



RISING TOGETHER

Annual Report
2023-24

Content



07 STORY FROM THE FIELD

09 CHAIRPERSON'S NOTE

11 CEO'S NOTE

13 MC'S YEAR IN ACTION

14 2023-24 OVERVIEW

17 WHY MOBILE CRECHES MATTERS

21 CHAPTER 1: ACCELERATING
CHILDCARE SERVICES

33 SPECIAL REPORT

37 CHAPTER 2: ENHANCING
CAPACITIES IN ECD

45 CHAPTER 3: ELEVATING
THE ECD AGENDA

49 CHAPTER 4: BOOSTING
THE ECD KNOWLEDGE
ECOSYSTEM

53 CHAPTER 5: NURTURING
PEOPLE, PRESERVING
CULTURE

57 CHAPTER 6: RESOURCING
THE MC MISSION

61 CHAPTER 7: MC'S PARTNERS
AND COLLABORATORS

63 CHAPTER 8: WAY FORWARD

64 MC IN THE PUBLIC EYE



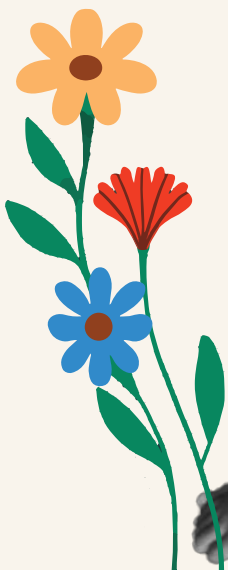


List of Abbreviations

ARNEC	ASIA-PACIFIC REGIONAL NETWORK FOR EARLY CHILDHOOD)
AWC	AANGANWADI CENTER
AWCC	AANGANWADI-CUM-CRECHE
CSO	CIVIL SOCIETY ORGANIZATION
CDPO	CHILD DEVELOPMENT PROJECT OFFICER
CINI	CHILD IN NEED INSTITUTE
CSI	CHILD SURVIVAL INDIA
DPO	DATA PROTECTION OFFICER
ECD	EARLY CHILDHOOD DEVELOPMENT
ECCE	EARLY CHILDHOOD CARE & EDUCATION
ECDAN	EARLY CHILDHOOD DEVELOPMENT ACTION NETWORK
FORCES	FORUM FOR CRECHE AND CHILD CARE SERVICES
GSVS	GRAMIN AVAM SAMAJIK VIKAS SANSTHA
ICDS	INTEGRATED CHILD DEVELOPMENT SERVICES
IYCF	INFANT AND YOUNG CHILD FEEDING
MLF	MID-LEVEL FUNCTIONARY
MEL	MONITORING EVALUATION AND LEARNING
MGNREGA	MAHATMA GANDHI NATIONAL RURAL EMPLOYMENT GUARANTEE ACT
PDS	PUBLIC DISTRIBUTION SYSTEM
PWD	PUBLIC WORKS DEPARTMENT
RDPR	RURAL DEVELOPMENT AND PANCHAYAT RAJ DEPARTMENT
SCPCR	STATE COMMISSION FOR PROTECTION OF CHILD RIGHTS
SPAN	SOCIETY FOR PEOPLE'S AWARENESS
UKS	URMUL KHEJARI SANSTHAN
VHAP	VOLUNTARY HEALTH ASSOCIATION OF PUNJAB
WAZ	WEIGHT-FOR-AGE
WCD	WOMEN & CHILD DEVELOPMENT
WSF	WORLD SOCIAL FORUM



Now, I leave Nishant at the Shishu Ghar with peace of mind. I can focus on my work without constantly worrying about him.



Story from the Field

Fostering safety, alleviating fear: How MC supported a mother's unwavering dedication

Hisi Odeya, a dedicated Anganwadi worker moved from the village of Balanga to Godatoli, 10 kilometres away, with her husband, Kunwar Mundu, and their children to secure better educational opportunities for their children. But balancing her responsibilities and caring for her 9-month-old son, Nishant, was a formidable task for Odeya.

When The MC team met Odeya in February 2024, she was meticulously performing door-to-door verification of the village voters' list as a Booth Level Officer (BLO). She trudged through the village, Nishant clutched in her arms. Concerned, they approached Odeya and inquired how she manages such strenuous fieldwork with a baby in tow. "There is no one at home to look after Nishant," she said wearily. "I can't trust anyone else to care for him the way I do. So, I have no choice but to bring him with me, even though it's very difficult."

They informed Odeya about the Shishu Ghar (childcare centre) in Godatoli and told her about the facilities. She decided to visit the centre Murhu Block, Khunti District, Jharkhand and soon, she enrolled Nishant there. Nishant was visibly underweight, testifying to the challenges his mother had faced in providing him adequate nutrition.

A few months later, they visited Odeya again. She greeted them with a smile, a stark contrast to the weary woman they had met earlier. "I am so grateful for the Mobile Creches initiative," she began, her voice brimming with relief and gratitude.

"Now, I leave Nishant at the Shishu Ghar with peace of mind. I can focus on my work without constantly worrying about him."

Her eyes sparkled as she spoke of the remarkable changes in her son. "Nishant is thriving. He participates in activities, interacts with other children, and his eating habits have improved. He is gaining weight, and I can see him becoming healthier each day. The difference in him is incredible."

The story of Hisi Odeya highlights the profound impact that access to quality childcare and community resources can have on the lives of working mothers and their children – enabling wellbeing of the entire family.





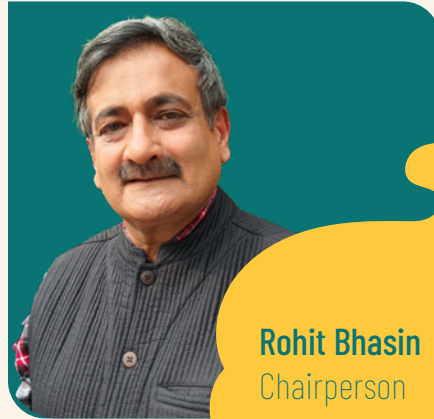
Chairperson's Note

As we reflect on the year 2023-24, I am humbled by the remarkable progress Mobile Creches has made. Our 55th anniversary served as a poignant reminder of our enduring commitment to the rights and development of marginalised children across the nation. Our steadfast focus on the 2022-27 strategy, "Accelerate Access to Quality ECD for Marginalised Children by Supporting Sustainable Ecosystems", has driven our efforts to expand and fortify our programmes. Through innovative approaches, we have broadened our reach and bolstered the quality of our services.

In the past year, we reached over 30,000 families through community mobilisation efforts, benefiting more than 50,000 children in our 3,900+ centres, across 17 states. Additionally, we provided training to over 2,000 creche workers and mid-level functionaries, increasing their capacities in early childhood development. Our initiatives to support undernourished children resulted in delivering 1,52,503 extra meals to 2,190 underweight children, contributing to their overall well-being.

Our achievements would not have been conceivable without the unwavering support of our invaluable partners and collaborators. Whether local governments, national and international foundations, corporate sponsors, or individual donors, each alliance has been pivotal in amplifying our impact. These partnerships have allowed us to pool resources, exchange expertise, and implement best practices, propelling the effectiveness of our programmes.

Our commitment extends beyond providing care and education to children; creches also play an important role in enabling women to return to the workforce and empowering them to be financially resilient. This is in alignment with the priorities of the Government of India,



Rohit Bhasin
Chairperson

as evidenced by the budgetary allocation in 2022-27 of INR 300,000 crores towards building creches and hostels to support women's workforce participation.

Looking ahead, our vision remains resolute. We will persist in advocating for every child's right to a safe, nurturing, and stimulating environment conducive to their optimal development. We will focus on strategic initiatives aimed at sustainability and scalability, primarily through expanding our network and influence.

I want to extend my heartfelt gratitude to our caregivers and devoted staff, whose unmatched dedication moves our mission forward each day. To our wise board members and advisors, your guidance and support are invaluable. I express my deepest appreciation to our donors and partners, whose generosity and commitment to our cause empowers us to effect real change in the lives of thousands of children and their families.

Together, we are forging a future where every child can thrive in an environment that nurtures their holistic development. Thank you all for being integral to this remarkable journey.



CEO's Note

Rising together – pursuing a vision for collaborative growth

In the second year of our Strategy 2022-27, we have made substantive progress in scaling our reach, deepening our impact, and building resilient systems that ensure every child can thrive.

The numbers you read: 52,000 children across 3,900 centres, over 1,50,000 additional meals to combat undernutrition, 2,000 trained workers - these are not just numbers for us. They signify the power of our collaborative work with many partners, from local to national governments, CSOs and funders, researchers and businesses. Together, we unleash our collective purpose for India's poorest children and their families.

2023-24 will be remembered as a milestone year at Mobile Creches for many reasons: we established our rural creche model in Odisha and expanded to tribal hinterlands of Jharkhand and Chhattisgarh. Government of Karnataka recognised the foundational nature of quality creches and invited Mobile Creches to support a pilot at scale – 4000 Koosina Mane (creches) for children of MGNREGA workers! Government of Haryana delivered on its promise of turning the state creche policy into action by remunerating care workers with decent wages. This is a huge endorsement for us as we continue to amplify the value of India's care cadre, and their role in nation building.

As we navigated multiple national and state systems to locate quality childcare as a powerful tool for achieving gender equality, we made sure that global G20 leaders were also listening to this call for action during India's presidency.

Our vision for the future is clear: to embed quality early childhood development into the fabric



Sumitra Mishra
Chief Executive Officer

of community resilience leading to national growth. The future of our work will be shaped by technology-driven solutions, research-based interventions, and scalable models of ECD delivery. By aligning with government priorities, we will advocate for stronger integration of childcare policies into development agendas. In all this, ensuring excellence in early learning and care remains a non-negotiable principle for us.

To all our partners, donors, and collaborators—your support fuels our aspirations and transforms them into reality. I especially extend my gratitude to Be That Girl Foundation, Cartier Philanthropy, BRAC International, and IMC Securities India Ltd. for joining the Mobile Creches caravan of purpose.

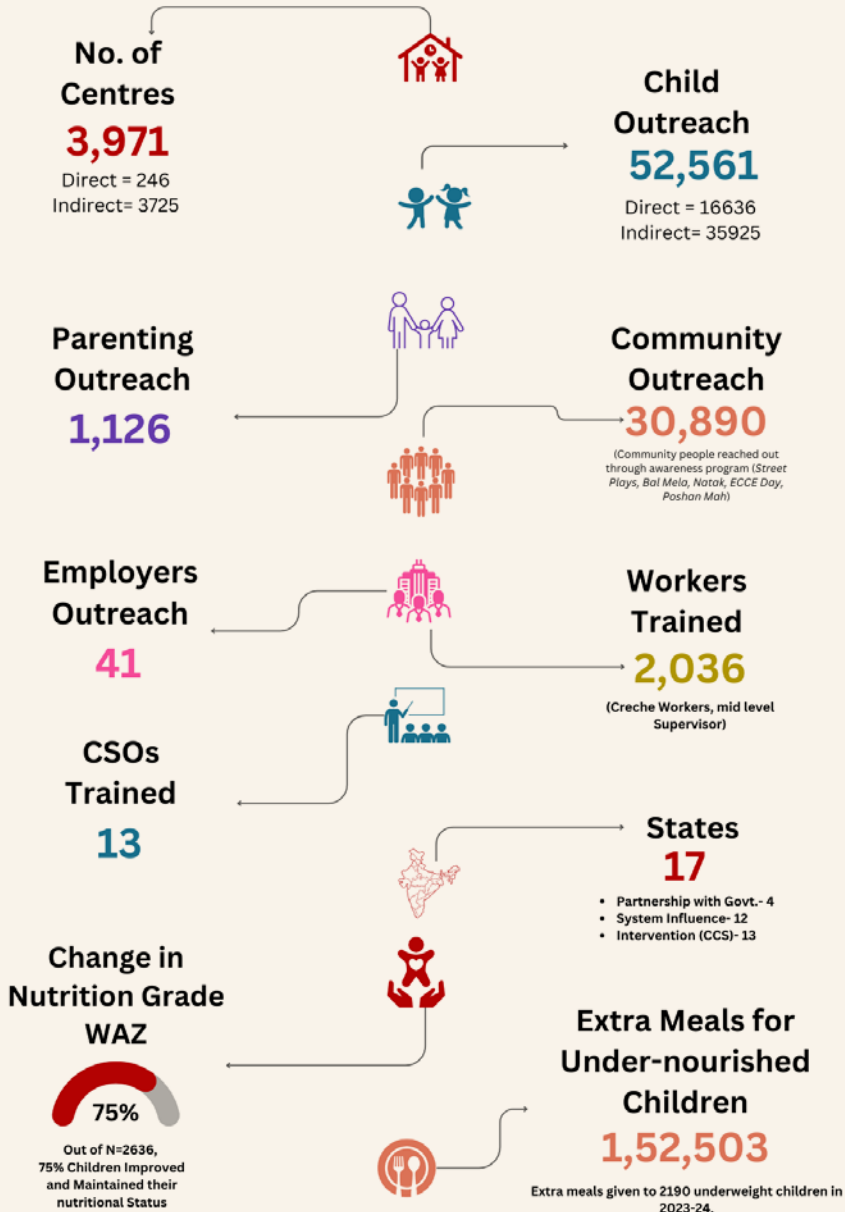
This journey is a shared one, and I am deeply grateful to my entire team for their unbelievable energy and commitment.

Together, we will rise to build a society around us where children thrive, families prosper, and communities flourish.



MC's Year in Action

Facts Behind Rising Together



2023-24 Overview

Expanding the reach and impact of childcare approaches substantially

MC registered another year of strong growth in 2023-24, with our ECD programmes now accessible to 52,561 children - a 119% increase from the previous year across the three tracks of childcare centres, parenting programmes, and community engagement programmes. MC managed 3,971 childcare centres in 15 States and Union Territories of India. The Dulaar parenting programme, in its second year, has doubled its coverage and continues to facilitate responsive caregiving practices of parents. Through the community engagement initiatives families increased their access to social protection initiatives for more children (Table 1).



119% increase in child outreach from 2022-23 resulting from successfully tested models at scale. **3507 rural creches set up** in partnership with the **Rural Development & Panchayati Raj department in Karnataka** and **150 rural creches established in Keonjhar, Odisha**

01 ▾



Forged strategic partnerships and expanded into new states such as Jharkhand, Chhattisgarh, and Bihar. In the former two, MC adopted the rural creche model, while the interventions in Bihar were through urban scalable creches.

▾ 02



MC's highlights from 2023-2024 also include

Government implemented the **Haryana State Creche Policy** with budget provisions for three years



03 ▲

The **G20 2024 communique, under India's presidency**, highlighted the critical importance of the **Care Economy and prioritised quality childcare** as a key agenda for global leaders.



▲ 04

Building Synergies with Civil Society Partnerships

In 2023-24, MC **collaborated with 14 CSOs** across 9 states, **operating 40 creches** and **reaching 4,586 children**, across construction sites; mineral grinding and stone crushing units; brick kilns; tea gardens; and urban areas.



In the Union Territory of Daman and Diu, MC's tripartite partnership with a local CSO partner, Din Bandhu Youth Welfare Trust, and support from the Daman Labour Welfare Board, helped establish creches for children of construction workers. Utilising funds from the Building and Other Construction Workers Act (BOCWA), the **Board aimed to set up four creches in Daman, with two functional by March 2024.**



Collaborations like Jeevika in Bihar integrate childcare with livelihood programmes, supporting women's workforce participation, while the **FORCES Network focuses on national attention for quality childcare.**



These partnerships reflect Mobile Creches' commitment to fostering sustainable, community-driven solutions for Early Childhood Development.

