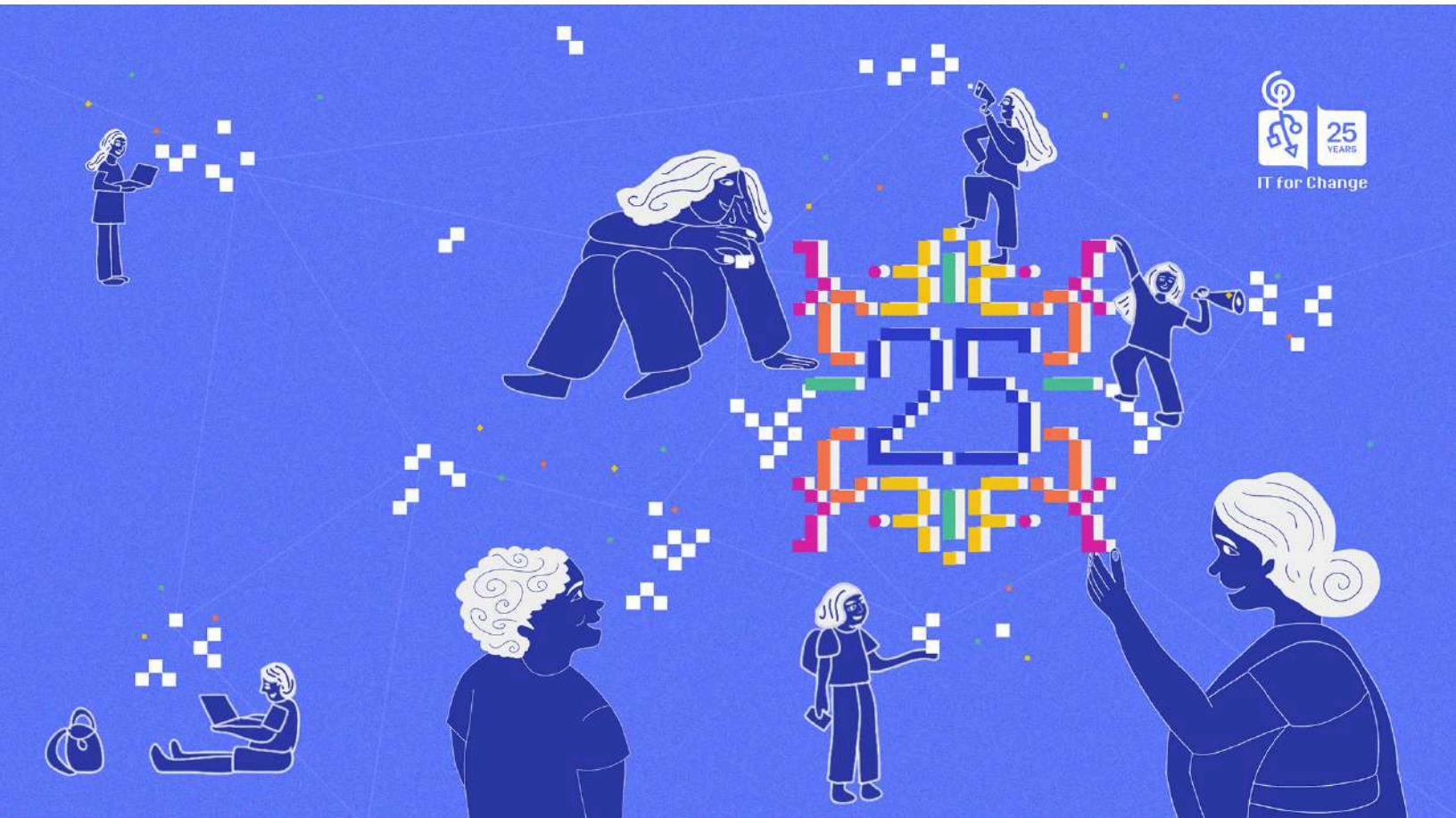




IT for Change

Annual Report 2025-26



About the Organization

The Problem

Dominant approaches to digital technologies are steeped in ideologies of market fundamentalism and have displaced the cornerstone ethics of participation, social justice, and gender equality.

How We're Different

At IT for Change, we believe that progressive development sector actors must come together to influence the techno-social structures that are redefining our societies. We seek to build bridges across different sectors to strive towards a digital society that is equitable.

What We Do

Our work, straddling Data and Artificial Intelligence (AI), Big Tech and Digital Economy, the Digital Public Sphere, Feminist Digitality, Education and Technology, and more, pushes the boundaries of theory and practice to explore new horizons for development justice.

A Note from the Directors

IT for Change marked its Silver Jubilee on July 19, 2025—a momentous milestone for us; a journey not only in organization-building but in co-shaping what is seen today as the field of digital justice.

We commemorated the organizational landmark with a befitting convening, Our Digital Futures Fest. A coming together of community and conviction, the series of events at the fest was about looking back with thankfulness, so we can look to the future with hope and resolve. Our peers and mentors were there with our wonderful founding team members and precious families. We recommitted ourselves to the solidarities that have brought us this far and opened our hearts to new generations of thought and thought leaders.

When we started out in 2000, we were one of the few critical voices in what was an emergent half-idea—information and communications technologies for development (ICTD). A mouthful to describe experiments that would—in two decades—spawn multidisciplinary specializations. The exuberance in the early 2000s was palpable. The internet (spelt then with a capital I) seemed like magic, which it undoubtedly was. Pundits predicted a revolution—a future of plenty, where markets, governance, knowledge systems, societal exchange, all were poised for upheaval. In a world where neoliberal globalization would eventually meet ‘Californian ideology’ (a curious mix of market economics and the freedoms of hippie artisanship that transmuted into the familiar Big Tech we know today), the arc of digital innovation became the new toy, a weapon for 21st-century political economy. Freedom, community, sharing, and self-expression were getting a makeover that the early unicorns were brokering through the platform economy.

Today, as we witness an internet dream gone wrong, it is clear that footloose digital capitalism has taken over our materiality and our imagination. For those dressed in Wall Street suits (as Saskia Sassen famously wrote), the frictionless takeover of the globe presents a predatory opportunity. Big Tech is truly smart; it knows how exactly to extract its pound of flesh, striking a bargain with the state to remain unshackled. Today’s AI-led economy lacks baselines for human rights and justice. Its value chains are a measure of neo-colonial extraction – the relentless datafication of bodies, labor, knowledge and lifeworlds. We sit at a turn where ‘agentic AI’ is on offer—the sell is so loud that our cognitive surrender is near-complete even as the usurpation of our social-intellectual commons, complete. The Big Tech-Big Brother complex seems to be tomorrow’s totalizing political order.

For IT for Change, this shifting terrain has meant that our mission and action towards digital justice is no longer fringe. It is at the center of a global crisis of publicness and democracy that our impact and influence in the domain must address. From food security to climate, work and leisure, industrial policy, and global diplomacy, a loss of political directionality is already proving to be costly; people and planet are pushed to the brink. The question for our path ahead is rather straightforward—how do we shape the practice and politics of the digital transition for equity and human flourishing? Simple question, with no easy answers. But there is power in the company you keep. What we are learning from our allies—social movements, worker cooperatives, young feminists, technologists, and local governments, is that another digital world is possible, and it cannot be left to the oligarchy.

As a forerunner in the field, we can say with pride that our contributions have been ahead of the curve.

- We have built conceptual heuristics that today are part of the field's commonsense: 'digital justice', 'the intelligence corporation', 'feminist data solidarity', 'substantive equality in AI governance', 'collective data sovereignty', 'platformizing workplaces', 'regenerative AI', 'critical EdTech', to name a few.
- We are recognized and respected as an ecosystem builder—connecting the dots and building unfamiliar solidarity architectures for discovery, encounter, and creativity.
- We have grown to become a port of call for civil society organizations and the policy community in India and the Global South, a trustworthy voice, a people's representative that UN agencies and political blocs like the BRICS, G20 and OECD turn to.
- We have made our mark as one of those rare organizations able to straddle discourse and practice. Our public EdTech models, community- and school-based digital media hubs for girls, tech design for women worker platforms, and nascent experiments in building AI prototypes help us walk the high talk—bridging concepts with the necessary reality, sharpening our analysis and policy prescriptions.

So, where to from here?

This year, we created the time and space to also take a pause and reflect on our organizational mission and strategy, deliberating upon the uncertainties of the external context. We talked about the approaches that would keep us relevant, and the internal readiness needed for the years to come. The mission of digital justice has to be defined and pursued anew constantly by being ever-alive to the shifting winds of change.

We do not know what lies on the horizon beyond generative AI—there’s no crystal ball for that. But our cookbook has stood the test of time – new tech might come and go, but there is no way other than to question runaway power, envision alternatives, build and sustain solidarities, and be seen and recognized for the ethos we wear proudly.

We are grateful to all those who have accompanied us on this journey, reposing trust and confidence in our capability. Across generations, our team members have shown what shifting the status quo means, and demonstrated how social sector organizations must hold themselves to the yardstick of public purpose. We continue on this path with optimism and self-reflexivity, cautious that we stay on course—and going back to Audre Lorde’s haunting question (which we paraphrase)—not becoming somebody else on the way to ourselves.

With gratitude and hope,

-Directors, IT for Change

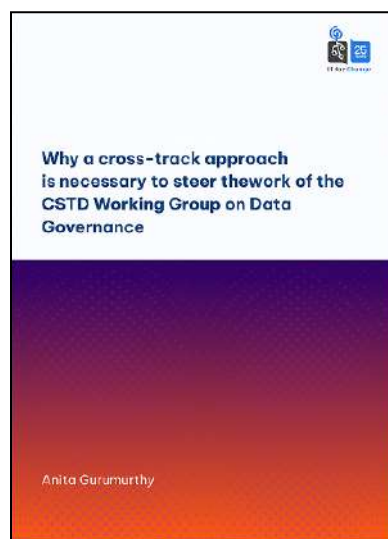
Our Impact

1. Centering Data Justice in Digital Governance

Data governance is increasingly becoming a defining question for development, democracy, and global economic justice. Yet, dominant approaches continue to privilege a narrow, individualist approach to data rights and a market-led notion of data value, often obscuring questions of community autonomy, economic justice, and equitable development. This year, we worked to bring a stronger Global South and data justice lens into the emerging architecture of global data governance.

1.1. We moved the needle on data for development at the UN Working Group on Data Governance

In 2025, the United Nations General Assembly (UNGA) tasked the United Nations Commission for Science, Technology, and Development (UNCSTD) with setting up a new Working Group on Data Governance at All Levels to arrive at the foundational international norms on data governance. The Working Group is a historic first step of the UN system to produce a report with key recommendations for an equitable data governance regime that furthers development. The report of the Working Group will be tabled at the 81st session of the UN General Assembly (2026–2027). The UN CSTD invited our Executive Director, Anita Gurumurthy, to serve on the Working Group as a civil society representative.



Our submissions to the Working Group highlighted the intrinsic connection between data justice and development autonomy. We argued against glib framings of ‘free data flows with trust’, underlining that trust in the international order is in fact an outcome of just economic rules. Our inputs pointed to unequal starting points for developing countries – emphasizing asymmetries in digital infrastructural capabilities and cautioning against neo-colonial narratives of ‘free’ data flows. We emphasized the sovereign right of all communities and nations to govern their data commons, even as they integrate themselves into global value chains on their own terms. We also forged a research network to dive into the sectoral insights on data justice from domains such as food sovereignty, biodiversity, and public health – in order to inform our inputs at the Working Group discussions.

To help civil society organizations, governments and the tech community decode the debates at the Working Group, we shared our insights at several forums. This includes inputs to the [Africa School of Internet Governance](#), [learning events](#) of the Open Knowledge Foundation, Diplo

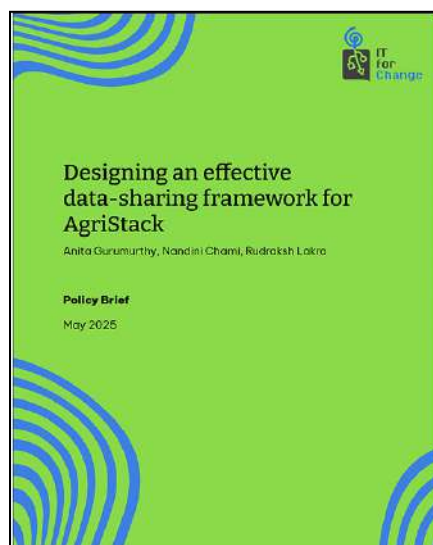
Foundation and the Geneva Internet Platform, and FIAN International’s [World Summit on Information Society \(WSIS\)+20 side event](#) on economic, social and cultural rights in the digital age.

Our contributions earned the trust and appreciation of multiple stakeholders – the Chair of the Working Group, other member states from the South serving on the Group, civil society, and technology community observers – for the unique vantage we bring to the discussion.

1.2. We advanced a public value framework for national data infrastructure governance

The norms and mechanisms through which data value is produced and distributed in society are vital for the future of development. In the discourse on Digital Public Infrastructures (DPIs), this tends to be a less-visible and less-understood area.

Our research on DPIs in India produced cutting-edge insights on how to effectively govern the data layer of emerging DPIs in the domains of agriculture and health. We provided [solicited inputs](#) on the AgriStack to senior officials in charge of designing its governance framework. We called for safeguards to prevent data harms in downstream uses by the market, and licensing conditionalities to ensure that public value is preserved in third-party data sharing.



At the India AI Impact Summit 2026, we convened a timely [multistakeholder roundtable](#) on safeguarding data agency in DPI and AI innovation ecosystems, along with the Government of Australia, Project Liberty Institute and the Global Solutions Initiative. This event enabled a vibrant exchange of perspectives among government, civil society, and private sector representatives from different parts of the world. Discussions focused on furthering data frameworks for DPI rooted in public accountability and public value maximization.

