

# FIVE-YEAR REVIEW 2017-2022



WORKING FOR  
POSITIVE SOCIAL  
CHANGE



**ALT Advisory**  
**Five-Year Review: 2017-2022**  
**Working for Positive Social Change**

1 July 2022

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ALT Advisory and Power Singh Inc. are thankful to our past and current team members, clients, funders, family, friends, service providers, and partners for all of the support over the past five years. We could not have done it without you.

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We are especially thankful to:

**:// Current team members:** **Tara Davis** (Senior Associate, 2020-), **Murray Hunter** (Senior Associate and Head of Special Projects, 2021-), **S'lindile Khumalo** (Associate, 2021-), **Siphathisiwe Mncube** (Part-Time Office Support, 2021-), **Kwazi Nwana** (Technology and Design Officer, 2019-), **Michael Power** (Coordinating Director and Co-Founder, 2017-), **Tina Power** (Senior Associate, 2020-), **Jessie Rashid** (Office Manager, 2018-), **Wendy Trott** (Senior Associate, 2020-), **Décio Tsandzana** (Consultant, 2020-), and **Zahra Abba Omar** (Fellow, 2022).

and

**:// Former team members:** **Avani Singh** (Director and Co-Founder, 2017-21), **Mila Cook** (ALT Advisory Consultant, 2019-20), **Brynne Guthrie** (ALT Advisory Policy Fellow, 2019), **John Paul Ongeso** (ALT Advisory Senior Researcher, 2019), **Marianne Holbrook** (Power Singh Inc. Intern, 2019), **Justin Bryant** (ALT Advisory Intern, 2019), **Rumbidzai Mawela** (ALT Advisory Intern, 2019), **Tshepiso Hadebe** (Power Singh Inc. Intern, 2020), **Muchengeti Hwacha** (Power Singh Inc. Intern, 2020), **Adesuyi Daramola** (ALT Advisory Intern, 2021), and **Vuyani Ndzishe** (Power Singh Inc. Intern, 2021).

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Applied Law & Technology (Pty) Ltd (t/a **ALT Advisory**) is a private company registered in the Republic of South Africa (2017/145368/07). **Power Singh Inc.** is a law firm registered with the Legal Practice Council (F18433), and a personal liability company registered in the Republic of South Africa (2018/071686/21).



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## // EXECUTIVE SUMMARY

### A brief history

In 2016, initial conversations around the development of a sustainable public interest organisation started between two public interest lawyers, Michael Power and Avani Singh, who would later co-found ALT Advisory and Power Singh Inc. ALT Africa, which was later renamed ALT Advisory, started operating as a two-person team on 1 July 2017 and was established to test the collective impact of policy development, law reform, research, and strategic litigation in affecting positive change in South Africa, and around the African continent. Power Singh Inc. started operating a year later on 1 July 2018 to enable the vision of strategic and test case litigation, and to develop the private-public interest law model.

The primary mission of ALT Advisory and Power Singh Inc. was to play a part in fostering constitutionalism and protecting and promoting fundamental rights, while not replicating the work of pre-existing public interest law organisations or unduly constraining civil society resources. The firms were also established to be non-donor reliant and self-sustaining by offering income-generating services.

Over the past five years, ALT Advisory and Power Singh Inc. have continued to grow and develop their service offerings and impact, and now constitute a collective of public interest lawyers, researchers, and technologists working for positive social change.

### The Organisations

From the initial two-person team, ALT Advisory has grown into a diversified public interest advisory and research firm which questions convention and works for positive social change in Africa, and around the world. Power Singh Inc. is now a self-standing public interest law firm seeking to ensure public and private sector accountability and the full realisation of fundamental rights and freedoms.

Collectively, the Organisations have a vision of inclusive and empowering societies in which fundamental rights are protected and promoted on- and offline, meaningful activism is fully

enabled, and civic participation leads to sustainable positive change.

In all of our work, present team members seek to continue to develop the private-public interest law model and are guided by Vision X. and the eight-core principles of the Organisations.

### Client value

From initially focusing only on substantive advisory and research-based outputs, the Organisations now provide a comprehensive and diversified full-service offering across the value chain, which includes supporting clients from their inception, through their development and substantive engagement, and into their communications and branding, across a variety of practice areas. The Organisations now provide holistic and meaningful services to clients, throughout their life cycle, and act as genuine partners for development, engagement, and activism in South Africa, Africa, and around the world.

ALT Advisory operates across four practice areas and offers 34 services, and Power Singh Inc. operates within twelve practice areas and offers twelve legal services. Since 2017, ALT Advisory has completed **134** projects across **24** jurisdictions, and Power Singh Inc. has completed **45** projects and cases which include law reform, litigation, and regulatory compliance. ALT Advisory currently has **30** active projects and Power Singh Inc. currently has **32** cases and instructions.

Our client base over the past five years has included, among others, individuals, journalists and activists, start-ups, companies, academic institutions, philanthropic institutions, domestic, regional, and international civil society organisations, networks, national human rights institutions, and regional and international mechanisms.

### Public interest value

Acting in pursuance of the public interest, and in support of our communities, remains the primary objective of the Organisations. In doing so we have stayed true to

our founding objectives, and we continue to act in accordance with our public interest test and our non-violence principle in both our “client-led” and “firm-led” work.

Over the past five years, we have produced over **85 public interest research outputs**, and we have engaged in strategic litigation and law reform throughout South Africa, and around the world. As a result of the private-public interest law model, we have been able to offer **pro bono legal support in 23 matters**, and we are currently working on **twelve strategic litigation cases**.

We have also launched **six Special Projects** which enable us to engage in advocacy and activism where we don’t have client instructions, and where we see a need for positive social change, and we continue to be socially responsible actors and engage with our communities through various initiatives.

### Learning and impact

In setting out to test the impact of policy development, law reform, research, and strategic litigation in affecting positive change in South Africa, Africa, and around the world, measuring the material impact of our work has always been a central practice within both ALT Advisory and Power Singh Inc, as has the distribution of information and knowledge – which includes the publication of over **270 advisory notes, case notes, and insights** over the past five years.

We have increasingly systematised and developed the ways in which we measure our impact. This has culminated in the introduction of our Learning and Impact (**L&I**) Framework, which documents a series of outcomes from which we can learn, promote active reflection, and increase our efficiency. While the social nature of our work and its public interest objectives will often rely on stories, we continue to strive to enhance our understanding of our impact, learn from our success, and overcome our challenges to ensure that we truly meet our public interest objectives and ideals.

### Staff and team culture

Our staff and our culture are the most important part of our operations. It is the bedrock on which everything that we do

is based. From what was initially a two-person team, we have grown into a ten-person collective of public interest lawyers, researchers, and technologists with diverse and complementary skill sets, united in a common public interest vision. Our view has always been that if we are to meet our public interest objectives, we must do so with compassion, understanding, and kindness, and that we are more impactful as a collective.

Over the past five years, the ALT Advisory continuing education programme has **provided over R200 000** to fund staff studying towards bachelor’s and master’s degrees, and the study of new languages.