MC also continued to elevate the child-centric agenda in global and national forums through dialogues with governments and alliances. Participation in events such as the G20 Ministerial Conference for Women's Empowerment Side Event on the Care Economy led to the release of seven policy briefs, amplifying MC's impact, and earning widespread recognition in publications like *The Hindu* and *Frontiers*.

Financial support from Azim Premji Foundation, BRAC International, Be That Girl Foundation, and Cartier Philanthropy amongst many others, played a crucial role in bolstering MC's expansion plans, reflecting confidence in its vision to reach half a million marginalised children by 2027.





Addressing the problem of limited access to quality public childcare services is crucial for labour rights, social justice, and gender equity.



Why Mobile Creches Matters

Influencing the Ecosystem for Quality Early Childhood Development Services



MC's Vision: A Just and Caring World for Every Young Child



MC's Mission: Accelerate access to quality Early Childhood Development for marginalised children by supporting sustainable ecosystems



Scalability becomes supercharged with “network effects.” A network effect exists when assets become more valuable the more of them exist.

~ Jonathan Haskel

Mobile Creches (MC) strives to bridge the gap that prevents India's most marginalised children from accessing their entitlement to care, especially during their youngest years. With 9 out of 10 workers in India not receiving any social security benefits due to the informal nature of their employment, they cannot afford quality education, healthcare, or childcare. Their children are the most affected by this economic disparity, necessitating early childhood development interventions that make up the nutrition, health, education, responsive care, and social protection deficit.

Decoding the lack of quality childcare

“Every establishment having fifty or more employees shall have the facility of creche... provided that the employer shall allow four visits a day to the creche by the woman”
~ The Maternity Benefit (Amendment) Act, 2017



Over 85% of women in India are employed in establishments with fewer than 10 workers.



Children under 6 years are covered under the ICDS, a universal scheme, but falls short of guaranteeing quality ECD through a daycare programme. Especially children under 3 years.



Informal Women Workers struggle to prove their identity and remain excluded from labour entitlements



1 https://ilostat.ilo.org/data/country-profiles/?ref_area=IND

2 https://labour.gov.in/sites/default/files/maternity_benefit_amendment_act2017_.pdf

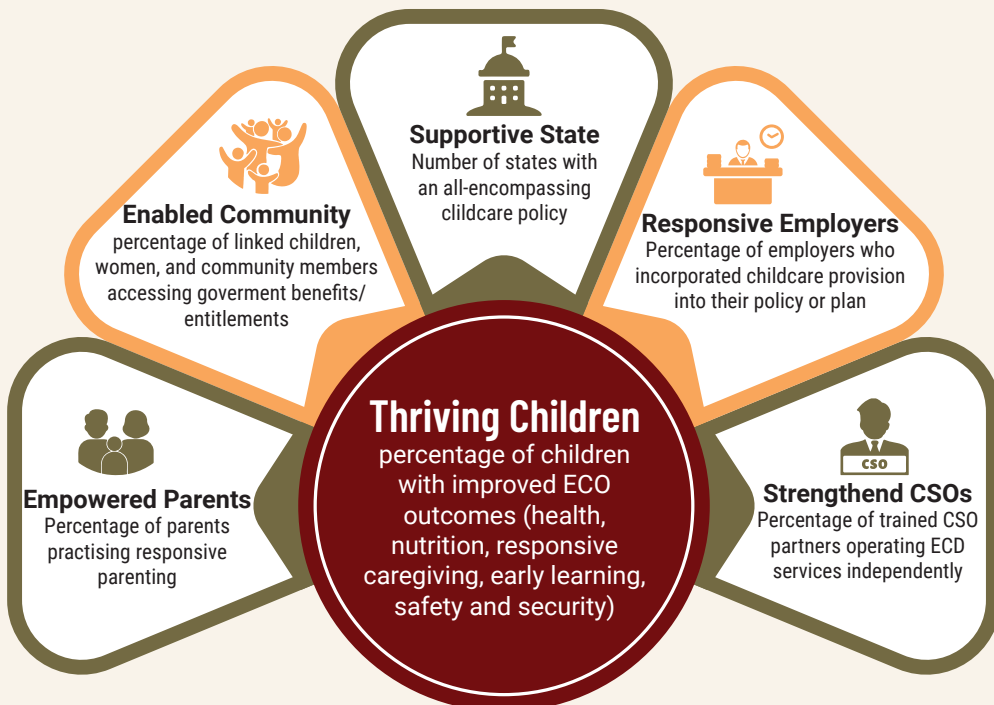
3 <https://scroll.in/article/1071939/why-few-indian-women-get-maternity-benefits>

Achieving a publicly financed and legally mandated childcare programme yields triple dividend:



MC works with many partners to elevate the ECD agenda through programmes, policies, financing, evidence, and trained workforce for India's poorest and youngest citizens of India, their families, and communities.

MC's programmes offer an integrated approach to ECD, emphasising nutrition, health, hygiene, safety, early stimulation, and parent & community engagement. Pivotal to the success of MC's initiatives are efforts to engage communities and secure government support. Civil Society partnerships play an important role in increasing access to quality services and bringing their solidarity to build the ECD field in India and globally. Employers, and largely the business communities remain a strong focus for MC to educate and influence them for recognising the inalienable role of quality childcare towards employing more women in their workforce and its wider business outcomes.







I can do things you cannot,
you can do things I cannot.
Together we can do great
things

~ Mother Teresa




Chapter 1: Accelerating Quality Childcare Services

Championing universal access to Early Childhood Development


Mobile Creches (MC), a pioneering organisation founded in 1969, is dedicated to ensuring that marginalised children have access to Early Childhood Development (ECD). MC leverages its expertise to support a sustainable ecosystem that delivers quality ECD services and ensures that children, families, and communities thrive collectively.

MC's Programmes include:


Childcare Services:
Provides childcare services and collaborates with civil society organisations and state governments to ensure quality care for young children.



Dulaar Parenting Programmes:
Enhances caregivers' ability to practice nurturing and responsive caregiving within home environments.



Community Engagement:
Enables community members to improve ECD public systems on the ground.



Programmes Outreach in 2023-24:

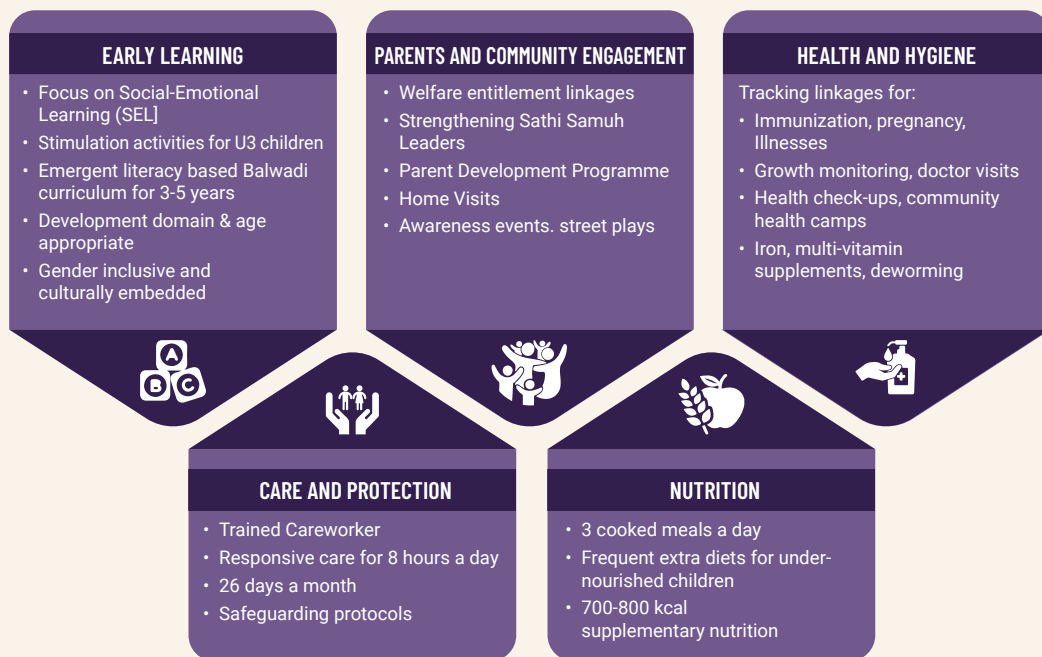
Table 1: MC's Programmes and Reach

Year	2023-2024			2022-2023			2021-2022		
	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Centre-based Childcare Services	24,283	23,888	48,171	10,194	10,037	20,231	7,346	7,026	14,372
Dulaar Parenting programme	431	435	866	205	220	425	n/a	n/a	n/a
Community Engagement (Children linked to govt schemes)	1,764	1,760	3,524	1,602	1,714	3,316	606	635	1,241
Total	26,478	26,083	52,561	12,001	11,971	23,972	7,952	7,661	15,613

Quality Childcare Services

MC's core ECD model forms the bedrock of all childcare services run and supported by the organisation. It draws its framework from the WHO mandated Nurturing Care Framework and is aligned to national policies such as the National ECCE Policy 2013, and National Education Policy 2020. Through its ECD model, MC demonstrates quality norms that can be replicated and taken to scale through public provisions.





A. Nutrition

The model provides for appropriate nutrition to all children and addresses under nutrition through regular growth monitoring, supplementary diets, and appropriate referrals.

MC believes that a balanced diet, starting with breastfeeding, is fundamental to the development of a healthy human being.

- **Breastfeeding:** Promotes exclusive breastfeeding in the first 6 months and advocates with employers for giving at least 4 nursing breaks to lactating workers. Ensures breastfeeding corners are provided in each centre with the option of mothers expressing their breastmilk and handing it to the creche workers for feeding their children. Sensitises parents about the benefits of exclusive breastfeeding and complementary feeding for children up to 2 years of age.
- **Supplementary Nutrition:** Provides children a balanced diet, spread out over three meals every day comprising two hot cooked meals and an evening snack. Each child receives 600-700 calories and 12 grams of protein per

day. Underweight children receive extra diets and benefit from frequent feeding. Daily meals include local dietary ingredients.

- **Monitoring Growth and Nutritional Grades:** The height and weight of children under 5 years are measured on a fixed day every month.
- **Nutrition referrals:** Under nourished children receive regular health check-ups from medical doctors. Severely under nourished children seek referral services such as the Nutrition Rehabilitation Centres.

B. Health and Hygiene

MC's health programme includes a wide range of preventive, curative, and promotional interventions:

- Monthly health check-ups through doctors, covering children, pregnant and lactating mothers, adolescent girls and others from the community when needed.
- Health camps, twice annually for children, families and communities, in partnership with employers, Rashtriya Bal Swasthya Karikram (RBSK) systems and Primary Health Centres (PHC).

- Daily illness tracking of all children and hospitalising ill children (as necessary)
- Enabling children to maintain appropriate levels of personal and environmental hygiene.
- Timely and age-appropriate immunisations.
- Supplementary micronutrients doses such as vitamin A, iron, iodine, zinc.
- Linkages with state health services.

C. Safety and Protection

MC ensures the safety and protection of the children by:

- Training childcare workers on child safeguarding policy and its operating protocols.
- Regularly monitoring support to workers to ensure safety measures.
- Mobilising community support for ensuring safety and protection measures in the neighbourhood.
- Conducting mock drills on fire safety and disaster management.
- Periodic pest control exercises.
- Raising parents' and community's awareness about child abuse and the need to take appropriate action.
- Negotiating with employers and government agencies to provide basic safety and security mechanisms.

D. Early Stimulation & Learning

MC promotes early stimulation, culturally appropriate learning, and the holistic development of children across all domains, viz. physical, cognitive, linguistic, and social-emotional. This is transacted through specially designed curricula for each age group: children under 3, 3-5-year-olds, and 6-11 years.

For children under 3 years: The focus is on love, care, and nurturing, with opportunities for the development of gross and fine motor skills, sensory development, cognitive abilities and socio-emotional skills. The children are free to crawl, move around and explore, play and manipulate toys in a stimulating environment. The close interactions with a trained and responsive caregiver is foundational.

For children in the ages of 3 to 5 years: The balwadi curriculum, is a play-based pedagogy that helps enhance children's overall development and learning, with a focus on their emergent literacy, numeracy, and social emotional learning skills. The 9 themes of the yearly curriculum are woven into developmentally appropriate activities.

For children between 6 to 11 years: Their non-formal education focusses on basic literacy, numeracy, and life skills for children across the themes of the curriculum. Participation in play-based learning activities, library programme, theatre, celebrations marks their daily routine. The teachers conduct these activities as per children's capabilities and competency levels, with the curriculum designed at two levels (Level 1 and Level 2). Children are mainstreamed into regular education at schools within a 3-month window, wherever possible.

E. Parental and Community Awareness

MC's focus is on empowering parents and the immediate community members of young children with information, access to welfare benefits, and support to raise demand for quality services for their children.

- **Parents' education meetings:** Encourages monthly dialogues for enhancing parents' knowledge and skills related to caring for their children; update them about their children's learning and developmental progress.
- **Local Monitoring:** Sathi Samuhs or the local Creche Monitoring Committees are formed and supported to ensure quality of services for their children. They join forces to increase linkages with government departments and monitor under-nourished and at-risk children for timely referrals.
- **Participation in events:** Parents and other community members participate regularly in sports days and other celebrations.
- **Awareness programmes:** Using street plays, marches, door to door surveys, group meetings etc. to raise awareness about the issues of early childhood and the many intersecting issues that put children at a disadvantage.

MC's Pathways for Scaling up Childcare Services

MC focuses on providing holistic childcare services at worksites, urban poor, and rural areas to support marginalised children and their families (Table 2). MC's childcare services are scaled up either directly, in collaboration with CSO partners, and in partnership with different government departments.

Table 2: MC's Programmes and Reach

Scale-up Pathways	Worksites	Urban	Rural	Childcare Centres (2023-24)	Children reached (2023-24)
Centres directly run by MC	• Construction sites	• 'Jhuggi-Jhopdi' (Slum clusters) • Resettlement colonies • Homeless • Shelters	• Tribal Villages	206	7,660
Centres run in partnership with NGOs	• Construction sites • Factories • Tea Gardens • Brick Kilns • Mineral Grinder Units	• Urban Slums	N/A	40	4,586
Centres run by Government*	• MGNREGA and Construction sites • District- and Block-level offices	• Urban Slums • Anganwadi centres • State government offices	• Anganwadi centres • Tribal villages	3,725	35,925
Total				3,971	48,171

**Note: In Assam, 50 centres are under PALNA programme; in Haryana 167 centres (urban); in Delhi 1 Centre (urban); in Karnataka 3,507 centres (123 urban and 3,384 rural)*

CENTRES DIRECTLY RUN BY MC

Centres in Worksites and Urban areas

The origins of MC's directly run model traces back to 1969, when MC targeted migrant workers' children from the lowest economic rungs, at construction sites. It provided holistic, rights-based ECD tailored to working mothers' needs. This model prepared older siblings for school, and relieved them from care burden, preventing potential child labour.

MC operates a network of 18 childcare centres across Delhi NCR and Karnataka, focusing on vulnerable communities. These centres provide essential childcare services at construction sites, catering to the children of migrant labourers who often lack access to safe and nurturing environments. In slum clusters or 'Jhuggi-Jhopdi' areas, creches support children from impoverished families, offering them a space for early education and care. Additionally, MC runs centres in resettlement colonies and homeless shelters, ensuring that even the most marginalised children receive the necessary care and attention.

