



POLLCY

Strategic Plan

2024 - 2027

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About Pollicy

who we are

We're not your typical organisation – Pollicy is a feminist collective of technologists, data scientists, creatives, and academics who refuse to accept the digital status quo. We work at the intersection of data, design, and technology to craft better life experiences and advocate for truly just societies. Grounded in Africa, we believe data and technology can liberate rather than oppress when harnessed with care, creativity, and collective power.

Our research sparks conversations. Our training transforms how communities engage with technology. Our storytelling breaks through digital noise to impact opinions and policy. We've grown from upstart to trusted voice on data governance, digital rights, and feminist technology in Africa by blending intellectual rigor with artistic expression.

Make no mistake, our practice is anything but traditional. We breathe life into data through games, murals, animations, podcasts, and publications that challenge and delight. We meet people exactly where they are, whether in government offices or vibrant community street corners, building shared understanding around ethical data use that centres those traditionally pushed to the margins.



our afro-feminist approach

At Pollicy, Afro-feminism shapes everything we do. We define Afro-feminism as an African-centred framework that recognises the diversity of African women's lived experiences and seeks justice by ending oppression in all its forms, through the equal distribution of power.

We unapologetically believe:

- African women's realities must inform data and tech policy.
- The internet should be joyful, safe, and empowering for all.
- Community knowledge is valid, powerful, and political.
- Creativity and care are forms of resistance.

our theory of change

Our theory of change is rooted in co-creation and solidarity: that by centring marginalised voices in data and technology conversations, we can reshape systems to work better for everyone.

We believe:

1

If we strengthen the digital agency of women, girls, and historically marginalised groups through evidence-based research and movement building, then they will shape, own, and influence digital technologies that reflect their needs and drive systemic change.

2

If we expand equitable access to digital infrastructure and build awareness of data rights, then communities will exercise greater control over their data, challenge structural inequalities, and contribute to more just, people-centred data governance.

3

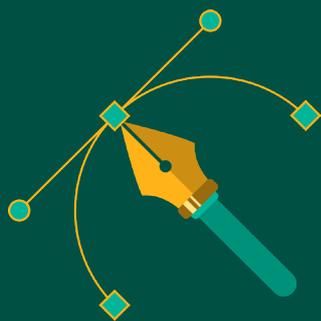
If we collaborate with African governments to strengthen data governance and promote gender-responsive data use, then public institutions will deliver services more transparently, efficiently and inclusively through evidence-informed policymaking that reflects the lived realities of all, especially women and historically marginalized groups.

Our strategy is a live knowledge product that aligns with and reflects the shape of our communities. These interconnected shifts form the foundation of our work in the 2024–2027 strategy.

what makes us unique

We are constantly striving to break out of the conventional categories and narrow boxes we're put into.

We are:



Creative - using art and design to communicate complex ideas.



Community-rooted - building relationships that prioritise mutual trust and respect.



Feminist - challenging patriarchal and extractive systems in data and tech.



