FAT

Feminist Approach to Technology

Building the BeeHive

Programme & Organisational Strategy 2026–2030

A summary for partners, funders and friends

Feminist Approach to Technology

New Delhi, India | October 2026

Our ambition

> *To demonstrate, at scale, that young women from the most marginalised communities in India can become the leaders of self-sustaining community ecosystems that deliver gender-transformative STEM education to other girls — without depending on FAT's headquarters to be present.*

Everything FAT does rests on one conviction: the most effective way to advance gender equality is to invest in the leadership of the girls and young women most affected by gender inequality — over the long term, with them at the centre, and with technology and STEM as tools for agency and change, not only skills for employment.

FAT at a glance today

Since 2008
FAT was registered in 2008; our first Tech Centre opened in Delhi in 2010

3 states
Delhi, Jharkhand and Bihar

50+
young women in training in our three-year Collectivisation Initiative

Alumni-led
A Management Collective of FAT's own graduates is leading the organisation since March 2026

Where we are today

In March 2026, FAT completed a five-year transition from a founder-led organisation to one led by young women from our own programmes. A three-member Management Collective — Rubi, Jyoti and Rekha, all alumni of FAT's programmes — now leads the organisation. Rubi and Jyoti serve as Interim Co-Directors as FAT moves from two to three named Co-Directors, and our founder, Gayatri Buragohain, serves as a Coach. Our Governing Board ratified this change in leadership on 12 April 2026.

In Delhi, three Level 3 graduates already run a Community Collective, independently delivering FAT's Young Women's Leadership Programme to girls in their community. This strategy sets out how we build on that foundation through 2030: more Collectives, more pathways for the young women who lead them, and the systems and evidence that show the model works.

Our Core Programmes

Young Women's Leadership Program (YWLP) has 2 levels: Level 1 focuses on agency building and technology access; Level 2 focuses on collective action and using technology for building intergenerational dialogues.

Girls in Science, Technology, Engineering & Mathematics Program (GiSTEMP) also has 2 levels: Level 1 focuses on building agency and STEM interest; Level 2 focuses on collective action to solve community problems using STEM skills.

Collectivisation Initiative (CI) builds young-women-led community collectives that spread the reach of Level 1 and 2 of YWLP and GiSTEMP to marginalised adolescent girls in partnership with local grassroots organisations. It is anchored in Level 3 training: 3 year long livelihood and leadership development training program.

What we believe: our theory of change

FAT's programmes form one connected pipeline. A girl who joins at the age of 10 can follow a continuous pathway — from her first encounter with STEM, through leadership training, to running programmes for other girls in her own community and, for some, to leading FAT itself. Each stage builds on the one before.

Ages 10–12	Ages 13–15	Ages 15–18	Age 18+	After Level 3	Over time
Level 1 — GiSTEMP or YWLP, two years	**Level 2** — GiSTEMP or YWLP, two years	Volunteering with a local Collective and supporting Bridge Courses for girls who want to join CI.	**Collectivisation Initiative** (Level 3) — three years	Four pathways: lead a Collective, join FAT's team, build an enterprise, or pursue a career elsewhere	Leadership of FAT itself, for those who choose it

Some young women will move through the whole pipeline; others will choose a different route after Level 3. We track and celebrate each of those paths.

Three levels of change

Individual agency

Girls build self-knowledge, feminist awareness, the confidence to negotiate in their own lives, and digital and STEM skills they have not had access to — primarily through Level 1 of YWLP and GiSTEMP.

Collective action

Girls analyse the systems that constrain them and act together — through intergenerational dialogues and peer support in YWLP Level 2, and community problem-solving with STEM in GiSTEMP Level 2.

Sustained leadership

Alumni form Community Collectives that run YWLP & GiSTEMP for new girls in their own communities, while sustaining themselves through local fundraising and social enterprise.

The thread that runs through everything: feminist agency. Every year, across all ages and programmes, we measure the Annual Feminist Agency Score — whether girls and young women are developing the capacity to understand and assert their rights, navigate the structures that constrain them, and act collectively. Every other outcome — STEM skills, digital literacy, community campaigns — is in service of this.