Key highlights from the centres directly run by MC

- In 2023-24, MC directly managed 206 creches across nine states, reaching 7,660 children, including 17 urban centres in Delhi NCR, 1 in Karnataka, and 2 urban centres in Patna and Gaya districts started with the support of Bihar Rural Livelihoods Promotion Society (BRLPS).
- 5 centres in Delhi NCR hosted workshops with Art Reach India, allowing children to express creativity through murals, masks and crafts, fostering innovation and storytelling.
- Nutri-gardens flourished at our centres located in construction sites across Delhi NCR.

Centres in Rural Areas

In rural, especially remote, and tribal villages, children aged between 7 months and 3 years are at serious risk of malnourishment. To address this critical issue, MC rolled out a scale-up plan in November 2022 which strategically focused on expanding partnerships with local government bodies and administrative units to leverage their support; utilise locally available resources, and improve the quality and operations of existing creches to ensure that quality care reaches the maximum number of children from marginalised communities. Starting from Keonjhar in Odisha, this initiative sought to combat under-nutrition and enhance early stimulation for children under 3 years. In 2023-24, MC expanded this model to Jharkhand and Chhattisgarh.

Partnerships in Odisha

In the Banspal block of Odisha's Keonjhar district, a collaboration between MC, the District Social Welfare Office, and the District Mineral Foundation resulted in the successful establishment and operation of 150 centres in this tribal-dominated region. This initiative represents a significant milestone for MC, expanding its reach into rural areas to tackle under-nutrition and promote early childhood stimulation. The journey was remarkable, as the MC team courageously navigated numerous social challenges in the region, including:



It was a wonderful experience to meet the children, draw with them, listen to their stories, the trees they love, their favourite food, and about the villages they come from. After a few ice-breaking games and playful drawing sessions, children started expressing their ideas freely. Each one of them painted and drew stories from their lived experiences and surroundings in their own unique ways.

The Mobile Creches' caregivers and educators were very supportive throughout. It was valuable for me to get to know about the work they do and learn more about the spaces they work in."

~ Anarya,
Program Manager, Artreach India

- low levels of parental and community literacy
- alcohol addiction
- superstitions and witch-hunting
- parental migration
- scattered distribution of households lowering children's attendance
- lack of essential facilities like toilets and kitchens

MC also had to deal with operational difficulties as:

- absence of maternity leave provisions
- lack of appropriate space for creches
- limited experience of creche workers in ECD practices
- high attrition rate, leading to frequent changes in creche workers
- inadequate supervision due to limited number of creche supervisors
- absence of toys in creches hindering play and stimulation for children

Once MC navigated past these teething troubles, the team witnessed positive changes that demonstrated improved on-ground ECD transactions through training initiatives, community engagement, effective creche management, and supervision. The regular learning and monitoring of ECD services demonstrate MC's relentless efforts towards improving the lives of children in this tribal community.

Setting up nutri-gardens and standardising ECD quality

Keeping in mind the importance of providing a nurturing environment for young children, MC made significant strides this year in promoting healthy eating as part of quality childcare services. To achieve this, the team established kitchen gardens in or near creches, an initiative pioneered in Keonjhar, Odisha. This initiative is significant as it ensures a regular supply of fresh, organic vegetables and fruits for approximately 8-9 months a year. By using local, recyclable seeds, bio-fertilizers, and natural pesticides, these kitchen gardens also promote sustainable and eco-friendly practices. Even in areas with limited space, adopting a landless approach using gunny bags helped replicate these gardens. A further innovation is the efficient use of wastewater for irrigating the garden. The highest satisfaction came from witnessing the full participation of parents and community members in growing these nutri-gardens.

MC is continuously working towards standardising the quality of childcare services across all centres. By implementing a holistic ECD framework aligned with national and international standards, MC aims to ensure that all children receive age-appropriate support. In some cases, the extant guidelines were modified to meet the varied needs of children across different settings and cultural contexts - while maintaining a steadfast commitment to scientific evidence-based pedagogy, and quality standards. For instance, to determine the hours of operation and holidays of childcare centres, MC collaborates with parents and local community members, in compliance with the respective state or UT regulations.



Transforming Reena's Life: From Daily Wage Labourer to Successful Creche Worker

Reena Naik, a 34-year-old woman from a tribal community in Bhalliadal village of Kodiposa Gram, Khordha district, Odisha, is making a significant impact in her community. Despite completing only middle school, Reena was chosen to serve as a creche worker in MC's programme. Having received training, Reena diligently oversees the health, nutrition, hygiene, stimulation, and early childhood care of children aged 6 months to 36 months. Together with another trained worker, she established a nutri-garden and advocated for creche improvements during Gram Sabha meetings, leading to the construction of a boundary wall and upcoming work on a kitchen and a toilet.

Her newfound role has not only enhanced her status within the village but also improved her family's financial situation, allowing her to spend more time with her family. Reena feels a strong sense of pride in her identity within the community and is grateful for MC's support. Through her hard work and dedication, Reena has become a valued member of her village, with villagers seeking her advice on child health matters.

Partnerships in Jharkhand and Chhattisgarh

In October 2023, supported by the Azim Premji Foundation, MC launched efforts to establish

childcare services in 3 tribal-dominated rural blocks, viz. Bero Block in Ranchi district and Murhu Block in Khunti district, in Jharkhand; and Nagari Block in Chhattisgarh's Dhamtari district. The success of the Keonjhar model demonstrated the potential for significant impact in rural and tribal areas and paved the way for replicating the creche model in other rural areas. By directly addressing the issues of undernutrition and early stimulation through continued efforts in Chhattisgarh, Jharkhand, and Odisha, MC is making a profound difference in improving the health and educational outcomes of the most vulnerable children in rural India



By March 2024, MC had set up 21 (15 in Jharkhand and 6 in Chhattisgarh) creches with plans to expand to 80 creches by mid-2024.

Greater impact of 4-step creche identification process in rural areas

MC conducted a comprehensive 4-step site assessment in all regions to identify creche areas.

1. Collecting and analysing primary data from ICDS and other government bodies in the area: MC analysed data from ICDS centres to determine the regions with the highest number of children aged 6 months to 3 years.

2. Selecting villages, communities, or worksites with the highest number of children in the target group: to prioritise areas with the highest number of undernourished children; Particularly Vulnerable Tribal Groups (PVTGs); children with disabilities; or those from single-parent households; those without a caring adult; and those with working parents.

3. Involving local government stakeholders and community members: to understand the availability of spaces meeting the criteria for establishing a creche, factoring for size, safety, hygiene, and accessibility; giving priority to government-owned buildings, followed by community spaces and rented accommodations.

4. Final approvals: from the community stakeholders and respective Gram Sabhas in villages to open a creche at the selected sites.

Key highlights from rural centres directly run by MC:

- In 2023-24, MC directly managed 171 creches located in rural areas.
- Nutri-gardens established in Banspal Block, Keonjhar, Odisha.
- Engaged frontline workers and local communities in health and nutrition activities.
- Improved management and quality systems at childcare centres.

MC's NGO Partnership Model

MC has long recognized the importance of partnerships in scaling up childcare services. The NGO Partnership Model, a social franchise model established in 2014, is a cornerstone of the scale strategy which extends our reach across multiple Indian states. As part of this model, MC collaborates with various NGOs, providing them with technical and part financial support to ensure effective implementation of childcare services.

In 2023-24, together with these partners, MC successfully operated 40 creches of which 39 are located at worksites while 1 is in an Urban Centre (in West Bengal).

- 5 NGO partners in **Delhi NCR**, viz. Sakshi, NIPUN, Nav Srishti, SAFE Approach, and Child Survival India (CSI).
- 2 NGO partners each in **Karnataka** (Sampark & SPARSHA) and **Rajasthan** (Urmul Kejhari Sansthan (UKS) & Grameen Evam Samajik Vikas Sanstha (GSVS)).
- 1 NGO partner each in **Punjab** (Voluntary Health Association of Punjab (VHAP)), **Telangana** (Mahita), **Gujarat** (Saath), **West Bengal** (Society for People's Awareness (SPAN)), and **Daman & Diu** (Din Bandhu).

The creches in Rajasthan are located at brick kilns, mineral grinding units, and construction sites, while those in West Bengal are in tea gardens. In Delhi NCR, Karnataka, Telangana, Punjab, Gujarat, and Daman & Diu, they are situated at construction sites.

Reflections

Panchayati Raj institutions (PRIs) have taken active ownership of, and made renovation contributions to 90% of MC creche locations in Keonjhar, Odisha, and approximately 60% of centres in Jharkhand and Chhattisgarh. Thanks to these efforts, MC has established 171 operational creche centres to ensure proper nutrition, immunisation, and ECD interventions for children aged between 7 months and 3 years. The involvement of PRIs highlights the communities' commitment to reducing under-nutrition and promoting children's development in these critical early years.

For continued success, MC conducts quarterly meetings with NGO partners which involves sharing learnings, addressing challenges, and providing feedback. MC's NGO partnerships led scale model is designed to last seven and a half years, reinforcing their commitment to bringing quality childcare services to more communities across the country.

Technical Partnerships with the Government of India

Key MC partnerships with government departments showcase the role of public financing in scaling ECD programmes nationwide. The implementation of the Haryana Creche Policy in July 2023 with budget provisions for three years, and the financial model implementation in February 2024 (ensuring increased wages for creche workers) underscore the impact of these collaborations. The partnership with Karnataka's Rural Development and Panchayati Raj Department (RDPR) for establishing 4,000 rural creches represents a significant leap forward for the country, with the potential to impact millions of young lives.

Partnership with Government of Haryana

As a technical partner of the government of Haryana since 2020, MC has been instrumental in operationalising and ensuring quality checks across 500 creches under the Haryana State Creche Policy, which was India's first comprehensive state creche policy. This policy's implementation began in February 2024 with a sanctioned outlay of INR 121.85 crores for three years. It supports ECD, providing safe and stimulating environments for young children and enabling working parents, especially mothers, to remain in the workforce. This collaboration not only underscores Haryana's commitment to ECD but also sets a national precedent, with the Union government also recognising this key contribution in the domain of ECD.

Key partnership highlights:

- Established 167 creches serving 4,586 children across 16 districts, with plans to expand further.
- Increased the budget for each child's daily diet by 50% and the honorarium for the helpers and workers at creche centres by five times.
- Phased financial support and enhanced honorarium for creche workers and helpers reflect the state's commitment to quality childcare provisions.
- Increased participation of women in the workforce: 2,031 women joined the workforce as a result of the accessible creche facilities.

Partnership with the Karnataka Government

MC collaborated with the Rural Development and Panchayat Raj (RDPR) Department in Karnataka to establish 4,000 Koosina Mane creches offering childcare support to MGNREGA-enrolled women workers, starting August 2023. MC provided technical support including model development, training, monitoring, and IEC materials to facilitate the initiative.

Reflections

MC collaborations with various state governments have expanded sustainable ecosystems for quality ECD. By leveraging public funds and local governance systems, these partnerships have successfully operationalised numerous creches that empowered working mothers and ensured that marginalised communities can access quality childcare services.

Key partnership highlights:

- 3,384 creche centres operational across 31 districts by March 2024.
- Operationalised 123 Vathsalya Shishu Palana centres, including 48 new centres across 12 districts, by training the frontline workers and supervisors, continuing MC's technical partnership with Karnataka's Department of Women and Child Development (WCD).

Other government partnerships to establish and operate creche centres at construction sites and in urban poor settlements are underway in...

- Union Territory of Daman & Diu, with Department of Labour.
- New Kolkata Development Authority (NKDA) in West Bengal.
- Delhi, under the Department of Women and Child Development (DWCD).
- Bihar, under the Bihar Rural Livelihoods Project (BRLP).

Community Engagement

MC locates its community engagement programme track as a strategy to shift ECD systems at the local levels, by engaging with varied stakeholders – from parents and

community members to administration officials, elected representatives and employers. Regular engagement programmes support to build a sustainable ecosystem around young children, that allows children to thrive.

Building Awareness and Strengthening ECD

MC utilised several methods to heighten awareness about the importance of early interventions, such as writing captions on walls, conducting street plays, distributing pamphlets and posters, and screening films. In 2023-24, MC conducted 47 health camps and 59 street plays, reaching a total of 12,841 individuals.

Forming Community Groups to champion ECD issues

MC set up 261 creche management committees and participated in 351 meetings with various groups and platforms, involving 4,297 individuals. Through regular engagement, MC kept these groups informed on various issues concerning young children and their mothers. Subsequently, group leaders raised local demands with Gram Sabhas, construction site officials, factory owners, and elected representatives to make provisions for a safe and caring environment for young children.

Strengthening Partnerships for Integrating ECD into Local Governance

Through the year, the MC team collaborated with Panchayat representatives to prioritise young children and mothers in local governance policies. Focused orientation meetings in each field area led to 36 Panchayats integrating ECD into their plans, allocating, on average 12% of available Gram Panchayat funds to improve ECD services. These funds powered infrastructural improvements in Anganwadi centres and refurbishment of community buildings for creches. Another 10 Panchayats allocated community buildings to MC for centres in Jharkhand and Chhattisgarh. This close collaboration ensures that villages and panchayats become more child-friendly in their policies.

Ensuring last-mile access to Social Security Schemes

MC elevate the urgency of ECD by working collaboratively with decision-makers from grassroots to national and global levels. Drawing on its learnings and evidence from communities, businesses, governments, NGOs, and other stakeholders, MC fosters transformative impact through programs and policy influence. A key focus is on empowering families with children under six by linking them to welfare entitlements such as PDS, Shram Cards, bank accounts, school admissions, ICDS registration, maternity benefits, and institutional delivery services, starting with birth registration and Aadhaar enrolment.

The Poshan Maah celebrations demonstrated the power of community involvement where 4,287 individuals across five states participated in events featuring nutritious recipe displays, cultural performances, nutrition discussions, and felicitation ceremonies for Anganwadi workers and line department officials. Notable attendees included Ms. Atishi Marlena, then Minister of Education, P.W.D, Culture and Tourism, and Dr. Navlendra Kumar Singh, Additional Director, Department of Women and Child Development, Government of NCT of Delhi.



Dulaar Parvarish Programme

MC introduced the Dulaar Parvarish Programme (Dulaar) in 2022 with the objective of enhancing the conscious parenting skills of pregnant women and parents of young children up to 3 years old, within vulnerable communities. This tech-touch, community-based nurturing care intervention utilises a gender transformative approach by involving both mothers and fathers. The programme also aligns with and strengthens community linkages with government schemes and services like ICDS.



Motivation for Dulaar comes from the World Health Organization (WHO) emphasising responsive caregiving practices in parents for a stable, loving, and supportive environment crucial for a child's development and wellbeing. India's National Education Policy (NEP) 2020 recognises the need for a strong foundation for children from birth to age eight, and for parental engagement to create a nurturing and stimulating home environment. By encouraging parental participation and involving communities, the NEP aims to establish a supportive ecosystem for holistic child development and lifelong learning.

Dulaar aims to empower parents and caregivers to provide the best start in life for their children.

Dulaar 2.0 in Mamura, NOIDA, Uttar Pradesh

The second year of Dulaar saw MC step into the next phase of intervention by reaching out to one more communities in Delhi NCR. Based on many transact walks and community identification exercises, an urban slum in Mamura, NOIDA, Uttar Pradesh was chosen for expanding the intervention. By December, the MC team completed the need assessment and trained a local team of Dulaar Saathis in Mamura.

Key findings from the need assessment include:

The population of children under 3 years of age is significant in all 8 clusters. Their caregiving often falls upon their mother.

While some NGOs are working in these communities, their focus is mainly on children's enrolment in ICDS, and health services during the first 1,000 days of life. A holistic focus on responsive caregiving support for parents was lacking.

Most mothers were interested in learning about play and stimulation activities for their children. They were concerned about their children's screen usage.