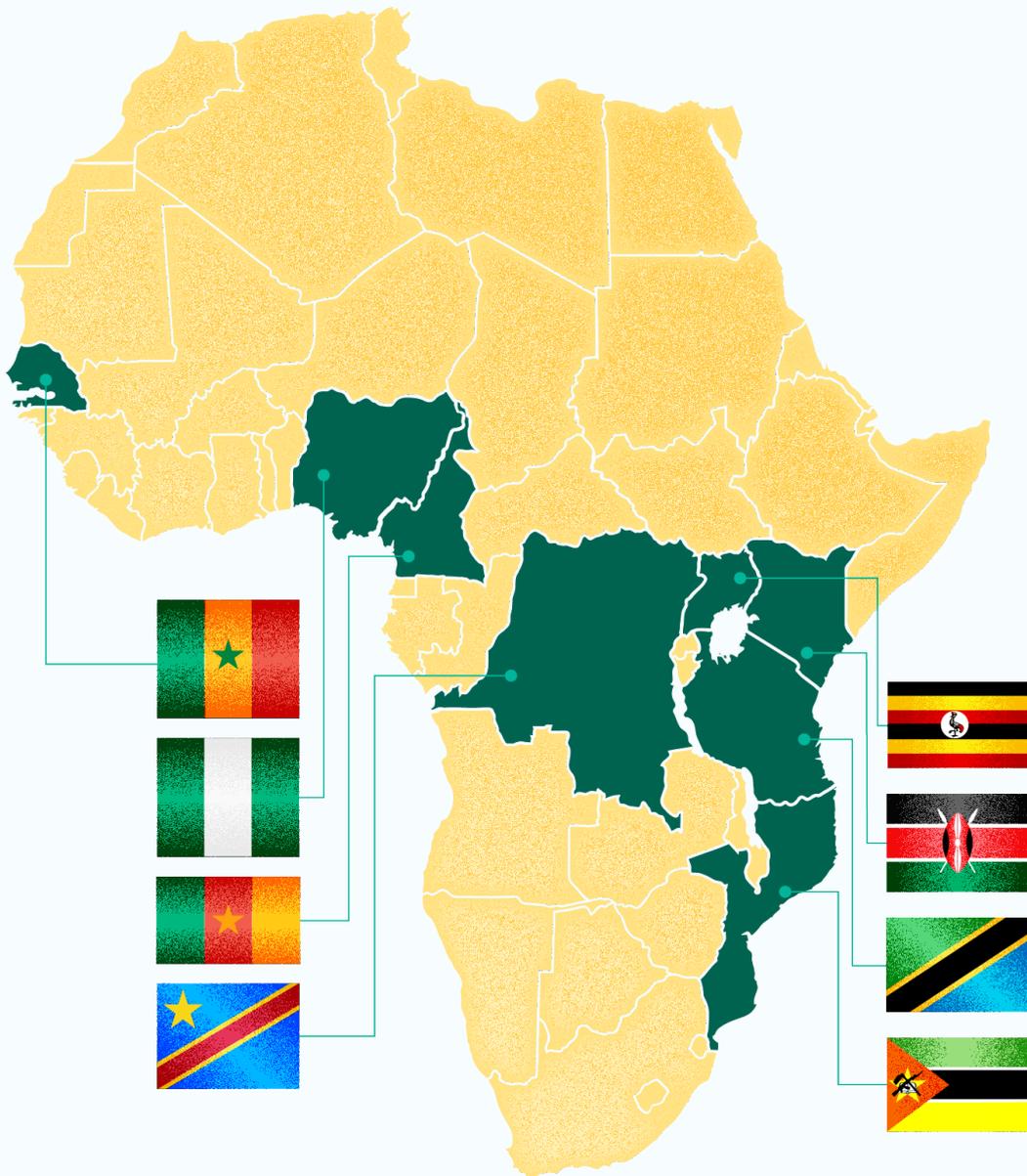
Pan-African - advancing a continent-wide vision for digital justice.



Bold - not afraid to ask difficult questions or challenge dominant narratives.

where we work

Pollicy's roots run deep within Africa, with branches reaching across regions and continents. As we grow, we remain fiercely intentional about where and how we work, prioritising depth, impact, and community-grounded practice over rapid expansion.



Geographic Focus

Our core programming continues in **East and West Africa**, where we have deep partnerships and contextual expertise.

We are:

- Deepening our presence in Uganda, Nigeria, and Kenya
- Supporting partners in Senegal, Cameroon, Tanzania, the DRC and Mozambique
- Exploring strategic bridges across Southern and Central Africa

We also engage selectively in global and pan-African advocacy spaces, especially where voices of African women and other marginalized groups are underrepresented in data and digital governance.

Criteria for Expansion

We assess new opportunities through a feminist lens that prioritises equity and relationships.

We ask:

- Does this align with our values and strategic goals?
- Is there a clear community need or local demand?
- Do we have the capacity to engage ethically and sustainably?
- Can we build trusted and reciprocal partnerships on the ground?

Scaling with Integrity

Policy's growth is guided by intention, not ambition.

We commit to:

- Prioritising depth and quality over reach and volume
- Avoiding extractive, one-off engagements
- Allocating time and resources to listen before acting
- Co-creating solutions with community partners

This grounded approach ensures we remain accountable, feminist, and values-driven wherever we work.



