



**ANNUAL
REPORT
2019-20**





VISION

A just and caring world for young children of marginalised populations to enable them to develop into competent and confident individuals.

MISSION

To influence multiple stakeholders at national, state and local levels by promoting Early Childhood Care and Development through providing support services, enhancing capacities and campaign building.

MOBILE CRECHES

Annual Report | 2019-20

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ABBREVIATIONS

ANM	–	Auxiliary Nurse Midwife
ASHA	–	Accredited Social Health Activist
ASMC	–	Anganwadi Support and Monitoring Committee
AWC	–	Anganwadi Centre
AWWs	–	Anganwadi Workers
BOCWA	–	Building and Other Construction Workers Act
BSSSG	–	Bro Siga Social Service Guild
CBC	–	Community Based Crèche
CBO	–	Community Based Organisation
CECDR	–	Centre for Early Childhood Development and Research
CECED	–	Centre for Early Childhood Education and Development
CSO	–	Civil Society Organisation
CSR	–	Corporate Social Responsibility
DCPCR	–	Delhi Commission for Protection of Child Rights
ECCE	–	Early Childhood Care and Education
ECD	–	Early Childhood Development
ECE	–	Early Childhood Education
ELDS	–	Early Learning and Development Scales
ERP	–	Enterprise Resource Planning
FAC	–	Finance and Audit Committee
FCRA	–	Foreign Contribution (Regulation) Act
FORCES	–	Forum for Crèche and Child Care Services
ICDS	–	Integrated Child Development Service
IGSSS	–	Indo Global Social Service Society
JKASW	–	Jammu and Kashmir Association of Social Workers
MBA	–	Maternity Benefit Act
MWCD	–	Ministry of Women and Child Development
NC3S	–	National Consortium for Children at Construction Sites
NCPCR	–	National Commission for Protection of Child Rights

ABBREVIATIONS

NCS	–	National Crèche Scheme
NGO	–	Non-Governmental Organisation
PDP	–	Parent Development Programme
RTE	–	Right To Education
RTF	–	Right To Food
SAM	–	Severe, Acute, Malnutrition
SDGs	–	Sustainable Development Goals
SOP	–	Standard Operating Procedure
TLM	–	Teaching Learning Material
ToT	–	Training of Trainers
WCD	–	Women and Child Development

CHAIRPERSON'S NOTE



The year 2019-20 at Mobile Creches started with the usual enthusiasm, a desire to move ahead, carving out new pathways and partnerships. We had no idea that the year would end leaving us to face the challenges of a Pandemic.

In our mission to promote Early Childhood Care and Development for marginalised populations we take on a multi-dimensional, holistic approach, which means collecting evidence, building partnerships, strengthening networks, developing scalable models, and creating knowledge.

In 2019-20, MC reached out to 19,124 children in ten states and one union territory through our direct services and partnerships with civil society organisations and government.

MC entered a unique partnership initiated by North District Municipal Corporation of Delhi, joining in as a technical resource to train childcare workers, to set up crèches, and develop NGO partners to implement them on the premises of Government run primary schools. PVR Nest provided the funding support.

As per our tripartite model of working with the construction industry, this year MC, together with thirteen partners working at construction sites formed the National Consortium for Children at Construction Sites (NC3S). The consortium members developed quality norms and standards for crèches at construction sites, which they pledged to adhere to. One of the partner organisation offered to host the secretariat.

To deepen engagement with children of women working in informal sector in Delhi, the report of a study commissioned by DCPCR was released amongst key stakeholders. Evidence from the report calls for the urgent need to make Early Childhood Development a fundamental policy and programme agenda in Delhi.

While exploring opportunities to expand public discourse on ECD, MC makes sure that it does not lose sight of its direct connect with children. This year the pre-school (*Balwadi*) curriculum was given a fresh perspective, based on a child centred approach and principles of emergent literacy - as a constant effort to upgrade and enhance quality of transactions at our centres.

MC maintained financial stability and grew modestly by 10 – 15 percent over last financial year. I welcome our new donors - RBL Bank limited, PVR NEST, CII Foundation, Reliance Foundation, British Asian Trust, Stichting Benevolentia (Porticus), on board who helped us achieve this, and thank them for their support.

I appreciate the continued funding provided by PNB Housing Finance Ltd., HCL Foundation, HT Parekh Foundation, Oracle (CAF India), and Echidna Giving (Rockefeller Philanthropy Advisors), which has helped us sustain our interventions with the required efficacy and efficiency.

The Pandemic may make us consider an alternate path to reach the goal but it will certainly not make us abandon our journey. MC firmly believes that if we are prepared to adapt and learn, "we shall overcome".

Amrita Jain

EXECUTIVE DIRECTOR'S NOTE

The year started with optimism and energy to embark on many new initiatives, and intensify our efforts to continue creating positive impact through our on-going work with children, families, communities, governments, and partners.

But we ended the year with a disruption of pandemic proportions. The haunting visuals of thousands of poor migrant workers, motley of forgotten men, women, and children walking on the highways, will remain with us. And we watched first hand, construction workers, the people who built our homes and kept our cities thriving, were abandoned, discarded, and left desperate.



In this edition of our Annual Report 2019-20, we share how MC held its belief in *creating a just and caring* world during the hours of great distress caused due to the COVID-19 situation, and the violent riots faced by communities in parts of Delhi. The youngest children remain the most invisible and utterly fragile. The biggest lesson for Mobile Creches, as much as it is for the entire civil society sector, has been to support our poor and marginalised fellow citizens to exercise their constitutional rights.

Throughout this report you will read about our efforts in exploring ECD models for homeless children; spreading awareness about maternity and childcare entitlements; working with governments to generate evidence and improve public systems for young children; supporting partner consortium to improve the chances for better childhoods of children at construction sites, and many other initiatives.

The most remarkable progress was made in completing the *State of the Young Child in India*. This publication will contribute significantly to position young children and their overlapping rights in the foreground of policy discourses.

2019 was also the year for MC's mid term review of its strategic plans. There were many reasons to be proud of the results borne out of conviction and collective work. But the overall condition of young children and women is a matter of grave concern. The changes in the real estate industry, particularly affecting women workers, further exacerbates their situation, causing permanent damage to their growing children. The fear of their exclusion from already fragmented social security systems prompts MC and its partners to increase our efforts in supporting local communities to strengthen their voice and increase awareness for their rights and entitlements.

In a 50 plus organisation change may seem slow, yet small shifts in knowledge, programmes, and culture signals giant strides towards enduring change. It is this strength that stood behind the team's resilient response to small and big crises through the year, as we navigated our journey. Thank you MC team.

I hope you will immerse yourself in this energy and put your faith behind the vision for India's youngest children as we build back a better world, together.

Sumitra Mishra



MC children's exposure visit to National School of Drama, New Delhi

ENSURING QUALITY CHILDCARE SERVICES

The early years of a child's life – from conception to age six, are the most extraordinary years of growth and development. Investing in ECD through universal provision of quality services for young children is one of the most powerful strategies to achieve equitable and sustainable development.

Yet, India accounts for one fifth of under-five mortality and a quarter of neonatal deaths globally. More than one in three children under age five are stunted (low height for age), one in five children are wasted (low weight for height), and 36 percent children are underweight (low weight for age) (NFHS IV). Although more than 70 percent of children between 3-6 years are attending preschool services in India, studies show that 80-90 percent five year olds entering class 1 were not able to demonstrate school readiness levels expected at that age (UNICEF-CECED, 2017).

The development of young children is closely linked to the overall wellbeing of their mothers. But a desk review undertaken by Mobile Crèches (MC) in 2019 to study the condition of the real estate industry, its particular impact on women construction workers paints a dismal future for poor women, and the consequences for their children.

In 2019-20, MC continued to relentlessly connect with vulnerable young children and their working mothers, through a range of crèche and daycare models, despite the difficult social, political, and economic conditions. MC worked in partnership with NGOs, Developers, community groups, and governments, across urban slums and construction site locations to run the services.

Table 1: MC Overall Outreach to Children

Day Care Models	Reach (%)		Reach (%)
Construction Sites		Urban Poor Settlements	
MC Run Demonstration Model (I)	1861 (25%)	Demonstration Centres	381 (38%)
NGO Run Tripartite Model (II)	4662 (64%)	Community Based Crèches	629 (62%)
Employer Run Model (III)	788 (11%)		
Total	7311	Total	1010
Total Direct Reach by MC at construction site & urban slum crèches: 8321 children			
Indirect Reach by MC through Partner NGOs running c-site crèches: 5589 children			
Indirect Reach by MC through tech-support to NGOs running CBCs: 498 children			
Total Direct and Indirect Reach by MC at construction sites and urban slums: 14,408 children			

In 2019-20, MC reached out to 14,408 children and 25,039 community members through 78 centres in nine states and one union territory (Table 1). 7311 children benefitted from the crèches and daycare centres running at the construction sites, and 1010 children accessed these services at urban centres. The indirect outreach through our Tripartite Model NGO partners is growing steadily. MC Partners reached 5,589 children this year (20 percent increase in comparison to 4,500 children last year) at the construction-site-based services. Overall, MC maintained marginally higher outreach compared to 2018-19.

Caring Spaces for Children in Vulnerable Settings

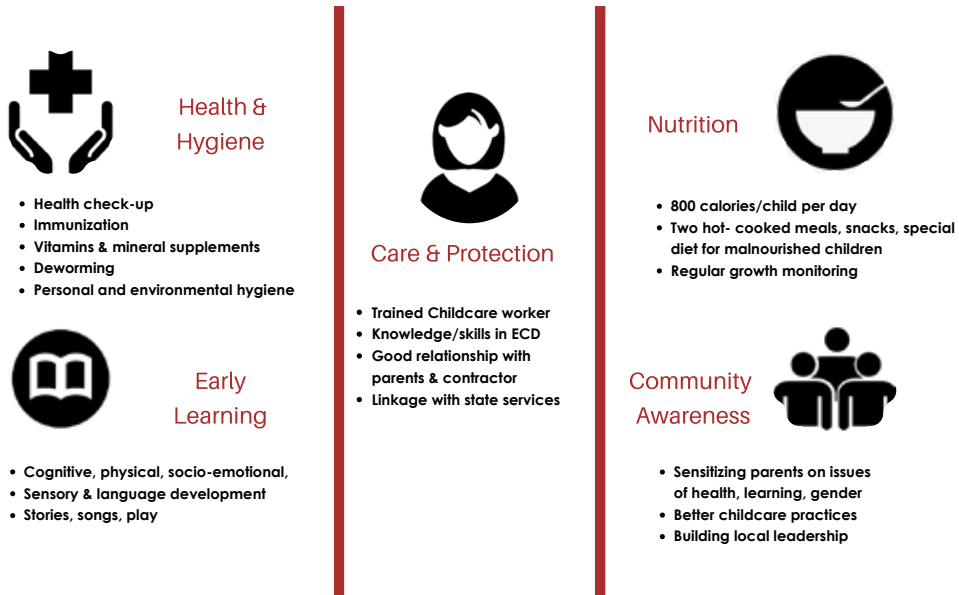
In 2019, MC followed three partnership approaches for increasing services for children at construction sites and urban slums. MC's Strategic Plan 2017-22 underpins these approaches:

1. Demonstrating crèches on ground at construction sites and urban slums for the purpose of learning and replication
2. Building ECD capacities and supporting partner NGOs to set up and manage centres at construction and other worksites to take forward the process of replication, and scale the technical model as described below (figure 1).
3. Providing support to employers at construction sites and other vulnerable work settings to run crèches and daycare centres that provide ECD services

The technical ECD model, typically referred to as the MC Way (figure 1), is followed as a non-negotiable framework across all partnership approaches.

Trained caregivers play a fundamental role in providing holistic care to all young children in such programmes, and MC invests in their training and mentoring (refer to Chapter 2). The childcare worker is well versed in the standard operating procedures (SoPs) of running and managing crèches that include guidelines for infrastructure, educational activities, safety and protection protocols, and others. She has another important responsibility -- managing positive relationships with multiple stakeholders like parents, community members, contractors, to government representatives of schools and primary healthcare centres.

Figure 1: Ingredients of Early Childhood Development



Creating a warm and stimulating environment for early learning is another key component.. Children learn through domain based, age appropriate curricula transacted by the childcare workers in play-way methods.

Child safety and protection is central to the model as it recognises that the healthy growth and development of a young child is dependent beyond nutrition and education, to an environment that is free from abuse, stress, and trauma. MC's community engagement programmes focus on creating such an environment at home and outside, in close cooperation with parents, community members, and significant stakeholders in construction sites and urban slums.

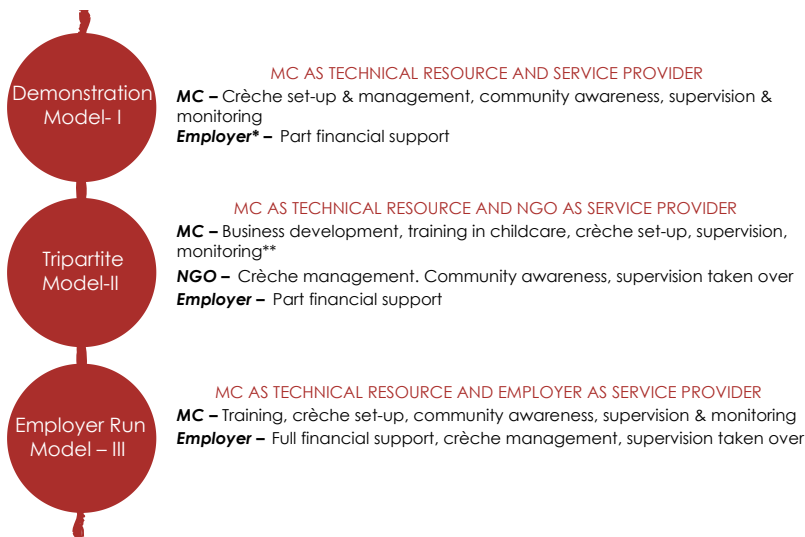
Worksite Based Intervention: Childcare Services at Construction Sites

Construction site based crèches have been a distinguishing identity of MC from its inception. Over five decades this has remained a strategic approach -- to reach the most vulnerable young child, where working mothers are employed in extremely challenging circumstances, and excluded from social security provisions. So that the model holds the employer-- Developer or their contractors, accountable to their legal obligation for providing infrastructural and part financial support to run crèches for their worker's children.