### Financial value and sustainability

Over the past five years, ALT Advisory and Power Singh Inc. have seen year-on-year growth, and we continue to responsibly manage our finances. We maintain accurate and up-to-date accounting records and financial statements, supported by our partner auditing firm, Nolands. We have also paid attention to ensuring that team members are properly compensated for their work, within a 1:5 ratio in terms of net salary parity between the highest and the lowest team members. In terms of sustainability and in order to promote the private-public interest law model, we operate a reserve fund, an investment fund, and the ALT Advisory Public Interest Fund.

### The path forward

Going forward, and in the short- to medium-term, we intend to scale for impact, develop an affiliate model and foster civic participation, establish climate justice and social entrepreneurship divisions, and create opportunities. In the longer term, we intend to enhance our impact, sustainability, and reach, and ensure collective ownership of the Organisations.

We look forward to the future, and we remain truly grateful to our past and current team members, clients, funders, family, friends, service providers, and partners for all of the support over the past five years. We could not have done it without you!

ENDS.

## // THE CURRENT TEAM

### JOHANNESBURG, SOUTH AFRICA (8)



**Michael Power**  
Coordinating Director /  
Co-Founder  
2017-



**Jessie Rashid**  
Office Manager  
2018-



**Kwazi Nwana**  
Design / Technology  
Officer  
2019-



**Tina Power**  
Senior Associate  
2020-



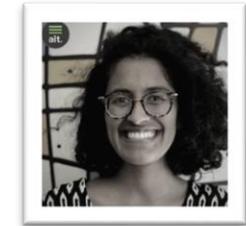
**Wendy Trott**  
Senior Associate  
2020-



**S'lindile Khumalo**  
Associate  
2021-



**Siphathisiwe Mncube**  
Office Support  
2021-



**Zahra Abba Omar**  
Tech Rights Fellow  
2022

### CAPE TOWN, SOUTH AFRICA (2)



**Tara Davis**  
Senior Associate  
2020-



**Murray Hunter**  
Senior Associate / Head of  
Special Projects  
2021-

### MAPUTO, MOZAMBIQUE (1)



**Dércio Tsanzana**  
Independent Consultant  
2020-

## // MESSAGE FROM THE DIRECTOR

Five years ago, Avani Singh and I set out to create a sustainable public interest organisation that focused on public law and information rights, was able to generate its own income, and which would test the collective impact of policy development, law reform, research, and strategic litigation in affecting positive change in South Africa, and around the African continent.

Our primary mission was to play our part in fostering constitutionalism and protecting and promoting fundamental rights, while not replicating the work of pre-existing civil society organisations or unduly constraining civil society resources.

We were both in our early thirties, had two months' worth of savings, no funding commitments, and neither of us had any experience in starting an organisation or running a business. We didn't have a traditional business plan and we had no idea how to find clients.

Since then, ALT Advisory and Power Singh Inc. have grown from a two-person team into a collective of public interest lawyers, researchers, and technologists who work across Africa, and around the world. With each new addition to our team, we have expanded our service offering and developed our culture, ensuring that we stay true to our public interest objectives and ideals. I remain in awe at the quality of people that elect to associate with ALT Advisory and Power Singh Inc., and I am immensely thankful to our team for their professionalism, consistency, and kindness.

As we grow, we will continue to develop our service offerings and ensure our sustainability, we will continue to seek to better understand the impact of our work and our role in protecting and promoting fundamental rights, and we will continue to support the work of public interest actors who pursue positive social change. We will do all of this with compassion and conscience.

Simply, we will continue to work towards protecting and promoting the public interest and supporting our communities, wherever we may be needed.

With warmth and kindness,



**Michael Power**  
Coordinating Director  
ALT Advisory and Power Singh Inc.  
Rosebank, Johannesburg  
1 July 2022



## // A BRIEF HISTORY

- Initial conversations around the establishment of a sustainable public interest organisation focusing on public law and information rights started in 2016.
- ALT Advisory officially started operating on 1 July 2017 as a two-person team, with Power Singh Inc. commencing operations on 1 July 2018.
- Over the past five years, the Organisations have continued to grow and develop their service offerings and impact, and now constitute a collective of public interest lawyers, researchers, and technologists working for positive social change.

### The early days



In April 2016, the future co-founders of ALT Advisory and Power Singh Inc., Michael Power and Avani Singh, met at Lamin Lodge on the banks of the Gambia River during the 58<sup>th</sup> Ordinary Session of the African Commission on Human and Peoples Rights to discuss establishing a multifaceted and sustainable public interest organisation (PIO). The envisaged organisation would focus on policy development, law reform, research, and strategic litigation in the areas of privacy, freedom of expression, and access to information, which were collectively referred to as “information rights”. In the view of the co-founders, information

rights were underserved and presented emerging human rights questions and spaces for engagement and activism. To foster sustainability and longevity, the envisaged organisation was to operate independently of donor funding and be in a position to generate its own income.

At RightsCon, Brussels on 28 March 2017, the two public interest lawyers met again at Delirium Café and formally agreed to establish the PIO which was referred to as ALT, and which was later registered as Applied Law and Technology (Pty) Ltd. The co-founders focused their initial efforts on establishing an advisory firm that assisted and supported CSOs and regional mechanisms with advisory and research support in the areas of public law, information rights, and data privacy.

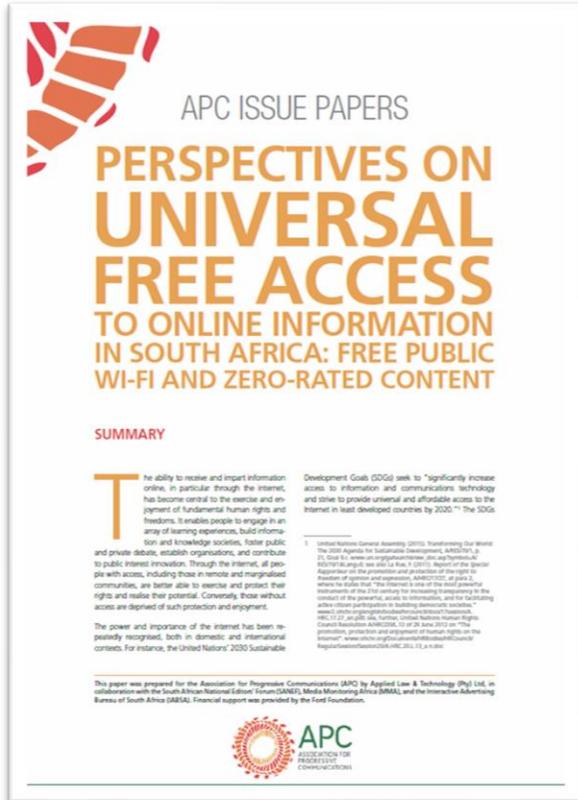
The co-founders pieced together a modest service offering, developed a website, and started sending out expressions of interest and meeting with whoever they could within their networks. ALT Africa, which would later be renamed ALT Advisory, officially started operating on 1 July 2017. At its inception, ALT Advisory secured a research contract from the Association for Progressive Communications (APC), a six-month advisory contract to develop a framework document for the African Union Commission, and a consulting agreement to provide project management support to the International Network of Civil Liberties Organisations (INCLO).