Vision & Mission

our context

The world is witnessing an accelerating digital transformation that is reshaping economies, governance, and society at large. However, this transformation has also brought about complex challenges, from widespread disinformation and increasing surveillance, to algorithmic bias and the shrinking of civic space online. Globally, digital rights are under threat, with authoritarian governments weaponising data and technology to suppress dissent, and corporate interests continuing to extract value with limited accountability.

For Africa, these issues are compounded by infrastructural gaps, weak regulatory environments, and ongoing colonial legacies embedded in digital systems. Digital exclusion remains a pressing issue, especially for women, youth, and rural communities. At the same time, the continent faces a critical moment of opportunity: to shape a future where digital tools support liberation, amplify community voices, and redistribute power rather than entrench inequality.

Pollicy's mission sits firmly within this context. We recognise that the global struggle for digital rights must be grounded in local realities and led by those most affected. Our work is to ensure that Africa is defining its digital future on its own terms.



our vision

The efficient, ethical and equitable use of data by all.

A just and inclusive digital future where everyone, especially women and historically marginalised communities, can shape, access, and benefit from ethical and equitable data systems. We envision a world in which data and technology are used to strengthen, not harm, communities, where power is shared, people are centred, and digital rights are realised.



our mission

To advance how data is conceptualised, used and reproduced for the development of just societies.

We promote data justice by supporting communities to engage with technology on their own terms and advocating for transformative, people-first governance. Through research, policy influence, digital storytelling, and capacity building, we aim to reshape the systems that determine whose voices are heard, whose rights are protected, and whose knowledge counts.

Strategic Priorities

Over the next three years, Pollicy will focus on three mutually reinforcing strategic priorities. Together, they define how we will contribute to a more just, inclusive and feminist digital ecosystem across Africa, while strengthening our internal foundation for sustained impact.

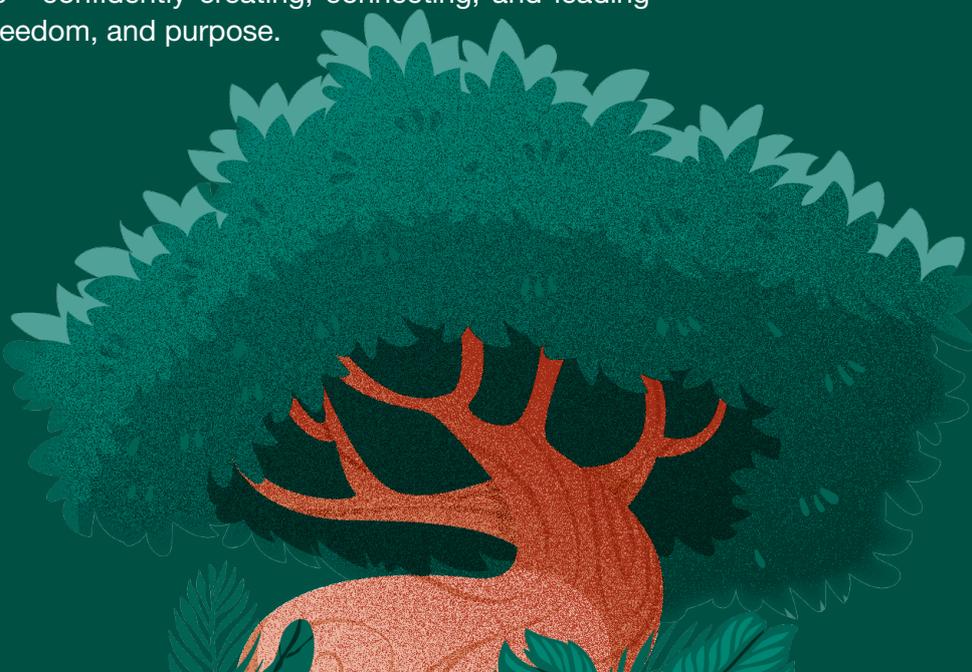
a safe & joyful internet

We refuse to accept an internet built for surveillance, extraction and division. We want the internet to be a place of connection, creation, and liberation, especially for women, girls, and historically marginalised groups who face the most hostile online experiences. Yet, structural inequalities, online violence, and barriers to access continue to limit who gets to participate fully and safely.

