

2016-2017

ANNUAL REPORT



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MESSAGE FROM THE EXECUTIVE DIRECTOR

In 2016-17, C3 put to test its theory of change for programming which focused on leveraging platforms to deliver solutions at a larger scale, in an efficient manner and at an affordable cost. C3 has built and continues to build a series of focused at scale interventions that represent both a broadening and deepening of its program models by drawing upon its substantial experience in working in India. By delivering high-impact, multi-sectoral programming that improves outcomes for adolescent girls and women across sectors and adhering to the robust design, our strategy has the potential to transform programming and lead to improved outcomes across health and education, through an overarching agency pathway.

Looking back, C3's progression over the last decade can be attributed to a few enabling and complementary factors. Firstly, the adoption of a program strategy that while remaining steadfast to purpose, i.e. bringing positive impact to the lives of women and girls, was flexible and innovative in terms of approaches, themes and domains and partnerships. Secondly, a conscious long-term immersion in a few select geographies allowed C3 to operate across the value chain from ideation to policy to implementation. Thirdly, spanning all pathways, C3 continued working at state and district levels to embed in programs, policies and institutional structures for scale up and to maximize impact. And fourthly, C3's current focus on Reproductive Health and Rights, Girls Education and Youth Development and Gender Equity and Governance provides a wide operating canvas, both from the perspective of interventions as well as outcomes.

Our work has been possible primarily due to the commitment of all those who work at C3, the support of our Governing Board, the backing of our donors who believe in our work and fruitful partnerships with government and non-governmental organizations around the country and globally with committed, thoughtful, energetic professionals who share our vision.

We are very happy to share that C3 has increased its portfolio by three times in the last six years and going forward, we will endeavor to deliver on our vision of empowering and enabling young girls and women and we will continue to strive to reach, equip, mobilize and educate girls and women, particularly those among the marginalized communities.

I hope you enjoy reading about our achievements and our annual journey.

Dr. Aparajita Gogoi

**Executive Director
Centre for Catalyzing Change**

ABOUT US

WHO WE ARE

Centre for Catalyzing Change, C3, formerly **CEDPA, India**, works to mobilize women and girls to achieve gender equality. Our vision is a future in India where **women and girls are fully empowered and equipped to realize their rights, access opportunities and achieve gender equality**. We have been working in India since 1987.

C3 conceptualizes supports and implements innovative, cross-cutting programs that **catalyze transformation** among communities across India.

VISION

At the core of C3's work is the conviction that **achieving gender equality** is an essential component of global development.

C3 works with the goal of helping women and girls fulfill their dreams, free from the constraints of poverty and inequality and in which their full worth is realized and valued.

STRATEGY

C3's strategies are to improve the quality and sustainability of community-based health programs, expand capacity building of women and community members, upscale efforts for the development of youth/adolescents, leverage new digital innovations, effectuate and lead targeted advocacy initiatives for health goals.

OUR PILLARS

C3 leverages its technical expertise to incubate, implement and scale up programs under **four pillars**.