**“The envisaged organisation would focus on policy development, law reform, research, and strategic litigation”**

During the course of its first year, ALT Advisory managed to secure further advisory and research contracts, and the co-founders turned to establishing internal systems and developing ALT Advisory’s service offerings to include training and regulatory compliance services. To further establish what was called the private-public interest law model, and in order to offer strategic litigation services, the co-founders launched Power Singh Inc., a registered law firm, on 1 July 2018. Working in association with ALT Advisory, Power Singh Inc. was established

to engage in strategic and test case litigation to complement ALT Advisory's services.

In operationalising the private-public interest law model, a percentage of profits in ALT Advisory



were (and still are) channelled to the ALT Advisory Public Interest Fund (PIF) which, in turn, partially funded the operations of Power Singh Inc. and enabled the firm to offer *pro bono* legal support, where necessary. In essence, the "self-funding" model was premised on ALT Advisory allocating financial support and staff resources to Power Singh Inc., which mitigated donor-reliance and was envisaged to ensure that Power Singh Inc. could commit to and withstand medium- to long-term *pro bono* strategic and test case litigation against well-resourced actors.

Shortly after its launch, Power Singh Inc. received its first *pro bono* instruction and successfully opposed an urgent application in the Mahikeng High Court, which sought to prevent lawful protest action outside a mine in Marikana on 16 August 2018, the sixth anniversary of the Marikana Massacre.

## Organisational growth

Since the establishment of ALT Advisory and Power Singh Inc., both Organisations continue to grow and are now staffed by a committed team of diverse experts working for positive change in Africa, and around the world.

The service offerings of the firms have also expanded to offer further substantive services in the areas of, among others, gender-based violence, equality and inclusion, education, environmental law, and labour migration. Additionally, two new divisions have been established: **ALT Design**, which offers communications and digital design support services to CSOs, including website development and online presence management, and **ALT Impact**, which offers organisational development, strategic guidance, and fundraising support services.

Thankfully, the COVID-19 pandemic had limited direct operational impact on the Organisations. However, we took extensive measures to support one another through the multiple lockdowns and the broader pandemic.



A BRIEF HISTORY OF

# ALT ADVISORY AND POWER SINGH INC.



1 JULY 2017

ALT Advisory officially starts operating from the Full Stop Cafe in Johannesburg



27 MARCH 2017

The co-founders officially agree to establish a public interest organisation during RightsCon, Brussels



SEPTEMBER 2017

ALT Advisory completes its first research project for the Association for Progressive Communications

FEBRUARY 2018

ALT Advisory moves into its first formal office space at 20 Baker Street, Rosebank

1 JULY 2018

Power Singh Inc. launches



16 AUGUST 2018

Power Singh Inc. successfully opposes its first urgent application

1 JANUARY 2019

ALT Advisory hires its first Associate

JANUARY 2020

ALT Design officially launches



JULY 2021

ALT Impact officially launches



12 MAY 2022

Power Singh Inc. attorneys make their second appearance in South Africa's Constitutional Court

31 MAY 2022

ALT Advisory and Power Singh Inc. have 10 full-time staff, 65 active projects and cases, including 18 active *pro bono* matters and 12 strategic litigation matters

1 JULY 2022

ALT Advisory celebrates its five-year anniversary



alt.advisory

public law & policy | information rights | data privacy | emergent tech | africa

## // THE ORGANISATIONS

- **ALT Advisory is a public interest advisory and research firm which questions convention and works for positive social change in Africa, and around the world. Power Singh Inc. is a public interest law firm seeking to ensure public and private sector accountability and the full realisation of fundamental rights and freedoms.**
- **The Organisations have a vision of inclusive and empowering societies in which fundamental rights are protected and promoted on- and offline, meaningful activism is fully enabled, and civic participation leads to sustainable positive change.**
- **The Organisations seek to develop the private-public interest law model and are guided by Vision X. and eight core principles.**

### Who we are

**A**LT Advisory is a public interest advisory and research firm which questions convention and works for positive social change in Africa, and around the world. **Power Singh Inc.** is a public interest law firm seeking to ensure public and private sector accountability and the full realisation of fundamental rights and freedoms. The Organisations work in association.

The aim of the Organisations was, and still is, to test the collective impact of policy development, law reform, research, and strategic litigation in effecting positive social change in South Africa, Africa, and around the world, with the pursuance of the public interest through a rights-based lens underpinning all of our work.

**“We consider ourselves enablers of activism, and activists in our own right.”**

In doing so, we assist and support CSOs, socially responsible organisations, in both the public and private sector, as well as regional and international mechanisms with comprehensive and diversified services, including advisory,

analysis, research, organisational development and fundraising, training, technology and communications, and strategic litigation (through Power Singh Inc.) In addition, both Organisations have Special Projects divisions in which projects are “firm-led”, enabling both firms to operate as self-standing public interest actors.

**“We seek to advance fundamental rights, enable meaningful activism, and advocate for rights-based approaches to contemporary questions on- and offline.”**

The Organisations operate in terms of the principle of collectivism, whereby staff with the requisite skills are encouraged to develop new and innovative practice areas to add to the public interest aims and objectives of the Organisations.

In evaluating our continued adherence to our collective aim, we measure client value, public interest value, learning and impact, financial value, and staff and team culture.



### Vision and mission

The Organisations have a vision of inclusive and empowering societies in which fundamental rights are protected and promoted on- and offline,

meaningful activism is fully enabled, and civic participation leads to sustainable positive change. In all of our work, we seek to advance fundamental rights, enable meaningful activism, and advocate for rights-based approaches to contemporary questions on- and offline.

## The private-public interest law model

From an operational standpoint, and to enable the strategic litigation element of the organisational vision, the Organisations seek to self-fund public interest projects and litigation and develop the

private-public interest law model to facilitate access to justice and legal services.

The model is premised on an understanding that there are constraints on donor funding for traditional public interest law organisations and that new funding mechanisms for strategic and test case litigation are needed.

Accordingly, in developing the private-public interest law model, ALT Advisory, which is managed by the same Director as Power Singh Inc., contributes a large percentage of its annual profits to the ALT Advisory Public Interest Fund (PIF) which funds public interest projects and litigation within both Organisations.

## The public interest test

In ensuring consistency in our approach to client-led and firm-led work, we consider whether to engage in new projects or cases based on the following test:

Only projects or cases that meet one or both, but preferably both, of the below requirements, are considered by ALT Advisory and/or Power Singh Inc.:

1. **Projects or cases that serve a direct or indirect public interest objective.**
2. **Projects or cases that generate sufficient income to meaningfully contribute to the ALT Advisory Public Interest Fund and which are not excluded below.**

Projects or cases of the below nature, may *not* be considered by ALT Advisory and/or Power Singh Inc.:

- Projects or cases that harm, directly or indirectly, the public interest, when considered within the context of progressive domestic and international human rights standards, regardless of the income which they may generate (**non-violence principle**).
- Projects or cases that may cause reputational harm to ALT Advisory or Power Singh Inc., which do not incorporate a countervailing public interest justification.

