FEMINIST APPROACH TO TECHNOLOGY

ANNUAL REPORT
2022 – 2026

Four years of handing over: our story and our activities
April 2022 to March 2026

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ABOUT FAT

Feminist Approach to Technology (FAT) was founded in 2008 to empower women to access, use and create technology. We work at the intersection of feminist values, women's rights and technology, with adolescent girls and young women from marginalised communities at the centre of everything we do.

Our Young Women's Leadership Program (YWLP) runs through Community Tech Centres, where girls learn digital skills alongside gender, rights, their bodies and their futures. Our Girls in STEM program (GiSTEM) runs through Community Jugaad Labs, where younger girls learn science by making things with their own hands. Through the Collectivisation Initiative, Level 3 of our programs, young women train to lead collectives that run these centres in their own communities. Between 2022 and 2026 we worked in Delhi, Jharkhand, Bihar and Pune, with a residential training centre in Himachal Pradesh.

A WORD BEFORE WE BEGIN

This report covers four years, from April 2022 to March 2026. Our report for 2022-23 was drafted but never finished, and the years that followed were among the busiest in our history. We are sorry for the long silence.

We have chosen to tell these years together because they were one journey. In these four years FAT handed itself over, from an organisation led by its founder to one led by the young women it was built for. Read one year at a time, some of these years would look like setbacks. Read together, they show how we learnt what it really takes.

For each year, we tell the story of the Collectivisation Initiative, of the collective action that young women and our team took in their communities, and of the changes inside FAT that made the transition possible. A fuller account of our activities follows the story, in the second part of this report.

WHERE WE STOOD

The decision that shaped these four years was taken in 2018. That year FAT went through the hardest crisis in its history, and ten staff members and our entire Board left. The alumni of our programs, young women who had once been participants at our Tech Centre, stepped forward and kept FAT alive. Looking at what had caused the crisis, we were clear about three things. FAT would be led by its program alumni. Our work in communities, and the building of our organisation, would not be directed by hired employees from outside those communities. And FAT would not depend on a single leader, but would be led collectively. We did not yet know how to get there.

In 2019, two external evaluations helped us decide the direction together. One was carried out by Phicus, appointed by the David and Lucile Packard Foundation, then one of our donors. The other was led by Pradeep Esteves, the Chairperson of our newly formed Governing Board, with an external evaluator, so that the new Board could see FAT's reality for itself, from the work on the ground to the management of the organisation, and support the transition with open eyes. In early 2020, just before Covid-19 reached India, we drafted a new vision and mission, and the Governing Board approved the transition. We planned to begin that year, but the pandemic brought a new crisis, and our energy went into supporting the communities we work with.

The transition formally began in April 2021, when the whole team came together for a retreat in Manali. There we adopted the new vision and mission as a collective, and reflected on the values and principles that had guided us so far and how we would make them FAT's own. With Phicus, we defined our first new

structure, based on what the evaluations had taught us. It replaced the old hierarchy with 3Cs: Champions, Coaches and Consultants. The young women leading the change chose the word “Champion” themselves, in place of titles such as associate, manager or director.

The Collectivisation Initiative grew out of a long history. FAT had run Level 3 training for young women since 2014. At first we hoped to place our young leaders as staff in other organisations, and when that did not work, we trained them for employment, in skills such as filmmaking and electrical work, and during Covid-19 we ran livelihood action projects. Neither path proved sustainable. After 2019 we chose a different model: local young women, leading collectively, would run our programs in their own communities and create leadership and livelihood opportunities for adolescent girls. We wrote a theory of change and designed a new Level 3 around it. Participants would receive a small stipend, because we had learnt that it makes a real difference to a young woman who wants to choose a career over the marriage her family begins to plan when she turns 18.

Through 2021-22, a bridge course prepared the first candidates, and in March 2022, 38 of them gathered in Giridih for a 15-day orientation. Our plan said the transition would take three years. It took five.

> ***Our plan said the transition would take three years. It took five.***

2022-23: LEARNING TO LEAD

Collectivisation Initiative

The pilot batch of the Collectivisation Initiative began Level 3 in April 2022, after a delay caused by Covid-19, with more than 40 young women enrolled. Dropouts began almost as soon as the training did. Most were tied to the responsibilities, control and expectations that families place on daughters. The stipend brought its own confusion: it was often seen as a salary, and the training as a job, and it took time for everyone, the young women, their families and us, to understand it for what it was.

Through the year, the young women trained online in what it takes to run a collective: administration and accounts, human resources, STEM, communication, community engagement and wellbeing. Online learning kept the training going, but connections dropped and attention faded on small screens. In July, 38 participants came together for a 15-day residential in Patna, where Digiswasthya also checked their health. A second bridge course brought in new candidates interested in joining Level 3, and eight were selected after a seven-day residential in September.

In October 2022, after self-assessment, peer feedback and evaluation, 23 young women from the pilot batch were selected to lead the first collectives. They formed seven community learning spaces for girls: Community Jugaad Labs in Delhi and Giridih, and Community Tech Centres in Giridih, Patna, Buxar, Delhi and Pune. Each collective found and equipped its own space and wrote its own program proposal, and the Giridih Jugaad Lab leaders raised a year’s funding for their centre themselves. From January to March 2023, all 23 attended FAT’s first Training of Trainers at our new residential centre in Himachal Pradesh.

> ***Each collective found its own space and wrote its own proposal. The Giridih leaders raised a year’s funding themselves.***

Collective Action at Community Level

Running community interventions collectively became a key training method in Level 3. In Giridih, ten Level 3 participants ran the Pad Project, learning to cut and sew reusable cloth pads and opening conversations about menstruation that their community had long avoided. They made 538 pads between

July and October 2022. In another action project, they spent a day with the families of sanitation workers and confronted the caste bias around cleaning work that they had grown up with.

In Pune, four Level 3 participants ran In Her Voice, a six-month Level 1 course for 30 girls on computers, internet safety, health and wellbeing. Twenty-eight completed it, and their mothers handed them their certificates. In Delhi, our team reopened the Girls' Makerspace and Jugaad Labs after Covid-19. Girls built electric bells and periscopes, learnt maths and science with Aavishkaar, visited the National Science Centre and the Makerspace at IIT Delhi, and performed street plays on early marriage and violence in three settlements as part of EMpower's Learning Community. A counsellor ran regular wellbeing sessions, and parents were drawn in through meetings and home visits.

> *"When I took the Solar Lamp that I had made in the Girls' Makerspace and showed it to both my mother and father saying, "Yeh maine banaya hai" (I have made this)... ever since [my] mother saw the Solar Lamp, she has stopped interrogating me and has let me visit the Makerspace by myself."*
>
> **— A Level 2 GiSTEM participant, Delhi**

Inside FAT for Organisational Development

Eight Champions trained as Management Trainees, meeting every week with the Executive Director and our Chairperson to learn how the organisation was run. Champions built their skills in documentation, finance, HR, legal compliance and fundraising. In December 2022, the whole team spent ten days in Assam on a retreat and feminist leadership training, where we visited eight organisations and finalised FAT's values and principles. We wrote new policies for the structure we were moving towards, including a Collectivisation policy and the Niswarth Sahi Sahyog Fund, an emergency fund managed by the young women themselves. WARI joined us as a wellbeing partner, and Acies reviewed our systems.

We also decided, together, to build a training home of our own. Residentials in hotels had been costly and ill-suited to our training, and from January 2023 a space in Hallan, near Manali, became FAT's residential centre. Champions began moving to the program locations to support the collectives on the ground, and on International Women's Day 2023 our young leaders launched a crowdfunding campaign for the Collectivisation Initiative. On 15 March 2023, three Management Trainees, Jyoti, Rubi and Rekha, were announced as FAT's first Management Committee. They took charge on 1 April 2023.

2023-24: TAKING ROOT

Collectivisation Initiative

With seven collectives formed, Level 3 moved from preparing to doing. In June 2023, Jugaad Lab leaders trained in Manali, and Tech Centre leaders trained in Delhi in July and August after landslides struck Manali. Champions coached every collective each week on an agenda the leaders set, and a weekly wellbeing circle gave them space to talk about how they were coping. In November, the collective leaders met in Manali to explore what the girl-led transition meant for their own collectives, and were then evaluated on their readiness to run their centres independently.

Working together turned out to be one of the hardest parts of the journey. Differences between leaders strained several collectives, and we learnt that a collective cannot be put together from outside. It has to come together because its members care about the same goals. Counselling became essential, both for each young woman's growth and for the health of the collective, and counsellors became a part of our team.

Recruiting the next batch was just as hard. In 2023 we ran more bridge courses and, to build each collective before any fieldwork or investment, made the first year of training residential. No one joined. Most candidates left for higher education or family responsibilities. We did not give up. From October 2023 we recruited through local grassroots organisations in Jharkhand and Bihar, reaching out deliberately to Muslim and Dalit young women. By January 2024, 50 had applied, and 24 began a three-month bridge course in February.

Collective Action at Community Level

From May 2023, the collectives went out into their communities. They held orientation meetings and open houses, met parents and enrolled 119 girls in Level 1. From July to November, every centre taught at least 2 modules of the curriculum developed for Tech Centres and Jugaad Labs. In the Tech Centres in Delhi, Giridih, Patna, Bagahi and Pune, girls learnt computers, the internet and email alongside gender, menstruation, sexuality and their rights, and visited other youth and feminist groups such as Manzil, Prerna Bharti and Chirag. In Hallan, a pilot Tech Centre worked with 15 girls to address caste and gender discrimination in the village. The Giridih Jugaad Lab showed what a collective could do. Its leaders rented a room close to the girls' homes, met 46 girls and enrolled 15 in the core program. The girls looked at leaves under a microscope, learnt how the Earth was formed and built rockets to understand forces. The leaders organised a trip to the Science Museum in Ranchi entirely on their own. When girls said boys were teasing them at school, the leaders went to the school three times, and the school began its own sessions on health and inappropriate touch. In March 2024, 178 people came to see 13 of the girls' projects at a community exhibition.

> ***When girls were teased at school, the leaders went to the school three times. The school then began its own sessions.***

In February and March 2024, the collectives led their first community campaigns, on clean public toilets, hygiene and safe waste disposal, ending with rallies and events on International Women's Day. In all, FAT worked with 235 girls and young women in 2023-24.

Inside FAT for Organisational Development

On 1 April 2023, the Management Committee took over most of FAT's decision-making, with the Executive Director continuing to support them. In June 2023, Sathyasree joined as our strategic coach to guide the handover of responsibilities, and Pradeep Esteves, a member of our Governing Board, supported the organisation development process. The Management Committee trained across every part of the organisation, and all Champions completed Bridgespan's program for second-line leaders.

Champions worked on our vision, culture and systems and began shaping the structure FAT would grow into. In February 2024, every Champion and collective leader met in Goa for a six-day feminist leadership workshop, with the Management Committee co-facilitating the sessions on our vision and future. We revisited and finalised our vision together, wrote standard procedures, trained everyone on POSH and child safeguarding, and began redesigning how we plan, monitor and learn. With Echidna Giving's support, we began building a Community Learning Portal, so that the curricula our leaders need would live in one place they could reach from anywhere.