GENDER EQUITY AND GOVERNANCE



GIRLS EDUCATION AND YOUTH DEVELOPMENT

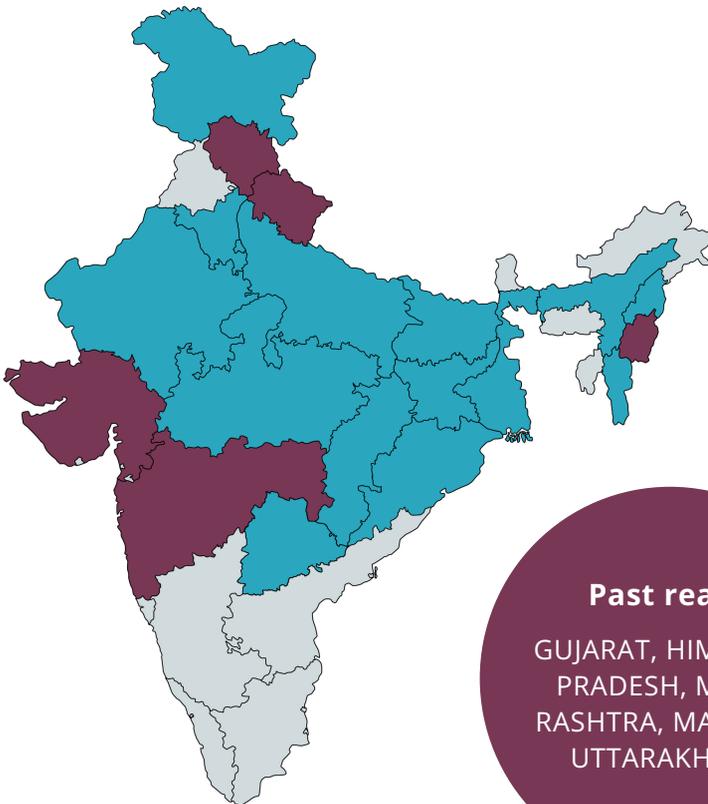


REPRODUCTIVE HEALTH AND RIGHTS



C3 UNNITI SMALL GRANTS PROGRAM

OUR REACH



ASSAM, BIHAR,
CHHATTISGARH, DELHI,
HARYANA, JAMMU &
KASHMIR, JHARKHAND,
MADHYA PRADESH,
MIZORAM, NAGALAND,
ODISHA, RAJASTHAN,
TELANGANA, UTTAR
PRADESH,
WEST BENGAL

Past reach

GUJARAT, HIMACHAL
PRADESH, MAHA-
RASHTRA, MANIPUR,
UTTARAKHAND

DONORS AND SUPPORTERS



UPDATES FROM OUR PROGRAMS

GENDER EQUITY AND GOVERNANCE

Centre for Catalyzing Change is committed to **women's equal participation in governance and leadership roles** as a step towards building a stronger nation. Reflecting local values and needs, we partner with communities to raise women's voices and mobilize for better public policies and programs to increase women's political participation.

We also work to increase understanding of the risk and protective factors underlying **violence against women** to reduce the incidence of violence and the perceived threat among women and girls.



Pahel - Women Leading Change

C3 conducted a **baseline survey** for a new phase of Pahel with newly elected women representatives of Pachayati Raj Institutions.

Pahel is now being scaled up to **10 blocks across 4 districts** of Bihar. In this new phase, outreach will also be extended to a selected number of male representatives.

PAHEL IS C3'S NICHE PROGRAM AIMED AT **EMPOWERING WOMEN ELECTED IN LOCAL GOVERNMENT SYSTEMS** IN ORDER TO STRENGTHEN THEIR PARTICIPATION AND ADVOCATE FOR IMPROVED **SEXUAL AND REPRODUCTIVE HEALTH SERVICES**.

Prioritizing Women's Health and Nutrition

C3 is currently implementing an advocacy initiative that aims to highlight issues related to service delivery in the domain of **reproductive and maternal health and nutrition** in all 38 districts of **Bihar**.

In December 2016, C3 launched the **Hamara Swasthya Hamari Awaz campaign** to capture women's expectations from the health service delivery system in terms of **quality of care**, including access to maternal health entitlements, dignity and respect and availability of specialists. A record **38%** of women asked for **access to maternal health entitlements** (including supplies and services), **30%** asked for **dignity and respectful care** and **11%** asked for **clean and hygienic health facilities**.

Women submitted their memorandum to the Speaker of the Vidhan Sabha (the Legislative Assembly) in Patna and to their local Member of Legislative Assembly in their constituencies.

75,000

WOMEN REACHED
THROUGH THE
CAMPAIGN

IN PARTNERSHIP WITH

39

GRASSROOTS
ORGANIZATIONS

200

WOMEN WARD
MEMBERS TRAINED AS
HEALTH AND NUTRITION
ADVOCATES



Do Kadam Barabari Ki Ore

A research evaluation partnership was implemented in Bihar in collaboration with **Population Council** and the **Gender Violence & Health Centre at the London School of Hygiene and Tropical Medicine**. The objective was to increase the understanding of the factors behind violence against women and girls and to design and implement effective programs to address the issue.