## Vision X.



ALT Advisory and Power Singh Inc. are guided by Vision X., which was introduced by the team members at ALTComm. IX (September 2021), our bi-annual strategy meeting. Vision X. is our lodestar and acts as a guide to present and future team members on the principles that inform our work, our values, our statement of intent, our approach, and our strategic plan over the short-, medium-, and long-term. It is a living document. Importantly, it reaffirms our founding values:

**“We serve, with compassion and conscience; We persist, with purpose; We create, with kindness; and We enable and explore.”**

## Core principles

In addition to Vision X., the following core principles have been established over the past five years:

<b>Non-violence</b>	Within all our work, and under <i>no</i> circumstances, can the Organisations act in violation of the public interest.
<b>Stay true</b>	Within all our work, we must ensure that we always work for positive social change and question convention.
<b>2/1</b>	We increasingly work towards a 2/1 time-split between income-generating and non-income-generating public interest work.
<b>Quality (at pace)</b>	In our income-generating work, we provide high-quality and expert advisory and research outputs at pace, with the former superseding the latter, if necessary.
<b>Non-donor reliance</b>	We are to ensure that, at all times, the Organisations are capable of acting as self-standing institutions, absent donor funding. (At this stage, a 25% of annual turnover threshold has been set for donor funding.)
<b>Pay-it-forward</b>	We are obliged to provide internal training and education to one another on topics in which we have expertise.
<b>Multiply</b>	All team members are to work towards developing practices and, where possible, offer employment opportunities to alleviate South Africa's unemployment burden.
<b>The Sunset Clause</b>	If the Organisations are no longer relevant or able to pursue their vision and mission, they should be wound-up, and the present members should <i>embrace the sunset</i> . Under <i>no</i> circumstances should the Organisations exist solely to fund or generate income for the present members, without any clear public interest objectives.



## // CLIENT VALUE

- The Organisations provide a comprehensive and diversified full-service offering across the value chain, which includes supporting clients from their inception, through their development and substantive engagement, and into their communications and branding, across a variety of practice areas.
- Since 2017, ALT Advisory has completed 134 projects across 24 jurisdictions, and Power Singh Inc. has completed 45 projects and cases which include law reform, litigation, and regulatory compliance.
- Our client base ranges from individuals, activists, regional, and international civil society organisations, networks, national human rights institutions, and regional and international mechanisms.
- Both Organisations offer a variety of fee structures, which include commercial fees, reduced “public interest” fees, fixed rates, sliding-scale fees, retainer agreements, and *pro bono* support.



### Diversified and holistic services

Over the past five years, the Organisations have grown their services from their initial focus on advisory and research-based outputs in the areas of public law, information rights, and data privacy into a more comprehensive and diversified full-service offering which supports and enables CSOs, socially responsible organisations, in both the public and private sector, and regional and international mechanisms across the value chain.

**“We provide holistic and meaningful services to clients, throughout their life cycle, and act as genuine partners for development, engagement and activism.”**

While substantive advisory and research outputs still constitute our primary service, the introduction of **ALT Design** and **ALT Impact**, and the establishment of **Power Singh Inc.**, now enable us to offer clients support from their inception, through their development and substantive engagement, and into their communications and branding, across a variety of practice areas. Simply, we provide holistic and meaningful services to clients, throughout their

life cycle, and act as genuine partners for development, engagement, and activism in Africa, and around the world.

Since 2017, ALT Advisory has completed **134** projects across **24** jurisdictions, and Power Singh Inc. has completed **45** projects and cases, which include law reform, litigation, and regulatory compliance. ALT Advisory currently has **30** active projects and Power Singh Inc. currently has **32** cases and instructions

Our client base over the past five years has included, among others, individuals, journalists and activists, start-ups, companies, academic institutions, philanthropic institutions, domestic, regional, and international civil society organisations, networks, national human rights institutions, and regional and international mechanisms, including various departments within the African Union Commission, the Open Government Partnership, and the United Nations Educational, Scientific and Cultural Organization (**UNESCO**).

In order to ensure that our clients are supported and enabled, both Organisations offer a variety of fee structures, which include commercial fees,

reduced “public interest” fees, fixed rates, sliding-scale fees, retainer agreements, and *pro bono* support.

(1) Inception	(2) Development	(3) Engagement	(4) Communications
<ul style="list-style-type: none"> <li>✓ CSO registration</li> <li>✓ Organisational structuring</li> <li>✓ Funder engagement and fundraising</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategic development</li> <li>✓ Regulatory compliance</li> <li>✓ Management training</li> <li>✓ Culture curation</li> <li>✓ Website development and hosting</li> <li>✓ Systems integration</li> </ul>	<ul style="list-style-type: none"> <li>✓ Advisory and analysis, including project management, strategy, and trends analysis</li> <li>✓ Commissioned research, including research reports and public participation</li> <li>✓ Training, including the development of toolkits and online platforms</li> <li>✓ Strategic and test case litigation and law reform in national, regional and international bodies</li> <li>✓ Learning and impact (monitoring and evaluation)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Hope-based messaging</li> <li>✓ Communications and digital design</li> <li>✓ Social media management and engagement</li> </ul>

## Client metrics

<b>179+</b>	<b>62</b>	<b>45+</b>	<b>24+</b>
Completed projects and cases	Active projects and cases	Number of services	Country reach

## ALT Advisory

Over the past five years, ALT Advisory has developed its practice areas to remain at the leading edge of technology and human rights and now operates within the following **four practice areas**:

<b>Public Law and policy</b>	Constitutional law and democratic institutions; International law and multi-stakeholder engagement; Activism and the right to protest; Corporate accountability; Electoral integrity and the right to vote; Eliminating trade in harmful technologies; Equality and inclusion; Children’s rights and education; Labour migration governance; Environmental law and climate change.
<b>Information rights</b>	Internet governance, Free expression online; Press freedom and protected disclosures; Disabling disinformation; Online harms

	reduction; Open data and access to knowledge; Internet access; and Digital equality.
<b>Data privacy</b>	Protection of personal information; Responsible data collection; Information security and cybercrimes; Automated decision-making and profiling; Biometrics and digital identity; Responsible data trade; Surveillance and facial recognition technologies.
<b>Emergent technology</b>	Artificial intelligence; Algorithmic bias; Robotics; Blockchain and smart contracts; and Copyright online.

Within its practice areas, and in order to provide comprehensive and diversified services to our clients, ALT Advisory offers the following **34 services**:

<b>Advisory and analysis</b>	Legal advisory and consulting; Project management and strategy; Network development; Human rights impact assessments; Law reform and advocacy; Regulatory compliance and risk; Privacy by design and default; Legal and policy analysis; Country status reports; Treaty body reporting; Regional and international trends analysis; and Reviews and vetting.
<b>Research</b>	Commissioned research reports; Comparative research and mapping; Community engagement and public participation; Development of legal instruments; and Field research and social surveys.
<b>Impact</b>	Strategic development; Learning and Impact (monitoring and evaluation); Funder engagement and fundraising; Organisational structuring; Management training; and Culture curation.
<b>Training</b>	Toolkits and training manuals; Constitutional literacy; Information security; Capacity-building workshops; Online platforms and courses; and Organisational policies and engagement.
<b>Communications</b>	Communications; Website and application development; Systems integration; Digital design; and Hosting.