> ***In Goa, the Management Committee co-facilitated the sessions. A year earlier, they had been trainees.***

2024-25: RETHINKING

Collectivisation Initiative

We rebuilt how young women enter Level 3. Working with five grassroots partners that families already trusted, we reached 127 young women in Bihar, Jharkhand and Pune. Fifty attended 15-day residential bridge courses in Manali and Delhi, on computers, rights, negotiation and photography for community action, and participants were selected directly from these courses. A smaller group of 14 joined the 2024 batch: 12 in July, and two more two months later. Their first three months were residential in Manali, where they learnt FAT's policies, accounts, technology and STEM, and also how to manage their health, food and stipends. They then went home for fieldwork, came back in January 2025 for a month on feminism, and spent four weeks alongside the existing collectives. This batch taught us that a first year combining residential training with fieldwork builds leadership, and that the skills of running a program are best built in the second and third years, while reaching out to girls in their own communities.

The pilot batch, now in its third year, turned to the question of how their collectives would sustain themselves. In August 2024, 20 collective leaders travelled together through Pune for a 15-day workshop on sustainability, visiting Vigyan Ashram, a women's self-help group and Kalpavriksh, and drafting enterprise ideas of their own. In January 2025, 18 leaders received small support to test business ideas, and in February a 15-day training in Bihar took them through community mapping, climate challenges and conversations about their futures. In March, 32 young women from both batches met in Manali to explore leadership, power and feminist movements.

The year closed with the pilot batch's graduation evaluation. It was a difficult moment. The young women had expected to graduate after three years, and many were disheartened to learn that they would need to repeat Level 3 to build the leadership a collective requires. Over the three years, others had chosen to use the savings from their stipends to continue their education, a choice we celebrate even as it meant our numbers fell. Health also forced some to step away from the demands of training and grassroots work. Some continued their training alongside the 2024 batch, and one moved into a Companion role. Everything this batch taught us went into the new design of Level 3.

> ***We now know that graduation cannot be tied to a number of years.***

Collective Action at Community Level

The centres grew more independent, and most of the work on the ground was led by Level 3 participants. In Bihar, the first batches at Patna and Bagahi completed Module 3, and from October 2024 the Buxar leaders taught Module 4, on spreadsheets, banking and enterprise, entirely on their own. When the internet kept failing in Bagahi, the leaders moved the centre to a home where the connection was better. In Delhi, the Tech Centre taught Module 3 on life paths, Word, PowerPoint and rights, and the collectives organised a health camp on nutrition and government health schemes for 55 community members. In Giridih, six leaders ran both centres with very little help from Champions: 70 girls joined the Jugaad Lab, and the Tech Centre's second batch moved from computers to sexual and reproductive health and gender-based violence. Across Buxar and Delhi, open houses reached 428 girls, and in Jharkhand we worked with 440 girls between July 2024 and June 2025.

Not every collective held together. Where leaders left, collectives broke down and some programs had to stop, and we could not always meet the targets we had committed to our donors. We had set up some centres too early, before their collectives were strong enough to sustain them. We learnt to plan program targets with this instability in mind, and to invest in a centre only once a collective has truly formed.

Inside FAT for Organisational Development

By now, Champions and the Management Committee held most of FAT's day-to-day decisions, and the founder coached the Champions every week on thinking strategically. The last step of the transition was set for 31 March 2026.

With UNICEF's support, a team led by our strategic consultant and Management Committee members reviewed all six collectives in November and December 2024, interviewing leaders, watching sessions and meeting girls and parents. They found that many sessions were taught like school classes and that facilitation needed strengthening. Community mapping in Bihar showed that some centres were hard to reach for the most marginalised girls.

Drawing on all of this, we redesigned the Collectivisation Initiative. Level 3 now focuses on young women who have left or paused their education. Selection happens through residential bridge courses run with local partners, and the first year of training is residential and compulsory. Young women who leave can return. Graduation depends on how a leader and her collective grow, not on the calendar. And Level 3 now opens several pathways: a young woman can grow into a Collective Leader running FAT's programs in her community, or a Companion working alongside Champions to run the organisation. Collective leaders and Level 3 participants also agreed on the non-negotiable principles of inclusion that every shared space in FAT must follow. We set up our Moodle learning portal on our own hosting, and finalised our updated YWLP and GiSTEM curricula and our planning and monitoring framework.

2025-26: HANDING OVER

Collectivisation Initiative

Recruitment, once our biggest struggle, became a strength. Every young woman leader in FAT, Champions, Companions, Collective Leaders and Level 3 participants, took part in mobilising for the next batch. Members of the 2024 batch went door to door in West Champaran, Hazaribagh, Giridih and Bokaro with our partner organisations, and 272 young women applied. Companions and Champions, supported by Consultants, ran bridge courses in Madhupur, Thakurganj and Delhi for 73 young women between May and July 2025.

In August, 38 young women began the 2025 batch, joined by four repeating their first year. This batch was the first to follow a new approach: in its first months, every participant came to a clear understanding of the program and its commitments, and the batch worked out together how each young woman would sustain herself through the training, before moving further. After induction in Delhi and Nalagarh, the batch began its residential year in Manali. Most of the dropouts in this batch came in its first six months, and it has been stable since then, with 19 young women continuing. The 2024 batch also lost members, for reasons quite different from those of the pilot batch, and four of the young women who joined it continue today. From the pilot batch, six continue: three as Collective Leaders of the Delhi Collective, one as a Companion and two as Level 3 participants.

In August 2025, every Level 3 participant and every Champion came together for an 11-day Training of Trainers in Haryana, on facilitation, FAT's vision and the stages of leadership, artificial intelligence, STEM solutions for climate change and food security, and intersectionality. A Leadership Framework now guides how Level 3 participants grow. In the same month, after a second evaluation, three young women from the pilot batch became FAT's first graduated collective, the Delhi Collective, and took full charge of the Delhi centre.

In March 2026, mobilisation began for the 2026 batch, the first that will fully reflect everything we have learnt, in its training plan, its curriculum and its methods. It is being driven by young women leaders in Level 3 and by our team, in partnership with several grassroots organisations.

> ***In August 2025, three young women from the pilot batch became FAT's first graduated collective.***

Collective Action at Community Level

The centres finished what they had started. In July 2025, girls in Delhi and Buxar completed all five modules of Level 1, and 24 of them received certificates in front of 102 family and community members. Buxar's collective ran open houses for people aged 14 to 50 on careers, water scarcity and health, and Level 3 participants took girls for health check-ups at the government hospital after winning their parents' consent. In Giridih, the Tech Centre's second batch completed Module 3. In West Champaran, members of the 2024 batch co-facilitated a health session with an ASHA worker and an ANM for 25 girls, and began preparing a new centre in their own community.

From January 2026, the Delhi Collective planned and ran open houses in its own name, on STEM, digital literacy, money and staying safe online. Members of the 2024 batch began running open houses in Bokaro and West Champaran, sometimes in their own homes. Not all of our centres lasted: this year, the centres in Patna, Buxar and Pune closed, each teaching us more about when and how a collective is ready to run one. The review team returned to the collectives in May and June 2025, and we reworked the Tech Centre's Module 3, revised our videos, trained every Champion and Level 3 participant in facilitation, and uploaded the finished curricula to our learning portal.

> *"The challenge is that first we have to build trust in the community. Which is difficult, because why would someone send their child to you?"*
>
> **— A young woman in her second year of Level 3, on running open houses in her neighbourhood**

Inside FAT for Organisational Development

An external review of our financial systems in April 2025 led to updates to our policies and processes. Our Internal Management System began running HR, finance and reporting, and our Moodle portal held our curricula, assessments and feedback from facilitators. By the end of the year, FAT had 17 paid staff, all of them women. The UNICEF-supported action project concluded in September 2025.

FAT's structure had been evolving since 2021, in practice before it was in writing. Early in 2026 the founder documented it as the BeeHive, finalised on 21 March 2026. The first 3Cs, Champions, Coaches and Consultants, had become 3Cs and three supporting Cs. Champions lead the organisation, and becoming one now follows a defined learning journey, shaped by years in which young women and FAT worked out together what being a Champion should mean. Companions work alongside Champions to run FAT's administration. Collective Leaders run FAT's programs in their own communities and design their own interventions, in line with FAT's mission, values, theory of change, strategy and policies. Coaches, Counsellors and Consultants support them all, and both Companions and Collective Leaders can grow into Champions. The BeeHive organises our work into six portfolios and plans a General Body in which alumni and young women from our communities will hold two-thirds of the seats.

In March 2026, the founder presented the BeeHive, in documents and in practice, to the Board and to the young women of FAT as the basis for the final step of the transition. In the same month we wrote the first

version of our strategy for 2026 to 2030. As the year closed, FAT was being led by a Management Collective of three Champions, Rubi, Jyoti and Rekha, with Rubi and Jyoti as Interim Co-Directors.

> ***As the year closed, FAT was being led by the young women it was built for.***

WHAT WE LEARNT

We decided in 2018 that FAT would be led by its alumni, and it has taken until 2026 to arrive at the first milestone of that journey. The transition took five years from its formal start, and it is not finished. What made it long was not a lack of will. It was learning, step by step, what stands between a young woman from a marginalised community and the chance to lead.

Knowing what we are up against

Our young women carry the weight of household responsibilities, families' control over where they go and whom they meet, pressure to marry as soon as they turn 18, poor health and nutrition, and the constant need to earn for their families. These are the reasons girls from marginalised communities so rarely emerge as leaders. We now design Level 3 with these barriers in mind from the start, with stipends, residential training, health care, counselling and work with families built in, rather than discovering them one dropout at a time.

The girl's choice comes first

Some young women left Level 3 to study, using what they had saved from their stipends. Others chose a better-paid job, or a different life. We have learnt to see these as choices made by young women who now have more control over their own lives, and to plan our work so that it can absorb them. A young woman's own decision is always the first level of decision.

Leadership is built in person, and values come before skills

Online training kept the pilot batch going through Covid-19, but it could not build the value-based, feminist leadership a collective needs. Leaders learn values by living them, in shared rooms, shared kitchens and shared decisions. Every batch now begins with a residential first year, and the skills of running a program are built later, in the community.

Collectives cannot be built from outside

A collective holds together only when its members truly share its goals. Interpersonal differences were among the strongest challenges we faced, and counselling for each young woman and for each group became part of how we build collectives. We also learnt to invest in a centre only once its collective has formed, and to set program targets that allow for the instability of early collectives.

Clarity from the first day

A stipend can be mistaken for a salary, and training for a job. We now make sure every young woman understands the program and its commitments in her first months, and works out with us how she will sustain herself through it, before the training goes further.

How we choose matters as much as how we train

When we recruited on our own, young women came and went. When we worked through organisations that families already trusted, and our own young leaders went door to door, 272 young women applied in a single year.

Readiness, not the calendar

Graduation is tied to how a leader and her collective grow, not to the number of years she has trained. Young women who leave can return, and Level 3 now opens more than one path into leadership at FAT.

Failing, and adapting

Some of what we tried worked and some of it failed. We have tried not to ignore any failure, but to name it and change what we do next, in small steps. The lessons of these years deserve fuller documentation than an annual report can give, and we will share them separately.

> ***We did not ignore any failure. We named it, and changed what we did next.***

WHERE DO WE GO FROM HERE?

On 12 April 2026, the young women of FAT and the three members of the Management Collective presented themselves to our Governing Board as FAT's new leaders, and the Board ratified the transition. The founder began a six-month handover, after which she steps into the role of Coach, supporting the leaders who now run the organisation she started.

From April 2026, FAT works as a collective-structured, community-based, girl-led organisation, led by its Management Collective. Today there is one Collective, in Delhi. By 2030, we hope to support the emergence of 15 collectives, run by young women in their own communities in Bihar, Jharkhand, Delhi and beyond. The 2024 and 2025 batches are on their way to becoming the next Collective Leaders, Companions and, in time, Champions. The 2026 batch, now being mobilised with our grassroots partners, will be the first to train under a plan, curriculum and methodology that bring together everything these years have taught us.