Partnership Models at Construction Sites

MC runs three kinds of partnership models at the construction sites (figure2): Model I, identified as the Demonstration Model, running in Delhi/NCR, maintains low coverage (25 percent children reached in 2019-20) but remains high in quality. Model I evolves in two ways: Model II, the Tripartite Model that helped MC scale its programmes to new locations in India, in partnership with local NGOs. This year, the model accounted for 64 percent of its total direct outreach to children; and Model III, run by the employers directly, with technical and monitoring support from MC, mostly in north Indian cities. It has the lowest coverage, reaching only 11 percent children this year, but an important model as it demonstrates the commitment of the employer to provide childcare entitlements to its women workers and their children.

Figure 2: The Partnership Spectrum



Note: Financial support is through Employer and External Donor *Employer – Contractor or Real Estate Developer
 **Monitoring withdrawn when NGO/Employer ready

MC Run Demonstration Model I

In 2019-20, MC extended childcare services to 1861 children at 11 centres. This is the second consecutive year of lower outreach to children. After an entire year of negotiations with different employers, one new centre was opened in Greater Noida in February 2020. Developers generally contribute 15-20 percent of the running costs. But MC was left with an outstanding of Rs.40 lakhs, due from contractors (refer to Chapter 8), signalling the downturn in the real estate industry's impact on MC programmes.

Highlights from a macro-level analysis of the real estate industry's impact on migrant workers

This study, undertaken by MC in 2019, validates what has been reported by our field teams for a few years: work at half built project sites of small to medium Developers remain halted across locations. Migrant workers are moving to the urban fringes, characterised by very poor living standards, hazardous health conditions, and high crime rates. Migrating women, if counted, are identified as self-employed, or misrepresented in formal datasets. While the construction sector employs the highest number of women, they are represented only as secondary earners, and the already limited social security provisions give the unique needs of women and children a miss.

The demonstration centres followed the recommended guidelines for quality crèches, running for 8 hours/day, six days a week, to match the needs of the working mother. Besides health, nutrition, and care provisions, children benefitted from early childhood education (ECE). The reading, writing and numeracy lessons also prepared older children to enrol in schools.

65 percent of the 1861 children were under 6, and the remaining in the 6-12 years age bracket.

Programme Highlights:

- 660 malnourished children received special diet. Eggs, milk, and bananas for all children thrice weekly.
- 232 children were enrolled in nearest government schools.
- Cancer screening camp was organised in G1 crèche in partnership with the Health Department, Govt of Haryana. 180 women were screened.
- Interactive activities like story telling, puppet shows, 'show and tell' activities were a part of the Children's Week celebrations, to encourage children to express themselves.

Sunaina, 6 years old from Vatika centre prepared a beehive. She shared that it was made out of waste paper: *"Didi ne madhumakkhi ka ghar banana sikhaya, aur hamain bataya ki hamain insay shahad milta hai. Mujhe banane main bahut mazaa aaya"*.

Ensuring Quality Standards

An internal quality audit team initiated a rigorous process in 2019 to observe diligence towards crèche SoPs, including adult-child interactions, curriculum transaction practices, and the overall quality standards followed at the demonstration centres. A team of two, comprising representatives from programme and capacity building teams visited seven out of the 11 centres and carried out the evaluation with the help of a checklist. This was followed up with trainings for *balwadi* teams on pedagogical practices, child protection issues, record keeping, and other needs as identified during the quality audits. The purpose is to ensure that the demonstration centres not only meet the good practice standards, but there is an enabling environment for crèche teams to learn through their own practices.

Enrolling and Retaining Children: From Pre-School to Formal Schooling

At the demonstration centres, enrolling children in formal schools at the right age, after *Balwadi* classes, supporting them in after-school hours, and helping children remain in schools is an important focus. In 2019-20, 232 children were enrolled in schools. The figures are lower compared to last year since school admission process was discontinued in March 2020 when the national lockdown was announced. From the 300 plus children who were enrolled in 2018-19, more than 50 percent completed an entire academic year, even when many families had migrated to other locations. MC team tracked children's progress at schools, and transfer certificate provisions before families migrated, through phone communication with families and school-teachers during the academic year.



Gathering Evidence on Childcare Practices

Since the past three years, MC is measuring the impact of its Parent Development Programme (PDP) on childcare practices of fathers and mothers. In 2019-20, 80 of the interviewed families remained at the sites to participate in the pre and post-tests, conducted over 4-5 months of the study period. Between the pre and post assessment of childcare practices, the crèche teams conduct weekly sessions on importance of early childhood, responsive parenting by fathers and mothers, protection against violence, and other childcare knowledge and practice-based modules.

Highlights of the Impact on Childcare Practices

- 100% respondents in comparison to 54% during pre assessment, reported food and nutrition, and health to be the most important elements of childcare.
- 44% reported (7% in pre-test) that their children play with toys and siblings. More fathers were attending to children when mothers were busy, in the post assessment.
- Above 60% respondents said they either sing folk songs or rhymes to the children. During pre-test, less than 20% parents responded doing the same.
- 66 % (19% in pre-test) said they now wash vegetables before cutting them.
- 93 % (23% in pre-test) of the respondents reported they wash their hands before and after cooking.

As in the previous year, the highest change was recorded in the knowledge based modules. While childcare practice based modules, leading to actual change in behavioural practices of parents has a much slower uptake.

Tripartite Model (II)

In 2019-20 MC partnered with 13 NGOs and 29 Developers reaching out to 4,662 children from birth to 12 years, in Delhi NCR, Bengaluru, Ahmedabad, Chandigarh, Udaipur and Daman. Ajeevika Bureau, a new partner, ran three centres in Udaipur, Rajasthan, as we added this city under the Tripartite Model. 17,864 community members engaged at 45 centres running under this model. Despite the expansion in number of partners, and new cities, the outreach to number of children was marginally lower than the previous year (4957), indicating the overall state of the real estate industry across major cities.

9 out of 13 NGO partners under this Model are negotiating with Developers for financial and infrastructure support, and independently opened crèches at new construction sites and urban slums. **In 2019-20, they provided services to 5589 children through these crèches.**

Programme Highlights, Tripartite Model Centres

- 57% of the children were age-appropriately immunized.
- All malnourished children received special diet.
- 62% children who attended the programme for 3-4 months, maintained/improved nutrition status.
- 25% of enrolled school children completed one academic year.
- 1531 families were linked to the nearest PHC.



Mobile Creches team is doing a wonderful job by taking care of the basic needs of these children, such as education, health, nutrition and safety as well. They celebrate all the festivals in the community and the overall atmosphere in their crèches is very positive. All parents trust the crèche team and that is why they give their 100% at the work site. Our construction team and workers are very thankful to NIPUN team who are doing this good work on ground.

Kapil (Project Manager) ATS Happy Trails, Greater Noida

National Consortium for Children at Construction Sites

The National Consortium for Children at Construction Sites (NC3S) was formed for supporting quality standards, sustainability initiatives, and advocating for the rights of the young children at construction sites. The consortium comprises of NGO partners who run crèches and daycare services at the construction sites. Partners have taken independent responsibilities to run the secretariat, manage the finance functions, and maintain smooth communication systems.



In 2019-20, quarterly meetings were held in Delhi, Bengaluru and Daman for partners to visit other on-ground programmes and learn best practices, objectively analyse the strengths and gaps of each programme, and identify common areas of concerns that needed collective actions and support. The external evaluations commissioned in 2019-20 will also help inform partners and MC about future actions to improve overall quality and sustainability of the services. (refer to Chapter 4)

In October 2019 the NC3S organised a national meeting, *Building a Case for Crèches for Children at Construction Sites* to draw the attention of officials from the Labour Welfare Board, industry representatives, CREDAI Karnataka chapter, and state based CSOs, to respond to the urgent need for creating a favourable environment for children of construction workers. Women workers made poignant appeals to the decision makers to support quality crèches for their children, in turn helping them work and earn livelihoods from this industry. More than 70 participants attended the meeting.

In December 2019, the Karnataka Labour Welfare Board signed work-orders with Sampark and Sparsha, local partners in Bengaluru, to pilot 10 crèches at city based construction sites.

These were supported from the Karnataka Building and Other Construction Workers Welfare Board Funds. The state department recognised MC as the training and monitoring partner of this pilot initiative. The crèches opened in January 2020, but had to shut down in March, due to COVID-19 conditions.

Crèches Promoting Women Workforce Participation

Devamma* and Hanamantappa* migrated from Jalahalli village, Yadgiri district in Karnataka to Bengaluru, 5 years ago. The couple have 2 children -- 6 year old son and 18 months old, Nayana*. Hanamantappa works at the construction site of Corporate Leisure and Property Developments (CLPD), Carmelaram, run and managed by Sampark NGO in Bengaluru. Devamma was initially hesitant to send her young daughter to the crèche. The crèche akkas convinced the parents and asked Devamma to spend a few hours in the crèche with the child initially as that would help Nayana settle down. Nayana started coming to the crèche and adjusted well. She stopped asking for her mother after a few days. This prompted Devamma to start working at the construction site, as she was confident that her child is safe at the crèche.

Devamma transformed from an unconvinced mother to an active supporter of the crèche. Now she is a member of the local leadership group formed in every labour colony, to work with the community, and spread awareness about crèche facilities and migrant construction workers' rights and entitlements. She interacts with new families who come to the labour colony. Devamma promotes the activities of the crèche to new parents and shares her story to convince them.

**Names changed*

Employer Run Model (III)

The employer run model is an aspirational model. MC continues to prioritise this model with the hope that one day, real estate industry players will adopt worksite based crèches as a part of their policies, invest in the human and technical resources to run these centres, and take responsibility to guarantee childcare and maternity entitlements for their workers. So far MC has limited success in continuing with this model.

This year six Developers implemented 11 crèches. Eldeco Infrastructure Pvt. Ltd, ran four of these centres. One new crèche was operated by Gulshan Homes, Noida. **MC reached only 788 children through these crèches, lower than 1070 children covered in 2018-19.**

This was mainly due to the smaller size of the sites, disruption in regular work, leading to intermittent workers at the sites. Despite the challenges, a few non-negotiable standards were followed at each of the centres: trained crèche worker, three meals for children, safe and child friendly space, and toys and educational materials for age appropriate activities.

The COVID-19 disaster led to the closure of all crèches at construction sites in March 2020. We expect a long period of recovery in the market, before larger numbers of workers, especially women workers are employed by the construction industry in 2020 and crèches begin to function optimally.



Childcare Services in Urban Poor Settlements

Over 43 percent of children under-five in India are at the risk of not achieving their full development potential (UNICEF India). That's more than eight million children under six years, living in India's urban slums, who are already placed at a great disadvantage, and will struggle to *catch-up* with their more privileged peers, throughout their adult lives.

The disadvantage begins equally within the home environment. A UNICEF study in 2020 identified 30 forms of physical and verbal abuse that Indian parents use to discipline their children. When both parents have to work, with no extended family or community support, a combination of factors leave an indelible emotional and physical impact on the care and development of the young infants and children. Financial resource constraints and informal or uncertain livelihoods aggravate the pressure on parents, and particularly mothers, who is often compelled to choose between childcare and employment, or strike an uneasy balance. This is often the recipe for heightened stress, domestic violence, and child neglect and abuse.

This has been the rationale for provision of maternity and paternity entitlements and childcare support by the state. In the absence of universal maternity and childcare entitlements covering more than 90 percent women working in the informal sector, the urban childcare service models of MC provide some respite to the children and families it reaches, and carries great potential to trigger positive policy decisions in this area.

MC responds to the needs of vulnerable children and women informal workers of urban slums in two ways:

1. Urban Demonstration models, to showcase good practices to government and NGO partners and provide training platform for MC's women trainees.
2. Community based model, where community women trained by MC, run crèches in their neighbourhood.

Both models aim to support local women's employment opportunities: crèches enable women to seek employment while their children are safe and cared for; women are trained as professional crèche workers so that they can create income generating opportunities for themselves.

Urban Demonstration Model

MC reached out to 381 children through three demonstration model centres in poor urban communities, in Dakshinpuri I, Dakshinpuri II, and Raja Bazaar, Delhi. All children received age appropriate immunisation and close to 80 percent children improved or maintained their nutritional grade. 2,357 local community members took part in the street plays, health camps, parents' meetings and one-to-one meetings carried out through the year. All families using the crèche services were linked to the nearby primary health care centres.



Fatima*, mother of Ali*, 2 years, said, "My child is fussy and refused to drink water even during the summers. He always demanded for chilled soft drinks. I was surprised to see how he started drinking water in the crèche. I asked the centre *didi* and she told me that she started by giving glucose water to Ali for a few days and gradually shifted him to drink normal water." Fatima was happy to see this change in Ali and was thankful to the creche *didi* for trying so hard with him.