We will:

- Champion policies and platforms that protect digital safety and promote freedom from online gender-based violence (OGBV), working with tech companies, policymakers, and communities to create safer online spaces.
- Expand data rights literacy and empower people with the tools and knowledge to understand, protect, and advocate for their digital rights, including ownership and consent.
- Nurture strong, intersectional feminist digital communities and movements that resist online harms, share resources, and build collective power.

Outcome: Women and marginalised groups are empowered to fully claim digital spaces - confidently creating, connecting, and leading online with safety, freedom, and purpose.



data policy & African governments

We work to influence how data is governed across African institutions. Public data systems must reflect public values, especially equity, transparency, and justice.

We will:

- Collaborate with governments to embed data-driven decision-making into public policy, ensuring that insights from evidence shape inclusive and effective governance.
- Strengthen institutional capacity by providing technical support, training, and tools that help governments integrate gender-sensitive and equity-focused data practices.
- Advocate for and support the adoption of Pollicy's frameworks on responsible and inclusive data governance, offering guidance rooted in feminist and Afrocentric values.
- Advance the development and adoption of public interest technologies that align with community needs and amplify the voices of women and historically marginalised groups, ensuring technology serves the public good.

Outcome: African governments adopt and implement stronger, more inclusive data policies that centre the needs of citizens and protect their rights.



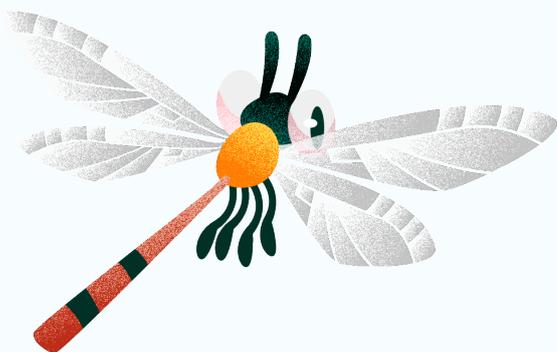
strengthening pollicy

Our impact depends on our people, systems, and culture. To sustain our momentum and amplify our influence, we must continue to evolve as a vibrant, values-driven, and resilient organization.

We will:

- Strengthen governance, leadership, and operational systems
- Build a high-trust, feminist organisational culture
- Diversify funding and build financial resilience
- Improve internal communications and team alignment
- Invest in staff development and wellbeing

Outcome: Pollicy operates with excellence, creativity, and sustainability, in turn, delivering on our mission and supporting our team to thrive.



How We Work

At Pollicy, how we work is just as important as what we do. Our approach rejects traditional development frameworks in favour of feminist values, creative expression, and community-centered practice. We forge meaningful relationships, challenge dominant narratives, and amplify local knowledge to catalyse systemic change.

our role in the ecosystem

Pollicy plays a unique and trusted role in Africa's digital ecosystem. Our strength lies in bridging stakeholders, i.e. governments, communities, civil society, innovators, and creatives, through storytelling, research, and co-creation. We bring fresh energy and avoid becoming "too NGO-y" by staying nimble, experimental, and radically collaborative.

We project power through media, art, and public commentary, using our platform to push feminist and decolonial approaches to data. Beyond rigorous evidence, our work further builds on emotion, experience, and bold imagination.

community-centred co-creation

We believe in designing with—not for—communities. Our work is rooted in deep engagement with women, youth, gender diverse people, persons with disabilities, and others who are often excluded from digital spaces and data governance. We co-create tools, policies, and campaigns through participatory research, workshops, and storytelling.

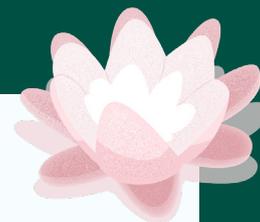
We are developing a community engagement framework that sets expectations for collaboration, data ethics, and long-term partnership. Community voices go beyond just informing our work, they fully shape it.

research with purpose

Our research combines intellectual rigour with accessibility. We use feminist, mixed-methods approaches to explore the lived impacts of data and technology, and translate our findings into tangible tools like guides, visuals, podcasts, and policy briefs that spark change.

art, media, & activism

Art is central to Pollicy's identity. We use murals, games, zines, animations, and performances to make data tangible, shift norms, and stir imaginations. Our media strategy amplifies community stories and connects local experiences to global debates.



