedicated team-wide engagement sessions to ensure understanding and buy-in. A comprehensive staff survey was conducted, and an action plan was developed for implementation in 2026 to embed evidence-based People and Culture practice into decision-making. Staff wellbeing

was further strengthened through two wellness talks delivered in partnership with AXA Mansard, while all team members and their dependents remained covered under health plans across the six operating countries. Operational capacity scaled in parallel. The Admin unit successfully delivered 55 major events, coordinated 413 flight tickets, secured 557 accommodation bookings, processed 39 procurement actions, issued 476 airtime transactions, and maintained a 100% travel success rate, with logistics confirmed within 48 hours of approval. Across offices, 95% of operational interruptions and complaints were resolved within 24-48 hours, reinforcing service reliability, staff productivity, and implementation consistency. Together, these investments in staffing, governance frameworks, professional development, and operational systems strengthened institutional capacity and ensured that organisational growth in 2025 was supported by resilient internal infrastructure.

## Safeguarding, Ethics, and Accountability

Safeguarding, ethical practice, and accountability remained non-negotiable pillars of Paradigm Initiative's work in 2025. The organisation maintained and operationalised clear safeguarding policies, codes of conduct, and reporting mechanisms to protect staff, partners, participants, and communities, particularly children, young people, and other vulnerable groups. Internal controls, financial management systems, and procurement processes were strengthened to ensure transparency, value for money, and responsible stewardship of resources. Clear approval processes, documentation standards, and compliance measures supported

accountability to donors, partners, and beneficiaries alike. Across Programmes and Partnerships, PIN upheld high ethical standards in data protection, consent, and responsible use of digital tools, aligning organisational practice with the digital rights principles it advocates externally. Together, these governance and accountability measures reinforced trust, credibility, and institutional resilience, positioning Paradigm Initiative to sustain impact and responsibly scale its work into the future. These measures strengthened accountability, protected participants and partners, and reinforced organisational credibility.



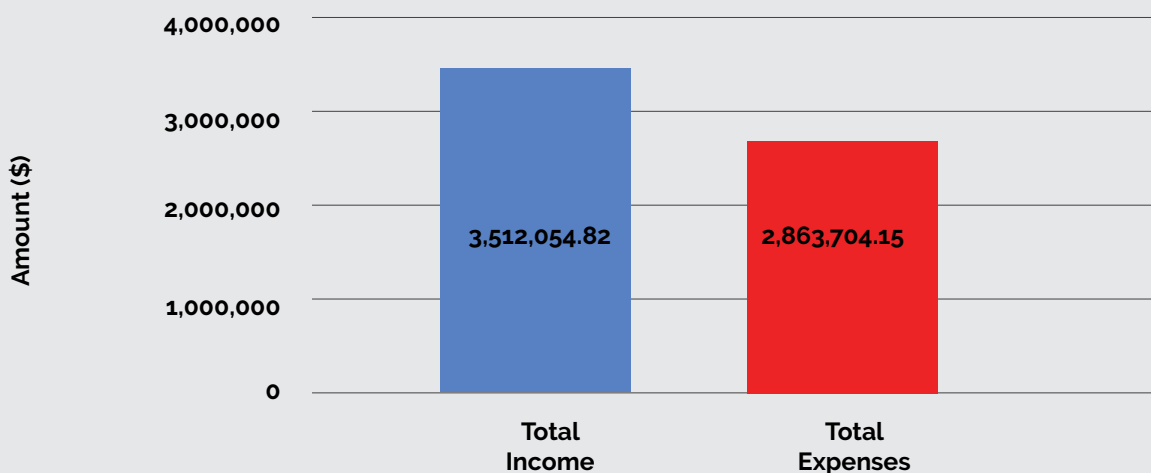
# Financial Overview

Sound financial management remained a critical enabler of programme delivery and organisational sustainability in 2025. Throughout the year, strengthened financial systems, disciplined budgeting, and proactive risk management ensured that resources were deployed efficiently, transparently, and in alignment with organisational priorities, supporting smooth programme delivery across regions. These improvements ensured stable programme delivery and reduced operational risk.