*Names changed

Community Based Crèches (CBCs)

In 2019-20, MC supported 7 CBCs reaching out to 629 children under the age of six years – three in Delhi (Seemapuri I, Seemapuri II and Trilokpuri) and three in Noida, providing much needed relief to women informal workers in these areas. MC provides technical and supervision support, and financial grant to cover the crèche running cost as the women cannot pay enough to support the full quality requirements. The financial support from MC helps to adhere adult-child ratios required for running quality crèches on the ground.

After two years of running the crèches in Noida, MC has learnt that the core elements of the model are not easily replicable: training local women as crèche workers, regular financial contribution from families, community support in finding space for crèches in crowded urban areas.

This year, MC also extended its technical support to organisations in Chennai and Madurai (Bro Siga Social Service Guild) and Bengaluru (Institute of Health Management Research) for establishing CBCs in the impoverished communities of these cities. MC trained the teams of 11 crèches, who are now reaching out to 498 children.

The challenges in running the CBCs cut across all location. Yet, it attempts to reach the poorest amongst urban poor children and their families. In order to continue running this model (or its reviewed variation), a supportive public provisioning system is needed.

MC supports the Seemapuri, Delhi CBC under the central government's National Crèche Scheme (NCS), and made regular attempts to share with a cross section of decision makers, on why the scheme is essential to meet childcare requirements of the urban poor. But in its current form, it is largely ineffective. Hopefully the government will draw upon the observations from implementing the NCS to expand the scope, budgetary allocation, and minimum quality standards in a revised version of the scheme.



Training of Trainer (ToT) module transacted with JKASW team in Jammu & Kashmir

ENHANCING CAPACITIES IN ECD

The importance of the early years of a child's life cannot be overstated. Young children are highly dependent upon their adult caregivers to provide a nurturing environment to survive, thrive and transform their health and human potential to the fullest. Mobile Creches (MC) has focused on building capacities of a professional ECD workforce who provide a stimulating environment for children, and support parents in their care-giving, across a range of programmes and settings.

In 2019-20, MC trained 236 childcare workers to work at crèches in construction sites and urban poor settlements. MC also built capacities of 184 government functionaries that included 149 Anganwadi Workers (AWWs) and helpers, 12 middle level functionaries, and 22 senior state officials. This led to 3700 additional children, beyond MC's direct reach (refer to Chapter 1) receiving quality ECCE (Early Childhood Care and Education).

Creating an ECD Workforce

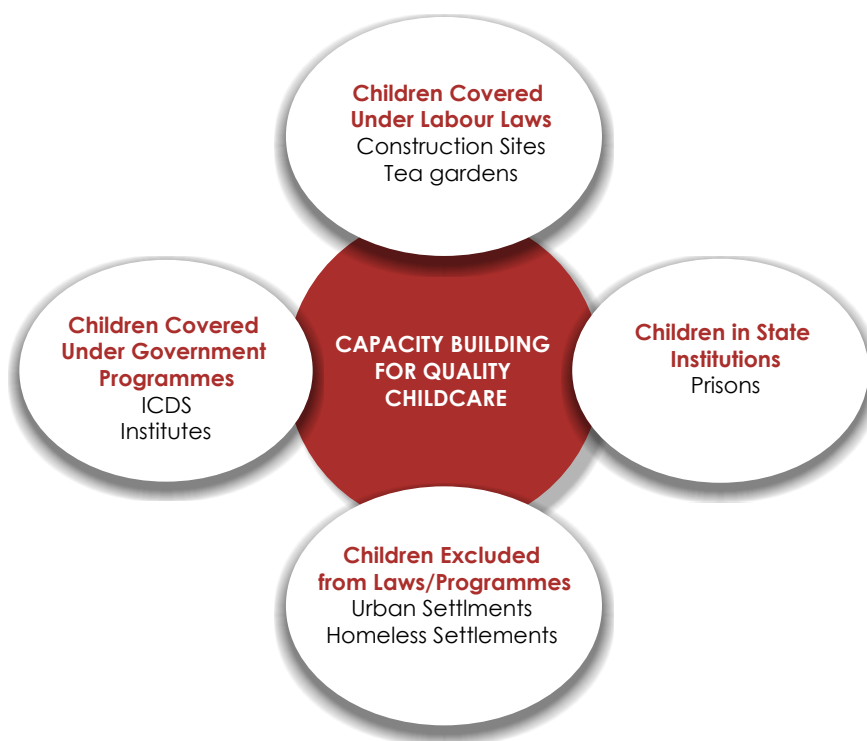
MC's capacity building programme is defined by its core strategy for 2017-22: expand quality childcare provisions at vulnerable settings through a cadre of ECD workforce; train human resource to pilot crèche models; prioritise state government partnerships for strengthening systems to provide quality services to children below six years. (figure 1)

Key Highlights of 2019-20

- Trained ECD functionaries to run crèches for children in the unorganised sector, covered under Building and Other Construction Workers Act (1996), and Plantation Labour Act 1951.
- Led initiatives to support quality childcare needs of urban poor working mothers and their young children who are not covered under any childcare entitlements:
 - **Partnered with North District Municipal Corporation of Delhi (NDMC)**- a key urban local authority, to run 10 crèches within government run primary schools.
 - Developed workable ECD models for **urban homeless** children – a neglected population, excluded from social welfare provisions
- Trained ECD workforce to expand **crèches at urban slums** in Chennai, Madurai, Bengaluru and Delhi.
- Continued to strengthen capacities of ICDS functionaries for the state of J&K and initiated similar interventions in Jharkhand.
- Worked with CSO partners to improve the quality of ECD services for children of women prison inmates who are attending crèches within the jail complexes.

The capacity building initiatives follow a virtuous cycle: selecting, training, remunerating, and respecting childcare workforce is central to MC's vision. In turn, on the job experiences of frontline workers enhance the training resources.

Figure 1: MC Capacity Building Strategy



1. Facilitating Childcare Services in Different Settings

MC aims to shape attitudes, and improve the knowledge and skills of childcare workers that is fundamental to achieving quality ECD interventions. The trainings also help local women to pursue careers as childcare workers and expand ECD interventions across many challenging settings.

1.1 At Construction Sites

MC has trained 13 CSO partners since 2017, equipping 96 childcare workers who are currently employed, to run 45 crèches at construction sites across 8 states (refer to Chapter 1).

In 2019-20, MC trained 3 new organisations that expanded crèches and daycare centres at construction sites in new cities. 132 new local community women were trained as childcare workers, in Delhi NCR, Bengaluru and Udaipur. (refer to Annex VI Training Overview 2019-20)

MC aims to develop identified organisations amongst current partners as ECD resource organisations to support scale-up plans. In 2019 MC evaluated the readiness of eight current partners, running crèches at construction sites for more than three years. They were assessed against identified criteria, through observations and interviews of CSO heads, mid-level staff, and field functionaries. MC finalised a detailed 12 days pre-service training curriculum that

will be used by trainers of partner organisations to further train frontline crèche workers. MC has designed a 'Training of Trainer' (ToT) module based on the 12 days training curriculum, to enhance transactional skills and knowledge of the screened trainers. (refer to Chapter 4)



In 2020 MC will launch the ToT programme, starting with identified partners, to help them expand childcare services at construction sites, through trained frontline workers, in their respective regions.

1.2 At Tea Plantations

In 2019, MC continued to look for a breakthrough in tea plantations of Assam and West Bengal to extend technical support for running quality crèches. Many rounds of discussions with UNICEF, Assam state office, ABITA (Assam, Bengal Indian Tea Association) and CINI (Child In Need Institute), West Bengal, explored possible partnerships.

Along with UNICEF and ABITA, MC carried out a dipstick survey of 10 tea gardens in Tinsukia and Dibrugarh to map the presence and functioning of current crèches, and its duplication and convergence with garden-based AWCs. The survey revealed that there is duplication in coverage and services between AWCs and crèches in all the tea gardens. The crèche attendants were fairly new and untrained. Very few children attended the crèches. And those that did are babies and toddlers who are left behind by their mothers for only a few hours. Whilst these children were kept safe and under the crèche worker's watch, there was hardly any evidence of nurturing care, encompassing all critical needs of this rapidly growing age.



Crèche at Ambari Tea Garden, West Bengal



Mothers Meeting at Dhubri, Assam

Training of crèche attendants and supervisors emerged as an urgent need. The trainings will focus on nutrition, childcare practices, infant stimulation, and crèche management and protocols. The model will demonstrate collaborative efforts for all garden children below six years, between the crèche and ICDS teams. MC will build upon this understanding to develop model crèches that meet minimum quality guidelines, with appropriate partners and garden based employers.

1.3 At Urban Settings

Partnership with North District Municipal Corporation

For the first time, MC collaborated with North District-MCD to pilot 10 crèches under *Project Aanchal, Childscapes Centres for Creches and Daycare*, in identified locations of north Delhi (refer to Annexure III). The model is guided by three objectives: 1) Provide quality ECD support to meet the health, nutrition, education, care and protection needs of all children under six years 2) Offer quality crèche and day care services, extending up to 12 hours to



meet the needs of working mothers, 3) Ensure timely school enrollment of children, and their retention in the primary school, through remedial education and after school daycare facilities for children up to 12 years. The model also includes a strong community awareness programme on early childhood, parent support, and identifying children at risk and making appropriate referrals.

The locations were shortlisted after field assessments to map vulnerabilities of children, existing childcare arrangements, and needs of women working in the unorganised sector. MCD authorities created safe and child-friendly infrastructure to run crèches within the nearest primary school premises. This made the crèches accessible to the poorest families, where space is usually a major constraint for running crèches in urban areas.

Project Aanchal is a potential game-changer. The PPP model utilises municipal corporation infrastructure, implementation by NGO partners, and capital from CSR funds to run crèches and daycare centres that support women's economic participation on one end, and improve young children's health, nutrition, education outcomes on the other side. The project could only be a success due to the efforts of Mobile Creches to ensure even the minutest detail, and their dedication in ensuring this goes to the ground in the most effective way. That helped me tremendously to bring my departmental team on board for quick decisions.

Ira Singhal, IAS, Deputy Commissioner, North Municipal Corporation of Delhi

The pilot model was rolled out as a convergence model between relevant government departments and private organisations that added the technical, implementation, and financial resources. Nipun and Nav Srithi, local NGOs implemented the programme on ground, whilst PVR Nest provided financial grants and monitoring support. The government school authorities covered health and sanitation requirements through the existing systems. MC is the technical resource organisation in this partnership.

Lack of budget allocation for human resource and crèche operations from government sources limits the sustainability of this model.

Sarita and Yuvraj* find a safe and loving place

Yuvraj, 2 years, lives in Bahujan Camp, Haiderpur, Delhi with his mother, Sarita (28 years). After suffering years of domestic violence, Sarita ran away from her husband and migrated to Delhi in early 2019 with her son. She works as a domestic worker. She used to carry Yuvraj to work, but after her employers objected to that, she was unable to do much as she had nowhere else to leave her child. She eventually lost her work in a few households. Sarita had no choice but to leave Yuvraj behind with a friendly neighbour. Sarita was always worried about her child's safety and felt guilty about leaving him alone. As soon as Sarita heard about the opening of Childscapes Centre at Haiderpur in November 2019, she felt relieved! She readily agreed to send Yuvraj to the centre. Yuvraj is now safe and learning many new things at the centre.

**Names changed*

Partnerships with Civil Society Organisations

In 2019-20, MC partnered with YMCA Delhi, to train the field staff of *Balwari* and crèche centres running at five locations. MC trained the teams of Bro Siga Social Service Guild (BSSSG) in Madurai and Chennai and Indian Institute of Health Management Research (IIHMR) in Bengaluru to set up and strengthen Community Based Crèches (CBCs) (refer to Chapter 1).

Last year MC began its interventions at **Shelter-home/Homeless setting** in Delhi. This year, MC worked with the families of *Musahar* community in Patna, where children live in harsh conditions and suffer from deplorable health and nutrition status. MC explored ways to initiate CBCs in the area. But the nature and the needs of the community are so challenging that MC and the partner organisation Centre for Equity Studies (CES) retracted steps to focus on working closely with the community. The objective is to enhance understanding amongst the community



about the critical needs of young children, and draw attention of state authorities to set up AWCs in the area. A survey of around 150 families revealed the situation of young children and their parents. By February, MC and CES began to negotiate with the state officials for provisioning childcare services.

2. Engaging with Governments: Developing ICDS Functionaries

2.1 Intervention in Jammu and Kashmir for ECCE

In 2019-20, MC continued to work with local partner -- Jammu and Kashmir Association of Social Workers (JKASW) to strengthen capacities of ICDS functionaries in a new district -- Ramban. MC worked to develop and support JKASW as a state resource organisation for ECCE (refer to Annex VI). The department has also supported MC to scale up this model in this new district.

MC built the capacities of 49 AWWs and few helpers on quality preschool education. As a result, 48 out of 49 AWCs now open and function regularly. Children's enrollment increased by 30 percent. The average attendance of children stands at 56 per cent, up from 12 percent in the baseline. 30 centres started conducting activities as per a daily timetable.



MC built capacities of JKASW facilitators on ASMCs

MC built capacities of JKASW facilitators on Anganwadi Support and Monitoring Committees (ASMCs) and supportive supervision. It resulted in forming 50 ASMCs having 579 members (108 men, 471 women). 8 AWCs shifted to spacious buildings after the efforts of ASMCs, local partner, and AWC supervisors. One major concern was around the irregularity of few AWWs. The ASMCs learnt that this was because they lived far from the AWCs assigned to them. The ASMC members sensitised the AWWs on the impact on young children's development if they do not receive regular preschool services. This resulted in two AWWs voluntarily quitting their positions, paving the way to employ workers who were from the local area.