Our work rests on two pillars: **programmatic impact** — sustained technology access & STEM skills, collective leadership and feminist agency among marginalised young women — and **organisational sustainability** — a stable, young-women-led structure, and the financial, digital and human systems that support it.

How we work

Girls and young women at the centre. Every design decision starts from participants' lived realities, not programme logic or donor priorities.

Gender and sexuality as core. They are the analytical foundation of our work, not topics added when a community feels ready.

Facilitation, not teaching. In a FAT space there are facilitators and participants, and decisions about content are made together.

Safe, accessible, independent spaces. Our Tech Centres and Labs are placed where girls can reach them safely, free from outside interference.

Long-term commitment. Our programmes work because they engage deeply over years, not superficially over weeks.

Participatory design. Participants co-create the programme; curriculum and content evolve with each group.

Our programmes working together: the Flower Model

We call the way our programmes come together in a community the **Flower Model**: five core programmes — its petals — running side by side, delivered by locally rooted, young-women-led Community Collectives, with Level 3 participants providing support. A Community Collective may choose to run GiSTEMP only, YWLP only, or both together, depending on its members' strengths and its community's interest.

Programme	Ages	What it does
GiSTEMP Level 1 Community Jugaad Lab	10–12 (2 years)	Hands-on science tinkering and digital exploration that build STEM confidence and feminist self-belief.
GiSTEMP Level 2 Girls' MakerSpace	13–15 (2 years)	Original science and technology problem-solving using tools such as 3D printers and electronics, building technical depth and collective practice.
YWLP Level 1 Community Tech Centre	10–12 (2 years)	Digital skills, feminist awareness and collective confidence building.
YWLP Level 2 Peer Support Groups	13–15 (2 years)	Community advocacy, collective action and peer support facilitation.
Collectivisation Initiative Level 3	18–25 (3 years)	Residential and community-based leadership training; graduates lead Community Collectives that run the Level 1 and Level 2 programmes.

A redesigned age structure. Over the years, girls' needs and learning have changed enough that we have redesigned our age bands: both Level 1 programmes now admit girls aged 10–12 for two years, and both Level 2 programmes admit girls aged 13–15 for two years. Both Level 2 programmes are being documented and redesigned through a dedicated task force, and will be formally relaunched in April 2029.

Two new petals

Early childhood STEM pilot

Ages 5–10. A new entry point designed to reach girls before internalised beliefs about who belongs in science take hold. Piloted in 2027–28 and assessed in 2028–29, with a decision on making it a permanent sixth petal from 2029.

Collective entrepreneurship

A livelihood pathway for programme alumni: FAT trains, and graduates build and own their enterprises. Described in full on page 6.

The Collectivisation Initiative: where leaders are made

The Collectivisation Initiative (CI) is anchored on Level 3 training, a three-year, intensive leadership programme for young women aged 18–25 who want to continue their journey as the people who expand the reach of FAT's programmes in their own communities. It is open both to young women who have come through FAT's programmes and to those who have not, who prepare through a Bridge Course.

More than 50 young women are in training today, including a new batch that began in July 2026 — the first under our redesigned cycle, with a residential first year, frequent formative assessment from day one, and a selection process that tests commitment to the full three-year journey.

What we have learned. Our initial batches saw more dropout than we had planned for. We treated it as information, not failure. Exits clustered around challenges related to education, health, gendered expectations and family pressure — especially where young women were weighing career against marriage, and where the full three-year commitment was not yet fully understood by them or their families. We have responded by making the first year residential, strengthening our Bridge Courses, involving families earlier, and screening for clear, tested commitment before young women join.

Four pathways after Level 3

Each is documented, supported and equally valued. None is treated as more legitimate than the others — and none is treated as failure.

Collective Leader

Forms or joins a Community Collective and delivers GiSTEMP and/or YWLP in her own community.

Companion

Joins FAT's team as a specialist professional, contributing technical or domain expertise.

Collective Entrepreneur

Builds an enterprise with peers, after training with FAT. The enterprise belongs to its founders.

External career

Pursues a career beyond FAT, using the skills and confidence Level 3 built. Tracked and celebrated, not counted as dropout.