## Summary Financial Performance

During the year under review, the Finance function strengthened financial efficiency, transparency, and accountability across the organisation. Improved cash flow and working capital management enhanced liquidity planning and ensured the timely settlement of obligations, reducing operational disruptions and supporting consistent programme implementation. Strategic budgeting and tracking tools provided clearer visibility into budget performance, enabling stronger oversight and accountability for resource use. Automation of routine finance processes reduced manual errors, improved turnaround times, and allowed the finance team to focus on higher-value analysis and decision support. Enhanced regional transaction solutions further improved consistency and accuracy in financial reporting across countries.

### 2025 Income and Expenses



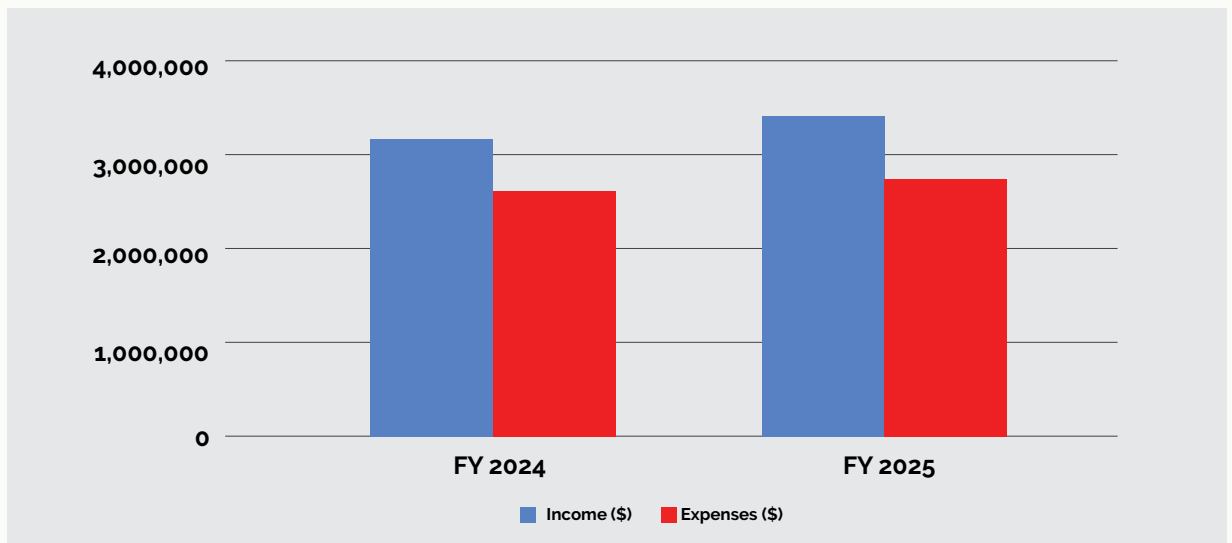
# Income Sources

Paradigm Initiative's income in 2025 was derived primarily from programme grants and institutional funding, complemented by investment income from our endowment fund. The Finance Department supported long-term sustainability by strengthening endowment management and achieving investment performance that exceeded annual targets. This diversified income approach reduced reliance on a single funding stream and enhanced financial

resilience and sustained continuity of programme implementation.