The Afrofeminist Data Museum

The Museum was inspired by the need to decolonize digital archiving and representation to centre and amplify the historical role that African women have played in data and technology innovation. It was the first African curated critical tool that brought the digital to the person through creative engagement with data and technology through art and tech tools for reflection, dialogue and cultural immersion. During DataFest 2024, it became a space for creative expression, enhanced engagement with issues of data and tech and most importantly a pan African space for immortalizing the gains and strides of African women in data and technology.

We are scaling our media work across three tracks:

- **Brand building:** Thought leadership and public commentary on tech, feminism, and governance
- **Campaigning:** Strategic media to influence public opinion and policy
- **Storytelling:** Sharing powerful narratives from our partners and beneficiaries

capacity building

We equip civil society, governments, and communities with the knowledge and skills to engage critically with data. Through our flagship training programmes such as DataFest Africa, Data Ladies, and Data Clubs, we strengthen networks of data-literate change agents across the continent.

policy & digital advocacy

Pollicy combines rigorous research with creative communication to influence just, inclusive, and community-led digital policy. We collaborate with governments, multilateral bodies, and civil society to co-create frameworks that protect digital rights, promote data equity, and prioritise the public good. Our advocacy is both evidence-based and values-driven, ensuring our policy recommendations are grounded in lived realities and feminist analysis.

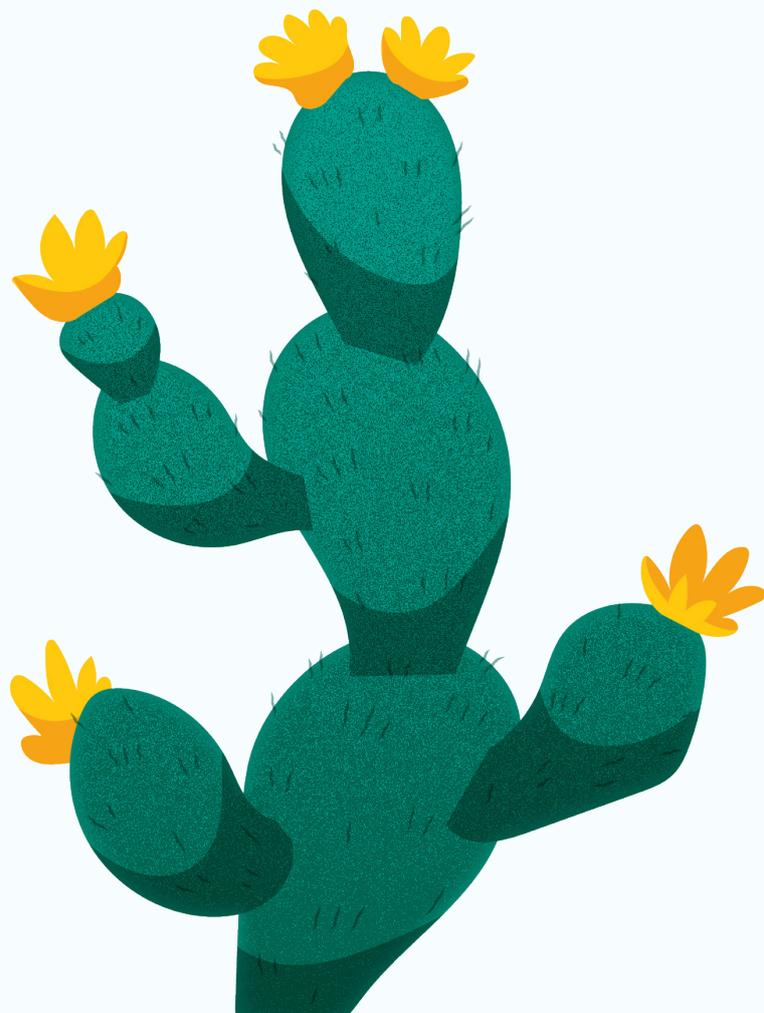
At the same time, Pollicy is evolving into a vibrant, hybrid collective space—connecting people both online and in person. Our digital engagement strategy supports our advocacy, capacity building, and movement-strengthening goals. We continue to experiment with formats that invite dialogue, creativity, and connection, ensuring our platforms reflect our values and elevate community voices. Through this dual approach, policy influence and digital presence, we aim to shape the future of data and tech across Africa.

feminist MEAL (monitoring, evaluation, accountability & learning)

We practise what we call FMEAL: a feminist approach to measuring and learning that prioritises power analysis, accountability, and participation. It helps us track our impact, remain flexible, and learn from our successes and challenges.