2.2 Engaging with other state partners

MC conducted three capacity building sessions of five days each to train 100 anganwadi workers in Jharkhand to strengthen their understanding on preschool education and growth monitoring.

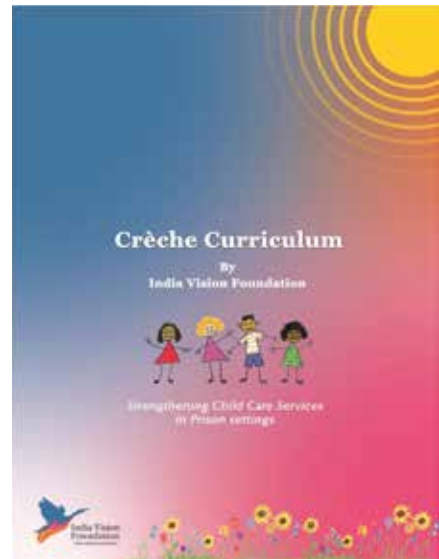
MC also conducted training of trainers (ToT) sessions for 20 regional NIPCCD master trainers on crèche model, for them to further train crèche workers of the National Crèche Scheme (NCS).



MC trained 100 AWWs from 3 districts of Kolhan Region, Jharkhand

2.3 Childcare in Institutional Settings: Setting up models

In 2019 MC continued to support India Vision Foundation (IVF) as a knowledge partner. MC developed guidelines for running crèches in prisons, created a context and theme-based ECCE curriculum, and completed 70 days of trainings and field-visits to set up seven model crèches in prisons of Delhi, Haryana and UP. The curriculum helped children to fulfil their developmental needs and supported crèche workers to engage children in a play-way method. MC attempted to influence district prison authorities to bring policy level changes, including notification of expanded crèche running guidelines, curriculum for different age groups, and investments in training of workers. Over the next two years MC will support IVF in developing capacities of resource trainers within the organisation so that IVF can directly scale up quality ECD services across prisons in Haryana and UP.





A model crèche *jhanki* travelled across 27 locations demonstrating what a quality childcare centre looks like

ADVOCATING FOR THE RIGHTS OF YOUNG CHILDREN

Children are not the face of this pandemic. But they are its biggest victims, declared UNESCO in a policy brief released in April 2020, in response to the health disaster unleashed by COVID-19. But even before the pandemic hit the world, the right to early childhood development for India's children below six years had remained elusive. Recent international commitments, mainly the SDGs, that prioritises young children across multiple goals, have prompted policy makers in India to adopt a multi-sectoral approach required for this age group.

Mobile Crèches' (MC) advocacy strategy adopts an integrated approach of practice and policy initiatives, in coalition with network partners. The goal is to draw attention to the legal, policy and programmatic provisions that recognise the rights of young children as a national priority. In 2019- 20 MC focused on strengthening long-standing partnerships with Right to Education (RtE) Forum, Right to Food (RtF) Campaign, and Women in Informal Employment: Globalizing and Organizing (WIEGO) to visibilise young children across their overlapping rights.

Many of the advocacy initiatives you read in this chapter were carried out by MC in collaboration with Alliance for Right to ECD (Alliance) – an informal network of grassroots organisations, legal experts, and academicians, for which MC holds the secretariat; and Neenv Delhi Forum for Crèche and Child Care Service (FORCES) -- a network of over 40 Delhi-based Civil Society Organisations (CSOs), whose secretariat is hosted by MC.

Highlights from 2019-20

Community Based Interventions – (i) Strengthening community groups in MC's direct intervention areas, Shahbad Dairy and V.P. Singh Camp, in Delhi, led to the opening of two additional Anganwadi Centres (AWC) in V.P. Singh Camp (ii) Forging partnerships with Leads Trust, Samarthan, and Bharat Gyan Vigyan Samiti (BGVS) facilitated ground-level collectives in Chhattisgarh, Jharkhand, Madhya Pradesh and Odisha (iii) Responded to the immediate relief measures for children and women affected by communal riots in Delhi

Engagement with Communities – (i) Campaign for crèches carried out by Neenv Delhi FORCES in 20 areas of Delhi, culminated in a state-level event where 1000 women raised their demand for state-mandated childcare provisions (ii) Continued partnership with RtE Forum to campaign for 'Right to Education for All Children from Birth to 18 Years, and No Child Labour' (iii) Strengthened 'Quality Crèches for All' campaign by developing plan of action along with SEWA, WIEGO, National FORCES and other partners.

Collective Analysis of ECD Policy Issues – (i) Delhi government announced bringing about a state ECCE law during March 2020 Vidhan Sabha session (ii) Alliance submitted recommendations in response to the draft National Education Policy (NEP) 2019, focusing on Early Childhood Care and Education (ECCE)

Community Based Interventions by MC

Direct Engagement in Urban Slums of Delhi

Since 2018 MC has been working in two vulnerable areas in Delhi – V.P. Singh Camp (South-East District) and A-block Shahabad Dairy (North-West District). MC selected these areas because of the vulnerabilities faced by women and children due to low ICDS coverage, high malnutrition rates, increased violence against children, and higher number of women working in various informal sector occupations.

In 2019, MC engaged with the community members by forming and strengthening community groups, door-to-door interactions on the importance of ECD, meetings with elected representatives, and gathering evidence on implementation of government services for women and children. MC linked 1016 children under the age of six years, from these settlements, with government provisions that met their age appropriate needs.

Key highlights:

- Base-line data of ICDS functioning was shared with representatives of Delhi Women and Child Development (WCD), Health, Delhi Commission for Protection of Child Rights (DCPCR), and elected representatives. As a result, DCPCR and the Member of Legislative Assembly (MLA) of V.P. Singh Camp submitted letters to WCD, asking to open at least two additional ICDS centres. The MLA of Shahabad Dairy wrote to WCD demanding provision of crèche facility in the slum.
- Strong and informed community groups comprising of 15-20 members, from both the areas, took the lead in demanding quality childcare provisions. They also raised the demand for provision of crèches during the Delhi elections.



In March 2020, MC assessed the implementation status of Pradhan Mantri Matritva Vandana Yojana (PMMVY) to understand the coverage of PMMVY beneficiaries, and the challenges faced by eligible pregnant and lactating women in accessing their entitlements. The study revealed that of the 76 pregnant women who were eligible, only 13 had applied for the scheme and 4 women had received the benefits. Lack of awareness amongst women, and procedural rigidities like mandatory Adhaar Card numbers of the applicant woman and her husband are the major impediments. The findings were shared during a public hearing conducted by Delhi RTF campaign. These findings informed MC's advocacy priorities on overlapping issues, with government representatives, CSOs, and networks working on maternity entitlements.

Geeta Devi, 30, lives with her husband and one-year old daughter, Durga*, in Shahabad Dairy for the past eight years. Her 13-year-old son lives with his grandparents in Gonda district of Uttar Pradesh. Geeta works as a domestic worker, and her husband works as a casual factory worker to eke out a living. In the absence of crèches, Geeta has to leave Durga alone at home for 6 hours during the day, when she is out for her work. Geeta is perpetually afraid that her daughter will meet an accident when she is locked alone at home. Although the AWC in her area opens regularly, it has limited benefits for Gita. She receives her share of the Take Home Rations (THR) and health check-up for Durga, but cannot leave her at the AWC as children under three years are not included in the 3-4 hours of ICDS services.



Many women from Geeta's community were encouraged to come forward and form a collective after regular interactions with them, awareness sessions, and street plays on ECD issues were conducted by MC. Despite personal hardships, Geeta took an active role in the group. When she realised that many other working mothers also face the risks of leaving their children unsupervised, she led a signature campaign from her area to demand for crèches from the local MLA of Shahabad Dairy.

Geeta displayed great courage in fearlessly talking about the need for quality childcare amongst media and other forums at a collective event, so that thousands of informal women workers of Delhi could benefit from it.

As the community group continues to create awareness and support each other in raising this issue, there is a ray of hope and determination that one-day government will open a state-run crèche for young children of Shahabad Dairy. Geeta herself has grown as a leader, knowing that to fulfil this dream, she has to remain connected with her community and continue her struggles with the decision makers.

**Name changed*

Building Visibility and Voices for Children

In 2019-20, MC intensified its partnerships in four states to strengthen people's participation for the integrated rights to nutrition, health, education, care and protection, of young children.

LEADS Trust in Jharkhand, SAMARTHAN in Chhattisgarh and BGVS in Madhya Pradesh and Odisha, reached out to 35,000 people from 11 villages in eight districts. They conducted a needs assessment to identify challenges faced by young children in their respective areas, undertook awareness building activities on ECD, and helped state-level NGO functionaries to develop a common understanding on ECD through a series of perspective building sessions.

All partners included issues related to the rights of children under six years in their organisational activities and advocacy discourse through the year. Whilst Chhattisgarh's team painted walls, organised street theatre, and video shows, the Jharkhand team oriented the frontline functionaries Anganwadi Workers (AWW) and Accredited Social Health Activists (ASHAs) on ECD issues.

The baseline data findings have been incorporated in an action plan for 2020. Through this collaborative effort, MC aims to enable a set of actions led by people on the ground, and state-level collectives, who will further the ECD movement for ensuring quality services for young children.

Community Engagement and Participation

Delhi Crèche Campaign

In September and October 2019, Neenv Delhi FORCES (Neenv) crafted its plans for organising and supporting local communities to demand for crèche provisions ahead of the Delhi Elections in February 2020. More than 80,000 community members attended 89 meetings, to build a common understanding on the critical needs of young children during the early years. A model crèche *jhanki* (tableau) travelled across 27 local areas demonstrating what a quality childcare centre looks like, and engaging with the public on facilities children can receive through government-run crèches. This led to a signature campaign signed by 15,000 community members, demanding the provision of crèches from their local political candidates.

The Delhi Crèche Campaign culminated in a state-level discussion amongst stakeholders working for care and protection of young children. More than 1000 community women came together to raise their demands in front of representatives from DCPCR, WCD, trade unions, CSOs and political parties. Neenv led the decentralised planning process to create awareness amongst community members and inspired local women to come forward and speak directly with decision makers. The media covered the issues raised at the Consultation, and carried stories of women from the community.

43 representatives of Neenv met 32 MLAs, three Members of Parliament (MPs) and Manifesto Committee members of different political parties with a set of demands on quality crèches for young children. Two major political parties in Delhi committed to provide crèches for children of poor working mothers in their manifestos.



Alliances with other networks

Collaborating with other networks on issues of young children, and collectively demanding quality services, was a vital step taken by Neenv. Neenv participated in the *Jan Manch* programme conducted by Delhi Rozi Roti Abhiyan and Mahila Ekta Yatra at 10 locations, to raise the demand for childcare provisions for women working in the unorganised sector, from the candidates of political parties at these events.

Neenv is a member of the *Main Bhi Dilli (I am Delhi too)* campaign group comprising of CSOs, urban planners, academicians and grassroots organisations, to work closely with the National Institute of Urban Affairs (NIUA). The NIUA is currently formulating the Delhi Master Plan 2022-2042. The members regularly shared inputs on issues faced by informal workers of Delhi and

their young children. The NUIA has done a Geographic Information System (GIS) mapping of childcare centres and their distances from the neighbouring settlements, for better planning of child friendly programmes and amenities. This was shared in a consultation held by Institute of Social Studies Trust (ISST) in partnership with MC and WIEGO on 'Informal Workers and Child Care in Cities: Identifying Needs and Challenges' in 2019.

In response to the communal riots witnessed in Delhi, in February 2020, Neenv provided immediate relief support to the affected families and children (refer to Chapter 5). The network members actively monitored the protection of rights of children, under the leadership of DCPCR, and coordinated with district officials to facilitate entitlements announced by the government for riot victims. Community-Based Organisation (CBOs) from the area also supported in conducting a rapid assessment, and later helped in conducting play-based age appropriate activities for children in the Eidgah and Quba Masjid relief camps.

Evidence Building for Better ECD Policies

Vulnerability Mapping in Delhi

In 2018-19, Neenv played a critical role in the study on 'Mapping Vulnerabilities of Children of Women Workers in Informal Sectors in Delhi'. The study was commissioned by Delhi DCPCR, and was conducted in partnership with ISST and Indo-Global Social Service Society (IGSSS).

In February 2020, a press conference was organised by DCPCR to launch this report. Many members from CSOs, government, media and community attended the event. During the launch, Chairperson, DCPCR, highlighted the importance of such studies to help a cross-section of decision makers, who can make data-based policy interventions that are based on ground realities. Director, WCD, emphasised the need to revisit the ICDS scheme to align it with the urban context of Delhi, particularly, the city's slums, which are home to a large migrant population. The key findings from this study are explained in Chapter 4.

National Study on Need for Crèches

MC and Institute for Human Development (IHD) signed a partnership to study the need for crèches for vulnerable children of women working in the unorganised sector in four states: U.P. Maharashtra, Jharkhand and Karnataka. The states were chosen on the basis of children's nutrition levels, data on violence against children, and women's workforce participation. The study is commissioned by NCPCR. It will be carried out in 2020 and will provide evidence of (or lack of) childcare provisions in these states, and its implications on children's wellbeing and women's workforce participation.



Collective Analysis of ECD Policy Issues at the National Level

MC in its role as a partner of the Alliance for Right to ECD community, and in its responsibility as the Alliance Secretariat, continued to lead national policy engagements in 2019-20 that focused on holistic rights of children under six years.