A structured route for those who need a different pace

Every batch includes a **Hands-On Group**: structured support — intensive counselling, coaching and individualised learning — for participants who need a different pace. Participants are identified from within the first phase of training, based on their actual pace and needs. From the second phase, they move into our collective entrepreneurship pathway, so no one who needs a different route is pushed out of FAT's community.

By September 2028 we will also have designed a **Career Coaching System** that connects graduates to mentors and opportunities in STEM and social-impact sectors, and written entrepreneurship training into the formal Level 3 curriculum.

Community Collectives and Collective Entrepreneurship

A **Community Collective** is a group of young women who work together as a team to run one or more of FAT's Level 1 or Level 2 programmes for girls in their community, make decisions about their work together, and take steps toward financial sustainability through local fundraising and social enterprise. When enough Collectives are running in a place, the Flower Model comes to life: every programme, side by side, delivered by women from that community.

1 today
operating Collective, in Delhi, run by three Level 3 graduates

6–7 by 2029
Community Collectives, with 2 functional Flower Model communities

15 by 2030
5 Flower Model communities, as funding for future batches allows

Programme Collectives and Collectives of Entrepreneurs count toward the same total: both are Collectives formed by FAT graduates, with different purposes.

Collective Entrepreneurship: FAT trains, graduates build

Some Level 3 participants need an immediate source of livelihood for themselves and their families. For them, FAT runs a **Collective Entrepreneurship Training & Capacity-Building Programme**. FAT designs and delivers the curriculum — business fundamentals, market research, costing and pricing, sourcing, brand and community engagement, and store operations — and a hands-on training practicum. Structured training for the first cohort begins in January 2027.

On graduation, the founders decide independently how to organise, register and run their enterprise.

> **FAT's role is deliberately bounded.** FAT trains and builds capacity. The enterprises are owned and run by their founders: FAT does not own them, does not fund their set-up or scale-up, and does not take a share of their profit. The costs of setting up each enterprise are raised separately by the Collective of Entrepreneurs itself. Founders may, at their own discretion, give back to help fund training for future cohorts.

Our target: by September 2029, at least 9 young women will have established their own enterprises, through a minimum of 3 Collectives of Entrepreneurs, with their progress tracked in our evidence system from September 2027.

How we are organised: the BeeHive

We call our structure the **BeeHive**: a network of Collectives, each with its own role, in which leadership is shared rather than concentrated. FAT is registered under the Societies Registration Act, 1860, and is accountable to a Governing Board.

Who does the work	Who supports it
Champions lead FAT's Portfolio Collectives. **Collective Leaders** lead Community Collectives in the field. **Companions** are specialist professionals who contribute technical and domain expertise.	**Coaches** build leadership capacity, offering expert advice on decisions. **Counsellors** provide confidential wellbeing support. **Consultants** bring specialist expertise to specific pieces of work.

Six Portfolio Collectives

1
Grassroots Mobilisation & Community Engagement
Community entry, Bridge Courses, and relationships with parents and communities

2
Curriculum & STEM Innovation
Curriculum for every programme level, and the technology platforms that carry it

3
Community Implementation & Training
Programme quality, support to Community Collectives, and all Level 3 training

4
Strategic Partnerships & Resource Mobilisation
Funding, partnerships and communications

5
Organisational Wellness & Internal Excellence
People, finance, compliance, operations and wellbeing

6
Policy, Research & Expansion
Monitoring, evaluation, research and growth to new geographies

Leadership today

FAT is led by the Management Collective, supported by our Coach, by specialist Consultants, and by Companions across the six Portfolios. At full strength, each Portfolio will be led by Champions who have grown into leadership within FAT; we are building toward that structure as the Collectivisation Initiative produces more leaders.

Looking after the people who do the work. Counsellors provide confidential individual support to participants and team members — what is shared in a session stays in the session, and only aggregate trends ever reach management. We also run regular wellbeing sessions for everyone, and are designing wellbeing initiatives as part of our programmes themselves, because organisations that ignore the strain carried by young, community-rooted teams cannot last.

Systems, evidence and accountability

A network of Collectives across several states cannot work without shared systems, and cannot earn trust without evidence. This part of the strategy is about both.