Our strategy for 2026 to 2030 sets out the path to FAT's full form, in its systems and in its people. It will take more years and more learning. The story of that next chapter will be told in our next annual report.

FOUR YEARS AT A GLANCE

When	Milestone
April 2022	Pilot batch of the Collectivisation Initiative begins Level 3
July 2022	15-day residential for 38 Level 3 participants in Patna
July to October 2022	Pad Project in Giridih: 538 cloth pads made
October 2022	23 young women leaders form 7 collectives
December 2022	Team retreat in Assam finalises FAT's values and principles
January 2023	First Training of Trainers at the HP residential centre
March 2023	First Management Committee announced: Jyoti, Rubi and Rekha
May to June 2023	Collectives enrol their first 119 Level 1 participants
June 2023	Strategic coach joins to guide the handover
February 2024	Six-day feminist leadership workshop in Goa for all Champions and collective leaders
March 2024	Giridih Jugaad Lab exhibition: 13 projects, 178 visitors
July 2024	2024 batch begins after residential bridge courses with partner organisations
August 2024	15-day sustainability workshop in Pune for 20 collective leaders
November 2024	Review of six collectives begins
March 2025	Pilot batch graduation evaluation; Level 3 redesigned
August 2025	Delhi Collective graduates; 2025 batch of 38 begins; Haryana Training of Trainers
March 2026	BeeHive structure finalised and presented to the Board; Management Collective leads FAT; mobilisation for the 2026 batch begins

Selected figures

These figures come from the reports we sent to our funders and from our own records. They count different things in different years, so they should not be added together.

Year	What we did
2022-23	33 of 40 initially enrolled young women in Level 3 training; 23 selected to lead 7 collectives; 28 girls completed In Her Voice in Pune; 538 cloth pads made
2023-24	119 girls enrolled in Level 1 at 7 centres; 50 applications for Level 3; 235 girls and young women reached in all
2024-25	127 young women mobilised with partners; 50 in residential bridge courses; 14 joined the 2024 batch; 440 girls reached in Jharkhand (July 2024 to June 2025)
2025-26	272 applications for Level 3; 73 in bridge courses; 38 began the 2025 batch; first collective graduated; 95 young women in Level 3 since 2022

ACTIVITIES: PROGRAM WORK

This part of our report brings together the main activities FAT carried out between April 2022 and March 2026. It is divided into two sections. The first covers our program work, and the second covers the work we did to develop the organisation. Each section is organised by year.

Activities that happened many times, such as wellbeing sessions, parents' meetings and open houses, are described together. All figures come from the reports we submitted to our funders and from our program records.

FAT's work in these years ran through three linked programs. The Collectivisation Initiative (Level 3) trains young women to lead collectives in their own communities. The Young Women's Leadership Program (YWLP) runs through Community Tech Centres (CTCs), where girls learn digital skills alongside gender, rights and sexual and reproductive health. The Girls in STEM Program (GiSTEMP) runs through Community Jugaad Labs (CJLs) and the Girls' Makerspace, where girls learn science by making things.

2022-23

Collectivisation Initiative (Level 3)

Level 3 training, online, all locations. Level 3 formally began in April 2022. Through the year, 33 young women trained online in the skills needed to run a collective: human resources, administration and accounts, STEM, communication, community engagement, wellbeing, technical skills and changemaking. The training prepared them for the evaluation that selected the first collective leaders.

Residential workshop, Patna, Bihar. In July 2022, 38 Level 3 participants attended a 15-day residential workshop. They learnt to set up projectors and cameras, maintain computers and use FAT's internal site, studied STEM through hands-on projects, and trained in HR, accounts and community engagement. Full days were given to wellbeing. During the workshop, Digiswasthya ran a health camp with a general physician and a gynaecologist for 45 leaders and Champions, and became FAT's tele-health partner.

Bridge course for new candidates, online and residential. From July to September 2022, 15 young women took an online bridge course on feminist rights, sexual and reproductive health and rights, STEM and technical skills, followed by a seven-day residential in September. Eight were selected for Level 3.

Community meetings, learning circles and Human Library sessions. Six community meetings between August and November 2022 kept Level 3 participants connected and introduced the plan for a residential training centre in Hallan. A feminist learning circle explored co-leadership, and Human Library sessions brought in people who shared their life journeys with the leaders.

Pad Project, Giridih, Jharkhand. From July to October 2022, ten young women at the Giridih Tech Centre trained in cutting and sewing and made reusable cloth sanitary pads, while holding conversations on menstruation in their community. They made 538 pads, sold 150 at 28 rupees each to test their entrepreneurial ideas, gave 50 as free trials and kept 338 for distribution. Surveys with 74 women before use and 50 after use measured what worked.

Action project on caste, Giridih, Jharkhand. Jharkhand leaders spent a full day with the families of three sanitation workers to confront caste bias around cleaning work, and reflected on it together afterwards.

Safeguarding orientation, Jharkhand. Level 3 participants were oriented on FAT's policies on preventing sexual harassment (POSH) and protecting children (POCSO), and on the roles of the Internal Complaints Committee and Child Protection Committee.

Evaluation and formation of collectives, five locations. In September and October 2022, participants went through self-assessment, peer feedback and evaluation. Twenty-three young women were selected and formed seven collectives: Community Jugaad Labs in Delhi and Giridih, and Community Tech Centres in Giridih, Patna, Buxar, Delhi and Pune. Each collective rented and equipped its own space and wrote its own program proposal, and the Giridih CJL leaders raised a year's funding for their centre. Follow-up training covered community communication, STEM, child protection, wellbeing and fundraising.

First Training of Trainers, Hallan, Himachal Pradesh. From January to March 2023, the 23 collective leaders attended FAT's first Training of Trainers at its new residential centre. They trained in mobilising girls, running sessions, documentation, wellbeing and the CJL curriculum, learnt the history of the Tech Centre and of FAT, and met members of the Hallan community to discuss caste.

Young Women's Leadership Program

In Her Voice, Pune, Maharashtra. From October 2022 to March 2023, four young women from FAT's Level 3 group ran a six-month Level 1 course at the Pune Community Tech Centre, supported by EMpower. Thirty girls enrolled and 28 completed it. The course covered computers, MS Office and internet safety, five full-day workshops on adolescent sexual and reproductive health with external doctors, a five-day mental health workshop and a sports workshop. It closed with a community event at which mothers presented their daughters' certificates.

Girls in STEM

STEM sessions, Girls' Makerspace and Community Jugaad Labs, Delhi. The Makerspace and Jugaad Labs reopened in April 2022. Girls took part in bridge sessions on STEM in daily life and 21st-century skills, and built electric bells, periscopes, DC motors and clocks, explored 3D printing and worked on a hackathon project. From June to August, Aavishkaar ran ten maths and science sessions for 28 girls. Girls in Classes 9 and 10 received support before their exams.

Talks and exposure visits, Delhi. In a STEM Aur Hum session in July 2022, a Level 3 coach shared her journey with 22 girls. In August, 28 girls visited the National Science Centre at Pragati Maidan, and 23 girls and seven supporters visited the Makerspace at IIT Delhi.

EMpower Learning Community, Delhi. For the third time, FAT took part in EMpower's Learning Community. With The YP Foundation, 22 girls discussed early marriage, violence, sexual and reproductive health and rights and mental health, then performed street plays in Karpuri Thakur Camp, Adivasi Camp and Pratap Camp. A closing event brought them together with girls from Josh, Chintan and Swechha.

Wellbeing, parents and community, Delhi. From July 2022, a Delhi-based counsellor ran group wellbeing sessions twice a month for about 30 girls, on self-awareness, emotions, adolescence and attraction, with further sessions on time management and consent. Girls also received individual counselling. Parents attended wellbeing sessions and parents' meetings, and the team made community visits to the families of girls who had stopped attending.

Wellbeing for young leaders

Wellbeing sessions, Jharkhand and online. Level 3 participants in Jharkhand took part in 12 wellbeing sessions on anger management, art, stress and rest. Friday wellbeing circles for all collective leaders began in December 2022.

2023-24

Collectivisation Initiative (Level 3)

Second Training of Trainers, Manali and Delhi. From June to August 2023, all seven collectives took part in a second Training of Trainers. CJL leaders trained in Manali in June. CTC leaders trained at FAT's Delhi office in two 15-day batches in July and August, after landslides in Manali. The training covered Module 1 of the curriculum, documentation, FAT's values and principles and an emotional resilience toolkit.

Coaching and wellbeing for collective leaders, all locations. Champions coached all collective leaders every week on an agenda the leaders set. Weekly online wellbeing circles continued, with 19 sessions between August 2023 and January 2024, and individual counselling when needed. Collective leaders also attended The YP Foundation's training on patriarchy, sexuality and gender.

Organisation development workshop for collective leaders, Manali. In November 2023, collective leaders explored what the girl-led transition meant for their collectives: their vision, mission, values and collective culture, and how their systems would connect with FAT's.

Readiness evaluation, all collectives. Collectives received feedback on their work in November 2023 and were evaluated in December on their readiness to run centres independently. In January 2024, leaders rated one another's skills and performance.

Safeguarding training, all locations. All collective leaders and Champions were trained on FAT's Child Safeguarding Policy and on POSH.

Recruitment for the next batch, Jharkhand and Bihar. Bridge course candidates attended a 15-day orientation in Hallan. From October 2023, FAT began recruiting through local grassroots organisations in Jharkhand and Buxar, with a deliberate focus on including Muslim and Dalit young women. By January 2024, 50 had applied, and after interviews and group discussions 24 were selected for a three-month bridge course from February 2024, among them six Muslim and three Scheduled Caste young women.

Representation, Delhi and Bihar. A collective leader spoke on a panel on children's digital futures and the Digital Personal Data Protection Act at the India Habitat Centre, Delhi, in December 2023. Two Bihar leaders presented FAT's work at a Yuva Mela in Thakurganj in March 2024.

Young Women's Leadership Program

Mobilisation and enrolment, seven centres. From May 2023, the collectives held orientation meetings, open houses and parents' meetings in their communities and completed baseline forms with each girl. By June 2023, 119 girls had enrolled across the seven centres.

Level 1 Modules 1 and 2, all centres. From July to November 2023, all CTCs and CJLs ran Modules 1 and 2 with 109 participants, with baseline, endline and learning assessments.

Delhi Community Tech Centre. The Delhi centre began on 3 July 2023. Girls learnt the parts of a computer, Paint, Notepad, the internet, email and safe use of social media, alongside workshops on gender, adolescence, menstruation, sexuality and relationships. The centre held a mother-daughter parents' meeting and an exposure visit to Manzil in October 2023. In Nehru Nagar, leaders ran 15 open house sessions for 57 girls.

Giridih Community Tech Centre, Jharkhand. The centre began Level 1 sessions in August 2023 on technology, gender, computers, Paint and Notepad, and in October took 25 girls on an exposure visit to Prerna Bharti in Madhupur.

Patna and Bagahi (Buxar) Community Tech Centres, Bihar. The two Bihar collectives enrolled 26 girls in Patna and 19 in Bagahi and ran Level 1 sessions on computers, Paint, Notepad, the internet, email, gender, adolescence and menstruation. Buxar girls visited Chirag in September 2023, and Patna held open

houses to welcome girls back after the summer. Leaders and a Champion petitioned the BSNL office in Arrah for internet access in Bagahi.