A **National Dissemination Meeting** was organized in Delhi on **31st March 2017**, in which four evaluation reports and policy briefs were released.

AFTER THE INTERVENTION

77%

OF THE PARTICIPATING BOYS AND MEN EXHIBITED GENDER-EQUITABLE ATTITUDES

72%

OF THE PARTICIPATING BOYS AND MEN DID NOT FIND DOMESTIC VIOLENCE JUSTIFIABLE

GIRLS EDUCATION AND YOUTH DEVELOPMENT

Centre for Catalyzing Change was one of the first organizations working with young people in India to launch a Better Life Option (BLO) program for adolescents in 1987. Our programs focus on:

- Building leadership skills among adolescents.
- Increasing young people's awareness on health issues and gender equality.
- Vocational training for in-school and out-of-school adolescents.



72,300

ADOLESCENTS REACHED THROUGH THE PROGRAM

AS PER GOVERNMENT OF JHARKHAND'S ORDERS, C3 IS IMPLEMENTING THE SABLA SCHEME IN THE GUMLA DISTRICT AND PROVIDING TECHNICAL ASSISTANCE IN ALL 7 DISTRICTS COVERED BY THE SABLA SCHEME (WEST SINGHBUM, GIRIDIH, RANCHI, HAZARIBAGH, GARHWA, SAHIBGANJ, GUMLA)

IN DELHI, C3 IS SUPPORTING THE GOVERNMENT TO DELIVER SABLA IN 315 SELECTED ANGANWADI CENTERS.

SABLA

Launched in November 2010, the **Rajiv Gandhi Scheme for Empowerment of Adolescent Girls-SABLA (RGSEAG-SABLA)** aims at improving the nutritional and health status of out-of-school adolescent girls (11-18 years) by providing them **education in life skills, health, nutrition and vocational training**.

C3 has been implementing this scheme since 2011 in the **state of Jharkhand** and **Delhi** by providing technical assistance to the **Department of Women and Child Development and Social Security**, Governments of Jharkhand and Delhi.

Supporting Innovative Convergent Programming

C3 is creating a convergence model integrating **SABLA** and **Rashtriya Kishor Swasthya Karyakram (RKSK)** for an effective implementation of activities and services for adolescents.

1,00,000

**ADOLESCENT BOYS
AND GIRLS REACHED
THROUGH THE PROGRAM**

The intent is to provide adolescents **information on life skills, gender, sexual and reproductive health** and linkages with **vocational skills** that will lead them to safer, healthier and prosperous lives.

This model is being implemented in the West Singhbhum district (**Jharkhand**).

**THE C3'S SUPPORTED
CONVERGENT MODEL WAS
PRESENTED AT THE RKSK
NATIONAL REVIEW MEETING
HELD IN LUCKNOW IN
SEPTEMBER 2016.**



Udaan - Towards A Better Future

Through this program, Centre for Catalyzing Change is providing technical assistance to the **Government of Jharkhand** to support and expand the reach of C3's **in-school life skills-based Adolescence Education Program** in 2,941 government schools.

UDAAN WAS SELECTED BY THE MINISTRY OF HEALTH AND FAMILY WELFARE, GOVERNMENT OF INDIA AS AN EXAMPLE OF BEST PRACTICES IN THE DOMAIN OF ADOLESCENCE EDUCATION PROGRAMS

1,19,835

**ADOLESCENT GIRLS
SUPPORTED THROUGH
UDAAN**

69,085

**ADOLESCENT BOYS
SUPPORTED THROUGH
UDAAN**



YouthLIFE - Life Skills Through New Technology

The YouthLIFE curriculum incorporates **classroom and computer learning**, using **edutainment and gaming**, provided through a digital curriculum consisting of a series of sessions on **basic life skills** and information on **sexual and reproductive health and rights (SRHR)** for personal and social development. The project targets adolescent girls and boys from classes 6 to 8 from selected schools in **Delhi, Jharkhand and West Bengal**.