## 2024 VS 2025 Income & Expense Comparison



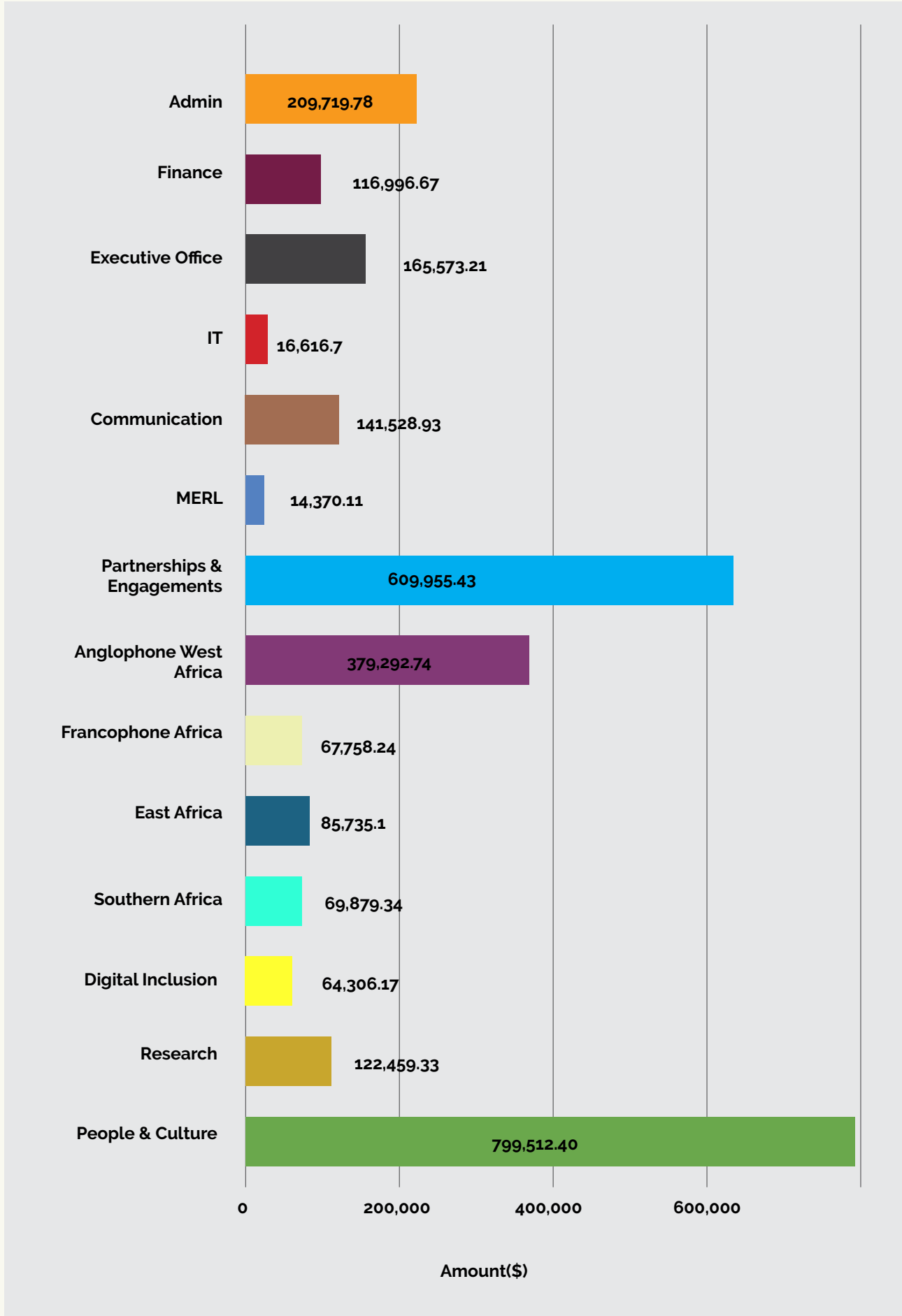
# Expenditure by Programme and Function

Expenditure in 2025 was guided by approved budgets and aligned with strategic priorities. Strengthened budget monitoring enabled programme and regional teams to track expenditure against allocations more clearly, reducing budget overruns and improving compliance with approval processes.

Tighter purchase controls, clearer approval thresholds, and improved documentation ensured that spending remained purposeful and cost-

effective. Where efficiencies were realised through improved cost control and procurement planning, savings were responsibly reallocated to support programme delivery without requiring additional funding. These practices ensured efficient use and maximised programme delivery within available funding.