Stakeholders shared that the parenting programme should include gender sensitisation and early detection and management of developmental delays and disabilities in young children.

Doctors at the Public Health Centre felt the need to include information on hygiene and prenatal care; facilitating procurement of Aadhaar cards and opening bank accounts in women's names so that they can benefit from PMMVY and JSY schemes.

Anganwadi workers and link workers expressed the need to educate parents about different family planning options, the value of immunisations, spending quality time with children, negative effects of domestic violence on children, and gender discrimination.

Assessing programme impact and growth in Bhalaswa Dairy

In its ongoing programme in Bhalaswa Dairy in Delhi, by March 2024, MC completed the endline for the first two cohorts. These results were used to measure the effectiveness and impact of the programme, compare outcomes with baseline data, and determine whether the set objectives and goals were achieved.

Some of the major findings and comparisons to baseline data are shown in Charts 1 and 2 below. The results reflect a visible change in the number of linkages between the community and government beneficiary services. MC achieved 100% linkage with ASHA in both the categories which helps realise timely immunisation of pregnant women and children.

Chart 1: Comparison between prenatal stage baseline and endline results

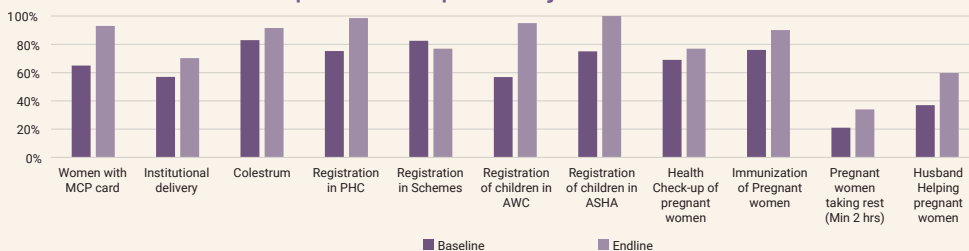
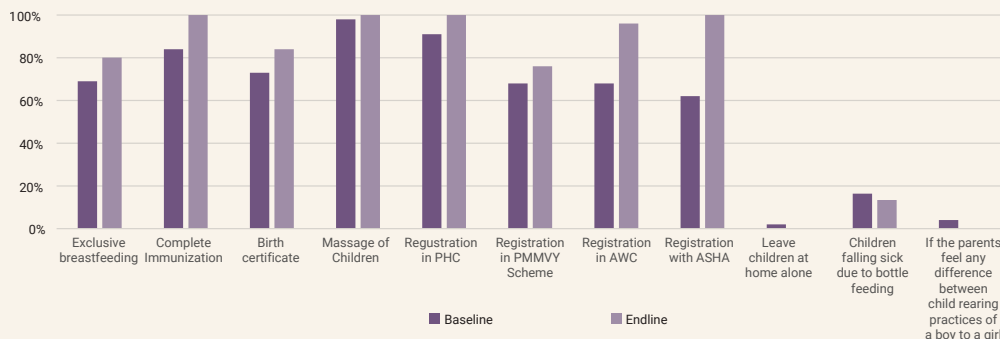


Chart 2: Comparison between baseline and endline results for "birth to 6 months" category



Another interesting aspect is the involvement of husbands in household chores to support their pregnant wives. The 27 percent rise seen in endline data responses corresponds to pregnant women sharing that their husbands are helping them more – an outcome of the one-to-one meetings at their homes in which the MC team educated prospective fathers to stay and help the expecting mothers. These interactions bolstered through lesson plans, videos and activities, helped shift the gendered roles within families.

The Dulaar team also observed a transformation in parenting practices in the last year. Traditional approaches, often characterised by strict discipline and a focus on immediate survival, are gradually giving way to more progressive methods that emphasise the importance of education and emotional support in child development. Awareness of the need for a nurturing environment is growing too, with more parents striving to balance their work with spending quality time with their children, fostering open communication, and encouraging their children's aspirations. This shift reflects a broader desire for children's wellbeing.

The way forward in Bhalaswa Dairy

- Collaborating with local networks: to leverage local NGO expertise and resources for programme implementation and outreach; to align with government initiatives for improving education, health, and community welfare.
- Creating community support networks: Establishing support groups for parents to share experiences, challenges, and solutions within the community.
- Completing endline assessments for Groups 3 and 4.

Gautam's Journey: A Father's Awakening in Bhalaswa Dairy

Gautam, a 29-year-old tailor from Uttar Pradesh, lives in Bhalaswa Dairy with his wife Sunita (26), and their 1-year-old son, Sourabh. His monthly income barely exceeds 18,000 rupees, and providing basic necessities is a constant struggle.



A year ago, when Sunita became pregnant, a Dulaar Saathi, Nisha, visited their home and showed Sunita informative videos about prenatal care. She offered guidance and support that felt both new and reassuring. Later, the Annaprashan (complementary feeding) ceremony held at the Bhalaswa Dulaar Office, which Gautam attended out of both curiosity and apprehension, turned out to be a beautiful blend of rituals and practical demonstrations on giving babies complementary diets. Gautam found the videos ("Chini is Born" and "Chini Ka Pehla Khana") not just informative but also transformative as they illustrated that parenting is a shared responsibility.

He realised that his involvement was crucial to his son's development and wellbeing and began to participate in activities with Sourabh, who became more engaged and responsive under the attentive care of both his parents. Gautam felt a deep sense of gratitude towards Nisha, the dedicated didi who had opened their eyes to these essential parenting practices. His story is a testament to the power of responsive caregiving and its lifelong impact on infants and toddlers.





SPECIAL REPORT

Impact Study of MC's Nutrition Interventions in 2023-24 in Delhi NCR

To assess the effectiveness and create future strategies, Mobile Creches (MC) conducted a third-party impact evaluation of its Delhi NCR centres, including both directly run and partner-run centres. This mixed-method cross-sectional study for 2023-24 examined the impact of MC's interventions on children, parents, creche workers, and the broader community, offering critical insights into programmatic successes and areas requiring enhanced focus.

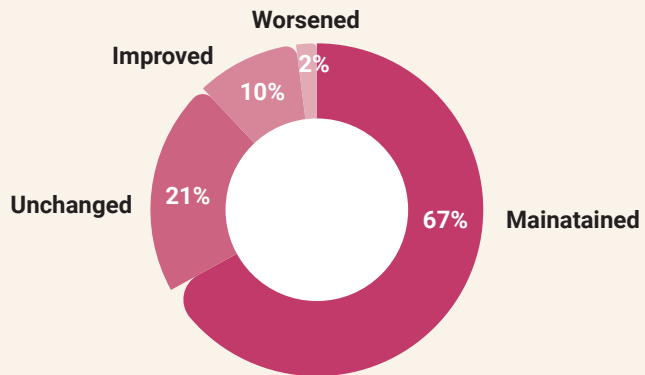
Methodology

Quantitative: Assessed underweight prevalence among 414 children aged 0-59 months using z-scores (WAZ) of children attending for over 4 months with at least 15 days of monthly attendance. Analysed correlations between nutritional states and other co-variables like gender with chi-square tests.

Qualitative: Conducted 110 individual interviews and 22 focus group discussions across 22 centres to explore experiences using Bronfenbrenner's Ecological Model about community perceptions, barriers to service uptake, and staff challenges.

Result (Figure 4): From April to December 2023, MC's interventions helped to reduce underweight status in children. Specifically, 10% improved their underweight status and 67% maintained their normal status of nutrition.

PERCENTAGE CHANGE IN NUTRITIONAL STATUS OF CHILDREN (0-59 MONTHS) (2023-24) N= 414



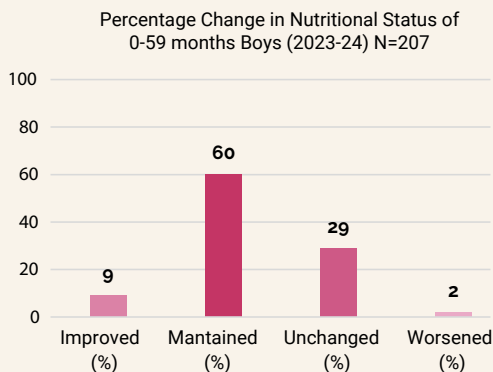
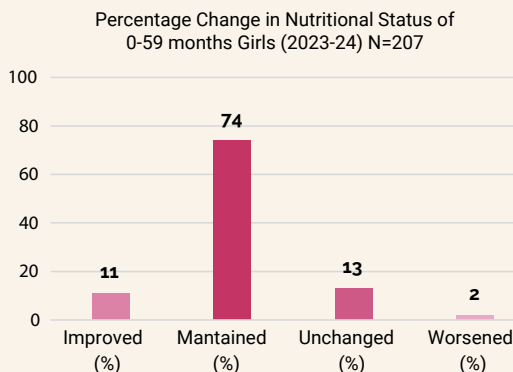
Improved: Children who were underweight in April and improved their nutritional status by December.

Maintained: Children who were in a normal nutritional state in April and remained in a normal state in December.

Unchanged: Children who were undernourished in April and remained undernourished in December.

Worsened: Children who were normal or moderately underweight in April and whose nutritional status deteriorated by December.

Figures 5a and 5b: Change in Nutritional Status of Boys and Girls



Reflections

From April to December, a significant percentage of children, especially boys, remain undernourished. Hence, exploring external factors causing this disparity is crucial. Implementing comprehensive nutritional education and support programmes for parents and childcare workers, emphasising dietary diversity, proper feeding practices, and hygiene, is essential to combat undernutrition in both boys and girls.

Result (Figures 5a and 5b): Gender disaggregated results highlight that underweight status had also reduced significantly from April to December for both boys and girls. 9% of boys and 11% of girls improved their underweight status and 60% of boys and 74% of girls maintained their normal nutritional status.

Qualitative: Understanding the Impact of this Intervention through a Socio-Ecological Lens

MC examined these microsystem, mesosystem, and macrosystem levels using the Ecological Model to understand their broader sociocultural impact on different stakeholders.

Microsystem: Nurturing and Secure Environment for Child Development

MC provides a secure environment for children of working mothers from migrant families, allowing parents to work while fostering positive developmental outcomes in health, nutrition, and education for the children.



“Not many services are available here, like creche or school. Even if a creche were available, we cannot afford the expense of good quality facilities in a city like Delhi. We are extremely happy and feel lucky to have experienced this service. The quality of service here is exceptional whether it is the food, teachers, or staff, and all this is provided to us close to our home. It is better than anything we had ever imagined.”

~ (Excerpts from FGD with parents)

Mesosystem: Interaction and Dynamics between Childcare Centres and Family

MC impacts family interactions and socioeconomic outcomes by facilitating increased women's workforce participation, which improves family income and parental well-being.



At times when I returned home from work and used to be tensed about something at work, my frustration forced me to release that by beating my children. The centre staff and Sathi Samuh members told us about the harmful effects of beating children and suggested we talk to them calmly. Now we try to be gentle and calm with them."

~ (Excerpt from an IDI with a child's mother)

Macrosystem: Societal and Cultural Influences

Initiatives like Sathi Samuh (community group) promote collective action and grassroots ECD practices, highlighting the need for policy changes to address structural barriers in education and healthcare for marginalised populations.



Before my child started attending the centre, managing both childcare and my tailoring work was quite challenging. With my child receiving care and attention at the centre, I can now fully focus on my tailoring work. As a result, I can take on more orders and increase my income."

~ (Excerpt from an IDI with a child's mother)

Enablers: Proximity of centres, trained staff, and standardised, effective and affordable services enhance the effectiveness of MC interventions.

Challenges: Centre-related challenges include space constraints, power outages, and water quality issues. Ecosystem-related challenges involve poverty, inadequate housing, exposure to violence or substance abuse, limited access to quality education and healthcare for families, and sparse social support networks. Additionally, challenges in measuring the long-term impact on children is compounded due to frequent population migration.





**As children thrive, entire communities grow,
and a sustainable future is possible.”**

~ Dr Victor Aguayo (Director of Nutrition and
Child Development, UNICEF)



Chapter 2: Enhancing Capacities in ECD

Enabling ECD workers to provide quality nurturing care

The work of Mobile Creches (MC) in providing Early Childhood Development (ECD) services over the years has instilled the core belief that ECD workforce need training that equips them with adequate knowledge and skills, responsive caregiving abilities, and creche management skills for ensuring nurturing care to young children.

These workers are groomed from within the marginalised communities where childcare centres are run. They are aware of the communities' traditions and sensitivities, and the children and families easily identify with them. Employing community women as childcare workers is also a way of empowering them through decent employment. They may not be highly educated but have basic literacy skills and record-keeping abilities, and most importantly, an empathetic, loving, and caring attitude toward children.

In keeping with this principle, MC trains a large ECD workforce across communities every year, either directly or in collaboration with CSO partners and government agencies. MC's achievements in 2023-24 furthered its strategic intent of expanding across states and accelerating provision of quality childcare services, especially in marginalised communities, whilst paving the way for training creche workers on a large scale.

In total, MC trained 2036 ECD functionaries directly and 18,675 workers in collaboration with the government this year.

- 305 ECD functionaries trained (Creche Workers and MLFs) across 14 CSO partners and MC direct centres across states.
- In Karnataka, trained 960 creche workers and 285 MLFs directly, and 18,675 workers indirectly in collaboration with the government.

- In Odisha, directly trained 230 creche workers, strengthened capacities of the 10 MC MLFs on ECD, creche systems and quality monitoring, and conducted ECCE training of 89 MLFs across 5 CSOs in partnership with the state government.
- Collaborated with Assam's WCD Department to train 104 government MLFs (CDPOs and Supervisors) and 96 frontline workers, to operationalise 50 model Palna Anganwadis.
- Continued ECD training of 94 Anganwadi workers (AWWs).
- Trained 10 preschool teachers on ECCE.

There is no substitute for a trained childcare worker.

MC successfully designed, tested, and implemented a cascading training model in Karnataka, which resulted in an exponential increase in impact:

- Developed the state team of 11 MC Master trainers through rigorous training- 2 days orientation, 7 days preservice training, a 6-day Training of Trainers (ToT) module, and supportive supervision.
- Incrementally supported the state team in tools for community engagement, space audits, and creche operationalisation
- Developed a resource pool of government state trainers by training MLFs - CDPOs, DPOs, Supervisors.
- Conducted monitoring visits by MC Master state trainers to observe and support trainings conducted by government trainers and give constructive feedback to the RDPR department for quality enhancement and standardisation of trainings
- Facilitated on-ground visits to creches for national trainers and the state Master Trainers for quality audits.

Strengthening the ECD Workforce of Mobile Creches

A. Strengthening in-service frontline workers' capacities

Refresher Trainings

Trainers made several observation and supportive visits to MC's direct-run centres in Delhi NCR as part of centre quality monitoring SOP.

MC organised the refresher training on growth monitoring in 2 batches for a total of 80 workers and 10 supervisors. The training enhanced workers' skills and knowledge in:

- measuring weight and height of children and plotting the measurements on growth monitoring charts accurately
- identifying growth faltering among children
- preventing under-nutrition (stunting, wasting and underweight) among children

The training had a positive impact, with minimal data gaps in the growth monitoring records subsequently.

Two refresher trainings were also conducted on creche systems and Under 3s curriculum linked activities for 45 creche workers and 8 supervisors across urban, rural, and construction sites. The trainings covered:

- arranging creche tables as per guidelines
- following proper feeding and hygiene protocols
- maintaining safety protocols

During these refresher trainings, in-depth discussions ensued about:

- ways of toilet training for children
- importance of providing responsive care to infants especially for children's socio-emotional development
- instilling trust in parents that their children would be in a safe and nurturing environment in their absence

Balwadi trainings

MC trained the Balwadi workers across their centres in urban areas and construction sites in Delhi NCR to update them on the revision

curriculum of Anandmay Adhigam (curriculum for 3-5 years old) in two batches comprising a total of 27 Balwadi workers and 10 supervisors.