Pune Community Tech Centre, Yerwada. The Pune collective ran Modules 1 and 2 for its first batch, on computers, the internet, digital safety, menstruation, bodily autonomy and sexuality, and held open houses on photography and sexual and reproductive health in early 2024.

Pilot Tech Centre, Hallan, Himachal Pradesh. From April to September 2023, a Champion and two young women leaders ran a pilot Tech Centre for 15 girls, covering two modules, to address caste and gender discrimination in the village.

Girls in STEM

Giridih Community Jugaad Lab, Jharkhand. The Giridih CJL collective began in April 2023 in a space close to participants' homes. Leaders met 46 girls in Handadih, Lohapatti, Kalyandih, Durga Sthan and Pachamba, and 15 joined the core program. Through Modules 1 and 2, girls studied the five senses, the solar system, the Earth's formation, the origin of life, photosynthesis under a microscope, human evolution, stars, gravity and atoms, built rockets and turned waste into useful objects. They also discussed careers and gender stereotypes. Weekend open houses introduced other girls to STEM through catapults, kaleidoscopes and marshmallow towers.

Exposure visit and exhibition, Giridih. In October 2023, the collective organised a visit to the Science Museum in Ranchi for 15 girls entirely on its own. In March 2024, 20 girls displayed 13 projects at a community exhibition attended by 178 people.

School engagement, Giridih. When girls reported being teased at school, CJL leaders visited the school three times. The school then began its own sessions on health and inappropriate touch.

Wellbeing and health, Giridih. A counsellor ran wellbeing sessions for CJL girls in person and online, two health camps were held, and six girls received medical support. Leaders visited girls' homes every month and held parents' meetings.

Community engagement

Community campaigns, Delhi, Patna, Buxar and Pune. In February and March 2024, collectives led campaigns on clean public toilets, hygiene, sanitation and safe waste disposal, ending with International Women's Day events. Patna's girls led a rally and performed skits on female foeticide and health, and Delhi's leaders ran a five-day sanitation campaign at Karpuri Thakur Jan Jeevan Camp. In all, 124 community members took part.

Parents' meetings and community visits, all centres. Collective leaders held parents' meetings and visited girls' families regularly to build trust and support girls' participation.

Scholarship

SCCI Bridge the Gap scholarship, Giridih and Hazaribagh, Jharkhand. With the Swedish Chamber of Commerce India's support, an alumna continued her law degree and interned with a Supreme Court advocate. She ran legal-awareness and good touch, bad touch workshops for groups of 30 to 45 girls and women in schools and villages.

Reach. In 2023-24, FAT worked with 235 girls and young women aged 12 to 30 in Pune, Giridih, Delhi, Buxar and Patna.

2024-25

Collectivisation Initiative (Level 3)

Mobilisation with partner organisations, Bihar, Jharkhand and Pune. Working with Mahila Mukti Sansthan, Project Potential, Samagra Shiksha Evam Vikas Sansthan, Sahyogini and Prerna Bharti, FAT reached 127 young women between February and September 2024.

Residential bridge courses, Manali and Delhi. From May to August 2024, 50 young women attended three rounds of 15-day residential bridge courses on computers and the internet, rights and negotiation, photography and videography for community action, an LED circuit project and an introduction to FAT. Participants were selected directly from the bridge course, and 35 were offered a place in Level 3.

2024 batch, first year, Manali and home communities. Fourteen young women joined the 2024 batch: 12 in July 2024 and two more two months later. Eleven continued through the year. Their first three months were residential in Manali, covering FAT's policies and child protection, accounts and Excel, email and online tools, photography, management, operations and HR, STEM maker sessions, Hindi and Krutidev typing, nutrition, stipend management and a two-day Wenlido self-defence workshop. They also tutored children in Manali. From October to December, they ran YWLP and GiSTEM foundation sessions in their home communities. In January 2025 they attended a feminism workshop and then spent four weeks working with existing collectives, closing their first phase in February 2025. Members of the batch from Jharkhand are working towards forming three new collectives there.

Sustainability workshop, Pune, Maharashtra. In August 2024, 20 collective leaders took part in a 15-day travelling workshop on what sustainability means for each leader and each collective. They visited Vigyan Ashram, a women's self-help group and Kalpavriksh, and discussed financial awareness, health, rights, the environment and technology. Each collective drafted an enterprise idea, from a village library in Bagahi to plant-based sanitary pads and a sewing unit in Patna and a study space in Delhi.

Coaching and enterprise, all collectives. Champions coached collective leaders online twice a week. The pilot batch attended sessions with SkillIt on starting a business. In January 2025, 18 collective leaders received 2,000 rupees each to test small business ideas with a coach's guidance, such as selling food in Patna and vegetables and study tables in Buxar.

Continuous Training of Trainers and safeguarding, online and Bihar. All CTC and CJL leaders took part in online sessions on the Internal Complaints Committee, child safeguarding and collective coaching. In November 2024, Bihar leaders were trained on POSH and learnt to train their own participants.

Sustainability training, Bihar. In February 2025, 20 Level 3 participants took part in a 15-day training across Patna, Buxar and Nalanda. They mapped community resources and climate challenges, visited Samagra Shiksha Evam Vikas Sansthan and Project Potential, and discussed graduation and their futures. The training was also a review of the Level 3 curriculum.

Leadership workshop, Manali. In March 2025, 32 young women from the pilot and 2024 batches attended a 15-day residential on individual leadership, power, feminist movements, values and ethics. They celebrated International Women's Day with the Shanag community and agreed on shared principles for FAT's collective spaces.

Graduation evaluation, all collectives. In February and March 2025, 13 Level 3 participants were evaluated for graduation, followed by a five-day intensive workshop. FAT introduced a pathway for participants to continue their training alongside the 2024 batch. Some continued in Level 3 alongside the 2024 batch, and one moved into a Companion role.

Young Women's Leadership Program

Patna and Bagahi (Buxar) Community Tech Centres, Bihar. The first batches completed Module 3, on Word, PowerPoint, social exclusion, patriarchy, careers and life goals, with 22 girls taking the learning assessment. From October 2024, Buxar's leaders ran Module 4, on spreadsheets, financial literacy, banking and enterprise, independently, and Patna began it too. The centres enrolled second batches: in Buxar, 40 girls began Modules 1 and 2 and 11 completed them; in Patna, 21 began Module 1 and 14 completed it. A May 2024 open house drive in Bagahi reached 55 girls, and girls from both centres attended online wellbeing sessions with a counsellor. Leaders were trained in equipment management, both centres were upgraded with desktops, inverters, tablets and other equipment, and the Bagahi centre moved to a new space with better internet access.

Delhi Community Tech Centre. In May and June 2024, the Delhi centre ran Module 3 on life paths, Word, PowerPoint, patriarchy, marginalisation and rights, and began Modules 4 and 5 later in the year. Parents attended a meeting in December 2024 to hear about their daughters' learning.

Giridih Community Tech Centre, Jharkhand. The second batch of 30 girls studied Paint, Word, Excel, gender identity, sexuality and rights, followed by sexual and reproductive health, menstrual health and gender-based violence. Twenty-seven completed Modules 1 and 2. In September 2024, 25 girls visited the Science Centre in Ranchi.

Open houses, Buxar and Delhi. Between October 2024 and July 2025, collectives ran 10 community open houses on careers, financial independence, digital skills and sexual and reproductive health, reaching 428 girls.

Girls in STEM

Giridih Community Jugaad Lab, Jharkhand. In April 2024, the CJL mobilised 70 girls: 35 joined the core program and 35 the weekend open houses. After a literacy bridge course with tablet-based games for 30 girls, 25 began Module 1 on electricity, electromagnetism and DC motors, and 18 completed it. Six open houses between July and December 2024 reached 67 participants with projects such as balloon cars, jumping frogs and dustbins made with glue guns.

Delhi Community Jugaad Lab. The Delhi CJL mobilised 30 girls in May and June 2024 and ran a bridge course with tablet literacy games and life skills. Eighteen girls built paper rockets and jumping magnets. The collective ran seven counsellor-led wellbeing sessions and a Swachh Shauchalay campaign. From November 2024, 30 girls studied Module 2, from the five senses to the Big Bang and the story of the Earth.

Health, wellbeing and safeguarding

Wellbeing and health, all locations. Weekly online wellbeing circles for collective leaders continued, with 12 sessions for 20 leaders between February and September 2024 and a further series for Bihar leaders. Digiswasthya ran a health camp for the new Level 3 batch in Manali in September 2024, and two health camps were held in Jharkhand. In October 2024, the Delhi collectives organised a health camp on nutrition and government health schemes for 55 community members. FAT's Child Protection Committee responded to concerns raised by participants, and a Level 3 participant's family visit in Jharkhand helped a 17-year-old girl continue her education rather than marry.

Learning from the collectives

Scoping review of six collectives, Delhi, Jharkhand and Bihar. Under the UNICEF-supported action project, a team led by FAT's strategic consultant and a Management Committee member visited the six collectives between November and December 2024: CTCs in Giridih, Delhi, Patna and Buxar, and CJLs in

Giridih and Delhi. They interviewed 16 leaders, observed sessions and met participants and parents. The review identified the need to strengthen facilitation skills, rework Module 3 and revise some videos. Community mapping in Bihar in February 2025 informed how FAT chooses locations so that centres are accessible to the most marginalised girls.

Reach in Jharkhand. Between July 2024 and June 2025, FAT worked directly with 440 girls in Jharkhand.

2025-26

Collectivisation Initiative (Level 3)

Recruitment by young leaders, Bihar, Jharkhand and Delhi. All of FAT's young women leaders, Champions, Companions, Collective Leaders and Level 3 participants, took part in mobilising for the next batch, working with partner organisations. In April and May 2025, members of the 2024 batch went door to door in West Champaran, Hazaribagh, Giridih and Bokaro, visiting Anganwadis, local organisations and families. In all, 272 young women applied.

Bridge courses, Madhupur, Thakurganj and Delhi. From May to July 2025, Companions and Champions, supported by Consultants, ran Level 1 bridge courses for 73 young women, 33 from Jharkhand, 30 from Bihar and 10 from Delhi, on gender, sex, patriarchy, consent, power and digital literacy. In July, 49 came together for a final combined bridge course in Delhi.

2025 batch, first year, Delhi, Nalagarh and Manali. In August 2025, 38 new participants began the 2025 batch. After induction in Delhi and Nalagarh, the batch began its residential year in Manali. The training covered news reading and research, the Moodle learning portal, setting up a makerspace, a 14-day technical training, STEM and storytelling, English, cyber security, and gender, patriarchy, sexuality, LGBTQIA+ lives and Dalit rights. Participants took part in wellbeing circles and health check-ups, and a health camp in November 2025 checked all 38. In January and February 2026, they did fieldwork in Giridih, West Champaran, Delhi and Buxar alongside the 2024 batch. Most of the dropouts in this batch came in its first six months, and 19 young women continue.

2024 batch, second year, Delhi, Bihar and Jharkhand. In May and June 2025, residential workshops in Delhi for Level 3 participants covered internet and digital rights, open source, online safety, consent, feminist leadership, caste and sexuality, with sessions on sexual and reproductive health and on collectivisation and the women's movement. In July and August, each participant reflected on her journey and presented to a committee of two Management Committee Champions and one Level 3 participant, which decided her next step. In September 2025, participants co-facilitated a health session in West Champaran with an ASHA worker and an ANM for 25 girls and 8 women. From January 2026, the batch ran open houses in Bokaro and West Champaran on cybercrime and online safety, rights, health and nutrition, and life skills.