Departmental expense breakdown



# Commitment to Transparency and Value for Money

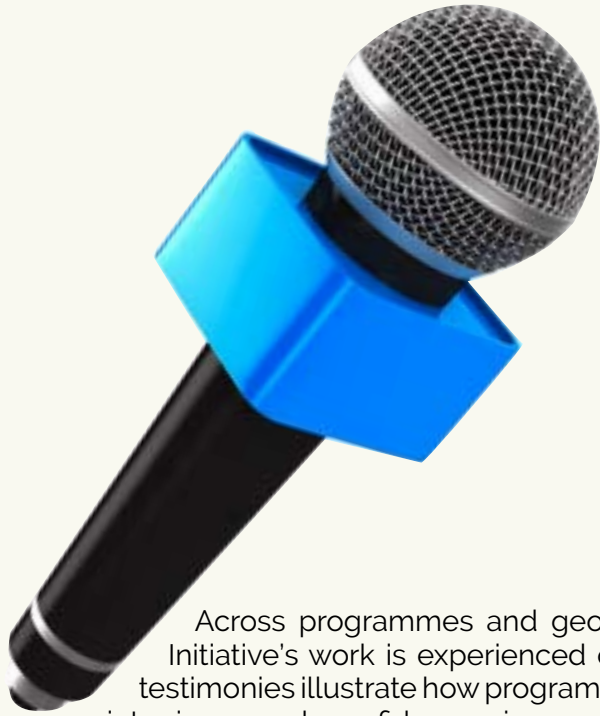
Transparency and accountability remained central to financial stewardship in 2025. The Finance Department strengthened internal and external reporting processes, successfully delivering all planned internal financial reports (11/11) and external donor reports (20/20) within required timelines. A total of 4,625 transactions were completed with full documentation and compliance, reflecting both scale and control in financial operations. Proactive preparation for external audits improved documentation quality and standardisation across regions, resulting in smoother audit processes with fewer adjustments. Clear, timely, and well-supported financial reports strengthened donor

confidence, reduced back-and-forth during grant close-out, and reinforced accountability across programme implementation. In response to inflationary pressures and international payment constraints, the organisation adopted flexible budgeting, diversified payment platforms, and enhanced procurement planning, containing costs while protecting critical programme activities. Collectively, these measures ensured that resources were used responsibly, risks were managed effectively, and every investment delivered maximum possible impact in pursuit of Paradigm Initiative's mission.

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## 2025 Funders List

- CS Fund
- Ford Foundation
- Google
- International Development Research Centre (IDRC)
- Internet Society Foundations
- Kingdom of the Netherlands
- Luminate
- MacArthur Foundation
- Meta
- Mott Foundation
- National Democratic Institute
- Open Society Foundations
- Tiktok
- Wellspring
- Wikimedia Foundation



# Voices from the Field

Across programmes and geographies, the voices captured in 2025 reflect how Paradigm Initiative's work is experienced on the ground, by learners, partners, staff, and fellows. These testimonies illustrate how programme participation in people-centred digital rights work translated into increased confidence, increased skills, shifted perspectives, and expanded professional engagement.

## Testimonials from Beneficiaries

For many beneficiaries, participation in Paradigm Initiative programmes marked a turning point in their understanding and engagement with the digital world. LIFE Legacy participants frequently described moving from uncertainty to confidence. One learner shared that the programme

impact on their aspirations, with one participant stating that

*"LIFE Legacy opened my eyes to careers and opportunities I didn't know existed."*

Participants in Digital Rights Academies and professional trainings echoed similar experiences. One attendee shared that

*"the sessions helped me understand laws and policies that affect my online rights,"* while another noted that *"I can now confidently explain digital rights issues to others in my community."*

For many, the value lay in applicability, with reflections such as

*"everything we learned was relevant to what we face every day online."*

These reflections illustrate practical learning outcomes and increased readiness to participate safely and effectively in digital environments.