## Power Singh Inc.

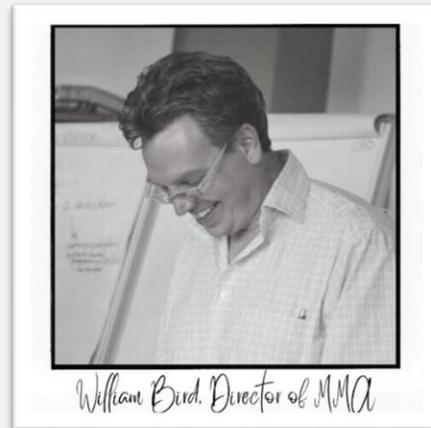
Power Singh Inc., which acts as the mechanism through which test case and strategic litigation, and regulatory compliance services are offered, operates within the following **twelve practice areas** and offers **twelve legal services**:

<b>Practice Areas</b>	<b>Services</b>
Constitutional and human rights law	Litigation
Administrative law	Litigation support
Public international law	Complaints mechanisms
Information and media law	Alternative dispute resolution
Data privacy	Sensitivity training
Emergent technology	Commissions of inquiry
Electoral law	Human rights impact assessments
Child law	Regulatory compliance
Equality and inclusion	Law reform and policy development
Sexual violence and harassment	Legal opinions and research
Environmental law	Investigations and fact-finding
Refugee and immigration law	Advocacy and activism

## A message from **William Bird**, Director of Media Monitoring Africa

Five years for ALT Advisory is a great achievement and yet for Media Monitoring Africa (**MMA**) it seems like they have been around a lot longer, probably because we consider them an essential service. What makes them special? A number of elements, starting with the attitude and approach of the team, which is always considered, carefully crafted, and expertly done.

When we first came up with an idea of how to tackle disinformation in the run-up to the 2019 national elections, it was ALT Advisory who developed the framework. Considering that it was a brand-new idea, they didn't just have to research the issue, they also had to be creative and find a solution that would carefully balance freedom of expression and action against mis- and disinformation to protect our elections.



**“The Real411 is a world first, given life through the legal genius of ALT Advisory.”**

Thanks to ALT Advisory, we have been able to work with the Independent Electoral Commission of South Africa (**IEC**) over two elections to help tackle online harms, we are still working to help combat mis- and disinformation on COVID with the National Department of Health, and we are also working with the South African Human Rights Commission on tackling hate speech online. The Real411 is a world first, given life through the legal genius of ALT Advisory. For that alone, ALT Advisory is amazing, and we have found that they continue to deal in excellence and innovation.

ALT Advisory and Power Singh Inc. have provided expert input and analysis on our numerous submissions, and over the last five years has supported us in producing over 55 submissions to a variety of bodies from Parliament and the Information Regulator to regional, African, and global bodies. Power Singh Inc. also shines in court, from regional equality court matters to the Constitutional Court.

There is still more: ALT Advisory and Power Singh Inc. has also helped us produce a series of critical discussion papers, from a post-COVID roadmap to artificial intelligence, disinformation, and children.

**“It isn't just that they will find answers to any legal problem, and it isn't just because they will do so with the energy of turbo charged Duracell bunnies, but they do so in a manner that seeks to make our country a better place.”**

Still, that isn't why we collaborate with them. Perhaps the best reason why we work with ALT Advisory and Power Singh Inc. is the people. It isn't just that they will find answers to any legal problem, and it isn't just because they will do so with the energy of turbo charged Duracell bunnies, but they do so in a manner that seeks to make our country a better place. All the work they do is always considered not just from what it means for MMA and their other clients but what it's impact will be for our country.

That we share similar approaches and love and respect for our Constitution makes our working with the ALT Advisory and Power Singh Inc. teams something that is always invigorating and exciting. At a time where our nation and the world more generally seem to be veering toward calamity, fascism, climate disaster, an explosion of online harm, deeper inequality, racism, and misogyny, ALT Advisory and Power Singh Inc. offer not just a bulwark against this but also the vision of our positive potential.

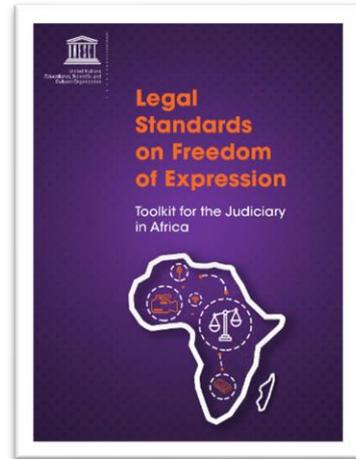
They have grown from a small consultancy to an essential service. For all these reasons, we are delighted to celebrate ALT Advisory's 5<sup>th</sup> anniversary, and we look forward to deepening our partnership over the next five years.

## // PUBLIC INTEREST VALUE

- Acting in pursuance of the public interest, and in support of our communities, remains the primary objective of the Organisations.
- Over the past five years, we have produced over 85 public interest research outputs, and we have engaged in strategic litigation and law reform throughout South Africa, and around the world.
- As a result of the private-public interest law model, we have been able to offer *pro bono* legal support in 23 cases over the past five years, and we are currently working on twelve strategic litigation cases.
- We have also launched six Special Projects which enable us to engage in advocacy and activism where we don't have client instructions, and where we see a need for positive social change.

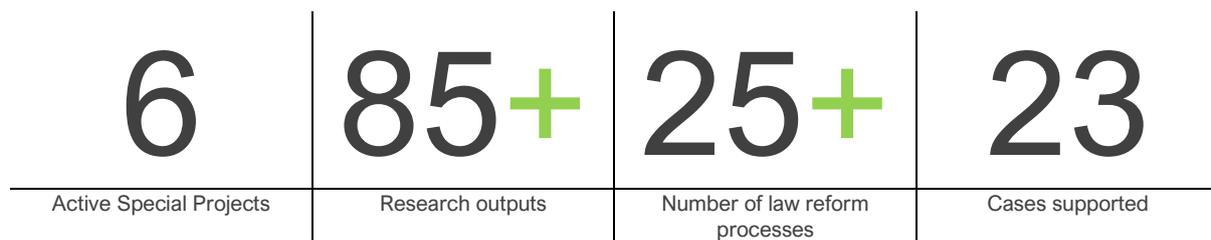
Acting in pursuance of the public interest, and in support of our communities, remains the primary objective of the Organisations. In doing so we have stayed true to our founding objectives and we continue to act in accordance with our public interest test and our non-violence principle in both our “client-led” and “firm-led” work. Over the past five years, the vast majority of our work has contributed directly or

indirectly to the public interest, with only a handful of matters constituting commercial work which contribute to the ALT Advisory Public Interest Fund (PIF), and which do not directly or indirectly, harm the public interest.



From a client-led perspective, our work has had significant public interest impact through advisory, research, and training, strategic litigation and law reform, advocacy and activism, and *pro bono* support. From a firm-led perspective, our burgeoning Special Projects division and social responsibility work contributes meaningfully to the public interest and enables us to engage in advocacy and activism where we don't have client instructions, and where we see a need for positive social change.

### Public interest metrics



### Advisory, research, and training

Over the past five years, we have focused primarily on substantive advisory and research-based outputs, which included a series of comparative research papers and training toolkits focuses on freedom of expression, access to information, and privacy. In sum, we have now

produced over **85 research outputs** across our developing practice areas for a range of clients.

We have also worked actively to provide meaningful advisory and project management support to multiple civil society organisations, including the International Network of Civil Society Organisations (INCLO), as well as training, communications, and web development support services.