Response to Draft National Education Policy (NEP) 2019

In June 2019, the Ministry of Human Resource Development (MHRD) released the draft National Education Policy (NEP) 2019 in the public domain, inviting feedback from stakeholders. Alliance, welcomed the recognition of the significance of continuum of education from birth to eight years: *“Excellent care, nurture, nutrition, physical activity, psycho-social environment, and cognitive and emotional stimulation during a child's first six years are thus considered extremely critical for ensuring proper brain development and, consequently, desired learning curves over a person's lifetime”* (p.45, DNEP June 2019).

However, there were concerns around the inconsistency in conceptualising the foundational stage as a continuum from three to eight years; fragmented recognition of the ECCE curricular and pedagogical framework; ambiguity and inequity in delivery mechanisms; exclusion of children under three years from the learning continuum; and more.

In response to this development, Alliance members participated in various internal consultations, in addition to those with RfE Forum partners and prepared detailed submissions focusing on under-sixes, and the foundational stage, as identified in the draft policy (refer to Chapter 4).

Campaign for 'RfE for all Children from Birth to 18 years, and No Child Labour'

Alliance and RfE Forum partners continued with the campaign in 2019-20, focusing on ground level awareness, and perspective building of RfE Forum partners on the importance of ECCE. This added to the larger advocacy discourse on equitable and quality education for children of India, as mandated in the Right to Education Act, 2009.

- **Policy Brief and 10th Stocktaking Report:** Contributed to a policy developed by the RfE Forum on safe and equitable education for the girl child. Contributed towards the ECCE chapter as a part of the 10th RfE Stocktaking Report.
- **National Council Meeting (NCM) and Press Conference by RfE Forum:** Alliance participated in the NCM and a Press Conference during an all-party meeting of elected representatives, and members of civil society, to centralise ECCE's significance as a part of the campaign message.

Campaign Building: Childcare Entitlements for Women in the Unorganised Sector

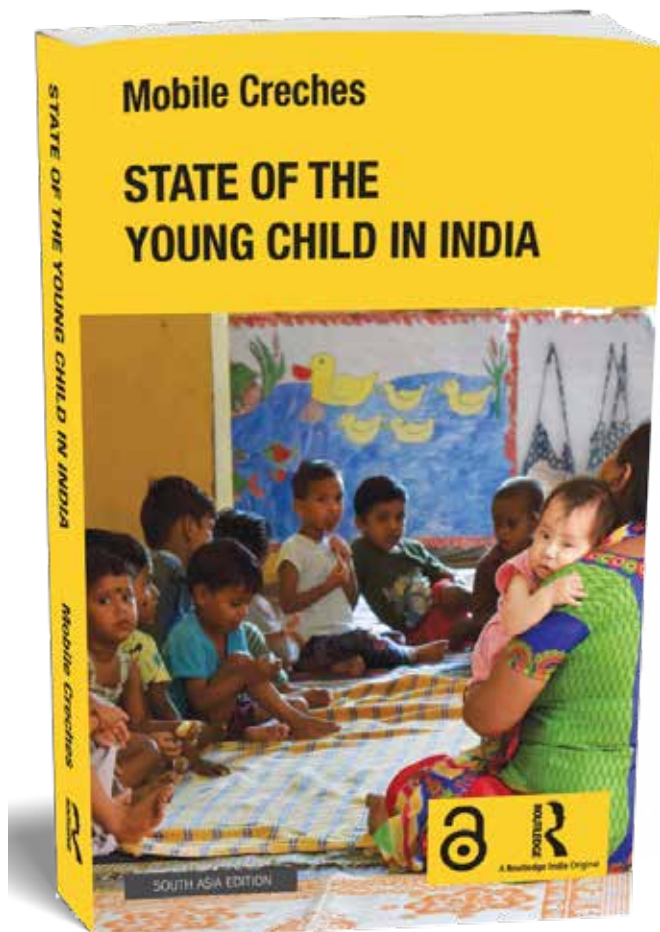
For the past two years, MC has collaborated with partners to develop a national campaign around 'Quality Crèches for All'. To further refine the strategy, a joint consultation was held in New Delhi, in January 2020, with representatives from SEWA, National FORCES, WIEGO, Save the Children, ISST, Initiative for What Works to Advance Women and Girls in the Economy (IWWAGE), state FORCES partners, and MC. The participants agreed to develop state specific action plans for translating the set of six demands of this campaign, at the community level, through workshops with state partners. The core group agreed to develop a fact sheet on 'quality childcare' so that all partners follow an agreed set of minimum standards when advocating for childcare. They also mapped the legal and schematic provisions related to childcare in Delhi and Uttar Pradesh that will help campaign partners to make state specific recommendations to relevant authorities.

Awareness Materials on Labour Laws and Childcare

In response to the gap in availability of resources that elaborate upon childcare provisions under different statutory labour laws, Alliance has developed a capacity-building paper and policy brief (refer to Annexure V). The paper focuses on the rationale and details of childcare mechanisms under labour laws, and would prove helpful to CSOs, networks, and others working on maternal and child rights' issues to present the intersections between young children's rights and those of women working in the informal sector.

Engagement with Government Institutions

- **Legal Framework for Right to ECD of Young Children in Delhi:** In 2018-19, MC, along with Alliance partners, engaged with DCPCR and Vidhi Centre for Legal Policy in drafting the Delhi ECD Bill. During the budget session of the Delhi Vidhan Sabha, in March 2020, the Deputy Chief Minister announced that budget allocations would be taken into account to bring a new law to ensure quality ECCE and to regularize it and planning for the budget utilisation would be done in a decentralised manner.
- **Protecting Rights of Children in Jammu and Kashmir and Ladakh:** Following the abrogation of Article 370 in August 2019, Alliance wrote a letter to the NCPCR. It sought the attention of NCPCR towards the protection of rights of children and a grievance redress mechanism, till the respective governments of the union territories establish new statutory bodies. NCPCR acknowledged this concern, stating that the Commission was mindful of the developments and taking necessary steps to ensure the well-being of young children in the region.
- **Decentralised Governance Structures:** National Law School of India University (NLSIU), Bengaluru, an Alliance partner, has been working closely in developing decentralised governance models and strengthening local empowered groups of stakeholders (base unit) for delivering on young children's rights, in Ramanagara, Karnataka. NLSIU organised a special Gram Sabha focusing solely on issues of young children. NLSIU also conducted meetings within the district on care and protection of young children. The government of Karnataka has issued an order mandating the formalisation of such local committees, *Bal Vikas Samiti*, consisting of Anganwadi worker, parent, community member, and member of the panchayat, at the Anganwadi level.



The State of the Young Child in India by Mobile Creches. Published by Routledge-Taylor and Francis

CONSTRUCTING AND SHARING KNOWLEDGE

Mobile Creches (MC) nurtures a long held value of improving its knowledge and sharing it widely with others. Such a mandate is built upon the rooted practices of MC's work; learning from the experience of frontline teams, and mapping the wider policy ecosystem that affects young children's right to early childhood development.

As a leading ECD organisation, MC identifies and invests in knowledge building as a strategic priority. This year it was encouraging to note how members of the organisation imbibed this idea into their everyday work. By improving data tracking and reporting systems, better documentation, use of technology for field surveys, participating in cross learning opportunities, evaluating programmes to improve its efficacy, and many other ways. A full list of knowledge resources developed in 2019-20 is added as Annexure V.

Knowledge Development to Influence Policies

State of the Young Child in India

The inaugural issue of the *State of the Young Child in India* brings to the fore the pressing and urgent need to provide primary focus to policy and programme action for this most vulnerable and critical stage of human development. The report is a significant step on MC's part in putting forth the knowledge position of the organisation, and will be utilised in influencing civil society, industry partners, media, and the government on the young child agenda.

The State of the Young Child in India Report:

- Introduces two young child indices aggregating selected indicators to separately track child outcomes and child circumstances
- Provides an account of the current situation of the young child in terms of physical and cognitive development, access to care, disadvantaged children, and major issues that have led to the continued neglect of this age group
- Explores the policy and legal framework, fiscal space, and the role and obligations of key stakeholders, including the state, private sector, civil society, and the family
- Highlights key recommendations and action points that can help improve the ecosystem for early childhood care and development

Prepared over a two-year period, the report aims to bring the young child under six years of age, at the centre of policy dialogue, borne out of the conviction that each child has an inalienable right to opportunities to develop her full potential.

The report draws on specially commissioned technical papers by country experts in varied aspects of the young child to cover themes of nutrition, mental and physical stimulation, access to basic services, budget allocations, and above all, love, care, and dignity. Supplemented by extensive field experience of MC, it provides insights into the policy constraints, measurement metrics, legislation, programmatic interventions, and investment of

human, technical, and financial resources. The report suggests a solutions oriented pathway for securing the rights and entitlements of the youngest citizens of India.

Slated for a launch in April 2020 that got delayed due to the lockdown restrictions, the content of the report was further reviewed to include critical inputs for visibilising the rights of the young child in the post pandemic policy environment. Routledge-Taylor and Francis Group has published the report in open access format and the digital copy will be available to all.

Vulnerability Mapping in Delhi

In 2018, MC in partnership with the Delhi Commission for Protection of Child Rights (DCPCR), Institute of Social Studies Trust (ISST), Neenv Delhi FORCES and Indo-Global Social Service Society (IGSSS), conducted a study to assess the challenges faced by women informal workers in their access to childcare mechanisms (refer to Chapter 3). In 2019-20, the report was finalised and launched at a press conference organised by DCPCR.

The findings of the study re-emphasised the understanding that the extreme vulnerabilities faced by women informal workers, was due to an intersection of geographical, social and economic factors. And this causes a higher burden on young children's survival, growth and development.



MAPPING VULNERABILITIES OF CHILDREN OF WOMEN WORKERS IN INFORMAL SECTORS IN DELHI

Reimagining Childcare and Protection for All
A STUDY CONDUCTED BY MOBILE CRECHES



Delhi Commission for Protection of Child Rights (DCPCR)

Key findings of this study:

- Children in 53% of households defecated in the open
- Children at work-sites, and in unauthorised colonies were 70 percent more susceptible to fever and diarrhea
- 87% children were found to be fully vaccinated
- 80% respondents leave their young children (0-6 years) locked alone at home, or playing on the streets under minimal supervision, when they go to work
- 41% respondents asked for quality and safe childcare services for their children.

The report calls for making ECD a fundamental policy and programme agenda in Delhi, as there is growing evidence on the effect of deprivation and neglect during the early childhood period. It recommends urgent actions on part

of the government to improve the conditions and quality of the non-functioning and poorly functioning AWCs across Delhi. It further recommends mapping areas with high crime rates against children to develop community-led child protection mechanisms.

Submissions for draft National Education Policy 2019

After the draft National Education Policy (NEP) 2019 was released to the public by the Ministry of Human Resource Development (MHRD) in June 2019, it was a moment of reckoning for Alliance for Right to ECD and its partners, including MC. Alliance welcomed the recognition of the integrated and holistic needs of children during the most critical period of development. The policy commitment to the continuum of education from birth to eight years, and prioritising quality ECCE as a part of the foundational stage gave hope, especially since children under six years have remained excluded from the Right to Education Act 2009.

In response, MC collaborated with Alliance partners and RfE Forum members to prepare detailed recommendations focussing on the gaps and opportunities for children under-six, and the foundational stage as identified in the draft policy.

Some of the highlights are:

- Need for Consistency in the Vision of Foundational Stage: Across the policy, the foundational stage must be seen as 3-8 years and not broken up into 3 - 6 and 6 - 8 years in an inconsistent manner
- Need for sound conceptualisation and articulation of the aims, objectives, curriculum and pedagogy of ECCE: A robust understanding of the inclusive goals, curriculum and pedagogy of ECCE must be reflected in the NEP for birth to three year-olds, and three to eight year-olds
- Need for Robust Delivery Strategies for Providing Foundational Stage Education: In order to implement the vision of the foundational stage, the 3-8 years old children need to be physically located at the same premises, based on a block level survey to determine appropriate physical infrastructure
- Need to Expand the Vision for Addressing Holistic Needs for Children Under-3 and Daycare Services for Children of Foundational Stage: A dedicated institutional provision for under-threes must be conceptualised and detailed in the NEP, within the aegis of ICDS. A reimagined role of the AWC to function as a full day crèche- cum- after school daycare centre is recommended.

(Extracts from Alliance for Right to ECD's submission to MHRD on 14 August 2019. For details refer to Annexure V)

Knowledge Development to Inform Practices

Evaluating the Path to Scale ECD Services at Construction Sites

MC commissioned an external evaluation to understand the preparedness of NGO partners under the Tripartite Model (refer to Chapter 1) to sustain and further scale crèche and daycare services at construction sites.

In 2014 MC piloted the Tripartite Model and started expanding its coverage in 2017. The evaluation in 2019 helped to assess partner organisations' readiness to maintain quality of the services, ability to influence ECD and overlapping issues at the local level, and capacity to financially sustain the programmes.

The report highlights the success of partner organisations in raising issues around rights of young children and their working mothers at the construction sites. It makes promising observations about the value of the NC3S for partners (refer to Chapter 1), as they seek to share and learn from each other's practices and use the forum to negotiate for better provisions with the construction industry, government, and other stakeholders. Whilst some partners have been able to expand the crèche and daycare programmes at the local levels, maintaining both quality and financial sustainability, other partners continue to rely on MC for part or full financial support. All partners expressed the need for greater support from MC in capacities related to developing long term relationships with Developers, and negotiating for the best crèche provisions from them.

The evaluation helped MC to inform two actions: 1) investing more in strengthening the NC3S platform as a unique collaborative space 2) Support through training and resources to make a strong case for investment in crèche programmes for a wider donor network. MC made a short film for partners to showcase the model to new audiences.