Certified frontline workers in Karnataka

MC completed 5 remaining incremental trainings at the MC direct-run centres in Bangalore, resulting in 4 workers and 1 supervisor fully certified after completing their 36-day training schedule. The regular incremental training greatly helped amplify the quality of the centre's functioning.

B. Strengthening frontline workers' capacities during pre-service period

Pre-Service trainings in Delhi NCR

MC conducted one 12-day-long preservice training in September 2023 to create a new pool of childcare workers for existing and new centres given that many of the current workers are approaching retirement. 33 childcare workers were trained and 16 amongst them were employed across MC's direct-run centres.

Pre-Service trainings in Bihar

In Bihar, MC conducted 2 batches of preservice service training, covering 34 creche workers for setting up 2 new creches in Gaya and Patna. They also carried out the first incremental training at the creche in Patna.

Pre-Service trainings in Chhattisgarh and Jharkhand

This year, MC started operationalising creches in rural areas in Chhattisgarh and Jharkhand. After teams were recruited across both states the national trainers worked with state teams to complete pre-service trainings before the creches were set up. In both states, MLFs were trained online on a weekly basis to resolve their on-ground issues and sharpen their ECD knowledge and creche quality monitoring abilities.

Key Highlights:

In Jharkhand:

- Conducted two preservice training for 45 creche workers and 11 MLFs
- Set up 11 creches in Muru and Bero blocks

In Chhattisgarh:

- Carried out one batch of preservice training for 15 workers and 4 MLFs
- Set up 5 creches

Across both states, MC observed that preservice training enhanced creche workers' knowledge about age-wise variations in children's needs, balanced diet, and appropriate nutrition for children aged below 3 years and pregnant women. While in Jharkhand, the women satisfactorily gained the skill of monitoring growth, the trainees in Chhattisgarh found it difficult to understand plotting growth monitoring charts. All the trainees actively participated in learning about the play activities they could conduct with children and enthusiastically created creche display charts. As all these women belong to marginalised communities, their employment in creches is a definite pathway to empowerment and wellbeing of women and entire families.

Strengthening ECD Workforce of CSO partners

A. New CSO Collaborations in 2023-24

Collaborations with 5 new CSOs:

- Deen Bandhu Trust (Daman):** To operationalize and run 8 creches across Daman and Diu through MC's partnership with the Labour Board
 - 2-day online orientation training organised for senior- and mid-level functionaries for successful business transference
 - 1 centre set up and preservice training conducted for 12 creche workers and 2 MLFs
- Chetna (Gujarat):** CSO is already running creches
 - Preservice training conducted for 16 workers and 2 supervisors.
- Yara Company's Kiran initiative (Uttar Pradesh)**
 - ECD training organised for 10 preschool teachers
 - Pre-post assessment results reflected significant increase in preschool teachers' knowledge of ECD activities for children aged 3-6 years

4. CFAR and Sangam (Karnataka)

- Preservice training conducted for 7 creche workers and 3 supervisors

B. Continued collaboration with CSO partners

In 2023-24 strengthened capacities of 13 CSO partners:

- Built up capacity of 89 workers and 12 MLFs from 13 existing partner CSOs
- Conducted 33 incremental trainings across 7 CSOs, viz. SPAN (West Bengal), GSVS (Rajasthan), UKS (Rajasthan), Saath (Gujarat and Rajasthan), Mahita (Telangana), VHAP (Punjab) and CSI (Delhi NCR) for 54 workers and 10 MLFs
- Organised 1 preservice training for 24 workers and 2 supervisors from two CSOs - Saath and GSVS for opening 2 new creches in Jaipur.
- Carried out 3 Balwadi trainings to align with revised Balwadi curriculum for 11 workers from 5 CSO partners, viz. CSI, Nipun, NavSrishti, Sakshi and Safe Approach in Delhi NCR.
- Arranged 1 refresher training on recordkeeping for 11 workers from the 5 CSO partners in Delhi NCR to ensure uniformity with MC's updated records formats

Conducting ECD training for Anganwadi workers

- Collaborated with Tata Steel Foundation to conduct 5-day-long ECD training for 94 Anganwadi Workers in two locations, viz. Jamshedpur and Ghaziabad

Ramped up capacities of 35 new workers, 7 MLFs, and 10 preschool teachers



As done every year, in 2023-24 too, MC stressed the continuous professional development of the national trainers to update their knowledge of ECD and creche systems; enhance their communication skills as a trainer; and clarify their doubts. A total of 12 mock sessions were held comprising preservice and incremental training modules during which the trainers could interact with senior resource trainers, practice conducting sessions, and openly discuss their training-related challenges. A major objective of these mock sessions is to help trainers recalibrate and standardise training practices. The trainers are encouraged to develop as mentors of state trainers, to ensure MC's own training capacities are strong and sustainable as we scale our reach.

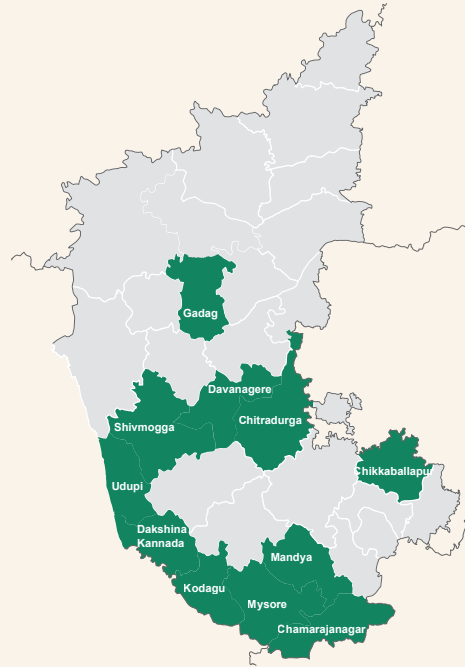
Strengthening ECD Workforce across states in government partnerships

MC conducted trainings on a wide scale through government partnerships in Karnataka and Odisha. Administrative hurdles prevented resuming trainings in Haryana.

Training Efforts in Karnataka

MC provides technical support under two partnerships, with the state's WCD and RDPR departments. Its partnership with the state WCD, running since 2021, aims to operationalise 186 creches where, this year, 128 workers and 16 supervisors were trained. The partnership also set up 48 Anganwadi cum Creches (AWCC) across 12 districts providing ECD services to 1,200 children (Figure 6). Including these, a total of 123 creches have been operationalised by end of the year.

MC's CSO partner Sampark continued to extend support and provided resource trainers for conducting pre-service training under the WCD department's project. MC developed these resource trainers through ToT programmes over the past two years, enabling them to overcome language barriers when conducting training.



Implementing the Cascading Training Model in Karnataka

The initiation of the technical partnership with Karnataka's RDPR department in July 2023 is a major achievement, as it will oversee establishing 4,000 MGNREGA creches in rural areas across 30 districts. The state government has implemented the 'Koosina Mane' (child homes or creches) on a wide scale, with ECD training conducted via MC's Cascading Training Model.

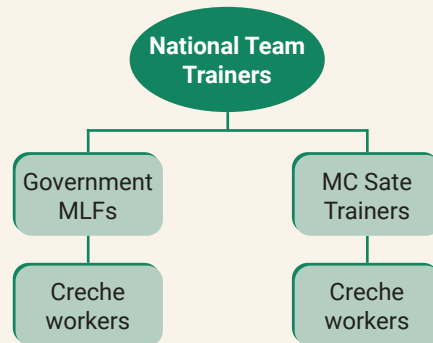


Figure 6: MC's Cascading Training Model

National Trainers: MC developed a state team comprising 11 master trainers for this project in Karnataka. They underwent rigorous orientation training, preservice training, and ToT, and in turn trained the frontline workers. MC's state master trainers have trained 758 creche workers across 305 Gram Panchayats and set up 104 creches in 6 districts in the Kalyana-Karnataka region, viz. Raichur, Vijayanagara, Bidar, Yadagiri, Koppal, Kalaburgi, while planning to expand into Ballari district.

Middle-level functionaries (MLFs): The master trainers trained 267 government MLFs, including officials from the WCD and RDPR departments. The MLFs have already trained 20,110 creche workers and operationalised 3,280 of the targeted 4,000 centres.

Creche worker training and on-ground monitoring: The MC Master trainers also conducted visits across Karnataka to monitor and handhold

training conducted by the government MLFs and supervise functioning of the creches. They observed several issues such as:

1. Improperly conducted trainings due to
 - information dilution
 - lack of proper training resources and creche set up material
 - not ensuring standardisation of training and implementation
2. nonfunctional centres
3. children not receiving proper nutrition even in functional centres
4. workers' honoraria not delivered on time at many places

Their feedback was regularly shared with the RDPR department and MC teams, which then proactively undertook remedial measures and enhanced the quality of the training and creche functioning.



Participating in the 7-day residential training on Koosina Mane was truly an enlightening experience. This training program was meticulously designed to empower Master Trainers. Throughout the training, I was impressed by the comprehensive curriculum that covered various aspects of childcare: nutrition, healthcare, hygiene, safety, cognitive stimulation, and emotional wellbeing. The trainers demonstrated a deep understanding of child development principles, offering valuable insights and practical strategies for creating nurturing and stimulating environments in Koosina Mane. Through interactive sessions, group discussions, and hands-on activities, and during the learning materials preparation, we not only gained new ECD knowledge and skills but also built meaningful connections with fellow trainees of diverse backgrounds. Mobile Creches' commitment to promoting quality childcare is evident in every aspect of the training."



~ G Mallikarjuna Swamy, Faculty, ANSSIRDPR

Training Efforts in Odisha

MC successfully operationalised 125 creches in Banspal, Keonjhar district of Odisha during the year, and provided preservice training to 265 creche workers.

To enhance the quality of creche functioning, the national trainers conducted observation and supportive supervision visits, providing support to about 46 creche workers and 8 supervisors to address gaps in creche functioning and ECD activities. The team also strengthened the capacities of mid-level functionaries (MLFs), with all 10 MLFs receiving preservice training; orientation trainings on community engagement and gender sensitivity; and training regarding monitoring the centres' quality. Regular online supervisors' training meetings were held in tandem, on a fortnightly basis, to discuss their on-ground problems and give them the constructive feedback.

DSWO invited MC to conduct ECCE training for 89 MLFs (including MC's MLFs) across 5 NGOs (WOSCA, Ekjut, CINI, Niyati Foundation, and MC) working in Keonjhar district under the Kalika scheme. After the training, the MC supervisors began conducting ECCE training of creche workers across the 150 MC Ama Kalika centres in Banspal block, leading to significant increase in ECCE activities conducted at these centres. The exercise reaffirmed the possibility of conducting successful trainings in cascading mode.

Training Efforts in Assam

MC's efforts at collaborating with the WCD department in 2023-24 led to establishing 50 Model Palna Ghars (AWCCs) in Guwahati. The MC team conducted orientation training for 127 government MLFs comprising CDPOs and supervisors, and 8-day-long preservice training for 52 AWWs and 4-day-long training for 48 Helpers on ECD and creche management. The MC team also set up one of the creches.

Rajni Shalani Dahanga: A Beacon of Hope in Godatoli Village

34-year-old Rajni Shalani Dahanga lives in Godatoli village, in Murhu Block in Jharkhand's Khunti district. An intermediate pass, Rajni got married at 19 years. Her early married life was fraught with financial struggles, as her husband, an electrical mechanic, struggled to find steady work. To make ends meet, Rajni took up hard manual labour.

A ray of hope came when she landed a job as a counsellor with Tejaswini, an organisation dedicated to uplifting young girls. However, this work closed abruptly, leaving Rajni without a job once more. Determined not to let despair take hold, Rajni continued her search for work. One day, the Godatoli Anganwadi worker told her about an opening at Sishu Ghar for a creche worker. With hope rekindled, Rajni applied and was overjoyed when she was selected. The preservice training proved to be a treasure trove of knowledge, and Rajni, eager to learn, actively participated, never shying away from asking questions. But the initial days at the creche were challenging. Only 3-4 children attended regularly, and their constant crying made other

parents hesitant to send their kids. Discouraged, Rajni contemplated quitting but the regular support from MC team kept her going. Slowly but surely, Rajni mastered the art of interaction, using toys and educational materials to create a welcoming and stimulating environment. The structured daily schedule helped her to establish a routine that comforted the children.

Rajni visited homes and spoke to parents about the benefits of the creche services. Her persistence paid off as more children began to attend. Today, the creche sees an average of 12 to 15 children attend daily. Rajni's tireless efforts have not only transformed the children but have also changed how the villagers view her. They now mention her name with respect, seeing her as a prominent figure caring for the community's future. Rajni's heart swells with pride as she observes the children's development and the parents' newfound trust. Rajni Shalani Dahanga's journey from a labourer to a creche worker is a testament to her resilience and unwavering dedication towards her community.







**What a best and wisest parent wants for his own child,
that must the community want for all its children."**

~ John Dewey, US philosopher and educator.



Chapter 3: Elevating the ECD Agenda

Building networks that enable an ecosystem approach to ECD

Mobile Creches (MC) aims to build and amplify voices for influencing ECD policy and practice through partnerships with different stakeholders. Based on field interventions with communities, parents, and children, MC engages with networks, alliances and coalitions, think-tanks, academia, and individual experts to inform ECD-specific policy, funding, and decision-making. As part of the ongoing strategy, MC is hosting the national secretariat of the Forum for Creche and Child Care Services (FORCES) and the Alliance for Right to ECD.

MC also engaged with several networks working on the intersecting issues of health, nutrition, education, and women rights to incorporate the ECD mandate for wider reach and greater collective strength. Through partnering with key stakeholders, MC has nurtured the ECD ecosystem in the country emphasising the criticality of children's formative years. Another key strategy involved nurturing media partnerships to amplify issue-based messaging to stakeholders. During India's G20 presidency, for instance, media partnerships proved crucial in boosting the policy submissions for young children's rights.

Key Highlights:

- In 2023-24, the Alliance for Right to ECD developed a public manifesto with other, overlapping networks to spotlight the issue of right to ECD for all children, before the 2024 General Elections in India.
- FORCES expanded to 3 new states - Haryana, Karnataka, and West Bengal - in 2023 to amplify and work on the overlapping issues of children's rights from birth to six years of age, and their mothers as primary caregivers as well as workers in the informal sector.
- FORCES members forged partnerships through various community level activities to influence policy via activating local (Panchayat-level) governance.
- FORCES developed IEC materials at the national level to influence the G20 priorities in partnership with C20, a civil society collective formed to influence the decisions and commitments of the G20 countries' governments.

Building the ECD ecosystem through collective action

As part of the Alliance for Right to ECD, MC brought together 3 overlapping networks to draw the attention of different political parties towards making ECD a priority public entitlement, in the run up to the 2024 General Elections. These networks, viz. FORCES, Right to Education (RTE) Forum, and Campaign Against Child Labour (CACL) collated 12 key policy asks in a public manifesto aimed at making education a fundamental right from birth till 18 years of age. The policy asks also focussed on eradicating child labour, noting that the lack of a safe space and schooling facilities push children into work. These policy demands are inclusive of all social groups to guarantee that education reaches every child in the country. The Alliance submitted the collated Public Manifesto for inclusion in all parties' manifestos drafted ahead of the General Elections to the respective party committees.