1.3. We continued to push for data justice as a critical agenda for the G20

Realizing the goal of data justice calls for an agenda that includes the socio-political dimensions of data as a resource. How do we build and govern data-enabled global production systems differently? How do we envision Artificial Intelligence (AI) value chains for development justice? These are key questions. As always, the concentration of geoeconomic and geopolitical power and the entrenchment of inequality need to be addressed as starting points in the quest for justice. Today, the governance of datafication becomes central to how the very future of macroeconomic transformation is imagined.

At IT for Change, we have consistently brought a structural perspective on data justice into our engagements. At the G20 process in 2025, Anita Gurusurthy was appointed as co-lead of the Think 20 (T20) thematic on Digital Transformation, where she promoted such a ‘whole-of-economy’ perspective to data and AI governance debates.



We authored two policy briefs under Task Force 01: Trade and Investment and Task Force 02: Digital Transformation. Our perspectives also found mention in the final [T20 communiqué](#) submitted to the G20 South Africa. Further, in the civil society document [Reflections from the Think20 Taskforce on Digital Transformation](#), the complement to the official T20 communiqué, we stressed the need for the G20 to take a holistic data governance approach—one that works for all countries and peoples.

2. Promoting an AI Paradigm that is Regenerative

The rapid expansion of AI is intensifying the concentration of economic and technological power. For the Global South, the challenge is not simply to participate in an AI economy designed elsewhere, but to ask what kinds of AI systems, institutions, and innovation pathways are compatible with human rights, social justice, and ecological sustainability.

This year, we advanced a regenerative alternative to the extractive dominant AI paradigm – one that places human flourishing and planetary well-being at the heart of AI governance.

2.1. We built a normative lexicon on regenerative AI

The India AI Impact Summit (Feb 2026) afforded an opportunity to bring civil society from across the world to deliberate upon and influence official visions of AI and civilizational futures. We planned a series of milestones for consensus-building among civil society to sharpen our messaging.



Our event, 'Towards Regenerative AI: Frames for Inclusive, Indigenous and Intentional Innovation'

Our first set of dialogues was in October 2025 – an event titled, 'Towards Regenerative AI: Frames for Inclusive, Indigenous and Intentional Innovation'. The event was accredited as an official pre-summit event by the Ministry of Electronics and Information Technology, Government of India. The event's key messages were covered in [The Hindu](#) and [Deccan Herald](#). With participation from over 45 researchers, practitioners and policymakers from India and across the world, the animated discussions culminated in a 'New Deal for the AI Economy'.

The New Deal is a four-pronged [roadmap](#) for 'ReGen AI', outlining pathways for a digital future of meaningful and dignified work, diversified economies, pluralistic knowledge societies, and planetary flourishing. In the subsequent months, up until the India AI Impact Summit in February 2026, we relayed key messages from the ReGenAI roadmap to consultations organized by the Government of India to receive inputs on the themes for the Summit.



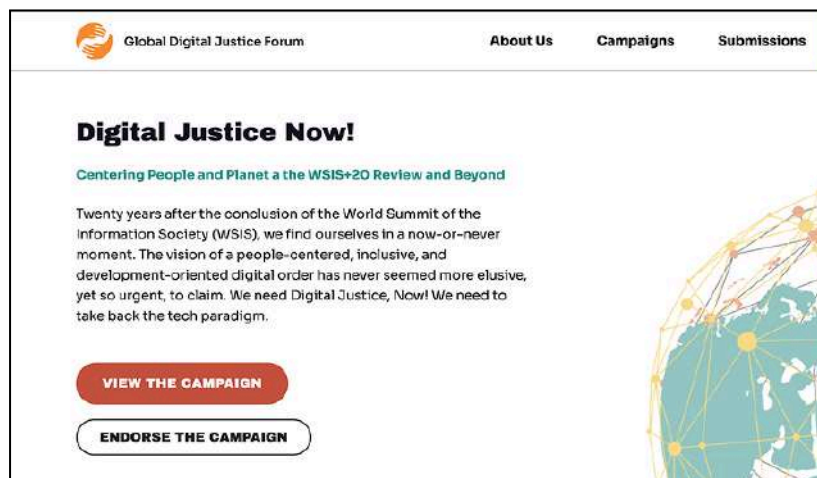
Our roundtable, 'AI Governance from the South: Redlines to Baselines'

Our effort to build a strong civil society perspective on AI governance culminated in an important [roundtable](#)–‘AI Governance from the South: Redlines to baselines’–on the sidelines of the Summit. Together with the Ada Lovelace Institute, Future Society, and other members of the UNESCO Global Civil Society Network on AI ethics, we brought 40 leading voices who deliberated upon and [articulated](#) an entry point that goes beyond AI harm debates, defining non-negotiable baselines for structural justice.

2.2. We underlined the urgency of a just economic order at the 20th-year review of the WSIS

2025 marked the 20th-year review of the World Summit on the Information Society (WSIS), the primary framework under the UN umbrella for digital technologies and development. We were actively involved in multiple civil society campaigns to center a Southern vision of digital justice in the WSIS review process and the outcome document.

In partnership with members of the Global Digital Justice Forum (GDJF)–a Southern civil society coalition of over 45+ organizations that we are a part of–we led a campaign towards the WSIS review, calling for ‘[Digital Justice. Now!](#)’. The campaign’s key demands included a just international economic order based on the principle of digital non-alignment and a sustainable digital transition that safeguards the human rights of future generations. Over 100 civil society organizations and individuals across the world endorsed it.



At the 2025 Internet Governance Forum (IGF) in Norway, we conducted a briefing session for governments–along with other members of the GDJF – [calling for](#) a reform of global architectures of corporate taxation and development financing. We reiterated this message through our official [side event](#) at the WSIS+20 Review.

At the event, we emphasized the importance of public financing mechanisms for digital innovation, and shaped the commitment for the establishment of a task force on financing in the Outcome Document adopted by the UNGA.



Nandini Chami speaking at the 2025 Internet Governance Forum (IGF) in Norway

Our thought leadership at the WSIS+20 review was also recognized when IT for Change was selected as a civil society speaker at both the Opening Plenary of the IGF, July 2025, and the WSIS Plenary of the UN GA 80th session, December 2025. Our interventions in both forums urged governments and other actors to address injustices of international economic law–trade, tax, and IP regimes–to ensure that AI economies and societies bring progress and prosperity for all.

2.3. We shifted the framing from ‘copyright’ to ‘public domain’ in GenAI debates

Through UNESCO’s Global CSOs & Academic Network on AI Ethics & Policy, IT for Change provided leadership to the thematic [Subgroup](#) on AI, Culture and Intellectual Property. We moved the conversation on GenAI and copyright reform, drawing attention to the societal dimension of the crisis. The research we conducted through expert informant interviews in Asia and Africa, and the roundtable we organized on this issue at the India AI Impact Summit in February 2026, pointed to how the Intellectual Property (IP) reform narrative is inadequate to protect cultural rights and development autonomy in the AI moment. Through our work with the Subgroup, we posited new infrastructural and institutional pathways for a flourishing knowledge commons. We shifted the emphasis from individual creator rights to the wider question of the ‘public domain’ as a critical but missing dimension.



Our team at the India AI Impact Summit in February 2026

2.4. We joined the dots between labor rights and platform accountability through our vital role in shaping the ILO resolution on platform work

The 113th session of the International Labour Organization (ILO) Conference in June 2025 focused on the critical issue of decent work deficits in the platform economy.

In the lead-up to the Conference, we produced knowledge outputs on foundational labor guarantees in platform work arrangements to further algorithmic transparency and data rights, and address misclassification of employment status. We actively furthered this agenda at the 113th International Labour Conference through our engagements with worker organizations, social impact investors, civil society, and governments.



Shobhit S at the 113th session of the International Labour Organization (ILO) Conference in June 2025

3: Strengthening Education Systems Through Public EdTech and Critical EdTech Discourse

This year, we deepened our work to demonstrate how technology can strengthen public education when it is rooted in teacher agency, contextual learning, and equity. We took our audio-story pedagogy to scale across Karnataka, and extended the approach to anganwadi settings in Jharkhand and Odisha, while also building a stronger critical conversation on EdTech in India. We invested in the communities and capacities needed to sustain these approaches – demonstrating that meaningful digital transformation in education is not about the adoption of technology alone, but about equipping educators and building public institutions capabilities to use technology meaningfully.

3.1. We scaled language learning through teacher-led audio pedagogy across Karnataka

By building institutional capacity within the public education system, our Karnataka Language Enrichment through Audio Story-based Pedagogy (K-LEAP) program is demonstrating how teacher agency can be the foundation for meaningful and sustainable technology integration at scale.



Teachers participate in a bilingual pedagogy workshop as part of the K-LEAP program

The program scaled statewide through techno-pedagogy workshops for around 100 Master Resource Persons (MRPs) from all 35 districts of Karnataka. The workshops enabled the trainees to integrate 'Kathe Khajane', the audio bank of stories developed by IT for Change, into classroom teaching for English language development.

The program's emphasis on teacher-led creation and use of contextualized audio resources catalyzed several district-level cascade workshops and resulted in wide adoption through app installation and integration of the Kathe Khajane audio stories into classroom teaching.

3.2. We expanded our audio-story creation program to new languages in Jharkhand and Odisha

The foundation of inclusive education is recognizing linguistic diversity in the classroom as an enabler, rather than a barrier, in early language learning. Our audio-story creation program works with local languages and community resource persons to develop contextually relevant learning resources.

In partnership with Collectives for Integrated Livelihood Initiatives (CINI), we launched the Odisha Language Enrichment and Application Program (O-LEAP) alongside Phase II of the Jharkhand Language Enrichment and Application Program (J-LEAP). We trained more than 30 resource persons from anganwadis across the two states in scripting, narrating, recording, and editing audio stories. The workshops produced around 90 stories in Odia, 25 in Sadri, and 35 in Hindi, building on the existing repository of audio stories in the Mundari language created earlier. These outputs demonstrate the maturing of our Teacher Professional Development (TPD)-Open Educational Resources (OER) model.



Audio resource creation workshops as part of the Language Enrichment and Application Programs in Jharkhand (J-LEAP) and Odisha (O-LEAP)

Participants demonstrated strong ownership, learned collaboratively, iteratively refining their work through peer feedback. They overcame initial challenges in narration, language standardization, and technology use, steadily building confidence and technical competence.

3.3. We built a community for Critical EdTech in India

This year, we launched the Critical EdTech India (CETI) community and began serving as its secretariat. Bringing together 120+ educators, scholars, EdTech practitioners, and academics, CETI provides a sustained space for examining EdTech through a critical, reflective, and ethical lens.

We co-organized two webinars with CETI and the Comparative Education Society of India (CESI): '[Exploring Generative AI in UK Higher Education: Perspectives from Institutions, Educators, and Students](#)' and '[Digital Platforms, Massification and Individualization of Inequalities in Higher Education](#).'

The community builds on our long-standing effort to strengthen teacher agency and challenge technology-first approaches to education. By connecting diverse actors working across research, policy and practice, CETI is laying the foundations for a collective agenda on the implications of EdTech for equity, access, educational autonomy, and public policy.



Webinars co-organized with Critical EdTech India and the Comparative Education Society of India

As part of our 25-year celebrations, we convened a conference on 'EdTech for Equitable Education: Critical Conversations' in collaboration with CETI. The day-long event brought together practitioners, academics, technologists, civil society organizations, and policymakers to share field experiences, deconstruct dominant narratives, and collectively reflect on how EdTech can contribute to equitable education.

By bringing together diverse voices to examine both the possibilities and pitfalls of digital technologies in education, the conference helped strengthen the EdTech discourse in India – one that places educational purpose, equity, context, and public value at the center of technology adoption. The conference received coverage by [The Hindu](#) and [Education World](#).

4. Demonstrating Feminist Pathways to Digital Transformation

This year, we made significant strides in shaping feminist pathways for digital transformation through our interventions with adolescent girls in schools and communities. Deepening feminist practice within institutions and creating spaces for collective reflection on gender equality in a digitalizing world, our efforts sought to combine community intervention, discursive shift, and collective solidarities as key strategies for gender transformation in digital times.

4.1. We created empowering spaces for adolescent girls in Karnataka's schools through Hosa Dishe

Our program Hosa Dishe (New Directions) demonstrates how digital media hubs within the public school system can serve as spaces of empowerment, rights education, and peer solidarity.



An ongoing Kishori Club session in Kalaburagi district, Karnataka

With the support of ecosystem actors, our school-based work with adolescent girls strengthened and expanded across Karnataka this year. The Karnataka Residential Educational Institutions Society (KREIS) department recognized the impact of our teacher-led Kishori Clubs in empowering adolescent girls and enabled their expansion to eight districts – Mysuru, Kalaburagi, Raichuru, Chamarajanagara, Mandya, Tumkuru, Hassan, and Chikkamagaluru.

Close to 500 teachers were trained as facilitators, enabling the programme to move from an intensive intervention to a teacher-led model embedded within government schools.

The endline [study](#), ‘Understanding Change’, found that the program’s impact was most visible in “increased articulation, emerging confidence in discussion, and girls’ ability to negotiate gender norms within their social environments.”



Orientation workshop for Kishori Club Facilitators in Mysuru

We reached around 5,000 parents through IVRS (Interactive Voice Response System) audio messages, encouraging them to support their daughters’ education and well-being. We continued to document and amplify these shifts through the Nan Voice Nan Choice [podcasts](#), providing a platform for adolescent girls’ reflections and experiences throughout the year. On the digital front, our [Kishori Adda](#) Instagram handle challenged misogynist narratives through regular posts and four thematic campaigns, garnering nearly 2.4 lakh views over the year.

4.2. We demonstrated a foolproof model for girls’ empowerment with an intergenerational approach

Our rural interventions in Mysuru seek to build bridges between adolescent girls, and members of women’s collectives in their local communities through digital empowerment pathways.

The Kishori Champions program pilot engaged 44 adolescent girls in Mulluru and Jakkalli villages of Mysuru district. The girls have gained a vocabulary for concepts such as gender, [patriarchy](#), and [identity](#), while developing storytelling, [photography](#), and audio-recording skills to strengthen self-expression and critical thinking, moving from recognition to actively interpreting their own experience.