Training of Trainers, Haryana. In August 2025, all Level 3 participants and Champions attended an 11-day Training of Trainers on facilitation, FAT's vision and the stages of leadership, artificial intelligence, STEM solutions for climate change and food security, intersectionality, and gender and sexuality. A Leadership Framework for Level 3 was introduced.

First graduated collective, Delhi. In August 2025, after a second evaluation, three young women from the pilot batch graduated as FAT's first collective and took full charge of the Delhi centre.

Mobilisation for the 2026 batch, Bihar, Jharkhand and Delhi. In March 2026, mobilisation began for the 2026 batch, the first to fully reflect everything FAT has learnt, in its training plan, curriculum and methods.

It is being driven by young women leaders in Level 3 and by the team, in partnership with several grassroots organisations.

Young Women's Leadership Program

Delhi Community Tech Centre. In July 2025, girls completed Modules 4 and 5 on topics they chose for their own growth and confidence, and 15 completed all five modules of Level 1. From January 2026, the graduated Delhi collective planned and ran open houses in its own name on STEM, digital literacy, financial management, rights and cybercrime, and mobilised girls in Adivasi Camp and Pratap Camp for new batches.

Bagahi (Buxar) Community Tech Centre, Bihar. The first batch completed Module 5 on climate change in July 2025, and nine girls completed Level 1. In July, the collective held four open houses for 68 people aged 14 to 50, with stalls and games on careers, water scarcity and health. In September, Level 3 participants took girls for health check-ups at the government hospital with their parents' consent. The collective also began mapping the village to find a more inclusive location for the centre.

Certificate ceremonies, Delhi and Buxar. In July 2025, girls who had completed Level 1 received their certificates at ceremonies attended by 62 people in Delhi and 40 in Buxar. In all, 24 girls completed all five modules.

Giridih Community Tech Centre, Jharkhand. In June 2025, 15 girls in the second batch completed Module 3 on advanced digital skills and sexual and reproductive health.

Health camps, Delhi, Buxar and West Champaran. Health camps were held for Level 1 participants in Delhi and Buxar and for 25 girls in West Champaran, and for Level 3 participants in Delhi and Bihar.

Centre closures and new locations, Bihar and Jharkhand. Our centres in Patna, Buxar and Pune have closed. Members of the 2024 batch began preparing new centres in West Champaran and working towards new collectives in Jharkhand.

Learning from the collectives

Scoping review endline and curriculum revision. In May and June 2025, the review team returned to the collectives. Module 3 of the CTC curriculum was reworked, videos were revised, facilitation skills training was held for all Champions and Level 3 participants, and the CTC and CJL curricula were finalised and uploaded to FAT's learning portal. By September 2025, 95 young women had taken part in Level 3 since 2022.

ACTIVITIES: ORGANISATION DEVELOPMENT

Over these four years, FAT carried out the planned transition from a founder-led organisation to one led by young women from the communities it serves. This part describes the work that made that possible.

2022-23

Leadership transition. Eight Champions trained as Management Trainees, meeting every week with the Executive Director and the Chairperson of the Board. After a vote, interviews and evaluation, three of them, Jyoti, Rubi and Rekha, were announced on 15 March 2023 as FAT's first Management Committee, taking charge from April 2023. From January 2023, Champions moved to the program locations to support the collectives directly.

Capacity building. Champions followed a training plan covering Hindi documentation, spoken English, finance, administration, HR, legal compliance and identifying funders. In December 2022, the whole team

spent ten days in Assam on a retreat and feminist leadership training, where FAT's values and principles were finalised and the team visited eight organisations. Staff attended a Grow Fund training on financial sustainability, and Champions took part in forums organised by AJWS, TISS, Shadhika, Digital Futures Lab and Nasscom Foundation.

Policies and systems. The HR and Admin portfolio set up a team and individual performance measurement system. FAT developed a Collectivisation policy, leave, travel and sabbatical policies, and the Niswarth Sahi Sahyog Fund, an emergency fund managed by the young women. FAT reviewed the systems and processes of every portfolio, and the payment process for remote locations was revised. FAT's internal site was reconfigured, and options for a learning platform were evaluated.

Wellbeing. FAT partnered with WARI in July 2022 to strengthen its wellbeing panel, and WARI counsellors ran a stress management session for all Champions in December 2022.

Residential training centre. Following a collective decision, FAT set up a residential training centre in Hallan, near Manali, Himachal Pradesh, in use from January 2023.

Fundraising and communications. A four-member fundraising team built a funder database and a fundraising strategy. FAT moved its online donations to Danamojo and, on International Women's Day 2023, launched a crowdfunding campaign on give.do for the Collectivisation Initiative, followed by a campaign with EightBar in Singapore. A social media consultant joined in July 2022, the website was updated, and FAT began publishing on Youth Ki Awaaz and producing a monthly in-house news bulletin. Three new funders joined during the year.

2023-24

Leadership transition. The Management Committee took charge of most decision-making from April 2023, with continued support from the Executive Director. In June 2023, Sathyasree joined as strategic coach to guide the systematic handover of responsibilities, and Pradeep Esteves, a member of the Governing Board, supported the organisation development process. In October 2023, the Management Committee completed a 360-degree training on HR, external relations and operations.

Organisation development workshops. All Champions took part in a four-day workshop on FAT's vision, mission, values, culture and systems, and later in a three-day process that designed the honeycomb structure for the organisation, with a separate session for operations Champions in Buxar. In February 2024, all Champions and collective leaders attended a six-day Feminist Leadership Capacity Building Workshop in Goa, co-facilitated by the Management Committee. FAT's vision was revisited and finalised collectively.

Capacity building. All Champions completed Bridgespan's Nonprofit Development Program for second-line leaders, each with an individual development plan. Champions attended an emotional resilience bootcamp at the Hallan centre in May 2023. In July 2023, a Champion made an exposure visit to Rwanda, to the Gashora Girls Academy, Agahozo Shalom Youth Village and Zipline. Two Champions attended Women's Fund Asia's Leading From the South inception meeting.

Systems and safeguarding. FAT wrote standard operating procedures for office stays, team meetings, shared accounts and calendars, analysed its organisation-wide budget and built a fundraising deck around the honeycomb structure. A PMEL consultant supported the redesign of FAT's planning, monitoring, evaluation and learning framework. All Champions and collective leaders were trained on POSH and on the Child Safeguarding Policy.

Community Learning Portal. With Echidna Giving's support, FAT began building a Community Learning Portal in April 2023. A Technical Advisory Committee was formed with Edward Premdas Pinto and a

member of Team4Tech. FAT chose Moodle as its platform and brought Acies on board as technology partner. A STEM consultant was hired, the YWLP and GiSTEM Level 1 curricula were revised into modules with assessments, the CJL curriculum was organised into five 15-day modules, and Film Art began producing videos for the portal.

2024-25

Leadership transition. Champions and the Management Committee held most day-to-day decisions, and the founder held weekly coaching sessions with Champions on strategic thinking. The final step of the transition was set for 31 March 2026.

Level 3 redesign. Drawing on four years of experience, FAT revised the Collectivisation Initiative. Entry now focuses on young women who have left or paused formal education, the first year of training is residential and compulsory, selection takes place through residential bridge courses, and participants who leave may re-enrol. Partnerships with five grassroots organisations in Bihar, Jharkhand and Pune became the foundation of recruitment.

Learning and review. Under the UNICEF-supported action project, a project team of the strategic consultant and a Management Committee member, reporting to the Executive Director, carried out the scoping review of FAT's collectives. The February 2025 training in Bihar doubled as a curriculum review workshop on the monitoring framework, mission-driven leadership and facilitation. An internal review of the Bihar centres, led by the PMEL consultant and three Management Committee Champions, informed decisions about where centres are located.

Community Learning Portal and PMEL. FAT chose to host its Moodle portal itself, configured it for mobile access for 50 users and began uploading its first courses on feminist rights and POSH. A graphic designer developed the portal's visual identity and an in-house media studio was set up. The updated YWLP and GiSTEM Level 1 curricula and the PMEL framework were finalised.

Shared principles. Collective leaders and Level 3 participants agreed on non-negotiable principles of inclusion for all shared spaces in FAT.

2025-26

Transition milestone. In March 2026, the five-year transition reached its milestone. FAT is now led by a three-member Management Collective of Champions, Rubi, Jyoti and Rekha, with Rubi and Jyoti serving as Interim Co-Directors for the Board, donors and banking.

BeeHive structure. On 21 March 2026, FAT finalised the BeeHive Structure Guide. It organises the organisation into six portfolios, defines the roles of Champions, Collective Leaders and Companions and of Coaches, Counsellors and Consultants, sets out the tiers through which young women grow into leadership, and plans a General Body of 21 members in which alumni and young women from FAT's communities will hold two-thirds of the seats. In March 2026, the BeeHive was presented to the Board and to the young women of FAT as the basis for the final step of the transition.

Strategy. FAT wrote the first version of its Programme and Organisational Strategy for 2026 to 2030.

Systems. FAT's Internal Management System became operational for HR, finance and reporting, and the Moodle learning portal was in use for curricula, assessments and facilitator feedback. A Leadership Framework now guides the growth of Level 3 participants. An external review of FAT's financial systems in April 2025 led to updates to its financial processes and policies.

Team. By the end of the year, FAT had 17 paid staff, all of them women.

Partnership learning. The UNICEF-supported action project concluded in September 2025.

OUR TEAM

FAT's work in these four years was carried by Champions, Companions, Coaches, Counsellors, Consultants, interns and the many young women of the Collectivisation Initiative. These are the people who worked with FAT in each year, as recorded in our staff lists.

2022-23

Champions: Almas (Communication), Chanchal (Admin and HR, trainee), Deepika (Community Engagement), Jyoti (Admin and HR), Komal, Lakshmi (Admin and HR), Lalita (Girls in STEM), Mamta (Admin), Poonam (Accounts and Finance), Priyanka (Level 3), Puran (Girls in STEM), Ravindra (Accounts and Finance), Rekha (Level 3), Riyanka (Accounts and Finance), Rubi (Level 3), Simran (Community Engagement), Surbhi (Level 3, trainee), Usha (Accounts and Finance, trainee), Varsha (PMEL), Vineeta (Community Engagement)

Leadership: Gayatri Buragohain (Executive Director), Krithika (Chief Operating Officer)

Coaches and Consultants: Amita (Young Women's Leadership), Bhavna Jaisingh (PMEL), Muthu Kumaran (GiSTEM), Priyanka Sarkar (Communications), Rambishnu Sasmal (Finance), Shreyashi Sen (GiSTEM), Sunil Sharma (Operations), Swati Chadha (PMEL)

Counsellors: Chaitali (GiSTEM), Satjyot (Team), Vidhi (Young Women Leaders)

Interns and support staff: Anjali, Ashrita and Manisha Kumari (GiSTEM interns); Asha (housekeeping)

2023-24

Champions: Rubi, Rekha Yadav and Jyoti Arya (Management Committee); Riyanka Rawat, Ravindra Kumar, Poonam and Usha Mandal (Finance and Accounts); Chanchal and Lakshmi (Admin and HR); Lalita Kumari, Simran, Priyanka, Vineeta Kumari, Deepika Passi, Puran Chander Tiwari and Surbhi Kumari (Collectivisation Initiative); Ashrita Kumari (Community Engagement)

Leadership: Gayatri Buragohain (Executive Director)

Coaches, Counsellors and Consultants: Amita Arya (Coach, YWLP), Shilpi Sharma (Coach, Communication and Community Engagement), Ramabishnu Sasmal of FinTax Management (Operations Coach), Satjyot Gill of WARI (wellbeing panel and staff counsellor), Shambhavi Saxena (Communications), Bhavna Jaisingh, Jyoti Nanda, Lalit Saini, Mannika Solanki, Samrudhi Revansidha Birajdar, Sandhya Gautam, Saurabh Yadav, Smita Mazumdar Rajaram, Songjukta Bagchi, Sunil Kumar and AuxoHub (Consultants)

Staff, interns and support staff: Shreyashi Sen (Executive Assistant), Anjali Sharma (Assistant to the Executive Director), Soni Parveen and Kayenat Fatima (Patna Tech Centre interns), Asha Chandra (housekeeping)

2024-25

Champions: Rubi, Rekha Yadav and Jyoti Arya (Management Committee); Lalita Kumari, Simran and Vineeta Kumari (Programs); Riyanka Rawat, Poonam and Usha Mandal (Finance and Accounts); Lakshmi (Admin)

Leadership: Gayatri Buragohain (Executive Director)

Companions: Chanchal, Ashrita Kumari

Coaches and Consultants: Rambishnu Sasmal of FinTax Management (Accounts and Finance Coach), Amita Arya, Jyoti Nanda, Lalit Saini, Saurabh Yadav, Sunil Kumar and AuxoHub (Consultants)

Support staff: Asha Chandra (housekeeping)

2025-26

By March 2026, FAT had 17 paid staff, all of them women.