Community Learning Portal

A content library, participant tracker, communication tool and monitoring system in one. It lets a Collective in any location use the same curriculum, assessments and reporting tools without FAT's headquarters present. Level 3 courses go live by October 2026, Level 1 and 2 content by October 2027, and every Collective will use it independently by September 2029.

Internal Management System

Our administrative, financial and reporting backbone. A mobile app, with enhanced data security, is in development from January 2027 and will be complete by September 2028, so Collectives can report and manage their work from a phone.

Responsible technology

A Data Protection Policy and Responsible AI Use Guidelines will be finalised by December 2026 — essential for a platform that holds the data of young people — and a technology innovation partnership will be in place by September 2027 to keep our practice current and aligned with our principles.

Measuring what changes

Our PMEL framework organises measurement in five tiers, from a decade-long vision to everyday learning outcomes, and is built into our platforms so data collection is part of normal work. The Annual Feminist Agency Score — baseline in December 2026, repeated each year — is its centrepiece.

What we will publish and submit to scrutiny

- **Three years** of Annual Feminist Agency Score data, with the first year-on-year comparison in December 2027 and a three-year trend by December 2028.
- A **mid-term external evaluation** in 2027, an **external evaluation of the Level 2 pilot** by March 2028, and an **end-of-period external evaluation** by September 2029.
- Two **knowledge products** sharing what we have learned — the first by September 2028, the second by September 2029.

> Our aim is not to just tell good stories. It is to produce credible evidence that gender-transformative STEM education, delivered by community-based Collectives, builds lasting feminist agency in girls from marginalised communities in India.

Our six strategic commitments, 2026–2030

These are the commitments the rest of this document supports. They are ordered by dependency: each depends on those before it.

1

Develop young women as leaders

Run the Collectivisation Initiative with high quality, and grow it as funding allows — with strong Bridge Courses, a residential first year, and selection that tests commitment to the full three years.

2

Open real pathways for every graduate

Four documented pathways — Collective Leader, Companion, Collective Entrepreneur and external career — supported by structured entrepreneurship training, tracking in our evidence system, and a Career Coaching System by September 2028.

3

Grow community-owned Collectives

Form new Community Collectives from Level 3 graduates and grow them into Flower Model communities, with each Collective choosing the programmes that fit its members and community.

4

Relaunch and strengthen Level 2

Document and pilot redesigned GiSTEMP and YWLP Level 2 programmes through a dedicated task force, evaluate them externally, and relaunch both in April 2029.

5

Build the systems and evidence that prove the model

Complete our digital platforms, put responsible-technology policies in place, and generate three years of Annual Feminist Agency Score data alongside external evaluations and published learning.

6

Build a sustainable, well-supported organisation

Diversify our funding, strengthen our brand and communications, and invest in the leadership, capacity and wellbeing of the team that carries the work.

Key milestones

The dates below are the milestones we hold ourselves to.

When	Milestone
Oct 2026	All Level 3 courses live on the Community Learning Portal
Dec 2026	Level 2 task force established to document and redesign both Level 2 programmes
Dec 2026	Data Protection Policy and Responsible AI Use Guidelines finalised; first Annual Feminist Agency Score baseline completed
Jan 2027	Structured entrepreneurship training for the first cohort begins; IMS mobile app development starts
Mar 2027	Board-approved Financial Diversification Strategy; refreshed brand identity, website and social media
Sep 2027	PMEL framework built into our platforms; technology innovation partnership in place; Level 2 pilot batch concludes; entrepreneurship pathway tracking live
Oct 2027	Level 1 and Level 2 programme content live on the Community Learning Portal
Dec 2027	Second Annual Feminist Agency Score (first year-on-year comparison); Level 2 curriculum documentation complete
2027–28	Early childhood STEM pilot launched; mid-term external evaluation; first inter-collective gathering as Collectives form
Mar–Jun 2028	External evaluation of the Level 2 pilot (March); final Level 2 design and curriculum approved (June)
Sep 2028	IMS mobile app and enhanced data security complete; Career Coaching System designed; entrepreneurship training written into the Level 3 curriculum; first knowledge product published
Dec 2028	Third Annual Feminist Agency Score — a three-year trend; first Level 3 participants trained to deliver Level 2
Apr 2029	Both Level 2 programmes formally relaunched
Sep 2029	End-of-period external evaluation; second knowledge product; every Collective using our platforms independently; at least 3 enterprises established; 6–7 Collectives and 2 Flower Model communities
2029	Decision on making the early childhood STEM pilot a permanent programme
Sep 2030	Aspiration: up to 5 Flower Model communities with 15 Collectives driving programmes

What success looks like by September 2029

6–7 Community Collectives

Programme Collectives and Collectives of Entrepreneurs combined, across Delhi, Jharkhand and Bihar.