Kishori Champions training session in Mulluru village, Mysuru

The activities and assignments created opportunities for girls to negotiate with their families and wider communities for greater mobility and access to public spaces – spaces that are often restricted for adolescent girls. The girls also gained a safe and confidential space to test ideas and work through situations before facing them outside, along with forging trusted relationships with older women in their community who become accessible first responders, often the first adult a girl brings a difficult question to. We worked towards fostering intergenerational solidarity between adolescent girls and women.

Alongside the work with girls, we facilitated women's forums, bringing together close to 250 women. The forums created a critical space of dialogue using video learning resources for the women to engage with ideas of patriarchy, collective strength, leadership, financial literacy, and equality, with a strong focus on how they could build support systems for the next generation and champion girls' aspirations.



Namma Maathu Forum meeting in Naganahalli village, Mysuru

The local Namma Mahiti Kendras – women-led community information centers – remained critical to the implementation and sustainability of both programmes. Their infomediaries played an important role in mobilizing community members, while the centers themselves continued to serve as accessible information hubs and trusted spaces for girls and women to gather, learn, and organize.

4.3. We co-built gender-responsive platform models and forged feminist communities of practice

This year, we successfully concluded our five-year project supported by the European Commission, ‘Re-wiring India’s Digitalising Economy for Women’s Rights and Well-being’, that helped create alternative platform enterprise models and build research-based knowledge on gender and the digital economy.



We advised social enterprises and women-led cooperatives on how they can enhance their digital capabilities to advance livelihood opportunities for their women beneficiaries. An independent [evaluation](#) found that the initiative “had made a significant contribution in encouraging the organizations to recognize and incorporate into their planning women’s lived experiences, particularly at the technology design level, and also deepen the gender focus in their technology implementation”. The evaluation also found that the knowledge outputs generated through the research fellowships supported by the project had produced cutting-edge insights on the gendered consequences of India’s ongoing digital transformation.

The independent evaluation quotes a fellow from the project observing “that the fellowship had given her ‘access to certain rooms’ and ways to engage with decision-making groups. Their work, published and disseminated through ITfC’s platforms, gained a level of visibility that they felt they may not have had otherwise”. In this way, the project also contributed to field-building through engagements among researchers, practitioners, policymakers, social enterprises, and civil society actors. The evaluation notes that its second objective – building the field on gender and the digital economy – was met both quantitatively and qualitatively, with the research outputs recognized as being of “very high quality.”

The EU project is a validation of our unique approach to feminist digital transformation, straddling gender-responsive techno-design with field-building and communities of practice.

4.4. We convened a cross-sector dialogue to reimagine gender equality in a digitalising world

As part of Our Digital Futures Festival, in partnership with Antara Advisory, we convened a critical closed-door roundtable, ‘Enabling Empowerment in Digital Times: What Next for Gender Equality?’ in Bengaluru. The dialogue brought together 20 scholars, practitioners, policymakers, technologists, and philanthropists to create a space for collective meaning-making and agenda-setting on gender-transformative change in a world being reshaped by digitalization.



Our roundtable on ‘Enabling Empowerment in Digital Times: What Next for Gender Equality?’ in Bengaluru

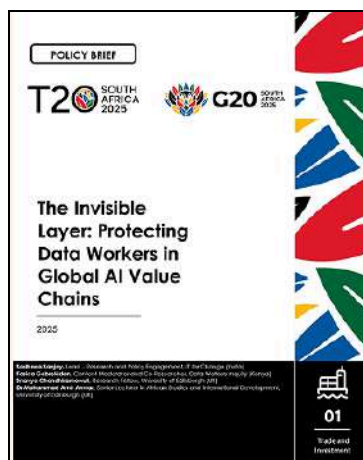
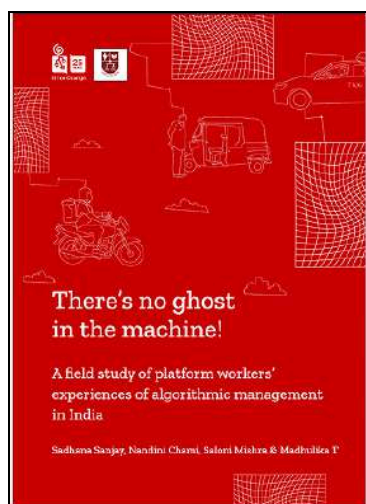
The dialogue expanded the idea of the gender digital divide—exploring how macro-social transformations connect with hyper-local realities, where opportunities for shared strategies and levers can enable tactical action. Structured around three pivots – to reflect, rethink, and reboot – the conversation created a cross-sector space to surface shared concerns and imagine pathways towards gender-equitable digital futures.

This small-scale experiment gives us the confidence to build bridging spaces at scale for candid, cross-stakeholder dialogues for productive friction and context-appropriate strategies on feminist digital futures.

Thematic Highlights

1. Meaningful Futures of Work

In the changing political economy under digitalization, the future of work is being rewritten by data and algorithms. This year, our empirical research and policy engagement focused on Artificial Intelligence (AI) value chains and data work, underscoring the need for decent work standards, dignity, and meaningful work in the platform economy.



Key Milestones

- **Advanced research on algorithmic management of work:** In our field study [report](#), ‘There’s no ghost in the machine!’, co-produced with the Centre for Labour Studies, National Law School of India University (NLSIU), Bangalore, we examined how platform work is governed through data-driven systems of surveillance, ratings, and automated control. Grounded in workers’ and union organizers’ testimonies, the study challenges dominant framings that reduce algorithmic harms to issues of transparency and explainability. We also [presented](#) this research at a convening of stakeholders at NLSIU Bangalore.
- **Influenced emerging state-level regulatory frameworks on platform work in India:** We provided joint inputs to multiple policy processes shaping labor protections for platform workers across Indian states. This included submissions to the Karnataka Labour Commissioner on the IT architecture for platform workers’ social security, inputs on the draft rules under the Karnataka Platform-Based Gig Workers (Social Security and Welfare) Bill, and comments on the Telangana Gig and Platform Workers (Registration, Social Security and Welfare) Act, 2025 and the Rajasthan Motor Vehicles Aggregator Guidelines, 2025. These engagements advanced worker-centric approaches to algorithmic accountability and data governance.
- **Highlighted invisible labor in AI value chains:** We co-authored the [policy brief](#), ‘The Invisible Layer: Protecting Data Workers in Global AI Value Chains’ as part of the Think20 (T20) engagement process under South Africa’s G20 presidency. The brief highlighted how AI systems rely on a globally dispersed workforce performing critical tasks such as data annotation, moderation, and validation, often under precarious and exploitative conditions.

What’s on the Horizon?

- Advancing research and advocacy through the [Planetary AI](#) network and deepening analysis of the political economy of AI, foregrounding concerns about labor justice and ecological sustainability in AI value chains.
- Exploring research on women in platform work – and the gendered organization of the emerging structures of the AI economy.

Recommendations from the Vault

- Read our two-part article series, ‘Platform Power and the Future of Work’ ([Part A](#)) and ([Part B](#)), examining the emerging fault lines in the platform economy and the limits of current regulatory approaches.
- Read our [article](#) about the conditions of Amazon workers in India, ‘The Cost of Convenience’.

2. DPI and Public Accountability

Digital Public Infrastructure (DPI) has become a central focus of global policy discussions, but who does it actually serve? This year, we pushed back on the techno-solutionist narratives by advancing a public-value framework for DPIs, embedding accountability and collective rights into agricultural and health data governance debates, and bringing a critical Southern lens to conversations on democratic digital public infrastructure.



Abhineet Nayyar at the conference, 'People-Led AI in Health', conducted by RAXA Consulting

Key Milestones

- Strengthened knowledge on digital sovereignty:** We helped design the curriculum and provided framing inputs for the 'Digital Sovereignty Praxis Course' organized by Schola Campesina. Our contributions focused on aspects of epistemic justice and dispossession, the lack of public accountability in the management of agricultural data, and the impact of datafication on food security. The [course](#) included participants from Asia-Pacific and Africa.
- Spotlighted the social value of health data:** We [joined](#) a consortium of research, policy, and advocacy organizations at a conference on 'People-Led AI in Health' conducted by RAXA Consulting. The goal of the session was to prepare a collaborative charter on ethical and consensual use of personal and sensitive health data in the development and use of health AI technologies. By centering public health as a core pillar of digital innovation and the social value of data in that context, our input focused on reframing the conversation away from individual rights protections and towards more collective imaginations of health data utilization.

- **Contributed to improving agricultural data governance:** We were invited to a consultation by Dalberg to provide inputs on the need for effective data governance that moves beyond privacy and security, and actively centers farmers, communities, and collective rights. Dalberg is working with the Ministry of Agriculture on agricultural data exchanges, and our input on the need for collective rights and economic rights over agricultural data, as well as the recognition of farmers' rights as data originators, was taken on board.

What's on the Horizon?

- Advancing our line of work on AI and digital health systems for community-responsive models
- Building sector-specific guidelines for AI systems in critical development sectors such as healthcare, agriculture, and education.
- Mapping the transnational governance landscape of digital healthcare and related digital public goods to compile and put forth a Global South-first perspective at multilateral forums.

Recommendations from the Vault

- Check out our [policy brief](#), 'Designing an effective data-sharing framework for AgriStack', which addresses data governance issues and calls for strong safeguards around farmers' data rights, privacy, and transparency.

3. Ethical AI Innovation

The dominant AI paradigm remains extractive – of data, labor, culture, and knowledge. This year, we worked to advance alternatives by shaping a new paradigm for AI innovation, championing more equitable and inclusive pathways to AI development, influencing debates on AI governance, and building feminist AI futures. Across these efforts, we sought to move AI discourse beyond Big Tech-led models towards more democratic, decentralized, socially grounded, and rights-based approaches that center people, communities, and planetary wellbeing.



Anita Gurumurthy at a pre-summit event in Geneva (left) and at the AI Impact Summit in New Delhi (right)

Key Milestones

- Advanced a new paradigm for AI innovation:** Drawing from our conference ‘Towards Regenerative AI’ in November 2025, we co-developed and launched a campaign, [‘ReGenAI: A New Deal for the AI Economy’](#). The campaign foregrounds the need to reorient AI innovation around meaningful work, diversified economies, pluralistic knowledge societies, and planetary flourishing, while challenging dominant models of AI-driven value extraction driven by Big Tech.
- Offered expertise on building just innovation futures:** We were invited to provide expert inputs into the United Nations Conference on Trade and Development’s (UNCTAD) flagship publication, ‘Digital Economy and Innovation Report’. The report will provide evidence-based policy recommendations addressing underlying systemic constraints and market imbalances in innovation ecosystems. We also co-organized an India AI Impact Summit 2026 Pre-event with the Permanent Mission of India in Geneva and the South Centre – a [panel](#) on ‘Advancing Innovation for Equitable AI Access’. The event examined alternative approaches and frameworks to help developing countries move beyond Big Tech-driven models toward more democratic, decentralized, and socially grounded approaches.
- Shaped discourse on AI governance:** As part of our membership of the Subgroup on ‘International AI Red Lines and Effective Global Governance’ of the United Nations Educational, Scientific and Cultural Organisation’s (UNESCO) Global CSOs & Academic Network on AI Ethics & Policy, we contributed to an official [panel](#), ‘Towards Multilateral Agreement on Enforcing Red Lines’. The panel brought together governments and experts to discuss the potential for multilateral agreement on AI governance, unacceptable risks and harms across the AI value chain, and enforcement mechanisms.

What's on the Horizon?

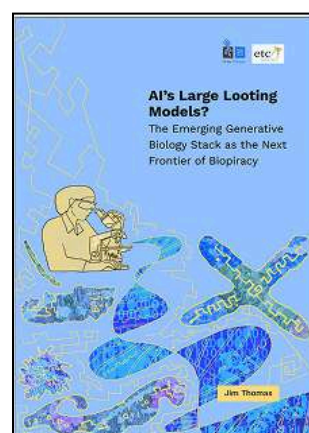
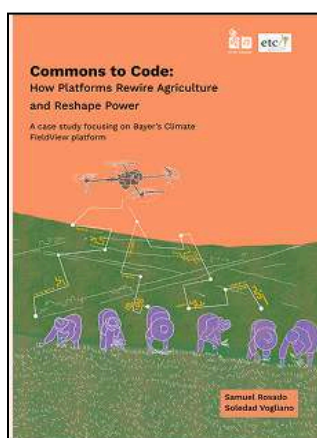
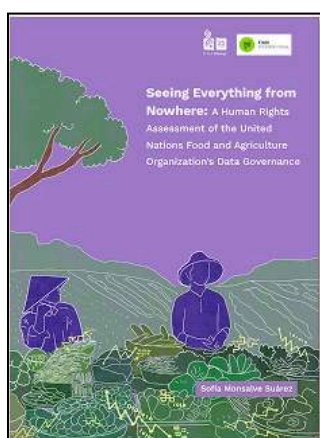
- Publishing an issue brief on AI, cultural rights and Intellectual Property (IP) regimes focusing on the preservation of the public domain in the GenAI moment.
- Taking the ReGenAI agenda to critical digital governance spaces and stakeholders, deepening narrative-building and strategic engagement to foreground regenerative approaches to AI innovation.
- Building a community of feminist AI researchers and prototype developers to deepen field-building in the area of feminist AI.

Recommendations from the Vault

- Explore our [campaign](#), 'ReGenAI: A New Deal for the AI Economy' to ensure that the adoption of AI is rooted in a vision of just, humane, and decolonial futures.
- Read our [joint submission](#) to the 'Call for Input for EMRTD Study 'Artificial Intelligence, Cultural Rights, and the Right to Development'', where we highlight the risks posed by the current trajectory of AI on cultural rights from a right-to-development perspective.