Our Commitments:

- **Care over speed:** We prioritise thoughtful, ethical processes over rushed deliverables.
- **Accessibility over jargon:** We communicate clearly and creatively, avoiding elitist language.
- **Solidarity over saviourism:** We partner with humility and in mutual respect.
- **Joy over burnout:** We believe fun and collective care are essential to feminist organising.
- **Boldness over conformity:** We stay fresh, sharp, and unapologetically political in a rapidly changing ecosystem.



Operational Evolution

To support our strategic priorities and scale our impact sustainably, Pollicy is investing in the evolution of our internal operations. Our goal is to grow as a resilient, well-resourced, and values-aligned organisation that centres care, transparency, and collective leadership.

strengthening systems & structures

We are strengthening our systems and structures to deliver our work with greater clarity, accountability, and alignment to our mission. This includes improving governance practices, refining organisational decision-making processes, and upgrading financial, procurement and operations systems for efficiency and transparency. We are also building more robust HR, administrative, and digital infrastructure to support hybrid and distributed ways of working. We're strengthening our systems and structures to deliver our work with greater clarity, accountability, and alignment to our mission.

investing in people

Our team is our greatest asset. We are embedding feminist leadership and collective care into every aspect of our culture. We are creating clear growth pathways that recognize diverse forms of expertise, investing in mentorship that challenges traditional hierarchies, and building specialised skills in media influence, policy advocacy, and creative campaigning. We recognise that joy, rest, and reflection aren't luxuries but necessities for sustained impact, which is why we're making wellbeing a non-negotiable priority across Pollicy.



Putting People at the Centre

To strengthen our internal systems, we developed a draft compensation framework to promote transparency, fairness, and alignment across roles. This was accompanied by a full revision of our HR manual and the introduction of a clear, accessible employee handbook, tools designed to better reflect our organisational values, support staff across locations, and ensure everyone has a shared understanding of their rights, responsibilities, and growth pathways.

internal communication & learning

To build a transparent and learning-driven culture, we are deepening internal communications and fostering greater team alignment. We aim to encourage open dialogue, peer support, and cross-team collaboration, while integrating our Feminist Monitoring, Evaluation, Accountability and Learning (FMEAL) practices into everyday workflows.

resourcing for impact

Sustainability also depends on resourcing. We are diversifying our fundraising strategy to include long-term, values-aligned partnerships and unrestricted or multi-year funding. We will strengthen our systems for donor reporting, impact storytelling, and resource tracking, including improved tools to visualise growth and measure progress.

staying nimble & bold

As we evolve, we will remain reflective, bold, and nimble, ensuring that our internal foundations support the scale and ambition of our vision for change. This means remaining open to experimentation and iteration, resisting rigidity in how we operate, and staying close to our creative and community-centred roots. We will foster a culture that values agility, responsiveness, and calculated risk-taking, while being deeply anchored in feminist ethics and political clarity.

We will continue to be vocal in spaces where our voice matters, bring unconventional approaches to the fore, and stay connected to the edges of innovation, whether through new storytelling methods, emerging technology platforms, or radical research ideas. This adaptability will not be reactionary, but intentional: rooted in learning, informed by evidence, and powered by our community's needs and visions for the future.