Champions: Rubi, Jyoti Arya and Rekha Yadav (Management Collective)

Leadership: Gayatri Buragohain (Executive Director, transitioning to Founder Coach)

Companions: Chanchal, Lalita, Poonam, Riyanka Rawat and Usha Mandal; Divya, Gopika, Jyoti Nishad and Upasana (Tech Companions); Ashrita (until she moved on during the year)

Consultants: Amita Arya, Shivani

Support staff: Asha Chandra (Admin)

OUR GOVERNING BOARD

Our Governing Board oversaw the transition throughout these four years. In 2025, Jyoti Arya, one of the three young women of the Management Committee, became Secretary of the Board, a role previously held by the Executive Director.

Name	2022	2023	2024	2025	2026
Chandrika Sahai	Chairperson / President	President	Member	Member	Member
Nayanatara Ranganathan	Member	Member	President	President	President
Kangkana Bordoloi	Treasurer	Treasurer	Treasurer	Treasurer	Member
Gayatri Buragohain	Secretary / Executive Director	Secretary / Executive Director	Secretary / Executive Director	Member	Member
Jyoti Arya	–	–	–	Secretary	Secretary
Sushmita Kumari	–	–	Member	Member	Treasurer
Pradeep Esteves	Member	Member	Member	Member	Member
Almas Naseem	Member	Member	Member	Member	Member
Edward Pinto	Member	Member	–	–	–
Payal Ashok Dhubbad	Member	–	–	–	–

Board composition is shown by calendar year. The 2026 column reflects the Board as on 29 October 2026.

FINANCIAL SUMMARY

Our accounts for each year were audited by Malhotra & Associates, Chartered Accountants, New Delhi. The table below summarises the Income and Expenditure Account and the Balance Sheet of the Feminist Approach to Technology Society for each year, in Indian rupees.

Year	Total income	Total expenditure	Income less expenditure	Balance sheet total (31 March)
2022-23	3,92,60,932	2,59,24,918	1,33,36,014	3,07,13,254
2023-24	4,66,56,399	2,95,68,376	1,70,88,023	4,84,77,434
2024-25	3,87,50,080	3,17,27,272	70,22,808	5,56,01,729
2025-26	2,41,17,207	4,01,25,614	(1,60,08,408)	4,18,67,522

Most of FAT's income comes as grants, which are often received in one year and spent over the following years. This is why income exceeded expenditure in the first three years and expenditure exceeded income in 2025-26, as grant funds received earlier were spent on the work of the transition year.

Where our funds came from

Grants received during these four years came from the American Jewish World Service; American Friends of EdelGive Foundation (GROW Fund); Azim Premji Philanthropic Initiatives; EMpower – The Emerging Markets Foundation; Girls First Fund; Global Fund for Women; LemonAid & ChariTea e.V.; Schwab Charitable Fund (Echidna Giving); Stichting Women Win (FREE STEM Fund); the Swedish Chamber of Commerce India; UNICEF; the United Nations Foundation (Resilience Fund); and Women's Fund Asia. Grants received earlier from Mama Cash, Oak Foundation, Salesforce and the Kiran Anjali Project were also spent during this period. We also received contributions from Amrit Corp. Ltd, Give Foundation, Online Giving Foundation, UK Online Giving Foundation and individual donors.

AUDITED ACCOUNTS

Our accounts for each of these four years were audited by Malhotra & Associates, Chartered Accountants, New Delhi. For each year we reproduce the Balance Sheet, the Income and Expenditure Account, and the Balance Sheet of our Foreign Contribution Account, as finalised by our auditors. All amounts are in Indian rupees.

2022-23: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
BALANCE SHEET AS ON 31ST MARCH, 2023

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	50,23,371		**FIXED ASSETS**		
Addition during the Year	1,05,331		As Per Schedule 1 Attached		34,82,883
Less : Depreciation	16,45,819	34,82,883			
			CURRENT ASSETS		
CORPUS FUND			Security-Rent and Other Advance	3,67,162	
Op. Bal. As On 01.04.2022	1,51,000		Cash - in - hand	1,24,072	
Addition donation	50,000	2,01,000	With ICICI Bank FCRA A/C	15,47,817	
			WIth SBI Bank FCRA A/C	2,30,94,248	
GENERAL FUND			With ICICI Bank Society A/C	20,97,072	2,72,30,371
Op. Bal. As On 01.04.2022	14,09,220				
Add: Excess of Income Over Expenditure	5,13,304	19,22,524			
FCRA PROJECT FUNDS					
Op. Bal. As On 01.04.2022	1,08,33,978				
Add: Excess of Income Over Expenditure	1,27,72,709.73	2,36,06,687.73			
CURRENT LIABILITIES					
Sundry Creditors		15,00,159			
TOTAL.....(Rs.)		**3,07,13,253.73**	**TOTAL.....(Rs.)**		**3,07,13,254**

2022-23: Income and Expenditure Account

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31st MARCH, 2023

EXPENDITURE	SCH.	AMOUNT (INR)	INCOME	AMOUNT (INR)
AJWS's Empowering Girls Through Technology	A	16,10,751	Grant-In-Aid	
Empower - The Emerging Market Foundation-Training in STEM	B	23,66,597	Received during the year from :-	
Empower- The Emerging Market Foundation-Learning Community	C	1,63,473	AJWS's Empowering Girls Through Technology	14,93,000
Empower- The Emerging Market Foundation-Gender STEM Grant	D	10,67,113	Girls First Fund-Preventing and Responding to Child Marriage and Early Unions	25,75,666
EMpower - The Emerging Market Foundation - In Her Voice	E	12,34,051.12	EMpower - The Emerging Market Foundation - GiSTEM	20,44,770
Empower - The Emerging Market Foundation-The Sunset	F	1,71,293	EMpower - The Emerging Market Foundation - In Her Voice	12,34,050
Girls First Fund - Preventing and Responding to Child	G	4,29,097	EMpower - The Emerging Market Foundation - Learning Community	1,87,625
Marriage and Early Unions FY 2020-22			EMpower - The Emerging Market Foundation - The Sunset	36,94,050
Girls First Fund - Preventing and responding to child marriage	H	28,53,975.88	Global Fund for Women -Core Support Grant	19,90,250
and early unions - FY 2022-24			GROW Fund -American Friends of EdelGive Foundation FY 2022-24	42,56,212
Global Fund for Women-Core Support Grant	I	21,08,817	The Echidna Giving -Schwab Charitable Fund	1,27,68,900
GROW Fund -American Friends of EdelGive Foundation FY 2022-24	J	40,00,000	United Nation Foundation - Resilience Fund -Core Support Grant	37,71,000
Mama Cash - Core Support Grant	K	14,04,655	UK Online Giving Foundation	60,020
Oak Foundation-Adopting FAT's S&T-Adolescent Girls and Young Women	L	5,83,993	Women Fund Asia - Amplifying Voices grants	36,43,184
Salesforce Award Money	M	8,84,523	Bank Interest - FCRA	4,43,681
Salesforces CSR Grant-GiSTEM Program	N	9,86,950	Income from Sales of Assets	9,650
The Echidna Giving -Schwab Charitable Fund	O	7,42,288	General Funds (Non-FCRA)	
The Kiran Anjali Project-Covid-19 Relief	P	1,14,510	Donation & Contribution (General Funds)	9,74,159
The Kiran Anjali Project-GiSTEM Jugaad Lab Project	Q	7,60,591	Donation & Contribution (Corpus Funds)	50,000
United Nation Foundation - Resilience Fund - Core Support Grant	R	21,97,721	Contribution for Resource Material	11,805
Women Fund Asia - Amplifying Voices Grant	S	17,18,950	Bank Interest	52,059
Total Expenditure (FCRA Funds)		**2,53,99,349**	**Interest on TDS Refund**	**850**
Society Expenditure (General Funds)		5,25,569		
Total Expenditure (Organization)		**2,59,24,918**		
Excess of Income Over Expenditure (FCRA Funds)		1,27,72,709.73		
Excess of Income Over Expenditure (General Funds)		5,13,304		
Excess of Income Over Expenditure (Corpus Fund)		50,000		
TOTAL.....(RS.)		**3,92,60,931.73**	**TOTAL.....(RS.)**	**3,92,60,932**

2022-23: Foreign Contribution Account: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
FOREIGN CONTRIBUTION ACCOUNT
BALANCE SHEET AS ON 31ST MARCH, 2023

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	50,00,185		**FIXED ASSETS**		
Addition during the Year	1,05,331		As Per Schedule 1 Attached		34,36,332
Less: Sales of Assets	32,098				
Less : Depreciation	16,37,086	34,36,332			
			CURRENT ASSETS		
FCRA PROJECT FUND			Security-Rent and Other Advance	3,42,817	
Op. Bal. As On 01.04.2022	1,08,33,978		Cash - in - hand	1,21,965	
Add: Excess of Income Over Expenditure	1,27,72,709.73	2,36,06,687.73	Sundry Creditors	(15,00,159)	
			With ICICI Bank FCRA A/C	15,47,817	
CURRENT LIABILITIES			WIth SBI Bank FCRA A/C	2,30,94,248	2,36,06,688
TOTAL.....(Rs.)		**2,70,43,019.73**	**TOTAL.....(Rs.)**		**2,70,43,020**

2023-24: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
BALANCE SHEET AS ON 31ST MARCH, 2024

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	34,82,883		**FIXED ASSETS**		
Addition during the Year	19,89,448		As Per Schedule 1 Attached		37,09,487
Less: Sales of Assets	32,098		**INVESTMENT**		
Less : Depreciation	17,30,746	37,09,487	Fixed Deposits (FCRA accounts)	48,80,000	
			Fixed Deposits (NON FCRA accounts)	6,13,000	54,93,000
CORPUS FUND					
Op. Bal. As On 01.04.2023	2,01,000		**CURRENT ASSETS**		
Addition donation	38,000	2,39,000	Security-Rent and Other Advance	3,24,277	
			Interest on FD Receivable	36,561	
GENERAL FUND			Cash - in - hand	72,083.88	
Op. Bal. As On 01.04.2023	19,22,524.55		With ICICI Bank FCRA A/C	39,05,758.85	
Add: Excess of Income Over Expenditure	2,52,271.57	21,74,796.12	WIth SBI Bank FCRA A/C	2,59,57,438.90	
			With ICICI Bank Society A/C	17,68,197.52	
FCRA PROJECT FUNDS			With ICICI Bank Society -APPI A/C	72,10,630	3,92,74,947.15
Op. Bal. As On 01.04.2023	2,36,06,688.65				
Add: Excess of Income Over Expenditure	96,37,469.38	3,32,44,158.03			
NON-FCRA PROJECT FUNDS					
Op. Bal. As On 01.04.2023	-				
Add: Excess of Income Over Expenditure	71,60,282	71,60,282			
CURRENT LIABILITIES					
Sundry Creditors		19,49,711			
TOTAL.....(Rs.)		**4,84,77,434.15**	**TOTAL.....(Rs.)**		**4,84,77,434.15**