Evaluating the Quality of ECD Services at Construction Sites Under the Tripartite Model

A common concern in the Tripartite Model is the ability to maintain quality standards as MC scales up access to crèche and daycare services in construction sites. In 2019, MC also facilitated an external evaluation on technical ECD standards of the services maintained by its partners.

The evaluation report, using both quantitative and qualitative evidence, is based on field visits to 10 Tripartite Model centres. It reports against quality standards for infrastructure, ECD services, crèche systems and protocols, caregiver-children transactions, and overall functioning of the centres.

The report underlines that the partner NGOs are replicating the model as per systems and protocols of MC. The caregiver-children transactions were found to be engaging in majority of the centres. In some, the crèche worker was also taking the initiative to transact with children in innovative ways. The report pointed to the deficits in the infrastructure standards at many locations. Further, it recommends more attention to be given towards the curriculum, transactions, classroom management, and supportive health and nutrition inputs to children above six years of age, who are attending many of these centres in large numbers.

Both the evaluation reports reiterate the success of the model and make recommendations for further strengthening the scaled up services. MC is looking forward to the research results from Center for Early Childhood Development and Research, JMI University (research partner) on the impact of this model on the child and family level outcomes, due in 2020.

Baseline Study to Inform Grassroots Intervention Practices

Chapter 3 details MC's initiatives in the urban slums of A-Block Shahbad Dairy and V.P. Singh Camp, Delhi. The interventions were based on a baseline study completed in the first quarter of 2019. The study made startling revelations about the condition of children under-six years in these communities:

Indicators	As per NFHS-4	Shahabad Dairy	V.P. Singh Camp
At Home Delivery	16%	30%	18%
Exclusive Breastfeeding	50%	84%	93%
Underweight Children	27%	47%	36%
Complete Immunisation	70%	48%	64%
Not Registered in ICDS (RSOC2014-15*)	9%	31%	56%

*MWCD-UNICEF, Rapid Survey of Children 2014-15

बालकों की गैर-पंजीयन दरें 15% से अधिक हैं, जो कि राष्ट्रीय स्तर पर 9% है।

उत्प्रेरक हेतु मार्गदर्शिका



The outcomes of the baseline report were shared with community members, representatives of local partners and government departments. Forming community groups and building their capacities was a clear strategy to develop greater awareness on ECD issues and hold the public system accountable towards young children and their families. Towards this end, a follow up document detailing the guidelines for Anganwadi Support and Monitoring Committee was also developed and shared with Delhi government officials.

Knowledge Sharing to Improve ECD Understanding

Balya Pariposhan: Pre-Service Training Curriculum for Crèche Workers at Construction Sites

Balya Pariposhan or Nurturing Childhoods is the underlying principle behind the 12 days pre-service training curriculum to prepare a cadre of frontline ECD workforce to run crèches at construction sites. The curriculum is designed in a manner that it appreciates the natural abilities of local community women and builds their capacities as crèche workers. The training emphasises on shaping attitudes, improving motivation, and enhancing knowledge and skills to provide quality care to children between 6 months to six years.

The curriculum draws from a quality standard framework for delivery of childcare services. It is divided into five modules: Orientation and Sensitisation about ECD, Nutrition and Health and Hygiene, Learning and Development, Safety and Protection, Crèche Management Systems and Protocols.

बाल्य परिपोषण

-क्रेच प्रशिक्षण पाठ्यक्रम



MC
HOME CARES

Training of Trainers: Equipping ECD Trainers to Develop a Cadre of Frontline Crèche Workers

The Training of Trainers (ToT) module aims to prepare ECD trainers from CSOs running crèches at construction sites. The objective of the ToT is to foster training skills and deepen the knowledge and understanding of ECD.

The 6-days ToT module begins with developing a common understanding about the objectives of the training and expectations from trainers. It goes on to build their understanding about the contents of the *Balya Pariposhan* curriculum and enhances their skills as trainers in transacting these modules.

As MC plans to expand the Tripartite Model through more partners at new locations, adopting the ToT methodology is a step in the right direction – helps partners strengthen the quality of services through trained crèche workers and increases the availability of trained ECD workforce at local and regional levels (refer to Chapter 2).

Webinar on Gender Responsive Public Services for Equitable and Inclusive Cities

Cities Alliance, global platform working on urban poverty issues in developing nations, invited MC to conduct a webinar in May 2019 on 'Exploring How Gender-Responsive Public Services Benefit Equitable and Inclusive Economic Growth in Cities.' MC team shared its urban models of affordable and accessible childcare services for informal women workers from vulnerable communities, along with working mothers' testimonies to underscore the impact of the service on reducing the burden of unpaid work for women.

A full list of MC's knowledge resources materials is added in Annexure V.

RESPONDING TO CHILDREN

Support to children at violence affected areas in Delhi

In February 2020, parts of north-east Delhi witnessed one of the worst communal violence in decades. Houses and shops were burnt and looted. 53 deaths were reported, many were injured, and numerous others were left homeless. As in any conflict situation children, women, and elderly people were the most impacted.

It was a moment for Mobile Creches (MC) to actualise its vision of creating a 'just and caring world for young children of marginalised populations.' A relief response team immediately swung to action and assessed the affected areas, and organisational capacities to act upon a plan. The team surveyed 26 Anganwadi Centres (AWCs), visited around 40 families affected by the violence, and interacted with 30 children. The response team then split simultaneously into opening of local AWCs, and running Child Friendly Spaces (CFS) in Eidgah relief camp and Quba Masjid camp. The two CFS reached out to more than 70 children under 12 years of age. The CFS ran for 6 hours daily for two weeks till mid March, when government closed down the camps due to growing coronavirus infection risks. At the CFS, MC provided daily nutrition, stationery, drawing books, and craft materials for children to engage in age appropriate activities, and to instill a sense of love and care so that children could heal from their traumatic experiences.

Key partnerships with Karwan-e-Mohabbat, Aaghaaz, DCPCR, and like-minded CSOs helped to do the rapid assessment, restart ICDS services, carry out psychosocial intervention for children in the CFS. Others came forward with financial, and in-kind donations that helped MC respond to the requirements at the camps.



Riot affected areas during ground assessment visit



The relief camp during assessment visit

At the Eidgah camp, a MC team member met Hamida, 24, and learnt that she had delivered her baby a few days earlier. Upon enquiring about the maternal and neonatal checkups, she realised that the newborn had not received routine immunization, due immediately after birth. She promptly informed the health kiosk officials who assured her that they will link the mother and child to the nearby Public Health Clinic (PHC). Yet, next day Hamida's family confided that the health desk had taken no action. The MC representative took it upon herself to locate the Anganwadi Worker (AWW) and through her reached the Auxiliary Nurse Midwife (ANM). She persisted with them throughout the day. The newborn was immunized next day.



Activities for children in the CFS at the relief camp

The children in the CFS remained hungry as they received only breakfast, lunch and dinner. This was brought to the notice of the camp authorities but no action was taken. One day, when a Delhi MLA was visiting the camp, MC team member took this opportunity to push herself through the crowd to apprise him of additional nutritional requirements of children. After this, biscuits and bananas were provided to all the children as mid morning snacks.

DURING DISASTERS

Support to vulnerable children during COVID-19 pandemic

On 11th March 2020, the World Health Organisation (WHO) declared COVID-19 as a pandemic, and the government of India announced a national lockdown with effect from 25th March. But prior to that Ministry of Women and Child Development (MWCD) had issued orders to shut down all *Anganwadi Centres* (AWCs) and *crèches*. By mid-March MC had closed all its *crèches*.

In the following weeks, the world witnessed the apathy towards migrant workers as they struggled against loss of livelihood, lack of food, and grave indignity. MC's *raison d'être* is to directly work with children of migrant women working in the unorganised sector. Allegiance to this mission guided MC's COVID-19 emergency response over several months into the next financial year, 2020-21.



Food kits distribution in construction sites and urban settlements

Highlights of MC's COVID Response between March to June 2020

Responding to Hunger

- Mapped 24,000+ households across 9 states and UT, in 51 construction sites and 23 urban slums
- Distributed 21,752 food and hygiene kits; 9459 kits directly distributed by MC
- Ensured special nutrition to 4569 children under 6 years, including 2242 at construction sites

Cared For Children

- Created new and redeveloped existing materials on COVID precaution, psycho-social wellbeing of children and families, and educational curriculum, to be transacted through phones
- Trained 100+ *crèche* workers and 3 partner organisations on imparting COVID precaution modules, and early education through play activities, stories and poems

Shared about young children's issues

- Shared with other partners, donors, and media, about need for ECD during COVID-19 pandemic
- Collaborated with many networks and forums to visibilise young child issues
- Developed position papers to recommend action



Responsive parenting support

MC team learnt new ways of working with others through online platforms – a first time for many! Each one helped the other to learn these methods.

Rita, MC *balwari* worker, shared "*humme bahut sikhne aur sikhane ko mila is dauran, aur sab ke bhaagidari se kaam kara*" (I had opportunities to learn many things and teach others during this time. We worked as a team.)

Mahalakshmi, field supervisor of Sampark, Bangalore, involved her family in packing and distributing food kits for migrant workers when there was no transport available during lockdown.

Mahalakshmi, Rita, and other frontline workers like them are the silent force behind this pandemic, providing succor to migrant families left devastated by the pandemic.

Effects of the pandemic will have lasting impact on young children due to increased malnutrition, disrupted health and education services, and exposure to trauma and stress. MC, along with like-minded partners, will play a vital role in providing a caring childhood in the post pandemic world.



MC team training session on the banks of Ganga

STRENGTHENING PEOPLE AND PROCESSES

Mobile Creches (MC) teams' collective passion and professionalism nurtures the organisation and keeps it growing. The team has always been recognised for their determined focus on securing the rights of young children. If there is a silver lining to the COVID-19 experience, it is the spotlight the pandemic put on the resilience of MC's people. The team demonstrated high levels of dedication, adaptability, and commitment to pursue the organisational mission during a very disruptive period. It was also an opportunity to strengthen MC's workforce – building upon a culture of trust, cooperation, and learning, and allowing individuals and teams to flourish.

Highlights of People Practices:

For improving the all round development of the organisation, many aspects of employee motivation were strengthened, from rewarding the contribution of team members, to providing learning opportunities through trainings.

Employee Engagement: MC conferred the long association award, on completion of five years at MC to eight employees – a recognition people deeply value. A 'Thank You Month' introduced in 2019, to acknowledge collaboration amongst peers, has become everyone's favourite. 'Chai with ED' was introduced for retiring employees, to appreciate their legacy in the organisation.

Another sought after event that was introduced in 2018, the MC Family lunch - inviting family members of all MC employees to an afternoon of celebrations and gratitude, was unfortunately cancelled due to the risky conditions around the communal riots in Delhi in February 2020, followed by the COVID-19 threats in March.

Leadership Development: MC carried out an externally facilitated Leadership 360 Degree Survey for its senior management team. The assessment of individual employees was based on the Domain Model of Leadership: how leaders behave, relate, lead, think and plan. The exercise provided insights about the individual's self assessment and the perception of others, against benchmarked indicators in ten areas. The reports pointed towards self development goals, and individual and collective mentoring recommendations. Similarly, a role clarity exercise in 2019, for the senior members helped the team to challenge assumptions and discuss threadbare about individual roles, and expectations from others. The participative exercise helped to negotiate and arrive at a consensus about individual, overlapping, and supportive roles of the senior team.

Annual Retreat

This is an annual milestone for every employee. For some it is a time for reflection and rejuvenation. For others, it is a break from the hustle and bustle of their daily work and domestic duties. For the organisation it is an opportunity to collaborate towards learning something new, forging relationships, and returning to work with renewed energy. Around 100 team members travelled to Rishikesh – the yoga city of India, in two batches, in November and December 2019. It was the perfect destination for morning team building exercises near the banks of river Ganges, and evening walks near the *Lakshman Jhula*.



"I have been taking care of children from crèche to bridge course age groups, since the past 27 years. And I have realised that only MC can work with so much care and honesty for its children. What I learnt from the crèches I used the same techniques when my children were younger. Over these years, as the organisation grew, I also grew stronger, confident, and more knowledgeable in childcare matters."

Rajesh Mittal, In-charge – Mobile Creches

Founding Day Anniversary

MC's annual function, held in mid March, has been dear to people's hearts. And an integral part of MC's journey. This year it had to be cancelled due to the unprecedented COVID-19 situation. The concern for our people's health and safety, and government directives compelled us to break a practice that has lasted over fifty years.

Compensation benchmarking: As a part of its periodic exercises for employee supportive decisions, MC carried out a compensation benchmarking survey. The objective was to compare the roles and corresponding remunerations with that of comparable organisations in the industry. The exercise gave helpful insights to MC's strengths and areas of improvement with respect to re-organising salary bands across roles. Unfortunately the recommendations had to be put on hold due to the financial uncertainty on the overall sector, unleashed by Covid-19 situation.

Organisational Activities

Safeguarding Children and Vulnerable Adults

As a child rights' organisation, MC adheres to a child protection policy. In 2019, MC expanded the scope of the policy to safeguard the best interests of vulnerable children and young adults. The policy defines the risks to children and vulnerable adults, and borrows prevention and protection mechanisms from international good practices. A detailed set of Standard Operating Procedures (SOPs) will help existing and new members to understand and practice the policy guidelines to the fullest.