Community-driven initiatives through FORCES Network Partners

MC reached more than 11,000 people including community members, CSO representatives, subject experts, academicians, and media persons

Influencing Gram Panchayat Development Plan (GPDP) processes to include creches for universal childcare services

At the local governance level, the issue of childcare was raised in 105 Gram Panchayats across 64 districts in 5 states (Uttarakhand, Rajasthan, Gujarat, Odisha, and Jharkhand). 70 of MC's NGO partners ran a campaign to integrate childcare into Gram Panchayat

C20 Chaupal meetings are a series of consultations and discussions organised by the C20 civil engagement group in the lead up to the G20 Summit.

Development Plans (GPDPs), organising 149 awareness meetings and developing 347 wall paintings to raise mass awareness.

Going from the local to the global

- At the global level, MC set up a model creche at the World Social Forum in Nepal and, in parallel, organised a session on universalising childcare.
- During India's G20 Presidency, FORCES partnered with UN Women India for the session on the care economy at the G20 Ministerial Conference for Women's Empowerment Side Event held in Gandhinagar, Gujarat, sharing the significance of investing in childcare.
- FORCES also partnered with the C20 secretariat to organise 109 C20 Chaupal meetings (Community awareness programmes) in 39 districts across 4 states.

What is World Social Forum?

It is a platform for social movements and citizens to promote a just and fair world. The first WSF was held at Brazil in 2001 as an alternative to the World Economic Forum.

Table 1: Details of campaign to influence Gram Panchayat Development Plans

State	Districts	No. of Gram Panchayats	Awareness Meetings	Wall Paintings
Rajasthan	16	10	36	42
Gujarat	16	23	32	16
Uttarakhand	10	16	20	16
Odisha	16	16	16	17
Jharkhand	6	40	45	257
Total	64	105	149	347

Table 2: Details of Chaupal meetings held in various states

States	Chaupal Meetings	Districts
Delhi	27	11
Jharkhand	57	7
Rajasthan	15	5
Uttarakhand	12	8
Total	109	39

Key Achievements

- The Assembly of Social Movements at the World Social Forum endorsed the policy statement⁴ submitted by FORCES
- Global leaders prioritised investing in the care economy and building its ecosystem during the G20 Summit⁵
- In 3 state-level consultations organised in Delhi, Jharkhand, and Uttarakhand the Chairpersons and members of the State Commissions for Protection of Child Rights (SCPCR), and the Directors of the WCD Departments acknowledged the demands of creches raised by community members
- In 5 states, Gram Panchayat members were sensitised to allocate funds for childcare services in their villages
- Special Secretary, Government of Uttar Pradesh, participated in disseminating the findings of a dipstick survey that assessed the nutritional services provided to children in AWCs and the bottlenecks in referring malnourished children in 10 state districts
- Members of the Bihar SCPCR noted the state FORCES's recommendation of full-time childcare services, an outcome of their rapid survey
- Heightened visibility of childcare issues through media publications, event coverage, and social media, and blogs. [See Chapter 8]

Integrating FORCES agenda into global campaigns

We Deserve Better⁶ is a UNICEF-led global initiative for involving women and traditionally excluded genders in designing and implementing social protection schemes. They incorporated the FORCES agenda of universalising childcare and providing creches for all children at the 68th session of Commission on the Status of Women (CSW68)⁷. As part of the initiative, UNICEF

Organic Expansion of FORCES in Nepal

The Nepal chapter of FORCES – an international chapter – evolved organically as an opportunity for childcare policy intervention aligned to the FORCES mandate in India. At the 2024 World Social Forum, FORCES organised a parallel session, titled “Universalising Childcare” featuring several experts including Kaushila Kharel from Seto Gurans National Child Development Services (SGNCDS). She shared her insights on ECD and highlighted her organisation’s work in supporting children’s development. Ms Kharel also emphasised the need for quality services and creches in Nepal, and for inclusive, citizen-led platforms like FORCES in Nepal. The process for forming FORCES Nepal began shortly after this session.

This development is significant in terms of expanding citizen-led collective whose formation is rooted in commitment and furthering a shared cause. The WSF also offered a dynamic and open space for exchanging ideas and interacting with citizens and social movements from around the world, including trade unionists, intellectuals, farmers, women groups, youth, etc. The FORCES stall at WSF accounted for 442 registrations from over 2,000 visitors.

screened a mini documentary at CSW68 in New York, which featured video footage compiled by FORCES showcasing creches, the experiences of working women in the informal sector, and caregivers. This documentary helped raise awareness about the importance of childcare and creches for children under 6 years at a global decision-making level.

4 <https://www.wsf2024nepal.org/organization/activity/55>

5 <https://static.pib.gov.in/WriteReadData/specificdocs/documents/2023/may/doc2023522201001.pdf>

6 <https://webtv.un.org/en/asset/k1y/k1yjh1r4h3>

7 <https://documents.un.org/doc/undoc/ltd/n24/081/40/pdf/n2408140.pdf>



"I, Preeti Shekhawat, a representative of Rajasthan FORCES, have witnessed firsthand the organisation's impact. Through its vast network, FORCES has helped me develop valuable connections and strengthened our collective voice. Over time, FORCES has consistently demonstrated its ability to adapt and grow, solidifying its position as a leading force in the childcare space. Further, FORCES has masterfully struck a balance between grassroots and local-level initiatives, and policy-level influence, making it a truly effective and sustainable organisation. I am proud to be a part of this movement!"







From time to time, MC provides training to all its partners to maintain better quality records, MIS, etc. In 2023-24, we received training on the Avni app, and our staff is using this app with ease. Now, we do not need to refer to registers repeatedly to check attendance or children's data. The Avni app has helped us track children daily."

~ Sonu, Sakshi, NGO partner



Chapter 4: Boosting the ECD Knowledge Ecosystem

Building a space for learning and development

Mobile Creches (MC) established its Monitoring, Evaluation, Accountability, and Learning (MEAL) resource in 2022 to strengthen data capturing and impact assessment systems. MEAL is committed to systematically collecting, analysing, and leveraging data to enhance programme outcomes and ensuring accountability to stakeholders. Last year, its significant initiatives included:

- Implementation of data collection tools
- Pilot testing and training of the Avni App to streamline real-time data collection
- Regular training sessions for field staff
- Extensive data monitoring visits across various states
- A comprehensive programme impact assessment.

These efforts have significantly improved data accuracy, enabled better tracking of child development metrics, and facilitated more informed decision-making processes.

Overview of Data Monitoring and Strengthening

Data Monitoring Visits

Last year, MC conducted multiple data monitoring visits across various states to ensure the accuracy, reliability, and effectiveness of data collection processes. The objectives of these visits were:

- Verifying the quality of the data being gathered at MC centres,
- Identifying any discrepancies or gaps
- Providing on-the-spot training and support to staff.

By engaging directly with on-field operations, the team was able to assess the data gaps, training needs, enhance the capacity of field teams, and foster a culture of continuous improvement. These visits strengthened data integrity, and deepened understanding of the unique challenges and opportunities in each state, enabling MC to tailor strategies for greater impact and efficacy.

Capacity Building

In 2023-24, the MC conducted 14 comprehensive training sessions which focused on MEL systems and addressing gaps, strengthening data, and providing orientation on Kobo and the Avni app. These sessions targeted supervisors and in-charges from Delhi NCR, Odisha, Bihar, and Jharkhand, both from MC and from seven partner organisations across India.

Enhancing Data Management in Odisha

MC undertook efforts towards improving the data management processes for 150 creches in Odisha's Keonjhar district, supported by MC's state team and the district administration (refer to Chapter 1). The challenge involved efficiently organising data related to attendance, health, and nutrition, with a focus on timeliness and accuracy. Recognising the importance of user training, the team leveraged an in-house Power App to conduct comprehensive online sessions and empower the state team to utilise the app proficiently and seamlessly on their mobile devices, thereby optimising the data collection process. As a result, the monthly MIS from all 150 centres are now consistently delivered to the government within the designated time frame.

Piloting Avni

MC introduced Avni, an innovative digital platform to revolutionise data management, minimise gaps, and generate real-time data for creches. Avni is both a comprehensive data collection system and a community service tool leveraged by MC across diverse models, sites, and states. From maintaining daily attendance records to vaccination schedules, growth monitoring, illness, and other child-centric activities, Avni has the potential to ensure meticulous data management at the centre level.

The MEAL team conducted comprehensive training sessions in Delhi NCR during Avni's pilot phase to facilitate seamless integration and utilisation. These sessions featured participants from both directly run and partner-run centres, equipping them with the necessary knowledge and skills to navigate and leverage the platform's functionalities effectively.

Highlights from MC's Research in 2023-24

Need, Demand, and Effectiveness of Childcare Models for Children under 3 years of age in Selected States of India

MC conducted this study in partnership with the Institute for Human Development (IHD) and examined the demand, status, and conditions of public-funded creches for children below 3 years of age in two districts in Odisha and Kerala. The study covered both gender and ECD concerns, and delivered three key insights:

- Childcare and domestic work constrain women from either joining the labour market or adjusting their work to the care demands
- This constraint is faced as much by women with poor levels of education as by those who are well qualified
- Women, especially those from poor households, clearly express the desire for good childcare facilities from both an employment perspective as well as for the changes seen in their children's health and nutrition and social-emotional attributes.

Financing Quality Childcare Facilities in India

Together with Institute for What Works to Advance Gender Equality (IWWAGE), MC carried out a study to examine the costing for various childcare models operating under different contexts. Leveraging a mixed methods approach comprising both quantitative and qualitative techniques, the study examined different models of creches run by NGOs, governments, and public-private partnerships in Kerala, Haryana, Karnataka, and Delhi, including rural areas, urban slums, construction sites, MGNREGA sites, and AWCCs.

Assessing determinants of under-nutrition in children of migrant population under 5 years

Conducted at construction sites in Delhi NCR, this qualitative study by MC examined the various familial and household factors affecting the nutritional status of children under five years of age. We identified the primary caregivers of 17 children through purposive sampling and conducted in-depth interviews with them. The factors influencing the health and nutrition of expecting mothers and their infants or young children highlighted by the study include:

- Most expecting mothers were very young and were unaware of the importance of at least four prenatal checkups, supplements and the required diet resulting in underweight newborns.
- Only a few women practised exclusive breast feeding and mostly all young children were fed processed snacks, counter to IYCF recommendations.
- Mothers lacked knowledge of age-appropriate feeding practices, preferred cultural feeding practices, or surrendered to children's demands for processed and sugary snacks and food.

Status of full vaccination for 12-23 months children accessing MC and partner-run creches

MC conducted a survey across its directly run and partner-run creches in Delhi NCR covering 181 children in the age group 12-23 months to understand whether they were fully vaccinated. Based on information from either vaccination cards or mothers' recollections, and using STATA to analyse the survey data, MC found that only seventy percent of these children were fully vaccinated.

Table 1: Comparison of MC survey data with NFHS-5 data

Indicators	MC 2023-24	NFHS 5
Children aged 12-23 months fully vaccinated based on information from either vaccination card or mother's recall (%)	70.1%	76.4%
Children aged 12-23 months fully vaccinated based on information from vaccination card (%)*	47.2%	83.8%
Children aged 12-23 months who have received BCG vaccine	85.6%	95.2%
Children aged 12-23 months who have received polio vaccine (%)	77.4%	80.5%
Children aged 12-23 months who have received penta-DPT vaccine (%)	77.9%	86.7%
Children aged 12-23 months who have received first dose of measles-containing vaccine (MCV) (%)	75.7%	87.9%

*Migrating families often do not carry vaccination cards to their temporary worksite.

Impact Assessment of community engagement programme

MC undertook an impact assessment of its community engagement programme to understand its initiatives' effectiveness in building awareness and raising the demand for ECD services. Using mixed research methods, the team captured both subjective experiences and objective outcomes of community engagement activities and critically analysed the strategies, activities, and resources to measure the impact. This effort led to developing recommendations for sustaining and scaling effective community engagement efforts.

Choking Futures: How Air pollution robs the breath of our youngest?

This qualitative study, conducted with support from ARNEC assessed the multifaceted impact of air pollution in Delhi on children's health, in terms of both cognitive and physical development, especially during their first 1000 days. It leveraged qualitative research methods to scrutinise whether the poor are more vulnerable to the adverse effects of air pollution, primarily focusing on the marginalised communities residing in urban slums, resettlement areas, areas near landfills, and construction sites. It recorded the perceptions of both mothers and healthcare professionals regarding the effects of air pollution and found compelling evidence suggesting that a family's socioeconomic background is significant in determining their level of exposure to air pollution, its impact on children, and in how the family tackles air pollution's direct and indirect impacts.

MC at the 64th Annual Conference of the Indian Society of Labour Economics (ISLE)

MC in partnership with the Institute of Human Development (IHD) organised a panel on Need and Effectiveness of Childcare Models in India at the 66th Annual Conference of the Indian Society of Labour Economics (ISLE)⁸ at the University of Hyderabad in March 2024. The panel highlighted the factors rendering existing interventions inadequate in terms of centre-based childcare services for children under 3 years and recommended the following for policy considerations:

- Investments for improving accessibility, quality, and effectiveness of current ECD

policy and programme measures for children under 3 years is critical

- Recognise the status and situation of care workers through required policy measures
- Factor gender norms, motherhood penalty, in measures for boosting female employment

Underweight children in MC centres across India: Overall trends

MC primarily serves some of the most marginalised communities, where migration remains a significant challenge. This constant movement makes it difficult to assess the long-term impact of our interventions on children's health and nutrition.

Typically, children at our centres stay for a duration of only 3 to 4 months before migrating with their families. As a result, they do not receive nutritional interventions for the extended period required to produce measurable outcomes.

Despite these challenges, we made a focused effort to track children who visited our centres consistently—at least 15 days per month for an entire year. While the sample size remains small, the data clearly demonstrates that long-term, continuous intervention has a positive impact on the nutritional status of these children.

Figure 8: Impact of Nutritional Interventions on Children in Odisha

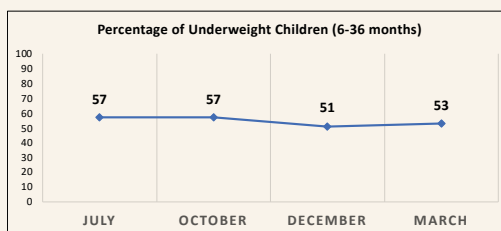


Figure 8 illustrates the trend of underweight children present in centres in Odisha, where MC's intervention was fully operational from July 2023. Among the 206 children aged 6-36 months who attended MC centres for 15 days or more each month between July 2023 and March 2024, the percentage of underweight children gradually decreased with the increase in the intervention's duration.

⁸ https://isleconference.com/wp-content/uploads/2024/Programme_book.pdf



**Growth is never by mere chance, it is
the result of forces working together.**

~ J.C. Penny



Chapter 5: Nurturing People, Preserving Culture

Creating a culture of accountability to rise together

Building blocks of success: New People, Varied Culture, Varied Exposure

For Mobile Creches (MC) 2023-24 was the year of putting in place further building blocks of reinforcing and expanding organisational structures, and strengthening teams across levels and locations. The diversity of our team added to our strength, enriching MC with fresh ideas and insights from varied backgrounds which reflects in their programmes as well.

From collaborating with government departments in Haryana and Karnataka, to reaching out to remote tribal communities in Odisha, Jharkhand, and Chhattisgarh, each region offered a glimpse of MC's potential for delivering purposive and extensive impact. MC's teams adapted quickly and embraced the challenges by understanding the nuances and fostering a sense of belonging among employees from different states and communities. We learnt that what worked in one region did not necessarily translate seamlessly to another. We learned to innovate by leveraging local insights to fine-tune our models and services effectively.