Learning & Looking Ahead



We recognise that strategy is not a fixed map but a living guide. We are committed to being a learning organisation. As we implement this plan, Pollicy is committed to continuous learning, reflection, and adaptation.

embedding feminist learning

We will deepen our use of Feminist Monitoring, Evaluation, Accountability and Learning (FMEAL) to examine not just what we achieve, but how we work. We will ask tough questions about power, participation, and care, and share what we learn with others in the ecosystem. Our learning processes will be collaborative, iterative, and community-informed.

building feedback loops

We are building structured feedback channels across our work with communities, partners, and team members. These mechanisms will allow us to identify gaps, adapt in real time, and respond thoughtfully to emerging opportunities and risks. They will also help us celebrate progress and recognise the value of slow, deep, and meaningful work. Feedback will be prioritised from those most affected by data and tech policies, ensuring that our learning remains grounded, inclusive, and accountable to the communities we serve.

documenting & sharing insights

We will actively document our learning through research reflections, creative storytelling, internal reviews, and partner convenings. These insights will shape our own work as well as contribute to wider feminist tech and data justice movements.





The Algorithm has a Face

At the fringes of Datafest Africa, Pollicy and partners flipped the script by bringing the margins to the centre. In an unconventional roundtable, parliamentarians, tech workers, and gender rights activists came together to confront a critical disconnect: tech laws are often made without those most affected in the room.

One platform worker put it plainly: the algorithm is her boss, except that this boss never sleeps, never listens, never makes exceptions and definitely never explains their rationale. Her words cut through the noise, reminding policymakers that beyond writing code into law, they are shaping real lives.

This convening was just part of the broader push that's needed to democratize digital policy making and governance, especially as many African countries race to pass data protection laws, regulate online speech, and define the future of work. So, we ask, who gets to shape tech policy? Whose realities are centred?

Women gig workers shared raw stories of exploitation, algorithmic control, and abuse, backed by Pollicy's data on digital labour. The ripple effect was immediate. This moment now anchors our broader push for tech governance that's inclusive, grounded in lived experience, and rooted in African realities rather than abstraction.

staying future-focused

The world of technology is shifting rapidly, often in ways that outpace policy and public understanding. Emerging trends in artificial intelligence, surveillance, misinformation, and digital economies are already shaping the contours of our civic spaces, economies, and personal lives, particularly in Africa, where the impacts are often under-analysed and over-felt.

To meet these challenges, Pollicy is committed to being proactive, not just reactive, in how we engage with the future. We will continue to scan the horizon for shifts in the tech landscape, advocate for policies that protect rights and promote equity, and adapt our tools and methods to meet the moment. This work will require anticipation, flexibility, and imagination. As we look ahead, we will act with humility, care, and a fierce commitment to justice.

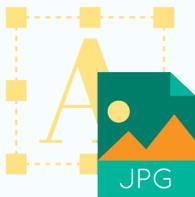
Our Core Values

Pollicy's work is guided by a strong set of values that anchor our vision, shape our everyday actions, and connect us with the communities we serve. These values are both a reflection of who we are and a compass for where we're going.



Feminism

We believe in the full equality of all genders. Our work is grounded in a feminist ethos that seeks to dismantle systems of oppression and advance gender equity. We hold ourselves accountable to a clear theory of change, and we regularly assess whether our work genuinely serves the communities we collaborate with.



Creativity

We make data joyful. By embracing creative approaches such as art, games, storytelling, and design, we demystify complex issues and make information accessible, engaging, and relatable. Creativity is how we connect, communicate, and build power.



Openness

We operate with transparency in all that we do. This means sharing our data, building open-source tools, and maintaining honest, respectful relationships with partners and communities.



Responsiveness

We remain alert and adaptive to the realities of our time. From shifting technologies to political movements, we stay responsive to emerging challenges and opportunities, while staying true to our mission.



Collaboration

We know that meaningful change happens together. We cultivate partnerships that are grounded in shared values, mutual respect, and a commitment to strengthening Africa's data and digital ecosystems.



Shared Leadership

We honour the expertise of every member of our team. Leadership is not held by one, but shared across roles, experiences, and perspectives. We empower one another to grow, lead, and shape the direction of our work.



Intersectionality

We understand that systems of oppression overlap and compound. Our work intentionally considers how race, gender, class, ability, and other identities intersect, and we prioritise social justice and equity in everything we do.



Inclusivity and Safety

We embrace difference and create spaces where everyone feels seen, respected, and valued. Our culture encourages authenticity and actively works against exclusion. Everyone should feel safe to bring their full selves to this work.

POLLICY