In 2016-17, the YouthLIFE package was introduced in the **B.Ed. Course of St. Xavier's College**, Ranchi, one of the leading B.Ed. Colleges in the state of Jharkhand.

54,376

STUDENTS REACHED THROUGH THE PROGRAM

IMPLEMENTED IN ALL

203

KASTURBA GANDHI BALIKA VIDYALAYA INSTITUTES ACROSS ALL 24 DISTRICTS OF JHARKHAND

INTRODUCED IN

97

PRIVATE SCHOOLS IN DELHI, JHARKHAND AND WEST BENGAL

200

B.ED STUDENTS ORIENTED ON DIGITAL LIFE SKILLS EDUCATION

53,394

ADOLESCENT GIRLS REACHED THROUGH THE PROGRAM

43,686

ADOLESCENT BOYS REACHED THROUGH THE PROGRAM

Tarang

This program is being implemented since 2010 in 809 schools in 9 districts of the **state of Bihar** in partnership with the **State Council of Education Research and Training**, the **Education Department**, Government of Bihar, and the **United Nation Population Fund**.

The program aims at empowering class 9 students in government schools with skills on **health and well-being**. C3 is also providing technical assistance by building teachers' capacity and supporting the monitoring of the program.

REPRODUCTIVE HEALTH AND RIGHTS



According to WHO data, every year, 45,000 Indian women die during pregnancy or childbirth, mostly due to preventable causes.

Centre for Catalyzing Change acknowledges that building the health of women and girls is central to social and economic development. Keeping this in view, C3 **partners strategically with governments to support programs and policies** governing reproductive health and rights.

C3's programs promote family health by addressing unmet needs for **family planning**, spreading awareness about **contraceptive options**, encouraging **innovative best practices**, and empowering women to influence **quality in maternal health care**.

Maternal and Child Survival Program

The Maternal and Child Survival Program (MCSP) works to expand access to **high-quality family planning** (FP) services and contribute to India's FP2020 commitments. C3 is partnering with MCSP to incorporate components for **informed choice, respectful care, gender-sensitivity and community participation** into the program and address social factors which inhibit family planning uptake. C3 is currently running this program in 12 districts in **Chhattisgarh** and **Odisha**. C3's strategies are:

- To support the participation of communities/platforms to promote access to and usage of FP services by, for example, **building linkages between the health system and the community**, through strengthening of platforms for community monitoring like the *Rogi Kalyan Samiti*.
- To improve the patient-provider interaction by building health care providers' capacities. C3 has designed three **training modules on gender, social inclusion and respectful care** and trained frontline workers, facility level personnel and *Rogi Kalyan Samiti* members.

31,678

HEALTH CARE PROVIDERS
TRAINED BY C3 UNDER THE
MCSP PROGRAM

1,230

ROGI KALYAN SAMITI
MEMBERS TRAINED BY C3
UNDER THE MCSP PROGRAM



Maternal, Newborn and Child Health (MNCH) Advocacy - Quality of Care

ADVOCACY FOCUS:

- Advocate for improved quality of care in terms of human resources, infrastructure, budget allocation and use of MNCH services.
- Strengthen the capacity of the WRAI members and organizations.

WRAI MEMBERS REACHED

1,43,556

WOMEN ACROSS 24 STATES AND UNION TERRITORIES ABOUT THEIR EXPECTATIONS ON QUALITY

C3 is the **secretariat of the White Ribbon Alliance for Safe Motherhood** and is currently strengthening advocacy around **safe motherhood and quality of care** at the national and state level in partnership with members at the central and State levels especially members in three state Alliances, namely **Rajasthan, West Bengal and Jharkhand**.