Establishing previously operationalised systems in a new environment marked some unforeseen workplace challenges and team dynamics that tested our resolve. We found, especially with differing cultural nuances and local expectations that, recruiting, retaining, and developing talent required a subtle approach that accounted for customising the local attributes. This experience underscored the value of proactive communication, flexibility in policy implementation, and the need for culturally sensitive practices and procedures in these diverse settings.

Celebrating excellence and honouring achievements

Awards and acknowledgements are an integral part of the employee lifecycle and help instil a sense of belonging, ownership, and accountability. To honour the employees' exceptional contribution,

MC acknowledges individual efforts while fostering a culture of mutual support, respect, and excellence.

Awards given in 2023-24

Long-serving MC employees were felicitated with the **Long Association Awards**:

- 6 employees completed five years at MC
- 7 employees marked ten years at MC

15 employees were honoured with the **Rising Strong (तेज) award**, which celebrates individuals who become inspirational role models through their actions and positive attitude, who inspire others within our community and beyond, even in the face of adversity.

Further 6 employees were awarded the **Shining Through (उज्ज्वल) award**, for consistently going above and beyond, voluntarily, and proactively exceeding expectations with their initiatives and dedication.

This year, the **Best Centre Awards** were given to teams from centres in Delhi NCR (Sector 81 Gurugram & Kabir Basti centre), and Odisha (Gram Taramakanta centre) respectively. This was the first time in the history of MC that state centres and care workers were awarded for their dedication to programme effectiveness. This category celebrates the remarkable achievements of our care workers across states, recognising their outstanding dedication in programme effectiveness.



Highlights from organisational events

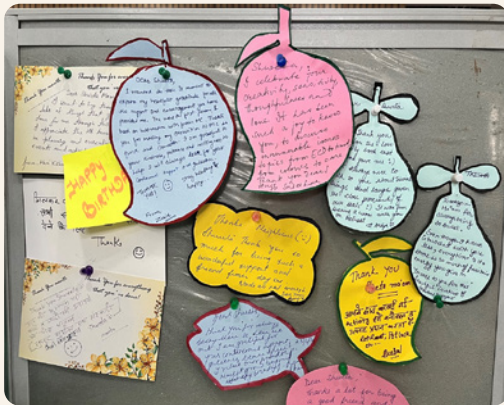
International Women's Day

On 8th March 2024, MC celebrated International Women's Day by honouring the achievements of the women at MC along with the distinguished guest of honour Ms. Chandni Khan who is working for the welfare of street children across India. Ms. Khan's inspiring journey sparked an engaging dialogue with the MC women and together, they reflected on the pivotal moments in their lives. This small yet inspirational event concluded with participants receiving mugs and keychains as memorabilia.



Thank You Month

MC embraces the spirit of gratitude with a heartfelt annual celebration, Thank You Month, in June every year. MC staff from various regions participated in expressing their appreciation for each other by exchanging printed and personalised thank you cards, encouraging a culture of acknowledgement.



Retreat

This year, the MC team from Delhi NCR enjoyed a retreat at Jim Corbett National Park, while state teams (Karnataka and Odisha) went away

to locations as per their preference. Creating a space where teams deliberated to finalise retreat locations is also a gentle way of fostering a collaborative work culture. The retreat was a refreshing break for about 150 team members and offered them a valuable opportunity for strengthening their communications and friendships, and reaffirmed their shared commitment to MC.



Annual Function

MC's 55th anniversary celebration held on 23rd March 2024 at Godavari Auditorium in New Delhi, brought the entire MC community together in a spirit of reflection, gratitude, and fun, which was attended by about 300 people. Amidst music, dancing, and other cultural activities, we celebrated the teams' resilience and renewed our commitment to rise together and provide essential care and education to children in marginalised communities. MC employees from all eight states participated enthusiastically, organising a stellar performance by some of the children from MC centres.



Potluck Lunch

Sometimes, the spirit of camaraderie and shared enjoyment does not require a grand event. A casual gathering on 29th December 2023 around a potluck lunch allowed our staff to relax, share stories and strengthen their relationships beyond work tasks.

Quarterly Sharing and Annual Review Meetings

In the year 2023-24, teams had 2 quarterly sharing and 1 annual review meeting. At these pivotal gatherings, teams from various departments converge to update and synchronise their work efforts in alignment with the annual operational plans. The highlight this year was participation from all state teams. Promoting transparency and accountability at these meetings leads to better cross-departmental coordination and tackling of challenges faced by colleagues to facilitate a holistic understanding of MC's collective impact.

MC organised its Annual Review workshop for Annual Operational Plan 2023-24 and the way forward, facilitated by experts, for over 4 days in January 2024. Comprising a comprehensive overview of MC's achievements, this meeting offered a space to evaluate the teams' performance against targets and identify areas for improvement.

During the year, **staff farewells, retirements, and meet-and-greets** accentuated the dynamic nature of the organisation and honoured the dedication of departing colleagues. In 2023-24, team MC saw 25 exits and 42 introductions.

The MC teams also conducted other relevant sessions and meetings including Prevention of Sexual Harassment at the Workplace, and employee engagement activities like Pay Days and National Holidays.

Optimising HR: Enhancing Systems for Organisational Excellence

Establishing and expanding C-suite leadership roles formed a significant component of MC's up-scaling initiative in the past year. Putting in place clear structures, and well-defined roles and lines of reporting helped enhance operational efficiency and decision-making in tandem with MC's expansion across states. It also supported MC's strategic direction and operational oversight by bringing in specialised expertise.

Introducing the Group Personal Accidental Policy was another significant step towards enhancing employee welfare by ensuring the staff feels secure and valued.

Other steps taken towards organisational excellence include:

- Addressing state-specific challenges and adapting HR, Finance, IT, and Procurement-related operational procedures to comply with diverse cultural and geographical nuances.
- Initiating a comprehensive revision of MC's service rules to ensure they align with current organisational needs and laws of the land, across states.
- Drafting Standard Operating Procedures (SOPs) for each function, crucial to increasing efficiency, maintaining consistency, and mitigating risks.
- Increasing the coverage for group medical insurance for the staff.





Chapter 6: Resourcing the MC Mission

Optimising finances for realising dreams

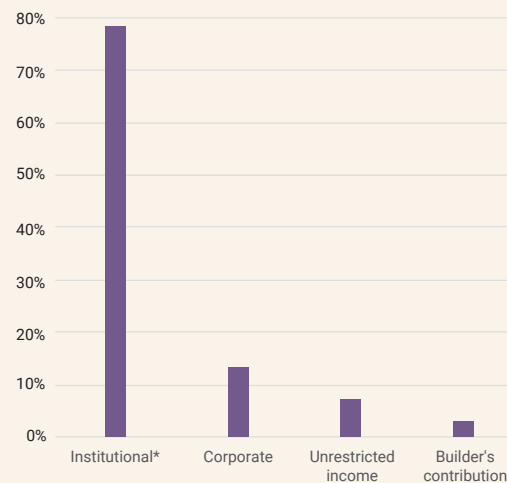
Mobile Creches (MC) made significant growth in FY 2023-24, the second year of its strategy. Much of this year's efforts concentrated on strengthening and implementing process controls and establishing Service Level Agreements (SLAs) within its rapidly expanding programmes. MC ended the year with INR 2,347 lakhs in income against an expenditure of INR 2,339 lakhs.

Summary of Income

In the financial year 2023-24, MC reported a 35% growth, with income reaching INR 2,347 lakh from INR 1,738 lakh in FY 2022-23. Institutional and CSR funds constituted 90% of MC's total income, with foreign contributions (FCs) and local contributions (LC) accounting for 36% and 64%, respectively.

MC successfully retained its corporate donors, with funding from government and philanthropic sources also continuing. However, general donations declined compared to the previous year.

The breakdown of MC's funding sources is shown in the chart below.



- * 1. Foreign institutional grants (36%)
- 2. Local institutional grants (42%)

Table 1: Sources of Income 2023-24

Sources	Funds received (INR lakh) 2023-24	Funds received (INR lakh) 2022-23
Institutional (Local) *&*****	991	618
Institutional (FCRA)*****	837	645
Corporate*****	296	199
General Donation ***	73	92
Builders Contribution	62	56
Interest Income**&*****	49	101
Others****	39	27
Total	2,347	1,738

* Includes a government grant of INR 342 lakh.

** Includes local & FCRA interest earmarked at INR 7 lakh.

*** Includes local and foreign donations.

**** Includes income on redemption of mutual funds, sale of assets, donation-in-kind, etc.

***** Under accounting policy, grant income and FCRA interest income are shown in Financial Statements "to the extent utilised."

MC's major foreign contributors this year include Echidna Giving (Schwab Charitable Foundation), Bainum Family Foundation, Be That Girl Foundation, UBS Optimus Foundation, and Charities Aid Foundation, America.

Major Indian sources of funding include UBS India, Azim Premji Foundation, Kotak Mahindra Investments, and Jones Lang LaSalle.

Summary of Expenditure

MC's annual expenditure rose to INR 2,339 lakh in FY 2023-24 from INR 1,727 lakh in FY 2022-23, largely resulting from a 37% rise in spending on childcare services and ECD innovation and transference. Expenses on MC's rural initiatives increased by 35%. MC's programme costs constitute 84% of its expenses while administrative expenditures make up 11%.

Table 2: Summary of MC's Expenditure

Annual Expenditure	INR lakh (2023-24)		INR lakh (2022-23)	
Strategy 1 Expanding Quality Child Care Services	1,452	62%	1,057	61%
Strategy 2 ECD Innovation and Transference	310	13%	133	8%
Strategy 3 Enhancing Visibility of ECD	198	9%	230	13%
Strategy 4 Agile and Visible MC	92	4%	104	6%
Strategy 5 Finance Admin & Governance	259	11%	191	11%
Others (Provisions, trf, etc.)	28	1%	12	1%
Grand Total	2,339	100%	1,727	100%

Balance Sheet 2023-24

MC's balance sheet reflects assets worth approx. INR 2,234 lakh, with the corpus fund totalling INR 772 lakh. Investments rose 45% to INR 1,693 lakh from INR 1,168 lakh in FY 2022-23, primarily due to unutilised grant balances. Other funds, including the property equipment fund, HR development and staff welfare fund, and special project fund saw a minor increase.

Table 3: Balance Sheet as of 31 March 2024

Liabilities	2023-24	2022-23	Assets	2023-24	2022-23
Corpus Fund	364	337	Fixed Assets	116	78
Corpus Fund 35AC	408	408	Investments**	1693	1168
General Fund	373	365	Stock-in-Hand	30	24
Property Equipment Fund	61	32	Cash & Bank Balances	132	105
Human Resource Development & Staff Welfare Fund	45	45	Debtors Deposits and Advances		
Special Project Fund	25	25	- Grant Receivables	54	46
Advance/ Unutilised Grant	607	158	- Loan and advances	23	15
Current Liabilities and Provisions*	351	218	- Amount Receivables	31	23
			Other Assets***	155	129
	2234	1588	Total	2234	1588

Sundry Creditors, Gratuity Liability payable to LIC, Leave Encashment, Expenses payable, Tax payable

**Investments includes Corpus Fund, General Fund, SPF, HR & SW Fund and Unutilised Grants

***Interest accrued on Fixed Deposits, Due amount of Tax deducted at source (TDS), Garnulity Fund balance with LIC

For a complete set of Audited Financial Statements 2023-24, please contact Mobile Creches.





We are constantly inspired by our community of passionate supporters, funders, and partners. They are the reason why we believe we can bring about a just and caring world for EVERY young child!



Chapter 7: MC's Partners and Collaborators

Standing together to build a community of care



We are grateful to our funder partners:

Table 1: List of MC's collaborators and partners

Azim Premji Foundation	India Infoline Foundation (IIFL)
Bainum Family Foundation	IMC Securities India Ltd.
Bangla Entertainment Pvt. Ltd. (Culver Max Entertainment Ltd.)	Jones Lang LaSalle (JLL)
Be That Girl Foundation	Kotak Mahindra Investments Ltd.
Cartier Philanthropy Board	Plan International
Charities Aid Foundation, America	Stichting BRAC International
Drawmet Wires	Terre Des Hommes
Echidna Giving	UBS Optimus Foundation (India)
Give Foundation	UNICEF
HCL Foundation	

We are proud of our government partnerships:

Table 2: List of MC's Government Partnerships

Dept. of Women and Child Development, Assam	Govt. Of Karnataka
Dept. of Women and Child Development, Odisha	Government of the UT of Daman, Diu, Dadra, and Nagar Haveli
Govt. Of Indonesia	Ministry Of Women and Child Development, GoI

We are delighted to be recognised:





Chapter 8: Way Forward

Fostering Inclusiveness, Ensuring Quality, and Driving Impact

MC is committed to forging a path that prioritises inclusiveness, quality, and continuous expansion for impact. These pillars continue to guide its strategic initiatives and operational focus into the upcoming year.

Inclusiveness

MC's goal is to ensure that marginalised young children of India have access to early childhood development support. The steps outlined to achieve this ambition include:

- **Expanding programmes:** Identifying and reaching out to underserved communities, ensuring the inclusion of children from marginalised backgrounds.
- **Enhancing community engagement:** Working closely with local communities, parents, and stakeholders to create a supportive environment.
- **Strengthening partnerships:** Collaborating with government bodies, NGOs, and international organisations to advocate for policies and practices supporting inclusive ECD.

Quality

For MC, ensuring the highest quality of ECD is paramount. MC's approach will continue to focus on:

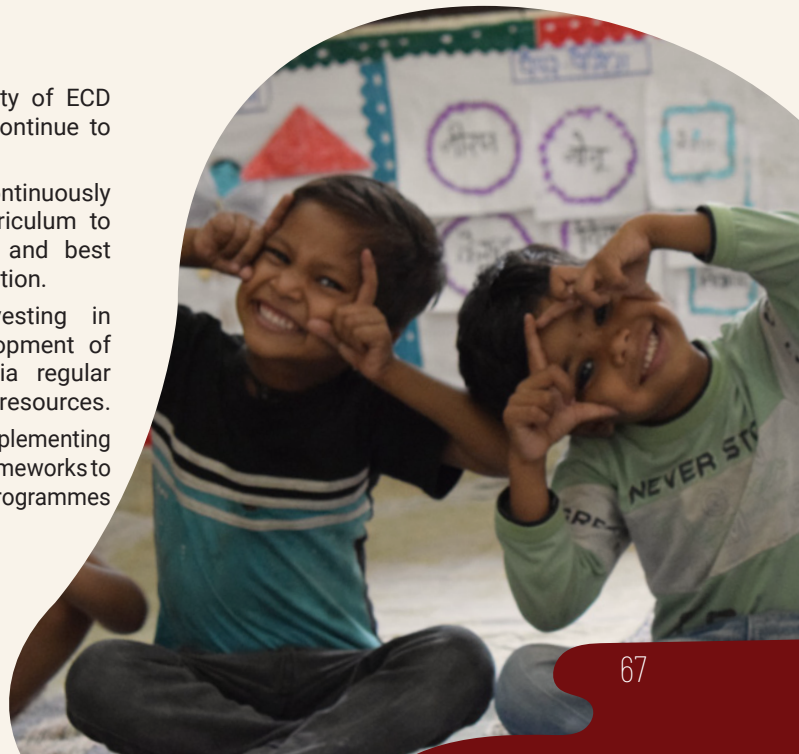
- **Curriculum enhancement:** Continuously updating and improving the curriculum to incorporate the latest research and best practices in early childhood education.
- **Professional development:** Investing in the ongoing training and development of educators and care workers via regular workshops, training sessions, and resources.
- **Monitoring and evaluation:** Implementing robust monitoring and evaluation frameworks to assess the effectiveness of MC's programmes and making data-driven decisions.