4. Data Rights for Sustainable Development

At its core, data governance is about the exercise of power – yet the Global South has long been excluded from shaping the frameworks that govern it. This year, we advanced justice-oriented, sector-specific approaches to data governance and carried Southern aspirations of digital sovereignty into the rooms where global norms are being shaped.



Key Milestones

- Advanced key research in data justice:** As part of the scholarly [community](#) on ‘Centering Equity and Justice in Global Data Governance’, we worked with sectoral experts to understand issues at the intersection of data justice and longstanding development challenges. We co-developed case studies on digitization and datafication across critical sectors, including [public health](#), [biodiversity](#), [food sovereignty](#), and [knowledge commons](#).
- Contributed to the global agenda on data governance:** We have been actively engaging with the United Nations Commission on Science and Technology for Development (CSTD) Working Group on Data Governance at all levels through [written submissions](#). Further, we conducted [an analysis](#) of the submissions across the four tracks to identify interlinkages in the debates and pathways to a holistic data governance approach grounded in a developmental vision.
- Advocated for Indigenous data rights:** As part of our ongoing advocacy work in the digital rights space, we [responded](#) to a call for inputs titled ‘Indigenous Peoples’ Right to Data, including Data Collection and Disaggregation’, issued by the Expert Mechanism on the Rights of Indigenous Peoples. Our inputs were incorporated into a draft study introduced by the Expert Mechanism and presented to the Human Rights Council at its 60th session. In our submission, we put forward key recommendations to move beyond the centrality of consent and consultation toward securing meaningful Indigenous data sovereignty – calling upon states and multilateral organizations to adopt a commons-based approach and invest in Indigenous-origin datasets.

What’s on the Horizon?

- Completing the publication of case study reports and the synthesis report under the Centering Equity and Justice in Global Data Governance project.
- Continuing our engagement and advocacy with the processes of the CSTD Working Group on Data Governance.

Recommendations from the Vault

- Read our [analysis](#) on ‘Why a Cross-track Approach is Necessary to Steer the Work of the CSTD Working Group on Data Governance’.

5. Digital Trade Justice

Against the backdrop of the rise of trade as a key site of geopolitical contestation, we examined how emerging digital trade negotiations are reshaping regulatory trajectories in the digital economy.

Through expert analysis and inputs, we called attention to the implications of these developments for digital governance in the Global South, advancing critical perspectives on digital sovereignty.



Key Milestones

- Built regional capacity on digital trade justice in Southeast Asia:** We were invited as expert resource persons for regional [training](#) programs on digital trade rules, including the ‘Asia Pacific Digital Consumer Dialogue’ and ‘ASEAN’s Digital Future: Civil Society Leadership Strategy Meeting’.
- Promoted digital inclusion for the Global South:** We submitted a detailed [response](#) to the US Trade Representative’s (USTR) call for inputs to the 2026 National Trade Estimate (NTE) Report, contesting the framing of India’s digital regulations as “trade barriers.” Our submission called for the USTR to adopt an approach grounded in respect for states’ sovereign right to regulate their digital economies in the public interest.
- Strengthened global civil society coordination on digital trade:** As facilitator of the Our World Is Not For Sale (OWINFS) Working Group on Digital Trade, we convened regular strategy discussions among members, coordinated advocacy efforts in the lead-up to the World Trade Organization’s (WTO) 14th Ministerial Conference, and contributed to the development of accessible explainers on digital trade issues for developing country negotiators. This work supported collective agenda-setting across regions, resisting expansive digital trade rules and strengthening Global South perspectives on policy space and democratic governance in international trade negotiations.

What's on the Horizon?

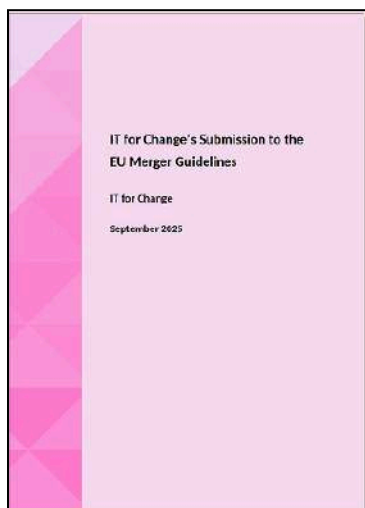
- Producing a series of country-specific case studies on recent digital trade negotiations in the Asia-Pacific, examining their implications for trajectories of public interest regulation of the digital economy across states in the region.
- Publishing analytical pieces on key developments in digital trade, including outcomes from WTO Ministerial Conference 14, evolving US tariff-linked trade arrangements, the Association of Southeast Asian Nations' (ASEAN) Digital Economy Framework Agreement, and the rationalization of the European Union's digital laws, to strengthen public understanding of their implications for data governance and economic justice.

Recommendations from the Vault

- Read [our article](#), 'Trump's Tariffs and the Big Tech Takeover' on how the Global Majority is responding to the US's sudden demand for trade renegotiations in the digital economy.
- Check out [this article](#), 'Trade Rules vs. Tax Rights: Africa's Digital Dilemma', on how trade rules shape the ability of African countries to tax their digital economies.

6. Tackling Market Power in Digital Value Chains

Big Tech's grip on digital markets is not just an economic problem – it's a democratic issue. This year, we influenced EU antitrust processes from a Global South lens and contributed expert inputs on platform regulation and competition law.



Key Milestones

- **Provided expert inputs on data merger guidelines:** Elevating concerns of the Global South at critical policy moments, we submitted a [detailed response](#) to the European Commission's public consultation on its Horizontal and Non-Horizontal Merger Guidelines. We highlighted how monopolistic control over data and infrastructure has enabled gatekeeping behavior and anti-competitive mergers/acquisitions, closing pathways for competition. Our input focused on the inadequacies of traditional competition law perspectives on consumer welfare to address competition issues in digital markets.
- **Advocated for fair digital markets:** We provided [inputs](#) to Brazilian think tanks on shaping an effective competition law to address concentration in digital markets.
- **Offered expert inputs for tracking platform governance:** Our team [offered inputs](#) at the 'Advancing Accountable Platform Governance in Asia: Regional Trends and Global Frameworks' conference in Pretoria, which sought to assess progress in the implementation of the UNESCO Guidelines for the Governance of Digital Platforms.

What's on the Horizon?

- Embarking on a new research project to explore how techno-legal standards (such as interoperability and openness with appropriate regulation) can foster open, dynamic, and competitive local innovation ecosystems in India across the AI stack.

Recommendations from the Vault

- Check out our [submission](#) to the EU Merger Guidelines highlighting the novel concerns emerging from the platform economy.
- Read our [public statement](#) in 'Support of the Brazilian Bill on Fair Competition in Digital Markets'.
- Read our [article](#), 'Who Owns the Digital Rails', which sheds light on privatization trends in India's e-governance infrastructure.

7. Public EdTech

What does educational transformation look like when it is led by teachers and local contexts, rather than technology companies? We demonstrated that equitable digital education depends on public infrastructure, open resources, pedagogical purpose, and the agency of teachers to shape technology around the needs of their learners. Equity in education needs public digital infrastructure, not private platforms – and we continue to build the evidence for that.



EdTech workshops with teacher trainers, teachers and pre-service teachers

Key Milestones

1. Empowered teachers

- Equipped teachers to create language learning resources:** We worked with government school teachers from Tamil Nadu, Andhra Pradesh, Kerala, Karnataka, and Telangana through bilingual resource creation workshops, as part of the Certificate in English Language Teaching (CELT) courses at the Regional Institute of English, South India (RIESI). Sessions combined bilingual pedagogy with hands-on script writing, narration, and recording of 40 stories in participants' regional languages and English.
- Prepared student-teachers to teach with open technology:** We conducted EdTech Integrated Learning workshops with multiple cohorts of B.Ed students at teacher education institutes in Bengaluru. Sessions covered Free and Open Source Software (FOSS) tools, hardware, mobile applications, AI literacy, and storytelling-based pedagogy for interdisciplinary teaching.

2. Innovated for the classroom

- **Took a new social science curriculum from concept to the classroom:** For the Social Science through Information Technology in Education (SOSITE) project, we focused on curriculum design and development, creating detailed session plans and multimodal educational materials for middle school children, and conducted orientation workshops for teachers.
- **Piloted AI-driven oral assessment in language pedagogy:** We piloted English Language Assessment (ELA), a specialized Spoken English assessment software within the Language Enrichment through Audio Story-based Pedagogy (LEAP) program, to help teachers track student progress. This innovation enables teachers to better understand learner progress in the classroom.

3. Built evidence and system capacities

- **Strengthened research and analytical capacities within the public education system:** We were invited by the Department of State Educational Research and Training (DSERT), Karnataka, to participate in a research project on the role of libraries in government schools, contributing to tool design, data collection, analysis, and report preparation. We also conducted a capacity-building workshop for District Institute of Education and Training (DIET) faculty to support them in conducting the statewide research projects.
- **Advanced research on audio story-based language learning:** At select government-aided schools in Bengaluru, which are the sites of our intensive school work under our Karnataka Language Enrichment through Audio Story-based Pedagogy (K-LEAP) program, we conducted action research to study the impact of audio-story-based pedagogy on students' English and Kannada language learning.

What's on the Horizon?

- Designing and implementing the next phase of K-LEAP, ensuring continuity and scaling up of the program through partnerships with government school systems in Karnataka.
- Implementing our Public EdTech model of Science, Technology, Engineering, and Mathematics (STEM) in five states in India. This will involve building the capacities of teachers to use FOSS for Continuous Professional Development (CPD), Open Educational Resource (OER) development, and in their practice. The program will build on the Lucknow workshop as a scalable model for public EdTech integration in Uttar Pradesh.
- Expanding the SOSITE program to four schools and supporting 36 schools to integrate social science digital resources and techno-pedagogies into their teaching.
- Scaling up J-LEAP and O-LEAP in Jharkhand and Odisha through a proposed collaboration with the United Nations Children's Fund (UNICEF), Tata Trusts, and Tata Steel CSR for a major state-wide program in tribal languages in partnership with Cinl.

- Customizing courses on integrating EdTech in teaching-learning for different student-teacher cohorts, revising the curriculum to integrate more closely with the Pre-Service Teacher Education curriculum and to adapt to tech trends.
- Continuing our collaborations with eminent institutions such as RIESI for the bilingual resource creation program through teacher capacity building.
- Continuing our research, advocacy, and outreach efforts to amplify the reach of our programs.

Recommendations from the Vault

- Watch how audio stories can turn everyday classrooms into spaces of imagination, empathy, and deep learning in our video, 'The Power of Audio Stories in the Language Classroom' in [English](#) or [Kannada](#).
- Hear [teachers speak](#) about integrating audio stories into their teaching practice: Teachers' Experiences from the LEAP Techno-pedagogy Workshops.

8. Critical EdTech Studies

From classrooms to policy spaces, we spent the year asking what technology should – and shouldn't – do in education. We brought together a national 'Critical EdTech' community, strengthened research on multilingual and audio-based teacher development, and surfaced the risks of AI and unregulated, platform-driven education. Together, these efforts pushed for an education ecosystem where technology is accountable to teachers and learners, grounded in context, and designed around equity rather than commercial interests.



Marzia Ibrahim at the 19th international and 55th annual English Language Teachers Association, India (ELTAI) conference

Key Milestones

1. **Cautioned against the unfettered adoption of AI in education:** We [contributed](#) to a seminar on 'Estimating the Requirements for 21st Century Schooling in India' held at the National Institute of Advanced Studies (NIAS), convened to inform NITI Aayog on the needs of 21st-century schools. Our inputs focused on the implications of using AI and technology in Indian schools and raised concerns about the adoption of proprietary AI models and platform technologies.
2. **Advanced research on teacher development:** Our research papers, 'Exploring Multidisciplinary and Multilingual Approaches to English Language Teaching (ELT) as part of Teacher Professional Development (TPD)' and 'Digital Audio-Story-based Pedagogy for ELT', [were presented](#) at the 19th International and 55th annual conference of the English Language Teachers Association, India (ELTAI). The event was an opportunity to connect with a larger network of education professionals and share classroom innovations and reflections from our practice.
3. **Highlighted vulnerabilities in shadow education:** On a panel at the Comparative Education Society of India (CESI) Conference, we presented insights from an upcoming book chapter on the platformization of shadow education. Our presentation elaborated on how platforms can potentially displace small tutor centers and centralize shadow education. The result would be a single platform controlling the entire process, with tutors, parents, and children all dependent on it.
4. **Advocated for digital sovereignty:** We spoke in a panel titled 'Building India's Edge in an Age of Algorithmic Power', at the 8th India Think Tank Forum, organized by Observer Research Foundation (ORF). [Highlighting](#) how the concentration of AI infrastructure in a handful of corporations and economies further exacerbates structural asymmetries across the globe, our input emphasized pathways to ensure India's digital sovereignty in the AI order.
5. **Integrated gender and inclusion in teacher-focused research:** We were invited to [participate](#) in the webinar where the Empowering Teachers Initiative's (ETI) 'Gender Equality and Social Inclusion (GESI) Framework for Researchers' was presented. This framework is a new self-evaluation tool designed to help researchers working with teachers systematically integrate a GESI perspective into their studies.



What's on the Horizon?

- Collaborating with Education International (EI) for a research study that aims to identify and synthesize the concerns, needs, expectations, and collective action priorities of teachers regarding the use and impact of AI in K – 12.
- Shaping discourse around critical perspectives on EdTech through the CETI network events and activities such as webinars, blogs, social media campaigns, and newsletters.
- Publishing our forthcoming journal article in the ECNU Review of Education journal on 'Scaling EdTech-Facilitated Teacher Professional Development-Two Case Studies of Language Learning Programs in Kerala and Karnataka, India.'
- Fortifying education research through our forthcoming book chapter titled 'Reclaiming Agency: Lessons for Scaling, from a Teacher-First TPD Program in India' to be published in the book 'Adaptation, Agency and Equity: Future Priorities for Teacher Professional Development systems' based on the collective work of researchers from the ETI.