2023-24: Income and Expenditure Account

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31st MARCH, 2024

EXPENDITURE	SCH.	AMOUNT (INR)	INCOME	AMOUNT (INR)
			Grant-In-Aid	
			Received during the year from :-	
American Jewish World Service (AJWS) Grant No # 16598	A	99,311.24	American Jewish World Service (AJWS) Grant No # 16598	98,400
American Jewish World Service (AJWS) Grant No # 13962	B	9,34,821.28	American Jewish World Service (AJWS) Grant No # 13962	16,48,600
Empower - The Emerging Market Foundation -The Sunset	C	28,12,482	Girls First Fund - Preventing and responding to child	58,73,718
Girls First Fund - # Grant No 2022-2024 -India-2424	D	30,70,903.72	Women's Fund Asia- Amplifying Voices grants	37,10,329
Women's Fund Asia- Amplifying Voices grants	E	23,37,697.50	GROW Fund - American Friends of EdelGive Foundation	37,34,059
Salesforce Award Money	F	3,45,095	LemonAid & ChariTea e.V # Grant FY 2023-26	49,09,550
GROW Fund - American Friends of EdelGive Foundation	G	40,00,000	STICHTING WOMEN WIN (Women Win - FREE STEM)	18,16,140
LemonAid & ChariTea e.V # Grant FY 2023-26	H	35,85,746.18	United Nation Foundation - Resilience Fund - Core Support Grant	20,64,500
STICHTING WOMEN WIN (Women Win - FREE STEM)	I	16,66,674.58	SCHWAB CHARITABLE FUND (Echidna)	1,28,41,750
United Nation Foundation - Resilience Fund - Core Support Grant	J	15,68,822	Give Foundation	15,884
SCHWAB CHARITABLE FUND (Echidna)	K	68,41,354	UK Online Giving Foundation	69,139.59
Give Foundation	L	2,450	Donation & Contribution-FCRA	6,616.29
Society Program (FCRA)	M	6,94,939	Interest in Fixed Deposit-FCRA	32,408
Total Expenditure (FCRA Funds)		**2,79,60,296.50**	**Bank Interest - FCRA**	**7,76,672**
Azim Premji Philanthrophic Initiatives Pvt. Ltd.(APPI) Grant Number #G-2109-10624	N	9,62,117	Project -APPI Non-FCRA	
Swedish Chamber of Commerce India	O	37,950	Azim Premji Philanthrophic Initiatives Pvt. Ltd.(APPI) Grant Number #G-2109-10624	80,25,800
Society Expenses (NON FCRA)	P	6,08,012.61	Bank Interest - APPI	96,599
Total Expenditure (Organization)		**2,95,68,376.11**	**General Funds (Non-FCRA)**	
Excess of Income Over Expenditure (FCRA Funds)		96,37,469.38	Swedish Chamber of Commerce India	37,820
Excess of Income Over Expenditure (Corpus Fund)		38,000	Donation & Contribution (General Funds)	8,28,868.18
Excess of Income Over Expenditure (General Fund)		2,52,271.57	Bank Interest - General Funds	65,393
Excess of Income Over Expenditure (APPI)		71,60,282	Interest on FDR	4,153
TOTAL.....(RS.)		**4,66,56,399.06**	**TOTAL.....(RS.)**	**4,66,56,399.06**

2023-24: Foreign Contribution Account: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
FOREIGN CONTRIBUTION ACCOUNT
BALANCE SHEET AS ON 31ST MARCH, 2024

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	34,36,332		**FIXED ASSETS**		
Addition during the Year	19,89,448		As Per Schedule 1 Attached		37,00,328
Less : Depreciation	17,25,452	37,00,328			
			INVESTMENT		
FCRA PROJECT FUND			Fixed Deposits (FCRA accounts)		48,80,000
Op. Bal. As On 01.04.2023	2,36,06,688.65				
Add: Excess of Income Over Expenditure	96,37,469.38	3,32,44,158.03	**CURRENT ASSETS**		
			Security-Rent and Other Advance	2,93,292	
			Interest on FD Receivable	32,408	
CURRENT LIABILITIES			Cash - in - hand	67,334.28	
Sundry Creditors	18,92,074		With ICICI Bank FCRA A/C	39,05,758.85	
		18,92,074	WIth SBI Bank FCRA A/C	2,59,57,438.90	3,02,56,232.03
TOTAL.....(Rs.)		**3,88,36,560.03**	**TOTAL.....(Rs.)**		**3,88,36,560.03**

2024-25: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
BALANCE SHEET AS ON 31ST MARCH, 2025

LIABILITIES		CURRENT YEAR	PREVIOUS YEAR	ASSETS		CURRENT YEAR	PREVIOUS YEAR
CAPITAL FUND - Op. Balance	37,09,487			**FIXED ASSETS**			
Addition during the Year	15,64,642			As Per Schedule 1 Attached		36,18,960.92	37,09,487
Less: Deduction for Sales of Assets	48,979.08						
Less : Depreciation	16,06,189	36,18,960.92	37,09,487	**INVESTMENT**			
				Fixed Deposits (FCRA accounts)	35,00,000		48,80,000
CORPUS FUND				Fixed Deposits (NON FCRA accounts)	6,13,000	41,13,000	6,13,000
Op. Bal. As On 01.04.2024	2,39,000						
Addition donation	48,100	2,87,100	2,39,000	**CURRENT ASSETS**			
				Security-Rent and Other Advance	3,31,505		3,24,277
GENERAL FUND				Interest on FD Receivable	3,10,443		36,561
Op. Bal. As On 01.04.2024	21,74,796			Cash - in - hand	1,58,172.88		72,084
Less: Excess of Expenditure Over Income	(5,56,454)	16,18,342	21,74,796	With ICICI Bank FCRA A/C	1,40,33,806.85		39,05,759
				WIth SBI Bank FCRA A/C	3,12,01,531.97		2,59,57,439
FCRA PROJECT FUNDS				With ICICI Bank Society A/C	12,53,182.52		17,68,198
Op. Bal. As On 01.04.2024	3,32,44,157			With ICICI Bank Society -APPI A/C	5,41,886		72,10,630
Add: Excess of Income Over Expenditure	1,43,11,826.07	4,75,55,983.07	3,32,44,157	TDS Receivable	39,240		
						4,78,69,768.22	
NON-FCRA PROJECT FUNDS							
Op. Bal. As On 01.04.2024	71,60,282						
Less: Excess of Expenditure Over Income	(67,80,664)	3,79,618	71,60,282				
CURRENT LIABILITIES							
Duties & Taxes		1,62,359					
Sundry Creditors		1,85,723	19,49,711				
Gratuity Payable		17,93,643					
TOTAL..... .....(Rs.)		**5,56,01,728.99**	**4,84,77,433**	**TOTAL..... .....(Rs.)**		**5,56,01,729.14**	**4,84,77,434**

2024-25: Income and Expenditure Account

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31st MARCH, 2025

EXPENDITURE	SCH.	CURRENT YEAR	PREVIOUS YEAR	INCOME	CURRENT YEAR	PREVIOUS YEAR
				Grant-In-Aid		
Girls First Fund - # Grant No 2024-2026	A	15,78,536		Received during the year from :-		
American Jewish World Service (AJWS) Grant No # 13962	B	4,01,347	9,34,821	Girls First Fund - # Grant No 2024-2026	43,94,744	58,73,718
Empower - The Emerging Market Foundation -The Sunset	C	29,11,662	28,12,482	Women's Fund Asia- Amplifying Voices grants	1,13,19,511	37,10,329
Girls First Fund - # Grant No 2022-2024 -India-2424	D	25,24,504	30,70,904	GROW Fund - American Friends of EdelGive Foundation	9,701	37,34,059
Women's Fund Asia- Amplifying Voices grants	E	65,94,856	23,37,698	LemonAid & ChariTea e.V # Grant FY 2023-26	26,35,411	49,09,550
Mama Cash- Core Support Grant	F	2,067		Schwab Charitable Fund (Echidna)	1,29,55,500	1,28,41,750
Schwab Charitable Fund (Echidna)	G	35,92,237.48	68,41,354	UK Online Giving Foundation	63,664.87	69,140
LemonAid & ChariTea e.V # Grant FY 2023-26	H	21,24,495.32	35,85,746	Empower- The Emerging Market Foundation-Sunset	37,44,900	
GROW Fund - American Friends of EdelGive Foundation	I	1,225	40,00,000	**AJWS - 16598**		98,400
Stitching Women Win(FREE STEM)	J	1,49,490	16,66,675	**AJWS - 13962**		16,48,600
United Nation Foundation - Resilience Fund - Core Support	K	22,76,908	15,68,822	Stiching Women Win (Women-Win-Free Stem)		18,16,140
UK Online Giving Foundation	L	3,256		United Nation Foundation - Core Support Grant		20,64,500
American Jewish World Service (AJWS) Grant No # 16598			99,311	Give Foundation		15,884
Salesforce Award Money			3,45,095	Donation & Contribution (FCRA)		6,616
Give Foundation			2,450	Interest in Fixed Deposit-FCRA	3,49,104	32,408
Society Program (FCRA)	M	26,000	6,94,939	Sale of Assets	34,221	
				Bank Interest - FCRA	9,91,653	7,76,672
				Project -APPI Non-FCRA		80,25,800
Total Expenditure (FCRA Funds)		**2,21,86,583.80**	**2,79,60,297**	**Bank Interest - APPI**	**1,25,372**	**96,599**
Azim Premji Philanthropic Initiatives Pvt. Ltd.(APPI) Grant Number #G-2109-10624	N	69,06,036	9,62,117	General Funds (Non-FCRA)		37,820
General Fund-Non-Fcra			37,950	Amrit Corp. Ltd	3,40,000	
				Donation & Contribution (General Funds)	48,100	8,28,868
Other Society Expenses (NON FCRA)		26,34,652	6,08,013	Bank Interest - General Funds	59,829	65,393
Total Expenditure (Organization)		**3,17,27,271.80**	**2,95,68,376**	**UNICEF**	**16,07,545**	
Excess of Income Over Expenditure (FCRA Funds)		1,43,11,826.07	96,37,469	**FOSS- INDIA**	12,000	
Excess of Income Over Expenditure (Corpus Fund)		48,100	38,000	Sale of Assets	8,530	
Excess of Income Over Expenditure (General Funds)			2,52,272	Income tax Interest	79	
Excess of Income Over Expenditure (APPICorpus Fund)			71,60,282	Interest on FDR	50,215	4,153
				Excess of Expenditure Over Income (APPI)	67,80,664	
				Excess of Expenditure Over Income (General Fund)	5,56,454	
TOTAL.....(RS.)		**4,60,87,197.87**	**4,66,56,399**	**TOTAL.....(RS.)**	**4,60,87,197.87**	**4,66,56,399**