Mid Term Strategy Review Exercise

The strategy review was an organisation-wide exercise, held at the mid point of MC' strategy for 2017- 22. All members, including the field teams, shared their reflections during free flowing discussions around 'what' were our achievements, and 'why' we could not meet certain targets. The outcomes of these discussions formed the basis of a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The analysis showed that MC has remained a resilient organisation, as it adapted to the challenges, and adopted approaches that led us to move ahead in new areas. For example, changing government priorities (closure of Anganwadi Cum Creches), slowdown in the real estate industry, wider socio-political climate affecting the rights' based work of CSOs, led MC to explore new opportunities for crèche models in urban communities, working in prison and homeless settings, and building campaigns with state partners. The guidance from the Board on strategic course correction shaped our annual plans for 2020.

Office Building Renovation

In 2019 MC undertook a mammoth activity of renovating the top floor of MC's office building, located at Raja Bazaar, New Delhi. The building has an old world charm to its work environment. Over the years, as work expanded and teams grew, it was time to rethink about space management and work efficiency. The office renovation plans stressed on functionality, creativity, and MC's values for an open and transparent environment. MC's Board and management team also guaranteed that renovation solutions were cost efficient and met regulatory requirements. The final results were loved by the team.

Governance

2019-20 was the culmination of the three year term of current Governing Council (GC) members. Throughout the year, the Nominations Committee identified new members in accordance with the laid down governance processes, to recommend names to the General Body (refer to annex IV). A new GC was elected in a meeting held in November 2019. 13 GC members, including four office bearers, and five new members assumed office from 1 April 2020. MC acknowledges the invaluable contributions of its past and present members.

Snapshot of Workshops Attended by MC Staff in 2019-20

In-Service trainings

- For field teams across construction sites, community based creches, and urban demonstration models on: *Balwadi* curriculum transaction, community engagement, refresher trainings
- For non- field teams: Child Protection by faculty from NIPCCD (National Institute of Public Cooperation and Child Development), team building, interpersonal effectiveness, and leadership skills, by ISAB (Indian Society For Applied Behavioural Science).
- For entire MC team: Prevention & Redressal of Sexual Harassment at Work

External Trainings

- March 2020, GST registration and installation, by Tax Guru
- December 2019, Asia Pacific Regional Conference on Early Childhood Development, organised by ARNEC (Asia-Pacific Regional Network for Early Childhood)
- August 2019, Inclusion of persons with disabilities, by Prabhat Education Society
- June 2019, Nurturing Environments for the Wellbeing of Children and their Families, by ISSA (International Step by Step Association)
- April 2019, Sharing Global Best Practices across Saving Brains portfolio partners, by GCC (Grand Challenges Canada)

Orientation and induction sessions for new joinees, volunteers and interns were regularly conducted by the Human Resource and Resource Mobilisation teams.



More than 300 marathon runners, individual donors, volunteers, and MC team ran to support the cause of early childhood development, at the Airtel Delhi Half Marathon 2019.

BUILDING A MOSAIC OF PARTNERSHIPS

In 2019-20 the rich mosaic of partnerships formed the bulwark of Mobile Creches' (MC) efforts to pursue our mission. Collaborating, learning, and jointly navigating the journey has been the lighthouse for MC to ensure rights of young children are duly recognised.

MC worked closely with local community leaders (*Sathi Samuh* members), Community Based Organisations (CBOs), Neenv Delhi FORCES, CSOs, Developers, corporate partners, institutional donors, and individual donor networks. As we experienced the COVID-19 pandemic towards the end of the year, even the local grocery suppliers came forward to help carry out an extensive emergency relief programme. It was the power of partnerships that gave us the strength to respond almost immediately to the hunger and distress needs of the communities (refer to Chapter 5).

Civil Society Organisations (CSOs) have been strong partners in scaling up MC's childcare initiatives (refer to Chapter 1) and demonstrating models across different geographies, to emphasise a national focus on crèches and day care programmes. We greeted Aajeevika Bureau and Care Village Trust as a part of our scale-up plan (refer to Chapter 2). MC's partnerships with CSOs helped in influencing important stakeholders and duty-bearers across communities, from local to state and national government, so that the young children are visible as a policy priority. We welcomed Lead Education And Development Support (LEADS), and Samarthan Centre For Development as our state network partners. And Institute for Human Development (IHD) as our research partner to pursue the policy focus (refer to Chapter 3). This year MC collaborated with more than 130 CSOs including alliances, national networks and academic institutions.

Construction industry remains our key industry partner as we expanded childcare provisions at the construction sites. Amidst a slowdown in the real estate sector, MC tried to maintain its reach at the construction sites with the on-going commitment of old Developer partners. Number of Developers who ran crèches at their sites independently under the 'employer run model' (refer to annexure III) continued to do so, but they reached fewer children, compared to last year. This year we partnered with 38 real estate developers as compared to 36 Developers in 2018-19. But there was a sizeable drop in contractors' contributions, by 35 per cent, affecting MC's overall incomes in 2019-20 (refer to Chapter 8). At the same time, Godrej Properties and Candour Pvt Ltd. contributed full running costs of crèches running at their sites.

Government partnerships are pivotal to make the young child a national priority across laws, policies, programmes, and budgetary allocations. In 2019-20, the partnership with North District Municipal Corporation of Delhi helped pilot convergence between municipal corporation, school administration, corporate funder, local NGOs and MC as a ECD technical resource to run quality crèches and day care centres (refer to Chapter 2). Partnerships with Jammu and Kashmir state department to strengthen the ICDS systems (refer to chapter 2) and multiple collaboration points with DCPCR, for supporting the demand for government mandated childcare provisions (refer to Chapter 3) were critical.

Institutional donors are a constant support to MC for strengthening the organisational systems and its strategic impact within India and globally. We are excited to welcome Porticus (Stiching Benevoletia) as our new partner. This partnership enables us to pilot crucial 'learning models' to demonstrate ECD programmes at the community level, and test its potential for replicability and policy shifts. MC is privileged to enter into a partnership with US based Bainum Family Foundation. This support will help MC run its demonstration centres with the much needed resources required for high quality programmes. CII Foundation joined hands with MC to support the intervention in J&K. Tata Trusts, a stable MC supporter, extended a helping hand in 2019 towards the publication of the State of the Young Child in India report. In 2019-20 MC benefitted from 14 institutional partners (refer to Annexure I).

Our grant to Mobile Creches was one of the first grants Echidna Giving made after launching a strategy in Early Childhood Development. We are impressed with the organization's long standing commitment to young children, and the fact that their programs are designed to support not only young children, but also their caretakers. And Mobile Creches' broader research and advocacy helps ensure these benefits aren't confined to children enrolled at their centers. We look forward to continue learning and serving children in partnership together.

-Dana Schmidt, Senior Program Officer, Echidna Giving

Corporate partners and CSR donors have extended enormous support to MC's ambitions to spread quality ECD services across models and regions. We are pleased to welcome new corporate partners in 2019 – RBL Bank and PVR Nest who have provided essential support to bolster quality programmes on the ground. PNB Housing Finance Ltd., HCL Foundation, HT Parekh Foundation, and Oracle (through CAF India) have provided steady support across our demonstration models and scale plans. In March 2020, we were happy to sign a partnership with Reliance Foundation, through collaboration with British Asian Trust that will strengthen MC's construction site programmes. In 2019-20, MC's work gathered momentum due to the support of 7 corporate partners (refer to Annexure I) and CSR donors.

"RBL is proud to partner with Mobile Creches to help bring change in the lives of children of migrant workers. As part of our collaboration, we have supported two community-based crèches that focus on the health and nutrition of children of migrant workers in East Delhi, at Seemapuri and Trilokpuri. We are confident that the organisation will bring in systemic changes to create a better tomorrow for the communities they support."

-Shanta Vallury Gandhi, Head-HR, CSR and Internal Branding, RBL Bank

Individual donors stood with MC as faithful supporters in 2019-20 even after the successful fundraising year in 2018, on account of MC's golden jubilee celebrations. In a dinner organised in May 2020, the board members offered their deep gratitude to all donors and supporters who have stood with MC, trusting the organisation with their funds and hopes to make a better world for children. In 2019, 185 individual donors contributed generously to MC. Amongst them, 79 donors repeated their donations in 2019, and 106 new donors connected this year. This was mainly possible due to our crowd funding appeals, and MC's participation in the Airtel Delhi Half Marathon. MC introduced a Thank-a-thon in 2019 encouraging all MC team members to call our valuable individual donors to express personal gratitude for their faith and support towards the work of MC. 30 MC team members called 105 individual donors, in what was observed as a rewarding experience.

Airtel Delhi Half Marathon, October 2019

The energy, laughter, and *dholak* beats displayed during MC's participation at the Airtel Delhi Half Marathon 2019, was reminiscent of the passion and enthusiasm fondly recalled by colleagues who had run a similar marathon in 2013. The #bibsthatcare campaign, launched to mobilise support for the marathon, inspired more than 300 individual donors, volunteers, marathon runners, theatre artists, and MC team to run for vulnerable young children. Drum beats and *halla bol*, by Adaakar Theatre Group reverberated the air, reminding runners and spectators about their childhood, and urging them to care for the early childhood development period of India's poorest young children.

PNB Housing Finance Ltd. added the wind beneath our wings that autumn morning, with their financial support, and 259 employees running down the streets, donning the MC jerseys.

Gaurav Mehndiratta, GB member, and a keen marathoner, became MC's Care Champion, as he raised more than Rs.2 lakhs from his friends and colleagues. Gaurav and seven of his KPMG colleagues ran the marathon in full support for MC's work. Through this event MC raised Rs.14.78 lakhs.



Volunteers, Interns and Employee Engagements

Around 40 students from Lady Irwin College, Ambedkar University, O.P Jindal University, Hindu College, and others from Delhi/NCR volunteered or interned with MC this year. 35 amongst them completed their assignments in research, documentation, centre activities, and fund-raising events, and received completion certificates.

Senior employees from Microsoft India spent a March afternoon painting bright child-friendly walls, telling stories, and doing craft activities with the children of Gurgaon based Bestech-79 crèche. In crèches at Sarfabad and Hemisphere site, Noida, HCL employees made animal puppets to narrate stories to children, in September 2019. They also came back to celebrate Christmas with children at the crèches.

A team from KPMG Global Leaders group visited MC in February 2020 to interact with children and carry back nuggets of leadership experience from the frontline teams of MC. The visit was facilitated by London Business School.



Microsoft team spent a day with children at Bestech - 79, Gurgaon



KPMG Global Leaders interacted with children at Raja Bazaar



Sports day celebrated at Mobile Creches

RESOURCING THE MC MISSION

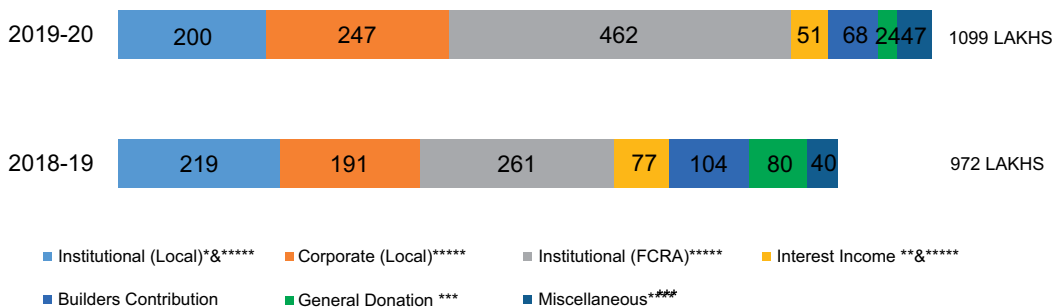
2019-20 was a good year as Mobile Creches (MC) had enough resources to pursue its goals. We could pilot new activities and expand our existing programmes. MC added new international and national partners to its funding landscape – validating our efforts on the ground across all verticals, namely programmes, capacity building, advocacy and knowledge development.

When COVID – 19 hit the country towards the end of the financial year, and the national lockdown followed, it affected the annual closing of MC's accounts and the audit process. But due to a well-integrated ERP system, we could remotely close our financial books and undertake the audit process. The online audit was further verified through occasional visits to the MC office, following all safety protocols.

Summary of Income

MC income for FY 2019-20 stands at Rs.1099 lakhs. The income showed a consistent growth of 13 percent over the previous financial year, 2018-19. Under grants income, the share of FCRA and INR funds was almost equal, though overall FCRA funds of Rs.462 lakhs constituted about 42 percent of total income. Last year FCRA and INR grant stood at 39 percent and 61 percent of total grant income respectively. The growth in FCRA funding was due to Institutional Grants received from Echidna Giving (Rockefeller Philanthropy) and Porticus (Stichting Benevolentia) – two new international, institutional donors supporting MC's community strengthening, knowledge sharing, and capacity building initiatives. In 2019 MC received over 72 percent of grant support from its institutional donors. Corporate donors like PNBHFL, HCL Foundation and HT Parekh Foundation have been instrumental in helping MC scale up its daycare services across different models, due to their consistent support over more than three years. This year PVR Nest, a new corporate partner helped us pilot an urban crèche model in partnership with North District Municipal Corporation of Delhi. An important source of income for MC – financial contribution from the Developers to run the daycare centres at construction sites faced a major shortfall this year. This went down to Rs.68 lakhs from Rs.104 lakhs in FY 2018-19, a decline of 36 percent.