WRAI has gathered evidence from health facilities on **gaps in human resources, infrastructure and allocation and utilization of their budgets** and on selecting **good practices** which bring about improvements.



Respectful Maternity Care (RMC)

C3 is implementing a three-year project with the objective of breaking the veil of silence around disrespectful and abusive maternity care and empower healthcare providers, women and communities to recognize **respectful maternity care as a basic human right**.

C3 is working with partners to gather **evidence to address rampant disrespect and abuse** faced by women during maternity care services. C3 is partnering with the **Indian Council of Medical Research (ICMR)** to test **RMC Standards and Indicators** to assess RMC in labor room settings.

National Safe Motherhood Day

A national convention commemorating **National Safe Motherhood Day** was held on April 11th, 2016. The theme selected was **"Every Woman's Right to Quality of Care for Maternal Health Services"** with a special focus on the need for Respectful Maternity Care since there is evidence of abuse and neglect during childbirth in institutions and clients' decisions to choose maternal health services are more likely to be influenced by perceived quality of care than access to a facility.

During the convention:

- The **Respectful Maternal Care Charter** was endorsed by over 84 organizations to incorporate RMC in policies and protocols.
- An advisory note on the Health Ministry's initiative **"Birth Companions" in labor rooms** was launched as a step towards enhancing the support system and as an effort towards improved quality of care provided to expectant mothers.

C3 UNNITI SMALL GRANTS PROGRAM

C3 Unniti Small Grants program (formerly Unniti Foundation) encourages **innovative ideas** and supports **grassroots social entrepreneurs**. It works toward enabling and enhancing opportunities for girls and women to lead economically independent and empowered lives.

The program provides small grants to individuals and organizations under three categories: **Education and fellowships**, **livelihoods** and **youth empowerment**.

Be the Change

The Milaan's **Girl Icon Fellowship** is a two-year **leadership development program** aiming at empowering adolescent girls (12-18 years) to be change makers with the potential to transform their lives and the ones of the community they belong to.

The program kick-started in 2015 with the help of C3 Unniti Small Grants Program with 10 girls in **Uttar Pradesh**. Today, there are 50 Girl Icon Fellows.

SUPPORTING

9

ORGANIZATIONS ACROSS
INDIA

1,750

WOMEN AND GIRLS ACROSS
INDIA SUPPORTED

Udaan Fellowship

The Udaan fellowship is an endeavor to enable young women (16-24 years) belonging to marginalized communities of Harda and Bhopal districts (**Madhya Pradesh**) to become **young leaders** through a year-long journey of deep **self-awareness, self-development** and **on the ground action**.

This program was started in 2015 as a two-year pilot project with 8 girls.

GOVERNING BODY MEMBERS

Dr. Kaval Gulhati

CHAIRPERSON

Dr. Gulhati is a senior population and development specialist with more than 30 years of experience in health and demography, institutional development, training, project management, program design and implementation in Asia, Latin America, Africa and the Middle East. Born and educated in India, her career has spanned work internationally in the field of development. She has developed training programs aimed at empowering women through skills, information and capacity building.

She has expertise in organizational development, having successfully co-founded and served as President and CEO of the Centre for Development and Population Activities (CEDPA) in Washington, D.C. She has co-authored two books on the voluntary sector in India. Other publications include articles on population, management and women in development. She also serves as a Board Member to several NGOs.

Mr. Salil Kumar

TREASURER

Mr. Kumar brings close to 25 years of professional experience in the development sector. His work, both as an individual consultant as well as in employment, has centered around the themes of Institutional Growth and Sustainability, Program Design and

Implementation, Operations Management and Capacity Building. He has worked with a wide spectrum of national and international organisations. He serves on the Boards of Unniti Foundation India, FXB India Suraksha, and The DevNext Foundation.

The organization does not pay any fee/remuneration/salary or benefits, etc. to any of the members of its Governing Body/General Body.