2 Flower Model communities

Places where all of FAT's programmes run side by side, delivered by young-women-led Collectives.

150–175 girls enrolled each year

In FAT's programmes, with a further 600–700 reached through community Open House events.

9+ young women in their own enterprises

Established through at least 3 Collectives of Entrepreneurs.

Three years of evidence

Annual Feminist Agency Score data showing whether, and how, the model produces lasting feminist agency.

Level 2 relaunched

Both programmes documented and relaunched, and the early childhood pilot tested, with a decision on a permanent sixth petal.

A note on targets. Our targets for Community Collectives and for girls reached depend on funding for future Collectivisation Initiative batches. New Collectives come from new graduates, and growth in the number of girls reached comes from new Collectives. We are raising the funds needed to run future batches, and we state these targets as contingent on that funding rather than as promises we cannot yet secure.

Looking to 2030 and beyond

Beyond 2029, we want communities where young-women-led Collectives run independently: using FAT's digital curriculum, measuring their own impact through the Annual Feminist Agency Score, and raising a growing share of their operating costs locally through a Collective Fundraising Toolkit we are developing, so that each Collective can raise local grants and individual donations.

> By 2030, we want to transform into a network of young-women-led community collectives driving sustainable development within their communities using a feminist approach to technology.

The proof we are building is not stories but evidence: that gender-transformative STEM education, delivered by community-based Collectives, produces lasting feminist agency in girls from marginalised communities in India.

Risks, and how we manage them

We would rather name our risks than leave partners to discover them.

What could slow us down	How we are managing it
Funding for future Collectivisation Initiative batches	New Collectives come from new graduates, so growth depends on funding each batch. We are raising these funds alongside a deliberate effort to broaden our funding base, and we state growth targets as contingent on it.
Keeping young women through a three-year programme	Our 2025 batch taught us that commitment must be tested early. We now screen for it before selection, run the first year residentially, strengthen Bridge Courses, involve families earlier, and offer a structured Hands-On Group for those who need a different pace.
Redesigning Level 2 well, and on time	A dedicated task force, live piloting, an external evaluation and staged approval before relaunch in April 2029.
Becoming a destination rather than a launchpad	Our curriculum builds independence and community roots from the first year, and we measure outcomes outside FAT's own spaces — including for graduates who take pathways beyond FAT.
Dependence on a small number of major funders	A Financial Diversification Strategy for Board approval by March 2027, a growing base of individual and domestic supporters, and a Collective Fundraising Toolkit so Collectives raise part of their own costs.
Protecting the people doing the work	Confidential counselling, regular wellbeing sessions and wellbeing programming are built into how we operate.

Partner with us

FAT's current funding supports the systems, evidence and programme redesign that make this model possible to grow. To reach the communities it is designed for, it needs partners.

Fund the next generation of leaders

Support the costs of running a Collectivisation Initiative batch — residential training, travel, food, medical care and participant stipends — so more young women can become Collective Leaders.

Open doors for graduates

Offer mentoring, internships and employment in STEM and social impact to graduates who choose a career beyond FAT.

Strengthen our technology

Bring expertise, tools or partnerships in education technology, data protection and responsible AI.

Build the evidence

Work with us on research and evaluation of how community-led STEM education builds feminist agency.

Back local fundraising

Help Collectives build a base of local supporters — as foundations, CSR partners and individual donors.

Something else?

If you see another way to work together, we would like to hear it.

To start a conversation: Write to fat@fat-net.org or rubi@fat.ngo or jyoti@fat.ngo. Visit our website www.fat.ngo

Together, we are stronger than the sum of our parts.
Together, young women lead.
And together, they will build what comes next.