Continuous Expansion

To impact more children and families in need, MC will expand programmes and services by:

- **Scaling up operations:** Establishing new childcare centres in regions with high demand.
- **Leveraging technology:** Utilising technology to improve operational efficiency, enhance learning experiences, and facilitate remote staff training and support.
- **Sustainable growth:** Ensuring sustainability of expansion efforts by securing funding, optimising resource allocation, and implementing cost-effective solutions.

The year ahead holds immense potential as MC strives to catalyse a more inclusive, improved quality, and expansive early childhood education landscape. Focusing on these key areas will make a lasting impact on the lives of children and their families along with brightening their future.



MC in the Public Eye

Leveraging mass and social media to amplify the cause



How SC verdict on childcare leave opens up possibilities for women

A decrease in women's unpaid care work is related to a 10-percentage point increase in women's labour force participation rate. The IMF has predicted a possible alleviation of 27 per cent in India's GDP through an equal participation of women.



The judgment highlighted that Article 15 of the Constitution not only restricts discrimination based on gender but also enables the states to make special provisions for women.

On Monday, a Supreme Court bench headed by Chief Justice of India D.Y. Chandrachud said, "Participation of women in the workforce is a matter not just of privilege but a constitutional entitlement protected by Article 15 of the Constitution. The state as a model employer cannot be oblivious to the special concerns which arise in the case of women who are part of the workforce." They were hearing a plea by an assistant professor in the Government College, Nalagarh, who was denied childcare leave (CCL) to attend to her child suffering from a genetic condition. Women government employees are eligible for two years of CCL for two children till they reach the age of 18 years. Her employer had argued that it was the state's choice to not adopt the policy. The judgment highlighted that Article 15 of the Constitution not only restricts discrimination based on gender but also



Pulling all stops to help realise \$5 T goal Centre pats CM for containing stubble burning

Have 50 employees? Better open a crèche! Haryana first to come out with policy to facilitate working women

Public Haryana has adopted a policy to help women employees open up to 50 employees. The policy will be implemented from March 2023. The Chief Minister, Mohan Singh, announced the policy during a meeting with the Chief Minister's Council.



14 directions have been issued to open 50 crèches in the state. The first crèche has been started in 16 districts. There will be supported under the new policy. The Women and Child Development Department has signed an MoU with the Mobile Crèche Organisation to set up crèches equipped with good quality and modern facilities.

CM invokes 'Haryana Ek, Haryana Ek' ethos

The Chief Minister, Mohan Singh, invoked the 'Haryana Ek, Haryana Ek' ethos during a meeting with the Chief Minister's Council. He emphasized the need for unity and collective effort in the state.

CM invoked 'Haryana Ek, Haryana Ek' ethos. The Chief Minister, Mohan Singh, invoked the 'Haryana Ek, Haryana Ek' ethos during a meeting with the Chief Minister's Council. He emphasized the need for unity and collective effort in the state.

Nuh 2nd in Jat Shakti Abhiyan. The district was the first to start the abhiyan during the election period. The Public Health Department has been instrumental in the success of the abhiyan.

Kapoor is new DGP. The Government of Haryana has appointed a new Director General of Police (DGP) for the state.

ANNEXURE 1-5



ANNEXURE 6

CREDIBILITY ALLIANCE NORMS COMPLIANCE REPORT

1. IDENTITY:

Mobile Creches is registered as a society under the Societies Registration Act, 1860, vide Registration Number S-4392, dated 31.12.1969. The Memorandum of Association and Rules & Regulations of the organization are available at the head office, at D.I.Z Area, Sector 4, Raja Bazaar, Near Gole Market, New Delhi-110001.

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. AAAAM0094PE20214 dated 28-05-2021 valid till 31st March 2026.
- Section 80G of the Income Tax Act 1961; AAAAM0094PF20214 dated 28-05-2021 valid till 31st March 2026.
- GST Registration No. 07AAAAM0094P1ZB valid from 01/07/2017
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The FCRA is valid till 31st December 2026.
- CSR Registration. No. CSR00002639 dated 19th April 2021 issued by Office of the Registrar of Companies, Ministry of Corporate Affairs, Government of India.

2. VISION, PURPOSE, AIMS AND OBJECTIVES, ACHIEVEMENTS:

Mobile Creches has an articulated statement of its Vision and Mission and has also defined its Core Values. Its 5-year Strategic Plan (2022-27) is in place which defines the set of aims, objectives and indicators to measure the organisation's performance against its stated objectives.

3. GOVERNANCE

(a) General Body (as on 31st March 2024)

The society membership is the General Body (GB) and has the following categories of members:

- Founder members: For life
- Core members: Initially invited for three years and thereafter for life
- Associate members: non-voting member, invited for three years (can be re-invited for a similar term)

Founder Members, Membership for Life- 2	
1. Devika Singh	2. Indra Bhatia
Core Members, Membership for Life-49	
2. Ajay Vohra	26. Mridula Seth
3. Amrita Jain	27. Nisha Mehta
4. Amitabh Behar	28. Priti Sanwalka
5. Anjali Alexander	29. Ranjana Agarwal
6. Anup Khosla	30. Rajan Sinha
7. Archana Kumar	31. Raman Ahuja
8. Apoorva Oza	32. Rekha Sharma Sen
9. Arvind Wadhwa	33. Renu Karnad
10. Asha Chaudhri	34. Ritu K. Mal
11. Asha Singh	35. Rita Sarin
12. Brinda Singh	36. Rohit Bhasin
13. Biraj Patnaik	37. Sachin Sachdeva
14. Dipa Sinha	38. Shashi Kiran
15. Gaurav Mehnindiratta	39. Saurabh Prakash
16. Geeta Goel	40. Sanjay Kaul
17. Indu Balagopal	41. Shankar Venkateswaran
18. Jolly Rohatagi	42. Sangeeta Gupta
19. Kali Vohra	43. Satyavati Berera
20. Manju Vaish	44. Sunil Ganesh
21. Manas Satpathy	45. Ved Arya
22. Mathew Cherian	46. Venita Kaul
23. Meenaskhi Batra	47. Vera Garg
24. Mohini Prakash	48. Vinita Bhargav
25. Mridula Bajaj	49. Vrinda Sarup
Co-Opted Members-4	
1. Meenu Vadera	3. Ranu Bhogal
2. Radhika Mulick Alkazi	4. Richa Arora

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statements of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 23rd September 2023.

b. Governing Council (Board)

The Governing Council (GC) has a term of three years and comprises seven to nine elected members and up to four co-opted members. The nine members are elected by the General Body (GB) from within its membership, while four members may be co-opted by the GC, either from the GB or from outside.

A Board Rotation Policy exists and is practiced as per Clause 14 (d) of the Rules and Regulations of Mobile Creches: Any member who has served three consecutive terms (beginning 1.04.2005) immediately preceding the next term (as office bearer or member of the GC) shall not be eligible for nomination. None of the Board members are related by blood or marriage.

Governing Council (Board) as on 31st March 2024

S. No.	Name	Age	Gender	Occupation	Position in the Board
1	Rohit Bhasin	63	M	An independent advisor and on the Board of various NGOs	Chairperson
2	Kali Vohra	61	F	Fully Involved with MC since 1984	Secretary
3	Raman Ahuja	57	M	An independent advisor and consultant with several multilateral organizations	Joint Secretary
4	Sanjay Kaul	70	M	Founder, Pragyam Advisory, a firm specializing in HR systems, process, leadership coaching and culture	Treasurer
5	Gaurav Mehndiratta	48	M	Partner and National Head, Corporate and International Tax, KPMG in India	Member
6	Sunil Ganesh	42	M	Founder, Pragyam Advisory, a Business Consulting Services which develops, implements customised leadership & capability building solutions	Member
7	Geeta Goel	51	F	Country Director at Michael & Susan Dell Foundation India	Member
8	Vrinda Sarup	67	F	Retired IAS officer, Former Secretary School Education	Member
9	Meenu Vadera	59	F	Founder Director, AZAD FOUNDATION, and Sakha Cabs	Co-Opted Member
10	Radhika Mulick Alkazi	64	F	Founder & Managing Trustee, ASTHA	Co-Opted Member
11	Ranu Bhogal	62	F	Executive Director, CARMDAKSH and Development consultant.	Co-Opted Member
12	Richa Arora	60	F	ESG Consulting & Advisory. A marketing and corporate communications specialist	Co-opted Member

c. Details of Governing Council meetings held in 2023-24

The GC met three times during the year and approved plans, programmes, budgets, annual activity reports and audited financial statements, and other governance matters. The Board ensures the organisation's compliance with laws and regulations. Minutes of the Board meetings are documented and circulated.

S. No.	Date of the meeting	No. of members present*	Business conducted
1	August 4 2023	11	<ul style="list-style-type: none"> Approval of Annual Statement of Accounts for FY 2022-23 Appointment of Internal Auditor, Recommendation of Statutory Auditor Approval on Governance Handbook Appointment of new treasurer to the Governing Council Tabling of ED's performance (2022-23) and compensation (2023-24) Reconstitution of POSH and Child Protection committees

S. No.	Date of the meeting	No. of members present*	Business conducted
2	September 9 2023	7	<ul style="list-style-type: none"> Approval of Annual Report 2022-23 Tabling of Statutory Compliance Report Tabling of Financial MIS & ED's quarterly report Passing of resolutions Approval on revised HR policy
3	March 16 2024	12	<ul style="list-style-type: none"> Tabling of Statutory Compliance report Approval of Annual Plan 2023-24 and Annual Budget 2023-24 Approval of HR Structure Approval on 3-month sabbatical to the CEO

*Six members constitute a quorum

d. Committees

These advisory bodies make recommendations on policy and statutory matters for approval by the GC. Each committee is chartered with specific goals for the year and aligned with current priorities to provide area specific oversight. The committee ensures that organisational processes and functions within its domain are in keeping with policy.

Committees are constituted for three years coinciding with the GC term. If constituted mid-term, the tenure ends with the GC term.

Details of Committee Membership – 2023-26

	Human Resource Committee	Finance & Audit Committee	Governance Development Committee	Programme Scaling Support Group	Resource Mobilisation & Communications Committee
Committee Chair: (GC/GB members)	Sunil Ganesh	Sanjay Kaul	Raman Ahuja	Vrinda Swarup	Geeta Goel
GC/GB Members	Kali Vohra Ritu K. Mal	Gaurav Mehndiratta	Anjali Alexander Sanjay Kaul Meenu Vadera Apoorva Oza	Amrita Jain Sangeeta Gupta Ranu Bhogal Satyavati Berera	Richa Arora Meenakshi Batra Ranjana Agarwal
External Experts	Anil Bhat	Anupam Dhawan	–	–	–
Heads of Departments	Shweta Bharadwaj (Senior Manager HR)	Rajesh Batra (Chief Finance Officer)	Sumitra Mishra (Chief Executive Director)	Chavi Vohra (ED-Programme Strategy & Partnership)	Garv Nagar (Thematic Lead-RM)

Note: The Chairperson and Executive Director are ex-officio members of all committees but are active members in committees where they are specifically mentioned.

e) Operations

- Activities are in line with the vision/ purpose/ objectives of the organisation.
- Appropriate systems are in place for the following: Periodic programme planning/ monitoring/review.
- Internal controls; Consultative decision making.
- Clear roles and responsibilities for personnel (including volunteers) exist.

- All personnel are issued a letter of contract / appointment.
- Appropriate Personnel Policy is in place.
- Appropriate POSH (Prevention Of Sexual Harassment) policy is in place.
- Appropriate Child Safeguarding Policy is in place.

1. ACCOUNTABILITY AND TRANSPARENCY

a. Audited Financials

Signed audited statements are available: balance sheet, income & expenditure statement, receipts and payments account, schedules to these, notes on accounts and the statutory auditor's report. For summarised versions, see Chapter 6: 'Resourcing the MC Mission'.

- Statement of accounts are constructed on accrual basis.
- There are no serious adverse notes on any material point.
- There are no material transactions involving conflict of interest between a Board or staff member and the organisation.

b. Annual Report

The organisation's Annual Report is disseminated/communicated to key stakeholders and is available on request every year, within eight months of the end of the organisation's financial year.

The Annual Report contains a description of the main activities, a review of the progress and results achieved in the year, and information on the Board members' names, position in the Board, remuneration or reimbursement and brief financial details.

c. Staff Details

Table 1: Highest, 2nd Highest and Lowest Paid Staff Members (As on 31st March 2024)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organisation	Sumitra Mishra	Chief Executive Officer	316667/-
Highest paid staff member after Operational Head	Chirashree Ghosh	Executive Director	166667/-
	Chavi Vohra	Executive Director	166667/-
	Rajesh Batra	Chief Finance Officer	166667/-
Lowest paid staff member in the organisation	B.R. Kavyashree	Balwari Worker (Karnataka)	14813/-
	Pavithra M S	Creche Worker (Karnataka)	14813/-

Table 2: Distribution of Staff according to Salary levels and Gender (As on 31st March 2024)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	0	0	-
5,000-10,000	0	0	-
10,000-25,000	8	30	38
25,000-50,000	21	80	101
50,000-1,00,000	8	9	17
1,00,000 - above	3	3	6
Total Staff	40	122	162

d. Auditors, Bankers, and Investment Advisors

- **Statutory Auditors:** Thakur Vaidyanath Aiyar & Co., 221-223, Deen Dayal Upadhyay Marg, New Delhi-110001
- **Internal Auditors:** Kumar Mittal & Company, 13, Basement Community Centre, East of Kailash, New Delhi- 110065
- **Tax Advisors:** Aiyar & Company, 609, DLF City Court, Sikanderpur Road, Sector 25, Gurugram, Haryana-122020
- **Investment Advisors:** Client Associates, 2nd Floor, Block-B, Vatika Tower, Golf Course Road, Sector-54, Gurugram-122002

e. Bankers

- State Bank of India, 11 Sansad Marg, New Delhi-110001
- Canara Bank, Gole Market, New Delhi-110001 and Canara Bank Lane 1, Pabitradiha (New Colony) Keonjhar, Odisha-758001
- Standard Chartered, 10, Sansad Marg, New Delhi-110001
- HDFC Bank Ltd., 209-214, Kailash Building, Kasturba Gandhi, Marg, New Delhi- 110001
- Kotak Mahindra Bank, G-39, Outer Circle, Connaught Place, New Delhi- 110001

(f) Travel details:

Name	Designation	Purpose	Amount (INR)	Sponsored by/Expense from Project
Sumitra Mishra Monika Banerjee	Chief Executive Officer Consultant – MEAL Program	To attend the workshop on Childcare Systems in Dhaka (February 2024)	16861	ECDAN BRAC
Sumitra Mishra	Chief Executive Officer	Invited as Speaker at Regional Care Roundtable, in Manila, Philippines (September 2023)	56602	UNDP
Sumitra Mishra	Chief Executive Officer	To attend ARNEC Global Learning Forum & Strategy Review Meet in Cebu, Philippines (August 2023)	8014	ARNEC
Sumitra Mishra	Chief Executive Officer	Invited as Panel Speaker to the Women Deliver 2023 Care Economy Pre Conference in Kigali, Rwanda (July 2023)	15823	The Asia Foundation
Sumitra Mishra	Chief Executive Officer	Invited as Guest Speaker to the Global Conference organized by Asia-Pacific Inclusive Care Economy Forum, Malaysia (June 2023)	11888	AVPN Yayasan Hasanah



Acknowledgements

Photo Credit: Mobile Creches, Ochre Sky & Other partner organisations

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As per MC Child Safeguarding Policy, we have consent from the parents of all children, partners, individuals whose photographs have appeared in this publication.



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