Recommendations from the Vault

- Check out [our article](#) 'Digital Technologies for Equitable Quality Education' on how AI accentuates the existing social biases and increases corporate control over education.
- Read 'Embedding gender equality and social inclusion (GESI) in research with teachers: [A self-assessment framework](#)' developed as part of the ETI collaboratively by the TPD@Scale Coalition for the Global South.
- Explore our [K-LEAP Impact Assessment Report](#), which presents a consolidated analysis of three kinds of teacher professional development workshops: audio creation, audio editing, and techno-pedagogical integration.

9. Gender and Digital Empowerment

Feminist digital empowerment stems from collective spaces – offline and online. The Prakriye and Hosa Dishe projects have been nurturing such spaces by strengthening intergenerational solidarities between women and adolescent girls. Leveraging digital technologies, women's collectives champion adolescent girls' aspirations in rural communities; teachers lead in-school safe spaces for girls navigating adolescence; and online platforms counter rampant misogyny and misinformation. In everyday spaces, women and girls have been developing knowledge, skills, and perspectives to build a collectively empowered future.



Namma Maathu Forum members participating in a financial literacy session

Key Milestones

- Took career guidance to the rural first mile:** We launched a pilot of 'Dream Desk', a hub that caters to the diverse empowerment and information needs of young women and adolescent girls, in Mulluru village. Through in-person training sessions and an online repository, 'Dream Desk' addresses higher education and career opportunities, digital skills, financial literacy, understanding gender and patriarchy, and hands-on community media creation.
- Fortified financial literacy:** In response to the growing monetary distress rural women face from micro-finance institutions, we designed and facilitated a two-session financial literacy capsule. 71 women from our women's collectives discussion forums, across two blocks, participated in it. The sessions covered spending patterns, daily budgeting, loans and savings, and financial independence.

- **Expanded Kishori Clubs:** *The Hosa Dishe* (New Directions) program completed another year in eight districts across Karnataka. We expanded the program to residential schools in four new districts. The orientation workshops equipped teacher-facilitators to run 'Kishori Clubs' as safe spaces for adolescent girls.
- **Evolved new pathways for digital safety education:** 400+ girls from government-aided schools in Bengaluru completed the 'Digital Champions Program' – a course by Young Leaders for Active Citizenship (YLAC) on online safety and navigating digital harms. The lack of access to smartphones at home and unfamiliarity with the platform had limited the girls from participating in the course. The project team put together a smartphone library and used a combination of engaging input sessions and printed quizzes to ensure the girls could complete the program.



Adolescent girls access the Digital Champions Program through the smartphone library

Impact at a glance for Kishori Adda

Posts	Views	Likes	Comments	Saves	Shares
230+	2.37L+	6.4K+	2.2K+	200+	12.2K+

What's on the Horizon?

- Identifying the 'Dream Desk' cohort in Mulluru, followed by an orientation for their families to garner their support and buy-in. In parallel, we are designing an online repository of education and career pathways that is local, contextual, and easily accessible to girls and young women.
- Designing curricula for two new in-school programs. 'Kishori Digital Labs' will equip adolescent girls with digital skills (from foundational literacy to visual programming), media creation skills, and career readiness, alongside critical media literacy, online safety, and counter-narrative content creation. 'Kishora Labs', a pilot for adolescent boys, will build conversations around identifying toxic masculinity and building healthy models of masculinity.

Recommendations from the Vault

- Listen to [teachers describe](#) how Kishori Clubs act as a safe space for adolescent girls in 'Guiding Lights: Voices of Kishori Club Facilitators'.
- Tune in to '[Kishori Rap](#)', an anthem written from the perspective of adolescent girls speaking directly to their peers about navigating social media safely.
- Dive into [episodes](#) from our 'Nan Voice Nan Choice' podcast.
- Read [the article](#) on the impact of our work, 'NGO initiative leads to reduced superstitions, increased awareness among adolescent girls'.
- Watch this [short video](#) on a computer training course for rural women, organized at the women-led information center in Mulluru village.
- Read the [endline study](#) of the 'Kishori Club' intervention by Urban Ethnographers, capturing its impact as a safe space for discussion.

The IT for Change Social Report

Programming, Monitoring, Evaluation, and Learning

This year, as our team grew to 60 members, we invested in strengthening leadership, clarified our program priorities, and put stronger systems in place so the organizational growth rests on solid foundations. We developed a long-term strategy that brings all our work under a common framework of three pillars: building community-centric digital ecosystems, shaping digital discourse, and strengthening institutional capabilities. Each of our program areas (Public EdTech, Gender and Digital Empowerment, and Just Digital Governance) work across these pillars. The framework reiterates our long-held conviction of engaging critically with how technology is built and governed, while also working constructively to create equitable alternatives.

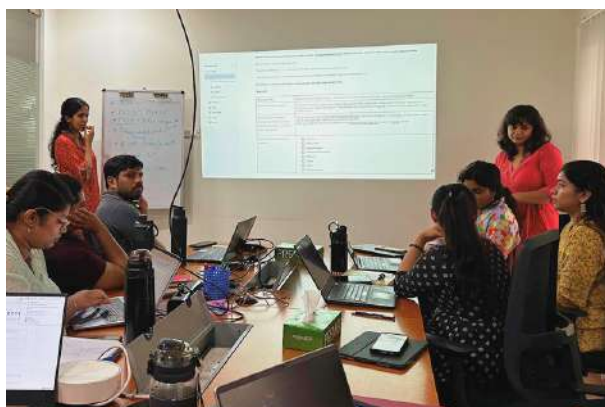
Cultivating a collaborative workplace committed to excellence

To mark our 25th anniversary, we hosted ‘Our Digital Futures Fest’, a four-day gathering that opened with ‘IT for Change @25 – Celebrating Solidarity, Weaving Digital Justice’. The day brought together colleagues, founders, board members, and partners to reflect on our journey, reaffirm shared values, and recognize long-serving team members through personalized notes of appreciation and awards.



‘Our Digital Futures Fest’ celebrating our 25th anniversary

We supported members of our Leadership Team through a six-month personalized leadership coaching program focussed on strategic thinking, team-building approaches and overall effectiveness as leaders in pursuit of the organizational mission. We also engaged Sattva Consulting to help streamline our core program verticals, develop strategic plans for the next 3-5 years, and strengthen our fundraising efforts.



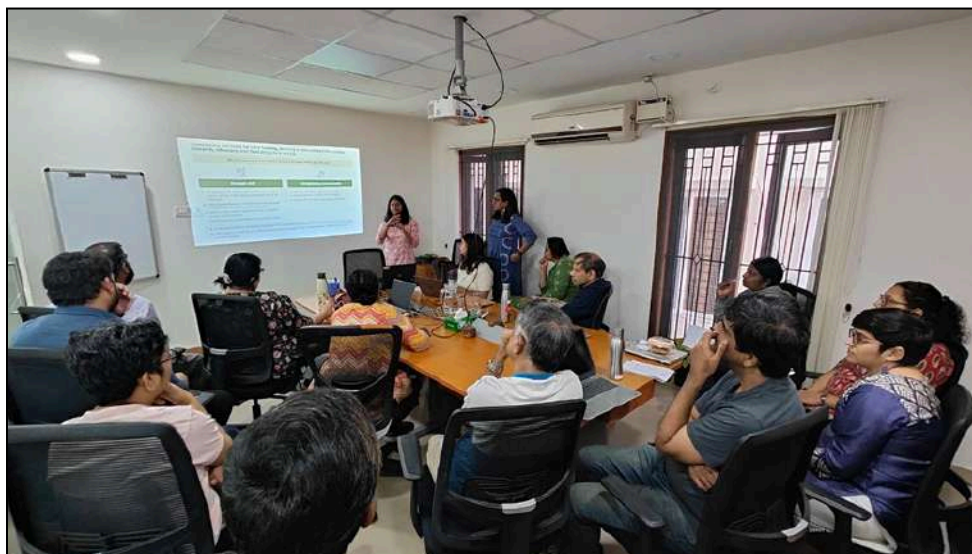
A communications workshop conducted for the field teams

Across the year, we ran a number of learning sessions for the team:

- Workshops led by experts, on gender sensitization, communication, and collaboration, to build shared norms on how we work across teams.
- “Know Your Tech” sessions on Cybersecurity, Free and Open Source Software(FOSS) tools, everyday digital tools, and multiple functionalities of the FOSS webinar platform we use, among others.
- Learning sessions to develop the field program teams’ capabilities on topics such as: language education and effective storytelling for social media.
- Workshops on supervision, to set consistent expectations across all managers and heads on how to guide, supervise and support their team.

Upholding diversity, equity, and inclusion

As of March 31, 2026, 58% of our team members are women, 66% of leadership roles, and 55% of senior leadership positions are held by women. We are committed to creating a workplace that is inclusive, safe, and empowering for individuals from marginalized and underrepresented communities.



An organizational strategy meeting at our Bengaluru office

To further strengthen our commitment to zero tolerance for sexual harassment and abuse, IT for Change has adopted the Protection from Sexual Exploitation and Abuse (PSEA) policy alongside our existing POSH policy. While POSH protects our internal team members, PSEA extends crucial protection and accountability to the beneficiaries, students, and communities we work with.

Building systems for sustainable growth

As we grow in scale and complexity, we continue to enhance systems and processes to ensure that growth rests on strong operational foundations. Key improvements include:

- New additions to the induction process that supports new team members to settle in from day one.
- A closer link between annual planning and budgeting so resources are allocated to strategic priorities.
- A structured review framework that reduces subjectivity and maps out clear growth pathways.
- Team and cross-team retreats that fostered cross-team collaborations, and drove shared goal-setting.

Together, these operational, capacity-building, and governance initiatives have reinforced a cohesive, agile, and learning-driven workplace ready for our next phase of growth.

Link to Our Work Out in the World:

https://drive.google.com/drive/folders/1prvlf4VR-ZbSBkpWjCUIxl3rb26m186?usp=drive_link

Impact Footprint

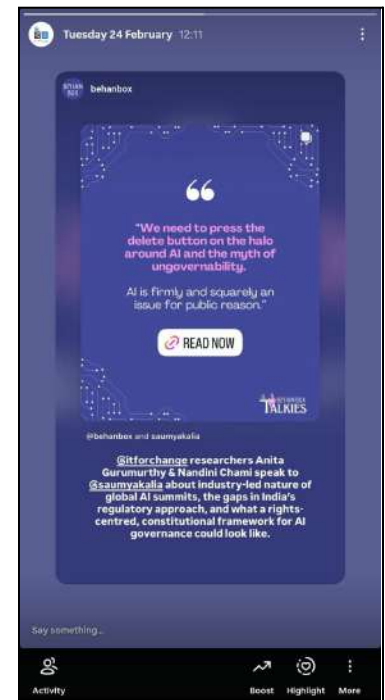
Research & Advocacy Footprint

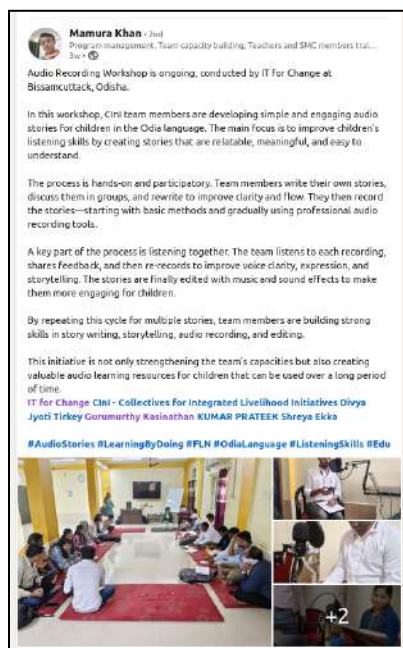
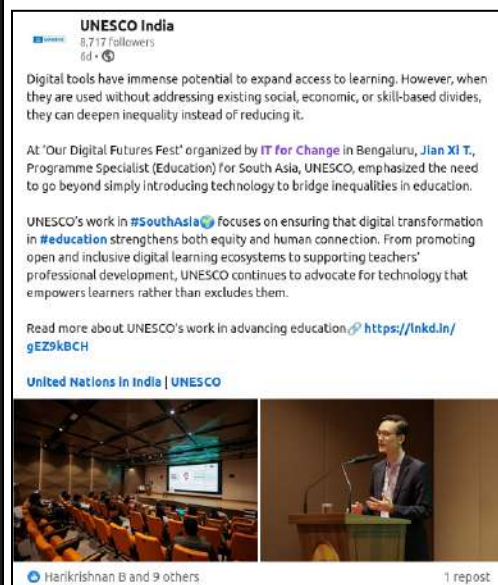
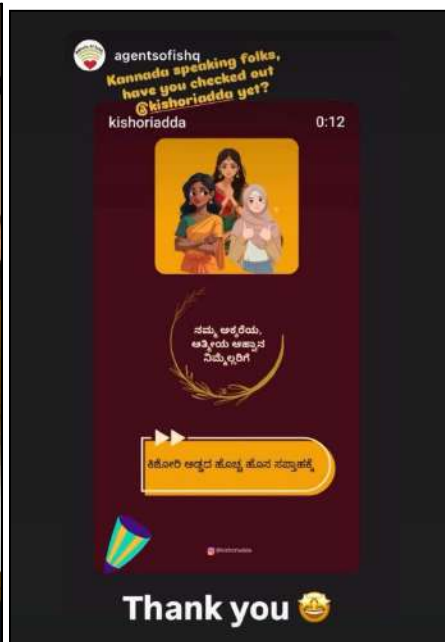
Research Outputs Produced	Policy Briefs Submitted	Media Articles Written	Events Organized	Events Participated In
13	12	20	16	55

Visibility & Social Media Footprint

Instagram impressions	LinkedIn Impressions	Increase in followers on Instagram	Increase in followers on LinkedIn
151,673	149,363	19.5%	22.7%

Our Work Out in the World





Testimonials

IT for Change does invaluable work both in the policy sphere, where it is a clear and vocal advocate for just technology governance, and in the conceptual sphere, where it is an important resource for understanding contemporary challenges of governance. Its work highlights the political economy of technology on the global scale, focusing on the ways in which marginalized and under-resourced groups experience digitization and automation. The publications and advisory roles that result are of global influence, forming a key part of a network that supports community and advocacy organizations worldwide, in resistance to oppressive technology.