*"helped me understand my digital rights and how to protect myself online,"* while another explained that *"before LIFE, I used the internet without thinking, but now I know how to be safe and responsible."*

Several participants emphasised the practical value of the training. As one beneficiary noted,

*"this programme did not just teach theory; it showed us how to apply digital skills in real life,"*

while another reflected that

*"I now feel confident using technology for learning and opportunities, not just for entertainment."*

Others highlighted the broader

“before LIFE, I used the internet without thinking, but now I know how to be safe and responsible”

# Reflections from Partners

“the team is always open to feedback and adjusts quickly to local realities,

Partners consistently spoke about the quality of collaboration and the value of co-creation. One partner described working with Paradigm Initiative as

*“a true partnership, not just an implementation arrangement,”* noting that *“our inputs were respected and reflected in programme design.”*

At DRIF25, partners highlighted the forum’s convening power. One reflected that

*“DRIF creates a rare space where civil society, government, and technical experts engage as equals.”*

while another noted that

*“the conversations here go beyond talk—they lead to real collaboration.”*

Media and training partners also pointed to PIN’s adaptability, with feedback such as

*“the team is always open to feedback and adjusts quickly to local realities,”* and *“working with PIN strengthens both capacity and trust.”*

These partnerships strengthened programme relevance, reach, and sustainability.

# Quotes from Staff and Fellows

“PIN does not shame people for speaking up, even when they critique hierarchy,

Internally, staff voices paint a picture of a mission-driven organisation with a strong culture of openness. One staff member reflected that

*“PIN does not shame people for speaking up, even when they critique hierarchy,”*

highlighting psychological safety and openness. Team members also acknowledged tangible support systems. As one person noted,

*“consistent payment of salaries on specified dates builds trust,”* while another emphasised that *“the organisation supports staff growth through learning and development opportunities.”*

Fellows from DRILL and DRIMP programmes described their experiences as transformative. One fellow shared that

*“the fellowship connected policy, technology, and human rights in a way that finally made sense for my work,”*

while another explained that

*“this programme gave me the confidence to speak in policy spaces I previously felt excluded from.”*

Others highlighted the value of peer learning, noting that

*“learning alongside practitioners from different countries broadened my perspective,”* and that *“the mentorship and feedback helped me refine my advocacy and research skills.”*

These organisational strengths contributed to effective programme delivery and sustained impact.

# Looking Ahead: 2026 and Beyond



As Paradigm Initiative advances into the next year of its **2024–2028 Strategic Management**

**Plan**, our focus will be on consolidating gains, strengthening institutional uptake, and scaling approaches that demonstrated effectiveness across Africa and the Global South. The organisation will continue to strengthen rights-respecting digital governance through sustained policy engagement, strategic litigation, and institutional capacity-building, ensuring that emerging laws and technologies in data protection, artificial intelligence, cybersecurity, and platform regulation protect fundamental rights and serve the public interest.

At the same time, PIN will expand inclusive digital access and skills development, with particular emphasis on young people, educators, women, and marginalised communities.

Flagship

initiatives such as LIFE Legacy and the Digital Rights On-Demand Learning (DROL) Platform will be refined and scaled to support employability, digital safety, and meaningful participation in the digital economy. Protecting digital civic space and information integrity will remain a priority, especially in electoral and high-risk contexts, through continued monitoring of internet shutdowns and online harms, and by supporting journalists and civil society actors.

Delivering these ambitions will depend on strong partnerships and sustainable systems. In line with the Strategic Management Plan (SMP), Paradigm Initiative will continue investing in organisational governance, leadership, people, learning systems, and financial resilience to support responsible growth. Funders, partners, and supporters can engage by investing in long-term, flexible support; co-creating programmes, research, and advocacy; and participating in PIN's networks and convenings. Together, these efforts will support sustained digital rights protection, expanded digital inclusion, and stronger digital governance systems across Africa and the Global South for the benefit of all.

# Our Supporters and Partners



Luminate



Kingdom of the Netherlands



Wellspring  
Philanthropic Fund