Ms. Sheila Seda

SECRETARY

Ms. Seda is a well-known advocate who has worked to uphold the dignity and honor of the nursing profession, promoting high standards of health care and nursing practice and advancing professional, educational,

socio-economic and general welfare of the nurses. Ms Seda has retired as the Secretary General from the Trained Nurses Association of India (TNAI) after serving its board for last 17 years.

Ms. Ghazala Amin

MEMBER

Ms. Amin is an associate professor of history in Jesus and Mary College at the University of Delhi, and has worked as citizen warden with the Lieutenant Governor of Delhi. She has extensive experience anchoring and producing television programs. She anchored a

women's magazine program for ETV, which was telecast in 26 countries, and anchored the Asian Magazine for BBC TV in London. In addition to teaching, she currently participates in radio programs and anchors a weekly TV program called Show Biz Asia.

Dr. Suneeta Mukherjee

MEMBER

Dr. Mukherjee is a professional in the field of Reproductive Health, Gender and Advocacy with nearly four decades of experience at ascending Administrative levels in the Indian Administrative Service and the International Civil Service (UNFPA).

She has worked in multi-cultural environments, and led culturally diverse teams in several countries in the Asian Region. She retired from UNFPA in 2010, as the Country Representative in Philippines.

Ms. Ragini Pasricha

MEMBER

Ms. Pasricha is working as project Director with BBC Media Action. She is known for her work on adolescent health, maternal and child health, family planning, HIV/STI prevention and nutrition.

She has extensive experience on providing technical assistance for capacity building and systems strengthening for behavior change communication and advocacy on RMNCH+A best practices.

Dr. Nozer K. Sheriar

MEMBER

Dr. Nozer Sheriar is a Mumbai based obstetrician and gynecologist with a longstanding commitment to the advocacy and promotion of women's rights and access to safe abortion.

He is a member of the Governing Boards of Centre for Catalyzing Change, Guttmacher Institute and Ipas. He is the Co Chair of the Medical Advisory Panel, Family Planning Association of India and a member of the Technical Advisory Group on Maternal and Child Health of the South East Asia Region of the WHO. He is the Scientific Chair of the XXII FIGO World Conference being organised in Rio de Janeiro in 2018.

He previously served as the Secretary General of the Federation of Obstetric and Gynecological Societies, the President of the Mumbai Obstetric and Gynecological Society and on the Steering Committee on Secondary and

Tertiary Health Care for the 11th Plan, the Central Supervisory Board, PNMT Act and the Technical Resource Group addressing Maternal Mortality, Government of India. As Past Chairperson of the MTP Committee, FOGSI and member of the Technical Advisory Panel, Ministry of Health and Family Welfare, he participated in the amendment of the MTP Act and the development of the national comprehensive abortion care guidelines, propagated the cause of safe abortions by conducting workshops, created training videos on MVA and medical abortion and conducted multicentric research. He was coordinator and principal investigator in the MVA Pilot Project of the GOI, WHO and FOGSI, the FOGSI Ipas Multicentric Trial of MVA and the CELECT study of FOGSI and MSD on contraceptive choice and has authored numerous scientific publications.

Dr. Aparajita Gogoi

EX-OFFICIO MEMBER AND EXECUTIVE DIRECTOR

Dr. Gogoi holds a PhD (International Politics), Jawaharlal Nehru University, New Delhi and a Post graduate diploma in Journalism and has 20 years of extensive experience in program management, with expertise in designing and implementing programs,

advocacy campaigns, and defining approaches and strategies for policy issues in population. Graced by WIE Humanitarian Award, Dr. Gogoi was also named as one of the 100 of world's most inspiring women by the newspaper, Guardian, UK.

The organization does not pay any fee/remuneration/salary or benefits, etc. to any of the members of its Governing Body/ General Body.