-Linnet Taylor, Professor, Global Digital Politics;International Institute of Social Studies (ISS), Erasmus University Rotterdam

I had the opportunity to collaborate closely with IT for Change in the context of their strong contributions to UNESCO's Global CSO and Academic Network on AI Ethics and Policy, when I served as the coordinator of the Network. IT for Change led the AI, Culture and Intellectual Property Subgroup of the Network, and since 2026 has also served as the elected Co-Chair of the Network's Multi-Stakeholder Coordination Group. I have been consistently impressed by the intellectual rigor, creativity, and professionalism of the IT for Change team, and their commitment to global justice, digital rights, and socially-focused innovation in the field of AI and other digital technologies.

-Achim Rosemann, Academic Staff ;Institute for Technology and Humanity, University of Cambridge

IT for Change is an exemplar thought leader on AI governance. The organization's commitment to amplifying the voices of the Global South in international forums was evident in the International Red Lines Subgroup of the UNESCO Global CSO and Academic Network on AI Ethics and Policy. IT for Change convened more than 40 organizations to explore baselines across the AI value chain – conditions necessary for AI systems to be compatible with human rights, social justice, and planetary sustainability. Their work expanded the Subgroup's scope of red lines beyond prohibited use cases to labor harms, market concentration, and lack of participation in AI development.

-Cam Rincon, Senior Researcher ; Ada Lovelace Institute

IT for Change has a distinct capacity for building collective knowledge and co-constructing policy analysis through genuine dialogue. The ReGenAI conference exemplified this methodology in action, fostering a truly democratic space within the civil society community. I strongly commend IT for Change's political economy lens, which offers a vital counterbalance to the technocratic and solutionist narratives that currently dominate the field. At a time when top-down approaches are the norm, IT for Change provides a progressive, grounded alternative, one that generates knowledge deeply rooted in the contextual realities of the Global South.

-Rafael Zanatta, Director; Data Privacy Brasil

IT for Change is a team of brilliant, out-of-the-box thinkers. Our collaborations on global advocacy on data and AI, spanning from the first Feminist AI Research Network sessions in 2020 to the Gender in Digital Coalition today, have been deeply rewarding. They tackle complex issues with a rigorous, dynamic, and profoundly compassionate approach. We always count on their inputs to be incisive, fresh, and perfectly on point. They do not just interrogate the status quo; they provoke new perspectives and inspire entirely new ways of thinking about the digital future. Working with them is a masterclass in how to merge rigorous research with meaningful advocacy.

-Caitlin Kraft-Buchman, Women At The Table / A+ Alliance / AI & Equality Initiative

IT for Change has been a core and indispensable member of Digital Merger Watch since the network's inception. Its consistent input and active participation across various settings, from working groups to broader strategic discussions, have played a meaningful role in shaping our collective position. IT for Change's contributions have enriched our position by bringing a truly expert perspective to it, helping us articulate and defend a clear stance against the excessive concentration of power in digital markets, while championing values central to our mission: fair competition, pluralism, democratic accountability, the protection of worker rights, and freedom of expression.

-Joseph Wilde-Ramsing, Advocacy Director; SOMO, Centre for Research on Multinational Corporations

IT for Change has been an active and valued member of the Digital Trade Alliance (DTA). The breadth of research carried out by IT for Change, including research at the intersection of digital rights and development, brings a unique and valuable perspective to our work. Our partnership has helped raise awareness amongst the public and policymakers on how digital trade issues are critical to governance of the digital economy. IT for Change has been involved with framing DTA positions on several emerging digital trade issues. It has helped to draft analysis, public statements, as well as submissions to regulatory bodies, and assisted the DTA with organizing public-facing events. We look forward to continued collaboration with IT for Change in the years ahead.

-Rishab Bailey, Research Director, Digital Trade Alliance

IT for Change has been an invaluable technical partner over the past year, helping build a global community and shared space for digital platform worker organizations. The contributions, from research on platform work legislation in the Global South to accessible analyses of the ILO Convention on Decent Work in the Platform Economy, have strengthened the Global Platform Workers Solidarity Project at every step.

- Anousha, Project Associate, Global Platform Workers Solidarity Project (GPWSP)

We found that the initiative had made a significant contribution in encouraging the organizations to recognize and incorporate into their planning women's lived experiences, particularly at the technology design level, and also deepen the gender focus in their technology implementation.

The project's explicit focus on gender – and its feminist framing – also was seen in how the starting point (of building technology, of designing work flows) was the women's lives and how their work – paid and unpaid fit within that. The ITfC project team's adaptability and resilience in the face of field realities allowed for mutual learning to occur in a way that was itself gender responsive.

We find through our evaluation that ITfC brought a valuable mix of intellectual rigor and field-facing pragmatism to the way in which the project was designed, implemented, and documented. Their ability to listen closely to voices from the field, adapt to different challenges without losing focus, and their commitment to a feminist vision helped steer the project successfully.

-Evaluation of the project '[Re-Wiring India's Digitalising Economy for Women's Rights and Well-being](#)' conducted by Dr. Jahnavi Andhari and Dr. Usha Raman

IT for Change's project of working with social enterprises in India, promoting active women's participation in using digital tools to advance their livelihood opportunities, has been one of the most unique EU-funded projects. Working with IT for Change has been enriching for the EU to strengthen the evolving role of civil society and social enterprises towards women's economic empowerment through technology.

- Smita Singh, Sr. Project Manager, Delegation of the European Union to India

I've had the opportunity to work with the lovely people at IT for Change on a number of labor and tech initiatives. Each of these has been an immense learning into their work advocating for feminist digital justice. The National Gender Fellowship that I was most recently part of held crucial space for research around gendered material realities amidst digitalization. I also deeply appreciate IT for Change's commitment to anchoring and nurturing communities for critical research, centering perspectives that too often remain at the margins.

- Chiara Furtado, Independent Researcher, National Gender Fellow 2024

The Kishori Club curriculum gives adolescent girls (kishoris) information that truly matters. Many girls study well up to the 10th standard, but when we meet them a year later, or sometimes even sooner, we find they are already married, and often soon to be mothers, when they are barely out of their teens. It saddens us to see how few opportunities they have. In the Kishori Club, girls learn about adolescence, the psychological changes that come with this phase of life, and life skills that help them realize their potential and build empowered lives.

- Shivakumar K S, Principal, Morarji Desai Residential School, Marenahalli (Chikkamagaluru)

From our science classes, we only knew the names of the reproductive organs. We didn't know how a baby develops in the womb, or how sex hormones change during adolescence. We learnt all of this through the Kishori Club module on sexual and reproductive health and rights (SRHR). Since I am in the 10th standard, understanding these concepts was especially important for my exams. I was able to answer questions on this topic because the Kishori Club module explained it so simply.

- Kavya (Name changed to protect privacy), Dr. B. R. Ambedkar Residential School (DBRARS - SC), Dudda (Mandya), Kishori Club Member (Participant in IT for Change's adolescent girl empowerment program)

In the HD Kote and Saragur regions of Mysuru district (Karnataka), there is widespread unemployment and several other pressing issues. Due to the lack of job opportunities even after education, children are being withdrawn from school. However, thanks to IT for Change for creating self-learning opportunities like this [digital skill building], which will help them find employment in the future. May your services continue to expand to many more villages in the same way.

- Ningaraju C, Senior Copy Editor, Times Now Suddi (Times Network Kannada news portal)

The Language Enrichment through Audio Story-based Pedagogy (LEAP) training by IT for Change helped me understand how technology and audio stories can be used effectively for language education. The training gave me practical ideas on how to use digital resources to make language learning more engaging and meaningful for students. Kathe Khajane (audio story bank) and Immersive Demo were particularly useful. The training showed me how I can support teachers in using these resources effectively in the classroom.

- Shree Gopal Maratha , Cluster Resource Person , Education Department of the Government, Hiresinganagutti Tq. Hungund Dt. Bagalakote

IT for Change's technology-enabled teacher training and audio-story-based language programme have been meaningful and engaging learning experiences. The audio stories and digital resources have given teachers and students creative and accessible ways to strengthen language learning. I value IT for Change's commitment to integrating technology meaningfully into education and supporting teachers in exploring innovative pedagogical practices.

- P Swamy, Block Education Officer (BEO), Shidlaghatta town, Chikkaballapur district

Hear from the participants at our conference Towards Regenerative AI
<https://youtu.be/KNPYgXSjAock>

Hear from colleagues and friends of the organization at our 25th Anniversary celebration at Bangalore International Center <https://youtu.be/CkILJ3KDCPw>

Listen to [teachers talk](#) about how the Pre-Service program has helped them create more interactive and engaging classrooms in this video testimonial.

Event Highlights 2025-26

2025-26 was a milestone year. We turned 25 and used the occasion to reflect on our journey so far and envision the road ahead as well. From bringing diverse voices together to advancing key ideas on digital justice, here are the moments that defined the year:

Our Digital Futures Fest: Celebrating 25 Years of IT for Change

For 25 years, we have worked towards a just and equitable digital world. To mark this milestone, 'Our Digital Futures Fest' brought together a special line-up of events spanning 25-31 October 2025 in Bengaluru. From panel discussions and film screenings to roundtables and exhibitions, the event brought together practitioners, researchers, policymakers, technologists, and artists.



Anita Gurumurthy speaking at our 25th Anniversary celebrations

25th Anniversary Celebrations

25 October 2025

The fest opened at the Bangalore International Centre (BIC) with a [public lecture](#) by Dr. Shekhar Seshadri, a renowned child psychiatrist. An organization is built by its people. We celebrated the care, commitment, and contributions of our long-standing employees on this occasion. Employees, members of the board, founding members, and former team members went down memory lane and reflected on their journeys with IT for Change.



Opening lecture by Dr. Shekhar Seshadri, a renowned child psychiatrist

Watch the exciting clips from the day [here](#).

Enabling Empowerment in Digital Times: What Next for Gender Equality?

30 October 2025

As digitalization reshapes the world, what does gender-transformative change look like? This roundtable, co-convened by IT for Change and Antara Advisory, convened 20 participants – scholars, practitioners, policymakers, technologists, and philanthropists – to explore this question together.



The roundtable co-convened by IT for Change and Antara Advisory

See images from the roundtable [here](#).

EdTech for Equitable Education: Critical Conversations

30 October 2025

What are the pressing concerns that surround EdTech in India, and what models can we envision for universal quality education? ‘EdTech for Equitable Education: Critical Conversations’ was a day-long conference, organized in collaboration with Critical EdTech India (CETI). The event brought together academics, technologists, civil society organizations, and policymakers to take a deep, critical look at the adoption of EdTech in India.

The [keynote](#) by Jian Xi Teng (UNESCO Regional Office South Asia); and a [fireside chat](#) with Anvar Sadath (Kerala Infrastructure and Technology for Education, Government of Kerala) and Kavita Sanghvi (Kotak Education Foundation) highlighted the need for context-aware, equity-oriented technology, reinforcing that digital justice in education requires intentional design and inclusive implementation. Two powerful panel discussions, ‘EdTech in Practice’ and ‘Where is the Ed in EdTech?’ examined how educational technologies function in real classrooms and questioned the extent to which they meaningfully serve educational goals.



A panel discussion at the ‘EdTech for Equitable Education: Critical Conversations’ conference

Read key insights from the conference [here](#).

Reimagining Realities: A discussion on the film ‘Humans in the Loop’

30 October 2025

‘Humans in the Loop’ stirred the imaginations of millions with its thoughtful provocations on labor and Indigenous knowledge in the AI sphere. Our event featured the film’s director, Aranya Sahay, in conversation with renowned feminist scholar Prof. Usha Raman to reflect on questions of AI, gender, and work, and to explore how storytelling can open new perspectives on digital futures. They were joined by Uma Mahadevan Dasgupta, Additional Chief Secretary and Development Commissioner, Government of Karnataka, who shared her insights.



Aranya Sahay, in conversation with feminist scholar Prof. Usha Raman

Watch the highlights [here](#).

Towards Regenerative AI: Frames for Inclusive, Indigenous, and Intentional Innovation

31 October–1 November 2025

What would a just, inclusive, and sustainable AI economy look like? This two-day global dialogue was an official Pre-Summit Event of the India–AI Impact Summit 2026. It convened around 50 researchers, practitioners, and policymakers from India, the EU, and beyond to chart pathways for regenerative AI grounded in inclusivity, indigenous knowledge, and intentional design.



Our event, 'Towards Regenerative AI: Frames for Inclusive, Indigenous, and Intentional Innovation'

Read a synthesis of the conference insights [here](#).

Regen AI Futures: Dimensions, Dilemmas, and Directions

31 October 2025

An official Pre-Summit Event of the India-AI Impact Summit 2026, this panel featured policymakers, AI scholars, and public technologists in conversation with each other on the dilemmas and possibilities of regenerative AI.

Panellists brought in rich perspectives from their respective fields with much-needed optimism for the promise that technology holds while highlighting the potential harms as well.



Our panel, 'Regen AI Futures: Dimensions, Dilemmas, and Directions'

Check out the highlights from the panel [here](#).

From Fields to Futures: 25 Years of Digital Empowerment

This photo exhibition documented 25 years of digital ecosystem building – from women-led information centers to inclusive education programs that put people at the heart of technology.



Our photo exhibition documenting 25 years of digital ecosystem building

View the gallery here: [Gender & Technology](#) and [EdTech](#).

Shaping Policy, Globally and Nationally

1. UN Commission on Science and Technology for Development (CSTD), 28th Session

7-8 April 2025

Our Deputy Director and Fellow – Research & Policy Engagement, Nandini Chami, contributed to discussions on diversifying economies in a world of accelerated digitalization. Nandini also spoke at a side event on regenerative futures, co-organized by IT for Change and the Global Digital Justice Forum.