2024-25: Foreign Contribution Account: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
FOREIGN CONTRIBUTION ACCOUNT
BALANCE SHEET AS ON 31ST MARCH, 2025

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	37,00,328		**FIXED ASSETS**		
Addition during the Year	6,36,538		As Per Schedule 1 Attached		29,68,241
Less: Sale of Assets	(46,299)				
Less : Depreciation	(13,22,326)	29,68,241			
			INVESTMENT		
FCRA PROJECT FUND			Fixed Deposits (FCRA Accounts)		35,00,000
Op. Bal. As On 01.04.2024	3,32,44,157				
Add: Excess of Income Over Expenditure	1,43,11,826.07	4,75,55,983.07	**CURRENT ASSETS**		
			Security-Rent and Other Advance	3,10,871	
			Interest on FD Receivable	2,60,640	
CURRENT LIABILITIES			Cash - in - hand	1,42,010.28	
Sundry Creditors	1,10,230		With ICICI Bank FCRA A/C	1,40,33,806.85	
Gratuity Payable	16,64,236		WIth SBI Bank FCRA A/C No - 40030393008	3,12,01,531.97	
Duties and Taxes	1,53,085	19,27,551	TDS Receviable	34,675	
					4,59,83,534
TOTAL.....(Rs.)		**5,24,51,775.07**	**TOTAL.....(Rs.)**		**5,24,51,775**

2025-26: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
BALANCE SHEET AS ON 31ST MARCH, 2026

LIABILITIES		CURRENT YEAR	PREVIOUS YEAR	ASSETS		CURRENT YEAR	PREVIOUS YEAR
CAPITAL FUND - Op. Balance	36,18,961			**FIXED ASSETS**			
Addition during the Year	40,61,001			As Per Schedule 1 Attached		59,68,305.53	36,18,961
Less: Deduction for Sales of Assets	22,946.47						
Less : Depreciation	16,88,710	59,68,305.53	36,18,961	**INVESTMENT**			
CORPUS FUND				Fixed Deposits (FCRA accounts)			35,00,000
Op. Bal. As On 01.04.2025	2,87,100			Fixed Deposits (NON FCRA accounts)	-	-	6,13,000
Addition donation	1,83,000	4,70,100	2,87,100				
GENERAL FUND				**CURRENT ASSETS**			
Op. Bal. As On 01.04.2025	16,18,342			Security-Rent and Other Advance	16,27,046.53		3,31,505
Add: Excess of Income Over Expenditure	4,13,829.85	20,32,171.85	16,18,342	Interest on FD Receivable	-		3,10,443
				Cash - in - hand	82,414.88		1,58,172
FCRA PROJECT FUNDS				With ICICI Bank FCRA A/C	18,12,409.79		1,40,33,807
Op. Bal. As On 01.04.2025	4,75,55,983			WIth SBI Bank FCRA A/C	2,61,24,708.90		3,12,01,532
Less: Excess of Income Over Expenditure	2,07,96,542.63	2,67,59,440.37	4,75,55,983	With ICICI Bank Society A/C	14,87,237.37		12,53,183
NON-FCRA PROJECT FUNDS				With ICICI Bank Society -APPI A/C	47,65,399.13		5,41,886
Op. Bal. As On 01.04.2025	3,79,618			TDS Receivable	-		39,240
Add: Excess of Expenditure Over Income	41,91,305.05	45,70,923.05	3,79,618			3,58,99,216.60	
CURRENT LIABILITIES							
Duties & Taxes		1,26,756	1,62,359				
Sundry Creditors		71,291	1,85,723				
Gratuity Payable		18,68,534	17,93,643				
TOTAL..... .....(Rs.)		**4,18,67,521.80**	**5,56,01,729**	**TOTAL..... .....(Rs.)**		**4,18,67,522.13**	**5,56,01,729**

2025-26: Income and Expenditure Account

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
INCOME & EXPENDITURE ACCOUNT FOR THE YEAR ENDED ON 31st MARCH, 2026

EXPENDITURE	SCH.	CURRENT YEAR	PREVIOUS YEAR	INCOME	CURRENT YEAR	PREVIOUS YEAR
				Grant-In-Aid		
Girls First Fund - # Grant No 2024-2026	A	62,58,693.53	15,78,536	Received during the year from :-		
American Jewish World Service (AJWS) Grant No # 13962	B	3,86,904	4,01,347	Girls First Fund - # Grant No 2024-2026	46,80,525	43,94,744
Empower - The Emerging Market Foundation -The Sunset	C	10,12,220.31	29,11,662	United Nation Foundation-Resilliance fund	21,18,500	-
United Nation Foundation - Resilience Fund - Core Support Grant	D	19,10,550.97	22,76,908	LemonAid & ChariTea e.V # Grant FY 2023-26	12,09,316	26,35,411
Women's Fund Asia- Amplifying Voices grants	E	80,21,838.15	65,94,856	UK Online Giving Foundation	21,803.77	63,665
Mama Cash- Core Support Grant	F	127	2,067	Women's Fund Asia- Amplifying Voices grants	-	1,13,19,511
Schwab Charitable Fund (Echidna)	G	99,16,187	35,92,237	GROW Fund - American Friends of EdelGive Foundation	-	9,701
LemonAid & ChariTea e.V # Grant FY 2023-26	H	23,44,325.44	21,24,495	Schwab Charitable Fund (Echidna)	-	1,29,55,500
Sales Award Money	I	2,286	-	Empower- The Emerging Market Foundation-Sunset	-	37,44,900
UK Online Giving Foundation	J	2,450	3,256	Interest on TDS recevied	1,909	-
Girls First Fund - # Grant No 2022-2024 -India-2424			25,24,504	Bank Interest - FCRA	9,67,922	9,91,653
GROW Fund - American Friends of EdelGive Foundation			1,225	Interest on Fixed Deposit- FCRA	39,551	3,49,104
Stitching Women Win(FREE STEM)			1,49,490	Income from Sale of Assets	19,513	34,221
Society Program (FCRA)			26,000			
Total Expenditure (FCRA Funds)		**2,98,55,582.40**	**2,21,86,583**			
Project -APPI Non-FCRA				Project -APPI Non-FCRA		
Azim Premji Philanthropic Initiatives Pvt. Ltd.(APPI) Grant Number #G-2109-10624	K	87,36,591.95	69,06,036	Azim Premji Philanthropic Initiatives Pvt. Ltd.	1,28,23,068	-
				Bank Interest - APPI	1,04,829	1,25,372
Other Society Expenses (NON FCRA)	L	15,33,440	26,34,652			
Total Expenditure (Organization)		**4,01,25,614.35**	**3,17,27,271**	**General Funds (Non-FCRA)**		
				Amrit Corp. Ltd	3,50,000	3,40,000
				Donation & Contribution (General Funds)	1,83,000	48,100
				Bank Interest - General Funds	31,040	59,829
				UNICEF	15,60,407	16,07,545
Excess of Income Over Expenditure (FCRA Funds)		-	1,43,11,827	Online Giving Foundation	1,841.85	-
Excess of Income Over Expenditure (Corpus Fund)		1,83,000	48,100	Sale of Assets	-	8,530
Excess of Income Over Expenditure (General Fund)		4,13,829.85		Sale of Resource Material	958	-
Excess of Income Over Expenditure (APPI)		41,91,305.05	-	Interest on TDS Refund	251	79
				Interest on FDR	2,772	50,215
				FOSS- INDIA		12,000
				Excess of Expenditure Over Income (FCRA)	2,07,96,542.63	-

				Excess of Expenditure Over Income (General Fund)		5,56,454
				Excess of Expenditure Over Income (APPI)		67,80,664
TOTAL.....(RS.)		**4,49,13,749.25**	**4,60,87,198**	**TOTAL.....(RS.)**	**4,49,13,749.25**	**4,60,87,198**

2025-26: Foreign Contribution Account: Balance Sheet

MALHOTRA & ASSOCIATES, CHARTERED ACCOUNTANTS
309, Delhi Chamber, Delhi Gate, New Delhi 110002

FEMINIST APPROACH TO TECHNOLOGY SOCIETY :: NEW DELHI
FOREIGN CONTRIBUTION ACCOUNT
BALANCE SHEET AS ON 31ST MARCH, 2026

LIABILITIES		AMOUNT (INR)	ASSETS		AMOUNT (INR)
CAPITAL FUND - Op. Balance	29,68,241		**FIXED ASSETS**		
Addition during the Year	40,61,001		As Per Schedule 1 Attached		55,07,738.53
Less: Sale of Assets	22,945.47				
Less : Depreciation	14,98,558	55,07,738.53			
			INVESTMENT		
FCRA PROJECT FUND			Fixed Deposits (FCRA Accounts)		
Op. Bal. As On 01.04.2025	4,75,55,983				
Less: Excess of Expenditure Over Income	2,07,96,542.63	2,67,59,440.37	**CURRENT ASSETS**		
			Security-Rent and Other Advance	4,77,600.61	
CURRENT LIABILITIES			Cash - in - hand	74,897.28	
Sundry Creditors	96,166		With ICICI Bank FCRA A/C-071401001444	18,12,409.79	
Gratuity Payable	15,50,459		WIth SBI Bank FCRA A/C No - 40030393008	2,61,24,708.90	
Duties and Taxes	83,551	17,30,176			
					2,84,89,616.58
TOTAL.....(Rs.)		**3,39,97,354.90**	**TOTAL.....(Rs.)**		**3,39,97,355.11**

OUR DONORS AND PARTNERS

None of this would have been possible without those who stood with us through four demanding years. We thank the funders whose support made this work possible:

- American Friends of EdelGive Foundation (GROW Fund)
- American Jewish World Service (AJWS)
- Amrit Corp. Ltd
- Azim Premji Philanthropic Initiatives
- EMpower – The Emerging Markets Foundation
- Girls First Fund
- Give Foundation
- Global Fund for Women
- Kiran Anjali Project
- LemonAid & ChariTea e.V.
- Mama Cash
- Oak Foundation
- Online Giving Foundation and UK Online Giving Foundation
- Salesforce
- Schwab Charitable Fund (Echidna Giving)
- Stichting Women Win (FREE STEM Fund)
- Swedish Chamber of Commerce India
- UNICEF
- United Nations Foundation (Resilience Fund for Women)
- Women's Fund Asia
- Our individual donors

We are equally grateful to the organisations that worked alongside us: Digiswasthya, WARI, The YP Foundation, Aavishkaar, Bridgespan, Manzil, Film Art, Mahila Mukti Sansthan, Project Potential, Samagra Shiksha Evam Vikas Sansthan, Sahyogini, Prerna Bharti, Chirag, Vigyan Ashram, Kalpavriksh, SkillIt and Team4Tech.

A SPECIAL THANK YOU

To our Governing Board

We thank every member of our Governing Board who stood with us through the transition. They supported us at every stage, asked the critical questions and took the lead in our governance. Some of them joined right after our entire previous Board stepped down in 2018, when FAT was close to shutting its doors. They took on an organisation that was almost closing, and nurtured its new form with their guidance and care.

We are especially grateful to Minhazz Majumdar, Chandrika Sahai, Kangkana Bordoloi, Pradeep Esteves, Nayanatara Ranganathan and Edward Pinto.

To Pradeep and Sathyasree

Pradeep Esteves and Sathyasree Goswami walked beside our new leaders at every step of this journey. They guided them, challenged them and helped them build the skills to lead FAT. Much of what our young leaders bring to FAT today, they learnt with them. Thank you.