## Strategic litigation and law reform

In terms of strategic litigation, over the past five years, we have appeared in all courts across South Africa, which include magistrates’ courts, equality courts, high courts, the Supreme Court of Appeal, and the Constitutional Court.

Internationally, we have appeared before the United Nations Human Rights Committee (**HRC**), which monitors the implementation of the International Covenant on Civil and Political Rights (**ICCPR**) and the United Nations’ Committee on Economic, Social, and Cultural Rights (**CESCR**), which monitors compliance with the International Covenant on Economic, Social and Cultural Rights (**ICESCR**). We have also assisted with preparing two third-party interventions at the European Court of Human Rights.

From a law reform perspective, we have supported over **25** processes, including, among

others, multiple submissions to the South African National Assembly and National Council of Provisions, Chapter 9 Institutions, domestic regulatory bodies, various United Nations treaty bodies, United Nations Special Procedures, and Special Rapporteurs at the African Commission on Human and Peoples’ Rights (**ACHPR**).

## Pro bono support

As a result of the private-public interest law model, we have been able to offer *pro bono* legal support in **23 cases over the past five years**, ensuring that we support individuals who need our services in matters where a rights violation has occurred as well as strategic impact matters for civil society actors seeking to establish precedent.

Power Singh Inc. is currently working on **twelve** strategic litigation cases, which focus on, among others, the right to privacy, vaccine transparency, the arms trade, sexual violence, and hate speech online.

## Special projects

From a firm-led perspective, in 2019 we established the Special Projects division which enables us to engage in advocacy and activism where we don’t have client instructions, and where we see a need for positive social change. Over the past three years, we have succeeded in developing the necessary resources and expertise to sustain Special Projects in a range of practice areas.

Our flagship Special Projects include:

<p><b>ALT AI</b></p>		<p>An <b>ALT Advisory</b> multidisciplinary research project to map applicable laws and regulations on the use and rights impact of artificial intelligence in South Africa and the region.</p>
<p><b>Data Protection Africa</b></p>		<p>An <b>ALT Advisory</b> open-access web portal that provides information on data protection laws in 32 African countries. Access the portal <a href="#">here</a>.</p>
<p><b>endgbv.africa</b></p>		<p>An <b>ALT Advisory</b> online portal to monitor and map African countries’ responses to gender-based violence, both on- and offline during the pandemic and beyond. Access the portal <a href="#">here</a>.</p>

<p><b>Internet in Schools</b></p>		<p>A two-year research project undertaken by <b>ALT Advisory</b> with the Global Human Rights Clinic at the University of Chicago Law School, Acacia Economics, and Media Monitoring Africa. Access the research <a href="#">here</a>.</p>
<p><b>Deconstruct</b></p>		<p>A series of toolkits and other resources developed by <b>Power Singh Inc.</b> to “deconstruct” the law for the public. The first phase of Deconstruct has focused on gender-based violence online. Access more information <a href="#">here</a>.</p>
<p><b>Democracy 2.0</b></p>		<p>An <b>ALT Advisory</b> exploratory research portal on the necessary legal, social, and technological reforms required to ensure the safeguard and development of democratic processes in the face of both challenges and opportunities created by emerging technologies. Access more information <a href="#">here</a>.</p>

This portfolio of projects has played a role in ALT Advisory securing grant agreements with funders since 2020, including the Open Society Foundations (**OSF**), Luminata, and the African Digital Rights Fund.

While each Special Project advances the public interest on its own merits by providing information and resources, several have shown evidence of positive impact on other public interest work.

Data Protection Africa has been accessed by more than 10,500 people since its launch in September 2019, and is frequently cited in external research reports on digital rights in Africa. The research findings of Internet in Schools has led to considerations of strategic litigation to challenge the state’s failure to fulfil its obligations to provide internet to South African learners.



**Our work on Special Projects has led to research and advocacy that moves the conversation forward. Tools like Data Protection Africa and endgbv.africa bring together vital information in ways that are accessible, relevant, and can be used by activists, policymakers, and ordinary citizens to make real change.” – Murray Hunter, Head of Special Projects**

## Social responsibility

We take our social responsibility seriously and seek to ensure that we remain socially conscious actors, internally and in our external engagements. From recycling to working within our communities, we seek to ensure that both in theory and in practice we support, where we can.

Over the past five years, we have consistently engaged in community upliftment days on

**Mandela Day**, we have offered training and support to individuals in our communities to foster skills development, we have hosted **ALT Sessions** in order to transfer knowledge and stimulate debate, and we have **donated to charitable organisations**, within our available means, including to the Gift of the Givers in their recent flood relief efforts in Kwa-Zulu Natal.

## // LEARNING AND IMPACT

- Measuring the material impact of our work has always been a central practice within both ALT Advisory and Power Singh Inc.
- We have increasingly systematised and developed the ways in which we measure our impact. This has culminated in the introduction of our Learning and Impact (L&I) Framework, which documents a series of outcomes from which we can learn, promote active reflection, and increase our efficiency.
- In addition to our numerous impact stories, we have also published over 270 advisory notes, case notes, and insights enhancing knowledge and awareness in the areas in which we practice.



In setting out to test the impact of policy development, law reform, research, and strategic litigation in affecting positive change in South Africa, Africa, and around the world, measuring the material impact of our work has always been a central practice within both ALT Advisory and Power Singh Inc, as has the distribution of information and knowledge.

We have increasingly systematised and developed the ways in which we measure our impact. This has culminated in the introduction of our Learning and Impact (L&I) Framework, which

documents a series of outcomes from which we can learn, promote active reflection, and increase our efficiency.

While the social nature of our work and its public interest objectives will often rely on stories, we continue to strive to enhance our understanding of our impact, learn from our success, and overcome our challenges to ensure that we truly meet our public interest objectives and ideals.

### Impact metrics



### Select impact stories

Over the past five years, the Organisations have had a significant impact on the human rights and digital rights landscapes in South Africa and beyond. Together with our clients, some of our notable achievements include:

## ALT Advisory

	Developing <u>numerous</u> publicly-available <u>resources</u> to share <u>knowledge</u> and build understanding about the importance and state of digital rights in Africa and identify advocacy and litigation gaps for the future.
	Training journalists and members of the media on media law in the digital age, reporting on <u>elections</u> and <u>court reporting</u> , and providing resources to advance media sustainability.
	Advancing the fight for <u>internet in schools</u> by setting out the justification and laying a foundation to hold government responsible for providing access to the internet for learners.
	Supporting CSOs and start-ups in South Africa to be compliant with the Protection of Personal Information Act ( <b>POPIA</b> ) and advance the right to privacy and data protection in the country.
	Developing <u>resources</u> for activists to support the right to protest around the world both in the online and offline domain.
	Supporting a deeper understanding of data protection in the African context by developing a comprehensive <u>resource</u> on data protection legislation in Africa and supporting leading actors in the field to advance meaningful data protection measures through regional and domestic efforts.
	Developing a data protection and privacy policy advocacy toolkit to be disseminated by the African Declaration on Internet Rights and Freedoms ( <b>AfDec</b> ) Coalition as part of its project on fostering a rights-based approach to data protection in Africa.
	Providing research support to the United Nations Educational, Scientific and Cultural Organization ( <b>UNESCO</b> ) in the development of a toolkit for judiciaries in Africa on legal standards on freedom of expression
	Drafting a comprehensive <u>comparative analysis</u> for the Open Government Partnership ( <b>OGP</b> ) on the content of African data protection laws.
	Assisting the South African National Editors' Forum ( <b>SANEF</b> ) prepare an updated elections reporting manual and online portal for journalists reporting on the 2021 Local Government Elections in South Africa.
	<u>Successfully</u> recommending the Domestic Violence Amendment Act be one of the first fully gender-neutral pieces of legislation in South Africa's history, and ensuring that it provides increased legal protections for emerging online harms.
<b>Power Singh Inc.</b>	Influencing legislation through submissions prepared on behalf of our clients, including being requested to provide specific textual amendments on the Cybercrimes and Cybersecurity Bill, the Children's Amendment Bill, the Promotion of Equality and the Prevention of Unfair Discrimination Amendment Bill, and being asked to present oral submissions on the Prevention and Combatting of Hate Crimes and Hate Speech Bill.
	Monitoring elections, including the 2017 Presidential election in Kenya and the 2021 municipal elections in South Africa, to ensure free and fair democratic processes.
	Contributing to bringing the <u>discussion</u> on online gender-based violence to the forefront by providing accessible <u>resources</u> to survivors, victims, and activists and building a foundation for meaningful protections and remedies for women and gender minorities facing violence in the online realm.
	Defending the rights of homeless individuals against unlawful <u>eviction</u> in Johannesburg.
	Assisting clients with a third-party intervention at the European Court of Human Rights on an important case relating to encryption and human rights.

Contributing to a <u>constitutional challenge</u> to ensure access to copyrighted works for persons with visual and print disabilities.
Supporting the mother of a child who had been sexually assaulted with mediating a monetary settlement.
Holding the South African government accountable for <u>decisions</u> made in managing the COVID-19 pandemic by litigating for transparency and the justifiability of decisions.
Reviewing <u>decisions</u> made by the South African government to export arms that were used to commit human rights abuses in other countries and uncovering the names of companies involved.
Defending an environmental <u>activist</u> against a SLAPP suit in one of the first cases to test out the SLAPP defence.
Assisting the Equality Court in an online hate speech <u>matter</u> to understand the unique elements of online speech and the nature of social media.

## Learning and Impact (L&I) Framework

In 2021, we formalised our efforts to track our impact by developing and implementing a Learning and Impact (L&I) Framework that seeks to systematically document successes and challenges and to inculcate a culture of active reflection that continues to make us more effective. The L&I Framework sets out **seven programmatic and seven operational outcomes** that we seek to pursue and identifies the outputs that will enable us to achieve these outcomes in the medium to long term:

<b>Programmatic</b>	We seek material positive change in laws, policies, precedents, practices, and standards
	We raise awareness about digital and fundamental rights issues
	We protect and promote individuals' rights on- and offline
	We help replicate and scale ALT Advisory and Power Singh Inc.'s ideology and ethos
	We advance the accountability of institutions and actors
	We contribute to the knowledge base
	We learn about our areas of work and question convention
<b>Operational</b>	We subsidise public interest litigation and special projects to be sustainable and independent
	We support and enable meaningful activism
	We serve our clients and the project well with compassion and conscience
	We develop diversely skilled human rights activists and break down boundaries
	We build our brand for greater impact and reach
	We give a platform to the voices of those affected
	We make social justice a sought-after career

We see the future holding significant potential for us to continue our efforts to have a positive impact. We are also expanding our efforts to advise CSOs on effective organisational management tools, including fundraising and learning and impact, as well as our web development and communications services. The growth of Power Singh Inc. continues to provide increasingly significant opportunities to defend the rights of our clients in court and set progressive precedents on public law and digital rights issues. We look forward to expanding our work and continuing to rigorously track and document our impact and learnings to benefit the collective fight for human rights.

## // STAFF AND TEAM CULTURE

**“Because we exist to advance human rights, every day is an excellent challenge. It is delightful to grapple with fascinating questions in a team of inspired, creative and considered people.” – Tara Davis, Senior Associate**

### Our culture

Our staff and our culture are the most important part of our operations. It is the bedrock on which everything that we do is based. From what was initially a two-person team, we have grown into a ten-person collective of public interest lawyers, researchers, and technologists with diverse and complementary skill sets, united in a common public interest vision. Our view has always been that if we are to meet our public interest objectives, we must do so

with compassion, understanding, and kindness and that we are more impactful as a collective.

We work on a daily basis to promote these values and ensure that internally and in our external engagements, we promote inclusion, educate one another, and collectively grow to become the best versions of ourselves. In doing so, we work tirelessly to build spaces in which we can learn, educate, and empower.

#### A message from Tina Power, Senior Associate

ALT Advisory and Power Singh Inc. are spaces for growth, spaces where we are encouraged to dream, explore, fix, build, break, and question. We are encouraged to be the best versions of ourselves, and to do the best we can to create, enable, and support equal, inclusive, and safe spaces in our communities. While the work we do is undoubtedly integral to who we are, as are those we work with, it is our team that makes us truly special.

Over the last five years, we have grown in leaps and bounds, and we have forged a unique team culture founded on compassion: a team culture that many of us will defend, and work to preserve. Every day we get the privilege of working with a team of incredible people. Our team is our greatest strength, it is what enables our work. Notwithstanding the collective hard work, dedication, and resilience, it is the continued kindness, humility, support, and humour of our team that is our heart and soul.



### Education fund

Central to our ethos is continuing education, which enables our professional and personal development and ensures that we are able to discharge our professional responsibilities with expertise and professionalism. As part of our continuing education programme, ALT Advisory provides financial support to all staff to fund their education.

Over the past five years, the continuing education programme has **provided over R200 000** to staff studying towards bachelor's and master's degrees, and the study of new languages.

**“We have built an amazing team culture where the staff comes first, and we all look after each other. Since I started working at ALT Advisory and Power Singh Inc., I have grown – thanks to the team!” – Jessie Rashid, Office Manager.**