Read more details [here](#).



Nandini Chami at the 28th session of the UN Commission on Science and Technology for Development (CSTD)

2. Shiksha Sangam 2025: Where Ideas Converge for Educational Excellence

30 April 2025

Gurumurthy Kasinathan, Director and Lead – Public EdTech, participated in this [conference](#) in Jharkhand, organized by the Jharkhand Education Project Council (JEPC), Government of Jharkhand, and Collectives for Integrated Livelihood Initiatives (CInI).

Speaking on a panel on 'Government and Practitioners' Perspectives on Effective Strategies Across States', Gurumurthy highlighted the role of audio story resources in supporting early childhood language education and in community engagement.

Read more details [here](#).



3. Internet Governance Forum (IGF) 2025

23-27 June 2025

We brought a Global South perspective to the [Internet Governance Forum](#) in Lillestrøm, Norway, participating in high-level policy dialogues and cross-sectoral discussions. Our team participated in four sessions, advancing discourse on digital justice, human rights in digital spaces, strengthening the WSIS+ framework, and building sustainable economies.

Watch our Deputy Director, Nandini Chami, [speak](#) at the event ‘Making the WSIS+20 Moment Deliver Digital Rights and Justice.’



Anita Gurumurthy at the Internet Governance Forum

4. Transforming Youth and Adult Learning and Education in the Era of Digitalisation, Algorithms and Artificial Intelligence

24 November 2025

At this event organized by the Asia South Pacific Association for Basic and Adult Education (ASPBAE), Gurumurthy Kasinathan, Director and Lead – Public EdTech, delivered an address on ‘Feminist Perspectives on the Political Economy of AI and the Digital Economy’.

Gurumurthy argued that social media platforms are increasingly functioning as *de facto* education systems, shaping people’s thinking in ways that can often be deeply harmful to society. Referring to IT for Change’s pilot work on using AI for language education in government schools, as well as its community-based work in Mysuru, he underscored the need to explore further the design of social media platforms for public good that can support adult education and empowerment.

Read more [here](#).



5. World Summit on the Information Society (WSIS)

15 December 2025

At the High-level Meeting on the overall review of the implementation of the outcomes of the World Summit on the Information Society (WSIS+20), our Deputy Director, Nandini Chami, represented IT for Change to address the 68th Plenary meeting, 80th session of the United Nations General Assembly in New York.



Nandini Chami addressing the United Nations General Assembly

Watch Nandini's Plenary address [here](#).

‘Financing Digital Innovation Ecosystems in the Majority World’ was a side event organized by the Global Digital Justice Forum, represented by IT for Change and the Association for Progressive Communications (APC), in partnership with UNDP and Co-Develop. The session aimed to address questions around the financing frameworks that have guided the WSIS implementation, centering public accountability and public value in financing digital innovation infrastructures, and the financing architectures needed for equitable and inclusive innovation futures.

Learn more about the event [here](#).

The event report can be accessed [here](#).

6. India AI Impact Summit

16–21 February, 2026

Fortifying our contributions to the national policy discourse on AI, we participated in three consultations organized by the Chairs of the Working Groups on the themes of Human Capital, Resilience, Innovation and Efficiency, and Democratizing AI Resources.

We also organized three key sessions, ‘[Cultural Rights, Innovation, and Development in the AI moment: Towards a Public Domain Framing](#)’, ‘[Steering DPI & AI Innovation Towards Public Value Maximisation: The Role of Governments in Safeguarding Data Agency](#)’, and ‘[AI Governance from the South: Red Lines to Baselines](#)’. The latter built on the framework of ‘[ReGenAI: A New Deal for the AI Economy](#)’, which calls for a structural reorientation of the AI paradigm toward meaningful and dignified work, diversified economies, pluralistic knowledge societies, and planetary flourishing.

We also participated in six sessions on decentralized data, AI governance, and equitable AI, amongst others.



Our team at the India AI Impact Summit 2026

Read more about our participation [here](#).

The Essential IT for Change Resource List: 2025-26

Program and Research Outputs

[Technology Integration for Equitable Education Program Report 2023-25](#), IT for Change

[Beyond Magic Bullets: Reclaiming the Digital Promise for MSMEs](#), Deepti Bharthur

[There's no ghost in the machine!](#), Sadhana Sanjay, Nandini Chami, Saloni Mishra, and Madhulika T

[K-LEAP Impact Assessment Report](#), Vivek Nair, Anusha Sharma, and Marzia Ibrahim

Policy Briefs

[Why a cross-track approach is necessary to steer the work of the CSTD Working Group on Data Governance](#), Anita Gurumurthy

[Designing an effective data-sharing framework for AgriStack](#), Anita Gurumurthy, Nandini Chami, and Rudraksh Lakra

[Submissions to the UN CSTD Working Group on Data Governance](#), IT for Change

[Response to the USTR's Request for Comments on Significant Foreign Trade Barriers for the 2026 National Trade Estimate Report](#), IT for Change

[Zero draft of the WSIS+20 Outcome Document: Comments from the Global Digital Justice Forum](#), Global Digital Justice Forum

[Joint Statement on the ILO's Brown Report on the Platform Economy](#), TEDIC, Paraguay, Privacy International, Fairwork, Argentina, Médecins du Monde France, Equidem, IT for Change, Human Rights Watch, Maison des Livreurs – Bordeaux, and Coopcycle – Association: Maison des Coursiers – Paris

[Submission on the Draft Amendments to the Information Technology Rules, 2021, Relating to Synthetically Generated Information](#), IT for Change

[The Invisible Layer: Protecting Data Workers in Global AI Value Chains](#), Sadhana Sanjay, Fasica Gebrekidan, Srravya Chandhramowuli, and Mohammad Amir Anwar

[Recentring Communities: A Participatory Approach for Connectivity](#), Viraj S Desai, Anuradha Ganapathy, and Becky Faith

[Joint Submission to the Call for Input on the EMRTD's Study on 'Artificial Intelligence, Cultural Rights, and the Right to Development'](#), IT for Change, Global Digital Justice Forum

Media Articles

[All the Rightful Inheritors of the Classroom](#), Anusha Hegde

[ನಮ್ಮ-ಶಾಲೆಗಳಲ್ಲಿ-ಮುಖ-ಗುರುತಿಸುವಿಕೆ-ತಂತ್ರಜ್ಞಾನ-ಅಗತ್ಯವೇ \(Is Facial Recognition Technology Necessary In Our Schools?\)](#), Anusha Sharma

[Analyzing the India-UK FTA: Is India Giving Up Its 'Digital Sovereignty' Dream?](#), Rishab Bailey, Shobhit S., and Sadhana Sanjay

[When Teachers Learned the Art of Writing](#), Gurumurthy Kasinathan

Journal Article

[Digital Technologies For Equitable Quality Education](#), Gurumurthy Kasinathan and Susan Sreemala

Podcast

[Nan Voice Nan Choice](#), Hosa Hejje Hosa Dishe, IT for Change

Financial Statements

BALANCE SHEET AS ON 31 MARCH 2026

All amounts are in INR

2024-25	Liabilities	2025-26	% of total	2024-25	Assets	2025-26	% of total
869,369	Corpus Donation	1,580,955	1%	47,954,083	Fixed Assets	55,064,160	21%
33,347,915	General Fund	65,685,412	24%	10,223	Non Current Assets	12,293	0%
22,276,465	Organization Stabilization Fund	0	0%	152,688,193	Current Assets, Loans and Advances	209,772,041	78%
47,954,083	Asset Fund	55,064,160	21%	2,132,411	Receivables	3,639,182	1%
95,700,767	Advance Account	140,784,318	52%				
2,636,311	Sundry Payables	5,372,831	2%				
202,784,910	Total	268,487,676	100%	202,784,910	Total	268,487,676	100%

INCOME AND EXPENDITURE ACCOUNT FOR YEAR ENDED 31 MARCH 2026

All amounts are in INR

2024-25	Expenditure	2025-26	% of total	2024-25	Income	2025-26	% of total
56,883,389	Personnel Costs	60,497,391	60%	74,490,962	Funds Received	86,765,864	86%
13,525,856	Operating Costs	20,765,949	21%	10,292,112	Interest on Term Deposit and Savings Bank Account	11,908,883	12%
4,081,717	Administration Costs	5,502,524	5%	869,481	Income to the extent of Depreciation transferred from Asset fund	1,050,887	1%
869,481	Depreciation	1,050,887	1%	0	Withdrawal from Asset Fund	51,478	0%
0	Loss/Gain on Disposal of Asset	51,479	0%	0	Donation	2,916	0%
6,974,307	Excess of Income over Expenditure	13,411,804	13%	1,637,502	Professional Fee and Other Income	1,500,005	1%
6,974,307	Appropriation towards Organizational Expenses	0	0%	2,019,000	Write Back of Provisions no Longer Required	0	0%
89,309,057	Total	101,280,034	100%	89,309,057	Total	101,280,034	100%

Annexures

Full List of Publications

Research Papers & Project Documents

- Sharma, A., Ibrahim, M., & Nair, V.(2025). [KLEAP Impact Assessment Report](#). IT for Change
- IT for Change. (2025). [Technology Integration for Equitable Education Program Report 2023-25](#)
- Ganapathy, A.(2025). [Beyond Digital Platforms: Unpacking Disinformation Through a Feminist Commodity Chain Approach](#). In: Re-wiring India's Digitalising Economy for Women's Rights and Well-being
- Fernando, K., & Arambepola, C. (2025). [Can Automation Displace Women's Work in the Apparel Industry?](#) In: Re-wiring India's Digitalising Economy for Women's Rights and Well-being
- Razzano, G. (2025). [Beneficial Visibility: Agency and Inclusion in the Digital Public](#). In: Re-wiring India's Digitalising Economy for Women's Rights and Well-being
- Bharthur, D. (2025). [Beyond Magic Bullets: Reclaiming the Digital Promise for MSMEs](#). In: Digital Economic Integration of MSMEs in the Global South
- Sanjay, S., Chami, N., Mishra, S., & Madhulika, T. (2025). [There's no ghost in the machine!](#). IT for Change
- Surie, A.(2025). [The DPI Turn in India's UrbanTransportation Policy: Challenges and Opportunities](#). IT for Change
- Rosado, S. & , Vogliano, S. (2025). [Commons to Code: How Platforms Rewire Agriculture and Reshape Power](#). IT for Change.
- Thomas, J.(2025). [AI's Large Looting Models?The Emerging Generative Biology Stack as the Next Frontier of Biopiracy](#). IT for Change
- Suárez, S.(2026). [Seeing Everything from Nowhere: A Human Rights Assessment of the United Nations Food and Agriculture Organization's Data Governance](#). IT for Change
- Kasinathan, G. (2025). [The Pandemic and the Platformization of Education](#). In: Southern African Review of Education's special Issue: Researching, Teaching and Learning During Times of Crises: Experiences of the Global South
- Shobit, S., Nayyar, A. & Vaidya, E. (2026). [Towards Regenerative AI Conference Synthesis Report](#). IT for Change

Media Articles

- Kalia, S. (2026, February). [We Need To Remove The Halo Around AI And The Myth Of Ungovernability](#). BehanBox
- Gurumurthy, A. & Chami, N. (2026, February). [Tragedy, Farce, or Ashes of the Old Order?](#). Bot Populi
- Gurumurthy, A. & Chami, N. (2026, March). [A Brief History of Global AI Governance](#). Bot Populi
- Sanjay, S. (2025, April). [Social Media is Someone's Office](#). Bot Populi
- Sahay, A. & Sreemala, S. (2025, April). [On Humans In The Loop](#). Bot Populi
- Gurumurthy, A. (2025, May). [Digital Justice, Neoliberalism and the World of Perma- and Poly-crisis](#). Bot Populi
- Banga, K. & Poyyail, S. (2025, June). [Trade Rules vs. Tax Rights: Africa's Digital Dilemma](#). Bot Populi
- Sreemala, S. (2025, May). [Reading Technocolonialism: The Infrastructures of Caring From a Distance](#). Bot Populi
- Hegde, A. (2025, June). [All the Rightful Inheritors of the Classroom](#). IT for Change
- Bailey, R., Shobhit, S. & Sanjay, S. (2025, June). [Analyzing the India-UK Free Trade Agreement](#). Bot Populi
- Nayyar, A. (2025, June). [Trump's Tariffs and the Big Tech Takeover](#). Bot Populi
- Shobhit, S., Sanjay, S. & Bailey, R. (2025, May). [Analyzing the India-UK FTA: Is India Giving Up Its 'Digital Sovereignty' Dream?](#). MediaNama
- Nayyar, A. & Khurana, U. (2025, July). [On TAAK](#). Bot Populi
- Shobhit, S. (2025, July). [Platform Power and the Future of Work: Labor Frontiers in the Cross-Border Digital Economy](#). Bot Populi
- Sharma, A. (2025, August). [ನಮ್ಮ ಶಾಲೆಗಳಲ್ಲಿ ಮುಖ ಗುರುತಿಸುವಿಕೆ ತಂತ್ರಜ್ಞಾನ ಅಗತ್ಯವೇ?](#). Teacher Kannada Monthly
- Chami, N. & Sreemala, S. (2025, August). [Claiming the Zone of Productive Discomfort](#). Bot Populi
- Shobhit, S. (2025, August). [Platform Power and the Future of Work: Labor Frontiers in the Cross-Border Digital Economy](#). Bot Populi

Mishra, S. (2025, September). [Movies That Don't Move Anyone: In Defense of Embodied Filmmaking](#). Bot Populi

Gurumurthy, K. (2024, October). [When teachers learned the art of writing](#). Deccan Herald

Nayyar, A. & Vaidya, E. (2025, November). [Who Owns the Digital Rails?](#). Bot Populi

Policy Submissions and Statements

(2026, January). [Why a cross-track approach is necessary to steer the work of the CSTD Working Group on Data Governance](#)

(2026, February). [ReGenAI: A New Deal for the AI Economy](#)

(2026, February). [Biosecurity Issues in the PABS Negotiations](#)

(2025, May). [Designing an effective data-sharing framework for AgriStack](#)

(2025, June). [Joint Declaration in Support of Standards on Decent Work in the Platform Economy at the International Labour Conference 2025](#)

(2025, September). [Submissions to the UN CSTD Working Group on Data Governance](#)

(2025, October). [IT for Change's Response to the USTR's Request for Comments on Significant Foreign Trade Barriers for the 2026 National Trade Estimate Report](#)

(2025, October). [Zero draft of the WSIS+20 Outcome Document: Comments from the Global Digital Justice Forum](#)

(2025, November). [Joint Statement on the ILO's Brown Report on the Platform Economy](#)

(2025, November). [IT for Change's Submission on the Draft Amendments to the Information Technology Rules, 2021, Relating to Synthetically Generated Information](#)

(2025, November). [IT for Change's Involvement with the T20 Engagement Group of G20 South Africa 2025](#)

(2025, December). [Joint Submission to the Call for Input for EMRTD Study 'Artificial Intelligence, Cultural Rights, and the Right to Development'](#)

Full List of Publications

Events we organized

May 2, 2025 | Online | [Exploring Generative AI in UK Higher Education: Perspectives from Institutions, Educators, and Students](#) | IT for Change (ITfC), Critical EdTech India (CETI), and Comparative Education Society of India (CESI) Research Interest Group 154 (Education and Technology).