FINANCIAL STATEMENTS

AUDITOR'S REPORT

To the members of **Centre for Catalyzing Change**

We have audited the attached Balance Sheet of **Centre for Catalyzing Change (formerly The Centre for Development and Population Activities)**, New Delhi, as at March 31, 2017 and also the Income and Expenditure Account for the year ended on that date annexed thereto. These financial statements are the responsibility of the management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with auditing standards generally accepted in India. Those Standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion and we report that:

- (i) We have obtained all the information and explanations, which to the best of our knowledge and belief were necessary for the purposes of our audit;
- (ii) In our opinion, proper books of account as required by law have been kept and maintained by the society so far as appears from our examination of the books;
- (iii) The Balance Sheet and the Income and Expenditure Account dealt with by this report are in agreement with the books of accounts; and
- (iv) In our opinion and to the best of our information and according to the explanations given to us, the Accounts give true and fair view:
 - a) in the case of Balance Sheet of the state of affairs of the society as at March 31, 2017 and
 - b) in the case of Income and Expenditure Account, of the surplus of the society for the year ended on that date.

For T R Chadha & Co LLP

Chartered Accountants

Firm Registration Number: 006711N/N500028

Aashish Gupta

(Partner)

Membership No. 097343

Place: Gurgaon

Date: This 25th day of September 2017

ABRIDGED ACCOUNT

CENTRE FOR CATALYZING CHANGE (formerly CEDPA India)
C-1, HAUZ KHAS, NEW DELHI - 110 016

ABRIDGED BALANCE SHEET

(in'000)

PARTICULARS	March 31, 2017	March 31, 2016
	INR	INR
SOURCES OF FUNDS		
General Reserve Fund	1,631.00	930.00
Designated Fund	61,357.00	44,959.00
Restricted Fund - Corpus/Endowment Fund	64,201.00	63,630.00
Restricted Fund - Grants & Contributions	92,217.00	85,724.00
Current Liabilities and Provisions	10,009.00	10,163.00
TOTAL	229,415.00	205,406.00
APPLICATION OF FUNDS		
Fixed Assets	4,021.00	4,188.00
Current Assets	7,893.00	10,071.00
Cash and Bank Balances	213,671.00	190,443.00
Advances Recoverable in Cash or Kind	3,830.00	704.00
TOTAL	229,415.00	205,406.00

ABRIDGED INCOME AND EXPENDITURE ACCOUNT

(in'000)

PARTICULARS	Year ended March 31, 2017	Year ended March 31, 2016
	INR	INR
INCOME		
Income from Programs	94,302.00	85,815.00
Other Income	19,973.00	14,602.00
TOTAL	114,275.00	100,417.00
APPLICATION OF FUNDS		
Establishment and Communication	10,847.00	9,736.00
Workshop, Information & Dissemination	8,591.00	8,491.00
Salaries and Benefits	40,408.00	35,330.00
Consultancy	15,833.00	13,875.00
Travel & Transportation	7,913.00	9,580.00
Sub-grants	11,276.00	7,611.00
	94,868.00	84,623.00
Transferred to Funds	19,407.00	15,794.00
TOTAL	114,275.00	100,417.00

ABRIDGED RECEIPT AND PAYMENT ACCOUNT

(in'000)

PARTICULARS	Year ended March 31, 2017	Year ended March 31, 2016
	INR	INR
RECEIPTS		
Opening cash and bank balances	190,443.00	145,977.00
Voluntary Contributions	107,048.00	117,070.00
Interest and other receipts	16,458.00	15,229.00
TOTAL	313,949.00	278,276.00
PAYMENTS		
Establishment and Communication	9,518.00	8,725.00
Workshop, Information & Dissemination	8,539.00	8,195.00
Salaries and Benefits	36,630.00	32,413.00
Consultancy	15,643.00	11,155.00
Travel & Transportation	7,868.00	9,556.00
Sub-grants	9,482.00	6,860.00
Computer and other office equipment	994.00	3,366.00
Advances to project partners, staff & other payments	11,604.00	7,563.00
Closing cash and bank balances	213,671.00	190,443.00
TOTAL	313,949.00	278,276.00



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FOLLOW US

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Instagram: c3_india
Facebook: Centre for Catalyzing Change