## // FINANCIAL VALUE AND SUSTAINABILITY

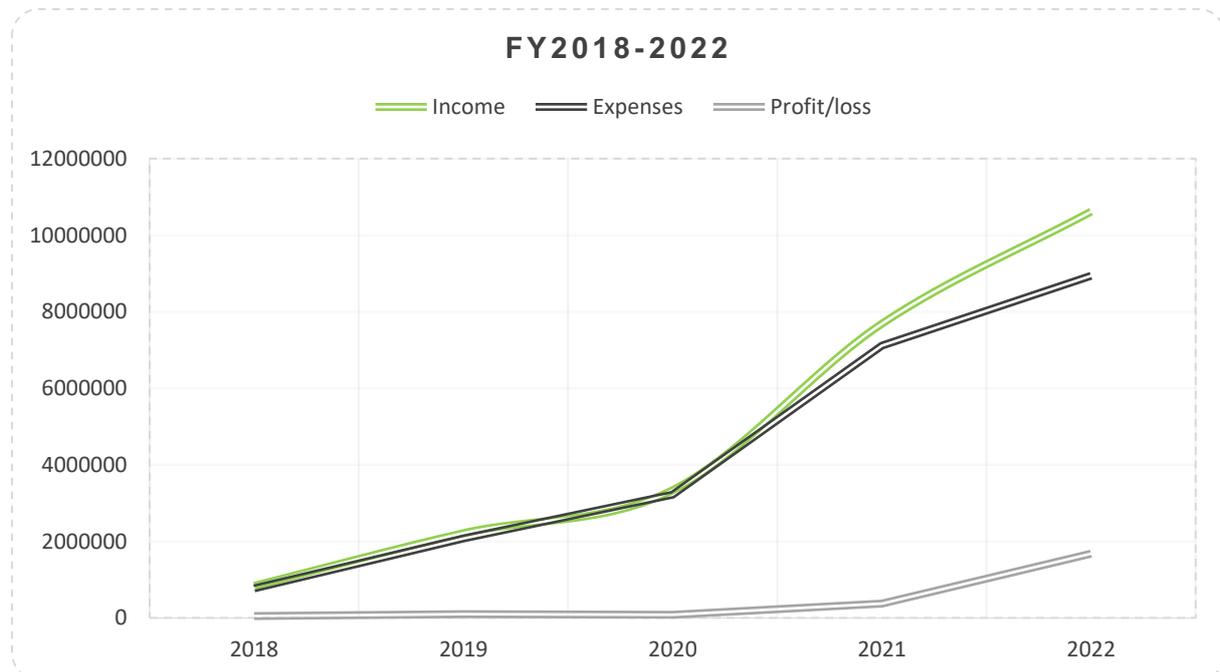
Over the past five years, ALT Advisory and Power Singh Inc. have seen year-on-year growth, and we continue to responsibly manage our finances. We maintain accurate and up-to-date accounting records and financial statements, supported by our partner auditing firm, Nolands. We have also paid attention to ensuring that team members are properly compensated for their work, within a 1:5 ratio in terms of net salary between the highest and the lowest team members.

In terms of sustainability and in order to promote the private-public interest law model, we operate a reserve fund, an investment fund, and the ALT Advisory Public Interest Fund.

### Financial metrics



### Consolidated income statement



	2018	2019	2020	2021	2022	Totals
<b>Trading income (ZAR)</b>						
ALT Advisory	838,078	2,077,970	2,766,964	5,489,049	7,523,193	18,695,254
Power Singh Inc	-	127,677	556,754	1,553,608	1,081,977	3,320,016
						<b>22,015,270</b>
<b>Other income (ZAR)</b>						
ALT Advisory	629	8,979	14,190	642,242	2,009,825	2,675,865
Power Singh Inc	-	30	-	-	-	30
						<b>2,675,895</b>

						<b>24,691,165</b>
<b>Operating expenses (ZAR)</b>						
ALT Advisory	771,441	1,970,457	2,712,891	5,432,413	8,194,097	19,081,299
Power Singh Inc	-	106,772	508,186	1,680,606	743,783	3,039,347
						<b>22,120,646</b>
<b>Net profit (ZAR), after taxation</b>						
ALT Advisory	48,432	83,379	44,795	503,019	1,338,921	1,973,751
Power Singh Inc	-	15,073	34,969	-126,998	338,215	261,259
						<b>2,235,010</b>

## Donor funding and commitments

	2018	2019	2020	2021	2022	Totals
<b>Donor funding (USD) for ALT Advisory<sup>1</sup></b>						
African Declaration on Internet Rights and Freedoms	-	-	9,955	-	-	9,955
Luminate	-	-	-	100,000	150,000	250,000
Open Society Foundation	-	-	-	65,000	115,000	180,000
African Digital Rights Fund	-	-	-	7,700	7,700	15,400
						<b>455,355</b>

<sup>1</sup> Power Singh Inc. has not received any donor funding.

## // THE PATH FORWARD

**G**uided by Vision X., ALT Advisory and Power Singh Inc. intend to continue to stay true to our founding public interest principles and objectives, and we intend to continue to develop our practice areas, services, and impact.

### Short- to medium-term

In the short to medium term:

<b>Scale for impact</b>	In acknowledging current global challenges and a downturn in funding in the civil society sector, <b>ALT Advisory</b> and <b>Power Singh Inc.</b> intend to scale for impact and increase our reach across the African continent to foster civic engagement and access to justice.
<b>Foster civic participation</b>	Through the <b>ALT Impact division</b> , ALT Advisory intends to expand its service-offering to CSOs in order to further enable civic participation and open civic space.
<b>Affiliate model</b>	<b>ALT Advisory</b> and <b>Power Singh Inc.</b> intend to develop their work and presence around the African continent by developing an affiliate model, which will enable partner organisations to work under the ALT Advisory and Power Singh Inc. “umbrella”, and receive start-up funding, support, and referrals.
<b>Justice Centre</b>	In order to further support access to justice for people and communities, <b>Power Singh Inc.</b> intends to launch and continue to develop its Justice Centre, which provides advice, resources, referrals, and legal support in the areas of information rights (which include the rights to access to information, privacy, and freedom of expression) and online harms.
<b>Climate justice division</b>	Acknowledging the devastating impact of human-induced climate change and in order to engage in the fight for climate justice, <b>ALT Advisory</b> and <b>Power Singh Inc.</b> intend to further develop their climate change and environmental law practice areas.
<b>Digital Deployment Team</b>	<b>ALT Advisory</b> intends to establish an African Digital Deployment Team, consisting of technologists, lawyers, communications experts, social researchers, and policy experts, to assist with mitigating digital threats and online harms to civil society and public interest actors.
<b>Social entrepreneurship</b>	<b>ALT Advisory</b> intends to develop a practice area on social entrepreneurship which focuses on, among others, responsible data use and responsible business models in tech entrepreneurship.
<b>Create opportunities</b>	<b>ALT Advisory</b> intends to continue to develop its fellowship programme for early-stage professionals and to introduce a professional development fund for mid-career information rights professionals who seek to transition into public interest work, either through <i>ad hoc</i> consulting or full-time employment. <b>Power Singh Inc.</b> intends to further develop its Candidate Legal Practitioner Programme to provide exposure for the next generation of public interest lawyers to public interest work.

## Long-term

In the long-term:

<b>Impact</b>	<b>ALT Advisory</b> and <b>Power Singh Inc.</b> will continue to enhance our understanding of our impact, learn from our success, and overcome our challenges to ensure that we truly meet our public interest objectives and ideals.
<b>Sustainability</b>	To ensure sustainability, <b>ALT Advisory</b> will continue to responsibly manage its reserve fund, investment fund, and the ALT Advisory Public Interest Fund, and will continue to support its staff through the Continuing Education Fund.
<b>Reach</b>	Through the affiliate model, <b>ALT Advisory</b> and <b>Power Singh Inc.</b> intend to significantly increase their African footprint to support positive change, enable meaningful activism, and protect and promote fundamental rights.
<b>Collective ownership</b>	<b>ALT Advisory</b> and <b>Power Singh Inc.</b> intend to establish a collective ownership scheme in which the team that works collectively to build the Organisations, shares in the ownership.

We look forward to the future, and we remain truly grateful to our past and current team members, clients, funders, family, friends, service providers, and partners for all of the support over the past five years. We could not have done it without you!



ENDS.



20 Baker Street, Rosebank, Johannesburg, South Africa, 2196  
connect@altadvisory.africa  
[altadvisory.africa](https://altadvisory.africa)