May 5-7, 2025 | Bogor, Indonesia | [Digital Trade Justice Training: Building Cross-Sectoral Understanding and Action in South East Asia](#) | IT for Change (ITfC), Transnational Institute (TNI), Our World Is Not For Sale (OWINFS), Focus on the Global South and Sahita Institute

May 28, 2025 | Online | [Chaotic Times in Global Trade: Looking from a Gendered Lens](#) | IT for Change (ITfC) and Gender and Trade Coalition (GTC)

June 27, 2025 | Online | [Digital Platforms, Massification and Individualisation of Inequalities in Higher Education](#) | IT for Change (ITfC), Comparative Education Society of India (CESI) Research Interest Groups - Education & Technology; and Higher Education and Critical EdTech India (CETI)

October 25, 2025 | Bengaluru | [The Screen, Self, and Algorithms: Public Talk by Dr. Shekhar Seshadri](#) | IT for Change (ITfC)

October 25-31, 2025 | Bengaluru | [Our Digital Futures Fest: Celebrating 25 Years of IT for Change](#) | IT for Change (ITfC)

October 25-31, 2026 | [From Fields to Futures: Photo Exhibition \(Gender and Digital Empowerment\)](#) | IT for Change (ITfC)

October 30, 2025 | Bengaluru | [Enabling Empowerment in Digital Times: What Next for Gender Equality?](#) | IT for Change (ITfC) and Antara Advisory

October 30, 2025 | Bengaluru | [Reimagining Realities: A discussion on the film 'Humans in the Loop'](#) | IT for Change (ITfC) and Antara Advisory

October 30, 2025 | Bengaluru | [EdTech for Equitable Education: Critical Conversations](#) | IT for Change and Critical EdTech India (CETI)

October 31, 2025 | Bengaluru | [Regen AI Futures: Dimensions, Dilemmas, and Directions](#) | European Commission, Friedrich Ebert Stiftung, AI Impact Summit 2026, Infosys Science Foundation, and IT for Change (ITfC)

October 31- November 1, 2025 | Bengaluru | [Towards Regenerative AI: Frames for Inclusive, Indigenous, and Intentional Innovation](#) | European Commission (EU), Friedrich Ebert Stiftung (FES), AI Impact Summit 2026, Infosys Science Foundation, The Hindu (Media Partner), and IT for Change (ITfC)

December 15, 2025 | New York | [WSIS+20 Side Event: Financing Digital Innovation Ecosystems in the Majority World](#) | Global Digital Justice Forum (GDJF), represented by members IT for Change and Association for Progressive Communications (APC), UNDP, and Co-Develop

February 17, 2026 | New Delhi | [Cultural Rights, Innovation, and Development in the AI moment: Towards a public domain framing](#) | IT for Change (ITfC) with UNESCO Global CSOs and Academic Network on AI Ethics and Policy

February 18, 2026 | New Delhi | [Steering DPI & AI Innovation Towards Public Value Maximisation: The Role of Governments in Safeguarding Data Agency](#) | The Government of Australia, IT for Change (ITfC), Project Liberty Institute, and Global Solutions Initiative

February 18, 2026 | New Delhi | [AI Governance from the South: Red Lines to Baselines](#) | Global Digital Justice Forum – represented by Data Privacy Brasil, Derechos Digitales, EngageMedia, ETC Group, IT for Change (ITfC), Research ICT Africa, Tech Global Institute – Ada Lovelace Institute, Centre for Communication Governance – National Law University Delhi, Planetary AI Network – University of Edinburgh, and The Future Society.

Events we participated in

April 4, 2025 | [10th National Bioethics Conference](#) | The Forum for Medical Ethics Society, Indian Journal of Medical Ethics, Mumbai, and Christian Medical College (CMC), Vellore

April 7-8, 2025 | [The United Nations Commission on Science and Technology for Development, Twenty-Eighth Session](#) | The Commission on Science and Technology for Development (CSTD)

April 22, 2025 | [UNU-IIGH & Third World Network Symposium on Strengthening Global Health Governance](#) | UNU-International Institute of Global Health, Third World Network

April 30, 2025 | [Asia-Pacific Regional Discussion – UN Women / APC](#) | UN Women and Association for Progressive Communications

May 1-2, 2025 | [First meeting of the UN CSTD multi-stakeholder working group on data governance](#) | United Nations Conference on Trade and Development (UNCTAD)

May 5, 2025 | [Global Solutions Summit 2025](#) | Global Solutions Initiative Foundation

May 14, 2025 | [Fractures Internationalist Teach-ins](#) | Transnational Institute (TNI), Alternative Information Development Centre, NOOR Asia-Europe, People's Forum Global Network of Movement Lawyers

May 16, 2025 | [CCAOI Manthan: A Stakeholder Discussion on the WSIS+20 Review & What it Means for India](#) | Certified Credit Consultant Association of India (CCAOI)

May 21, 2025 | [WSIS+20 National Multi-stakeholder Discussions](#) | Centre for Communication Governance (CCG)

May 24, 2025 | [Global Digital Compact and CSTD Working Group on Data Governance session at AfriSIG 2025](#) | Association for Progressive Communications (APC), African Union Commission (AUC), Research ICT Africa, United Nations Economic Commission for Africa (UNECA), UN IGF Parliamentary Track

May 27, 2025 | [Gender and Tech Online Talk Series](#) | University of Virginia School of Data Science, The Digital Technology for Democracy Lab

June 3, 2025 | [Webinar hosted by Asia Pacific Regional IGF on WSIS +20](#) | Association for Progressive Communications (APC), and APriGF Working Group

June 5, 2025 | [Estimating the Requirements for 21st Century Schooling in India](#) | NITI Aayog, The Centre of Excellence in Teacher Education (CETE), School of Education, Tata Institute of Social Sciences (TISS), Mumbai

June 9-10, 2025 | [WSIS+20 Virtual Stakeholder Consultations](#) | The UN Department of Economic and Social Affairs

June 20, 2025 | [Global South Justice Summit](#) | School of Oriental and African Studies (SOAS)

June 26, 2025 | [Facial Recognition in Educational Spaces](#) | Office of the UN Special Rapporteur

June 23- 27, 2025 | [IT for Change at the Internet Governance Forum 2025](#) | Internet Governance Forum (IGF)

July 7-11, 2025 | [The World Summit on the Information Society WSIS+20 High-Level Event 2025](#) | ITU and the Swiss Confederation, and co-organized by ITU, UNESCO, UNDP, and UNCTAD

October 10, 2025 | [The World Transformed 2025](#) | The World Transformed

November 14, 2025 | [Digital Citizen Summit 2025](#) | Digital Empowerment Foundation (DEF)

November 12–15, 2025 | [The 19th International and 55th Annual ELTAI Conference](#) | English Language Teachers' Association of India (ELTAI)

December 2, 2025 | [Bridge for Change: Building Sustainable Futures](#) | Fair Green Global, Both ENDS, STITCH Partnership, Fair For All and RECLAIM Sustainability!

December 5–7, 2025 | [15th Annual International Conference of the Comparative Education Society of India](#) | Comparative Education Society of India (CESI)

December 17, 2025 | [WSIS+20 Overall Review: UNGA Plenary Intervention](#) | General Assembly: 68th Plenary meeting, 80th session

January 5, 2026 | [Policy, Ethical, Regulatory & Equity Considerations in AI-Enabled Telemedicine](#) | Koita Centre for Digital Health, Ashoka University and NIMS, Jaipur

January 12–13 | [8th India Think Tank Forum](#) | Observer Research Foundation (ORF)

January 15, 2026 | [Designing for Future Resilience: AI Infrastructures in a Shifting Landscape](#) | Digital Futures Lab and Careful Industries

January 17, 2026 | [Why Agency Matters: Gender, Work, and Impact](#) | Sambhav Foundation

January 19–21, 2026 | [Gender-Intentional Pathways in AI and Digital Work](#) | Institute for What Works to Advance Gender Equality, LEAD at Krea University and @Gender x Digital Hub (IFMR-LEAD)

February 7, 2026 | [People-Led AI in Health](#) | RAXA Consulting

February 10, 2026 | [Decoding the CSTD WG on Data Governance Online Series](#) | Co-organised by Diplo, Open Knowledge Foundation (OKFN) and the Geneva Internet Platform

February 11–13, 2026 | [UNESCO International Conference on Digital Platform Governance 2026](#) | UNESCO

February 12, 2026 | [Civic Data Sabha 2.0](#) | Civic Data Lab

February 14, 2026 | [Strengthening Accountability Systems: Reflections, Innovations, and Collective Action](#) | Social Accountability Forum for Action and Research (SAFAR), Mazdoor Kisan Shakti Sangathan (MKSS), LibTech India, Foundation for Ecological Security (FES), Centre for Financial Accountability (CFA), Land Conflict Watch (LCW), Alternative Law Forum (ALF),

Campaign for Judicial Accountability & Judicial Reforms (CJAR), and National Campaign on Dalit Human Rights (NCDHR)

February 16, 2026 | [Panel on Women in AI: A South Asia Outlook on Representation, Equity and Empowerment](#) | UN Women, UNESCO, LinkedIn, The Quantum Hub (TQH), Women for Ethical AI (W4EAI) South Asian Chapter, and Amrita Vishwa Vidyapeetham

February 17, 2026 | [Roundtable on Decentralised Data Marketplace](#) | Observer Research Foundation (ORF)

February 17, 2026 | [Roundtable on Harnessing AI for Social Empowerment](#) | Just Jobs Network & IDRC

February 17, 2026 | [Participatory AI Research and Practice Symposium \(PAIRS\)](#) | United Nations Educational, Scientific and Cultural Organization (UNESCO)

February 18, 2026 | [Panel Discussion Towards a Multilateral Agreement on Enforcing Red Lines](#) | Ada Lovelace Institute

March 1, 2026 | [Schola Campesina's 'Digital Sovereignty Praxis Course'](#) | Schola Campesina

March 9, 2026 | [Convening the Digital Commons](#) | Arghyam, CEPT Research and Development Foundation (CRDF), CoRE Stack, Foundation for Ecological Security (FES), and Open Geospatial Consortium (OGC)

March 12, 2026 | [BT Group and the British Asian Trust Partners' Meet](#) | BT Group and British Asian Trust (BAT)

March 28, 2026 | [National Consultation on the Karnataka Gig Workers Act](#) | Social Accountability Forum for Action and Research (SAFAR), Mazdoor Kisan Shakti Sangathan (MKSS), Hamal Panchayat, Maharashtra Rajya Hamal Mapadi Mahamandal, the Indian Federation of App-Based Transport Workers (IFAT), the International Institute of Information Technology-Bengaluru, and FOSS United Foundation

December 5, 2025 | [Pre-Budget Consultation 2025 organised by the Feminist Policy Collective \(FPC\)](#) | Centre for Budget and Policy Studies (CBPS)

April 30, 2025 | [Shiksha Sangam 2025: Where Ideas Converge for Educational Excellence](#) | Jharkhand Education Project Council (JEPC), Government of Jharkhand, and Collectives for Integrated Livelihood Initiatives (CINI).

November 24, 2025 | [Transforming Youth and Adult Learning and Education in the Era of Digitalisation, Algorithms and Artificial Intelligence](#) | The Asia South Pacific Association for Basic and Adult Education (ASPBAE)

February 7, 2026 | [People-Led AI in Health](#) | RAXA Consulting

December 10-11, 2025 | [Democratizing Digital: Bridging Access, Equity and Empowerment](#) | SRF Foundation, EduBridge Learning, and AADHAAR Society, and supported by Capgemini

October 15-17, 2025 | [Conference on Academic Freedom and Democracy \(Education International\)](#) | Education International (EI)

April 29, 2025 | [Reimagining Platform Cooperatives for Public Education\(Kerala Government\)](#) | Kerala Government

June 5, 2025 | [Estimating the Requirements for 21st Century Schooling in India](#) | NITI Aayog, The Centre of Excellence in Teacher Education (CETE), School of Education, Tata Institute of Social Sciences (TISS), Mumbai

June 26, 2025 | [Facial Recognition in Educational Spaces](#) | Office of the UN Special Rapporteur

November 12-15, 2025 | [19th International and 55th Annual Conference of the English Language Teachers' Association of India \(ELTAI\)](#) | English Language Teachers' Association of India (ELTAI)

December 5-7, 2025 | [15th Annual International Conference of the Comparative Education Society of India](#) | Comparative Education Society of India (CESI)

May 12-14, 2026 | [Cultural Exchange-cum-English Language Acquisition Programme \(CEELAP\)](#) | St. Albert's Higher Secondary School in collaboration with the English Language Teachers' Interaction Forum (ELTIF)



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