Figure 1: Sources of Income 2019-20 (Amount in lakhs)



* Includes Government Grant (12 lakhs)

** Includes Local & FCRA Interest (Earmarked Interest 2 lakhs)

*** Includes Local and Foreign donations

****Includes Income on redemption of Mutual funds, sale of assets etc.

***** Under MC accounting policy, Grant income, and FCRA interest income shown in financial statements is 'to the extent utilised'

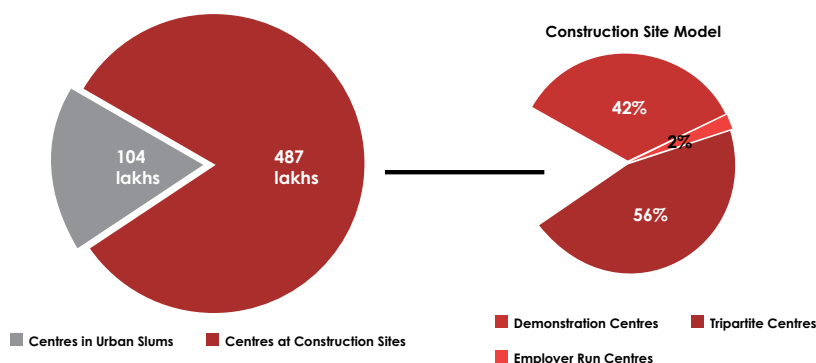
Summary of Expenditure

Overall, MC's expenditure of Rs.1132 lakhs was a growth of 20 percent over previous year. MC's childcare models run by MC directly and in collaboration with NGO partners together amounted to Rs.591 lakhs, about 52 percent of total expenditure. The volume of expenditure on our Tripartite Model increased by 23 percent from Rs.220 lakhs in 2018 -19 to Rs.271 lakhs in 2019 - 20. Expenditure in the other two core verticals of advocacy and capacity building remained at the same proportion of overall expense as previous year. But in absolute terms, advocacy (Rs.86 lakhs) and capacity building (Rs.127 lakhs) verticals grew by 18 percent and 27 percent respectively, compared to their respective share in total expenditure in FY 2018-19. Knowledge development grew almost 5 times from Rs.19 lakhs in 2018-19 to Rs.100 lakhs this year (refer to Chapter 4). This growth was mainly due to the ambitious research project initiated in 2018, in collaboration with Center for Early Childhood Development and Research of Jamia Millia Islamia University to assess the impact of intervention on child and family outcomes, through the scale up (tripartite model) efforts.

Table 1: Summary of Expenditure 2019-20 (Amount in lakhs)

Expenditure	Expenses (2019-20)	Expenses (2018-19)
Childcare Models at Construction sites	487 (43%)	430 (45%)
Childcare in Urban Slums	104 (9%)	111 (12%)
Training & Capacity Building For ECD	127 (11%)	100 (11%)
Advocacy	86 (8%)	73 (8%)
Knowledge Development	100 (9%)	19 (2%)
Resource Mobilisation	33 (3%)	27 (3%)
Organisational Development & Human Resource Development	53 (4%)	48 (5%)
Building Repair and Maintenance	6 (1%)	
50 th year celebrations		30 (3%)
Administration	110 (10%)	104 (11%)
Contractor Contribution Written Off & Provisions	26 (2%)	0 (0%)
TOTAL	1132	942

Figure 2: Expenditure on Childcare Models in 2019-20



The major cause of concern was writing off an overdue amount of Rs.26 lakhs due from the Developers. Combined with lower incomes from Developers, this led to a deficit of Rs.33 lakhs for MC in 2019-20. This was an unfortunate result, reflecting the impact of the slump in the construction industry on MC's financial position.

Balance Sheet 2019-20

Despite the deficit, MC was able to manage a healthy balance sheet this year. Our Corpus fund stands at Rs.673 lakhs, an increase of Rs.30 lakhs over previous year. General reserves at Rs.288 lakhs are much lesser from previous year (Rs.321 lakhs) after accounting for the deficit amount in the Balance Sheet 2019-20. MC's Advance/Unutilized grants stood at Rs.438 lakhs mainly due to advance grants received from our international donors for the grant cycles ending in FY 2020-21. The advanced grants received in the last week of March 2020 led to a bank balance of Rs.288 lakhs, as we could not invest the funds in other instruments due to lockdown conditions in the city. Fixed assets stood at Rs.92 lakhs against Rs.29 lakhs last year, mainly due to the renovation work undertaken. A small, but significant amount of Rs.10 lakhs shown as grant receivables was due from the government.

Table -3 Balance Sheet (Amount In lakhs)

Liabilities	Amount	Assets	Amount
Corpus Fund	265	Fixed Assets	92
Corpus Fund 35AC	408	Investments**	1089
General Fund	288	Stock-in-Hand	13
Property Equipment Fund	27	Cash & Bank Balances	288
Human Resource Development & Staff Welfare Fund	39	Debtors Deposits and Advances	
Special Project Fund	25	- Grant Receivables	10
Advance/ Unutilised Grants	438	- Loan and advances	6
Current Liabilities and Provisions*	146	- Amount Receivables	31
		Other Assets***	107
Total	1636	Total	1636

* 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), Gratuity Fund balance with LIC

Transparency, Compliances and Efficiency

MC ensured that there is no lapse in the organisation's statutory compliances despite the fast changing regulatory framework affecting not for profit entities in India, or the prevailing lockdown conditions during the financial audit process. As a practice, MC followed half yearly internal audits in addition to the Statutory Audit. As a recognition of MC's transparency standards, MC has been a recipient of the Platinum level certificate from Guide Star India for 4 consecutive years.



GOING FORWARD

There is widespread speculation about a 'new normal' in the world order, triggered by the COVID-19 pandemic. If anything, the pandemic uncovered the layers that were hiding deep fissures of inequalities and injustice experienced by migrant workers of India.

At Mobile Creches, we step into this COVID altered world with hope. The hope to do better for our vulnerable young children and their families, so that they remain visible and free to play an equal part in rebuilding this new world order.

People

As hard as it got to predict how COVID-19 would affect each one of us, it propelled the teams to remain connected with migrant families and their children across construction sites, and urban slums. It is the team of MC's frontline workers and support members who will continue to find innovative and quick solutions to ensure that the most distressed children and their parents are counted, and their needs are prioritised. And it will be MC's responsibility to nurture this resilience, ensure their safety, and provide the caring leadership needed to adapt and transform.

Practice

With the economy badly hurt and businesses shutting down, its fallout on migrant workers is expected to be devastating. The post COVID-19 world is expected to have a disproportionate impact on women and children as families suffer greater deprivation. It becomes imperative that quality childcare models, across worksites and urban slums, are available and accessible to offer the needed hope and nourishment to many invisible children and their working mothers. There will be greater responsibilities on MC to adapt and pursue its capacity building efforts, using multiple technological solutions to train the ECD workforce so that quality childcare services reach vulnerable young children, as we reimagine services.

Policy

The COVID-19 pandemic has brought with itself a number of challenges that exacerbates the exclusion and indignity faced by the most vulnerable migrant workers, especially women and their children. In 2020, MC's efforts to influence policy will ensure the voices of the poorest people are heard directly by policy makers through our ground-level work with communities and many partnerships with like-minded networks - with the hope that this pandemic is an opportunity to bring structural reforms needed to build a just and equitable India for its youngest citizens.

Partnerships

When the pandemic struck the poorest citizens of India, causing unimaginable loss to their lives, it was the knowledge of ground realities that reminded MC of the power of transformation that lies within communities. As we prepare for a new normal in the COVID altered world, it is circle of partnerships – bringing together a wealth of experience, resources, and most importantly hope and optimism that will guide our approaches as we re-evaluate our programmes to reach the most invisible young children of India.

ANNEXURE I

Mobile Creches Partners

General Donation

Upto INR 9999

Alankrita Singh
Asha Pathak
Bishambar Das Bimla Kapur Memorial Trust
Bryan Godwin Noronha
Devika Singh
Give India Foundation
Gulshan Rai Bajaj
Jaladhi Thakkar
JC Alexander
Kartik Iyer
Mallika Vinodraj Kumar
Manender Mann
Mukesh Tomar
Nascomm Foundation
Purav Mody
Reva Dayal
Rinki Sharma
Robert S Reader
Ruchi Rastogi Jain
Sage Publications
Sanjay Kapoor
Santosh Srivastava
Seema Rai

Sudarshan Madhok
Sweta Bhattacharjee
UK Online Foundation
Urvija Shukla
Vidya Training Institute
INR 10,000 to less than INR 40,000
Amit Khanna
Amitab Manchanda
Annie Mathew
Anup Singh Khosla
Arun Rastogi
Ashwani & Associates
Katgara Foundation
Deepak Chopra
Deepti Sanwalka
Durga Indramani Foundation
Ena Mehra
Gerard Gold
Gulshan Rai Bajaj
Jaideep Singh Dang
Kali Vohra
Ketto (online platform)
Kunal Sanwalka
Mallika Vinod Rajkumar
Mamta Vaish

Mayank Jain
Mridula Bajaj
Namita Gautam
Mohan Clothing Pvt Ltd
Prabha Rao
Ritu Mal
Rohit Bhasin
Sanjay Kapoor
Sitaram Jindal Foundation
Small Change (online platform)
V Sujatha
Sumitra Mishra
Tarun Rohatagi
Vivek Kohli
INR 40,000 to INR 1 lakh
Pasfar Technologies Milaap
Ravi Sikka
Renu S Karnad
INR 1 lakh and above
Indra Bali (Devna Pandit)
Powell Craft
R Padmini
Sanjay Kaul
Emerging Securities Pvt Ltd

Earmarked Donations/Grants

INR10,000 to less than 1 lakh

Delhi Social Welfare Board

INR 1 lakh to less than 5 lakhs

Charities Aids Foundation- America
Give Foundation
Tata Relief Committee(J & K)
WIEGO Ltd

INR 5 lakh to less than 10 lakhs

Daman & Diu Building & Other
Construction Workers Welfare Board
HDFC Capital
India Infoline Foundation

Tata Education and Development Trust

INR 10 lakh to less than 50 lakhs

Bernard van Leer Foundation
British Asian Trust- Reliance Foundation
Charities Aid Foundation - Oracle
CII FOUNDATION
CRY - Child Rights & You
Godrej Properties Ltd
PVR Nest
RBL Bank Limited

Stichting Benevolentia- Porticus
INR 50 lakhs to less than 100 lakhs
CAF- Bainum Family Foundation
HCL Foundation
HT Parekh Foundation
PHF Home Loan Services Pvt Ltd
INR 100 lakhs and above
Echidna Giving - Rockefeller
Philanthropy Advisors
Grand Challenges Canada
PNB Housing Finance Ltd
UBS Optimus Foundation

Donation to the Corpus Fund

Upto INR 9999

Siddharth Dhurka

INR 10,000 to less than INR 40,000

Anand Shankar G

Aruna Sanwalka

Asha Chaudhri

Asha Sairam

Bomi F Daruwala

Gautam Wadhwa

GS Iyer

Gurmanak Singh

Priti Sanwalka

Reeta Sondhi

Seema Paul

V K Sanwalka HUF

Vera Garg

Vinay Vaish

Vinod Kumar Sanwalka

INR 40,000 to less than 1 lakh

Arvind Wadhwa

Sunisha Ahuja

Urvashi Dhamija

INR 1 lakh to less than 10 lakhs

Ajay Vohra

Deepankar Sanwalka

Indra Bhatia

Lions Club (Greater Kailash)

Mira Pradeep Singh

R Padmini

Drawmet Wires Pvt Ltd

Satyavati Berera

Select City Walk Charitable Trust

Donations in Kind

Abby Thomas

Anjali Alexander

Deepti Bhargava

Kali Vohra

KPMG Global Leaders Group and London Business School

Naveen Talwar

Residents of Regency Park 2 DLF Phase 4, Gurgaon

Residents of Windsor Court DLF Phase 4, Gurgaon

Exposure Visits, Employee Engagement and Volunteers

Exposure Visits

KPMG Global Leaders Group, facilitated by London Business School– visited MC office and interacted with employees and field staff in the centre

Lions Club – members of Greater Kailash Lions Service Foundation visited MC Raja Bazar Centre and interacted with children

Employee Engagement

Microsoft India employees from Gurgaon office visited Hemisphere Centre, Gurgaon and did arts and crafts, wall painting, and story telling for children

Volunteers

Loveleen (Delhi University) for centre activities

Raushan (Delhi University) for Crowdfunding with Ketto

Shivansh (Hindu College) for ADHM, 2019

Panel of Doctors at Construction Sites

Dr. Devender Prakash Gupta

Dr. Gayatri Dewan

Dr. Mudita Jain

Dr. N. P. Verma

Dr. Pradeep Tandon

Dr. Prabhat Sinha

Dr. Sandeep

Pro Bono Advice

Ajay Kandari

DKM Online

Shalini Khanna

ANNEXURE II

Mobile Creches Team

Ajanta Kafley	Mahavir Singh	Rina Devi
Amit Kumar Srivastava	Maimul	Rinki Devi
Anita Devi	Mamta	Rinki Sharma
Anita Nand	Mamta Pandey	Rinku Devi
Anita Singh	Mamta Shukla	Rita Mishra
Anjali Mittal	Manju Gupta	Rita Rawat
Anju Dahal	Maya Tiwari	Roseline Shobha Singh
Ankita Gupta	Meena	Santosh Srivastava
Asha Bahuguna	Meena Saxena	Sapna - I
Asha Bhardwaj	Meera	Sapna - II
Asha Rani Kashyap	Mohd Shariq	Sapna Chaturvedi
Atishi	Mohd Yaseen	Sarita Verma
Balvinder Kaur	Mukesh Kumar	Seema Marathe
Bhagwati Jain	Nabeel Aslam	Seema Rai
Bimla Devi	Nargis Sharma	Seema Sahai
Chander Kanta Sethi	Neelam Srivastava	Shakuntla
Chavi Vohra	Neeru Bhatnagar	Sharmila Devi
Chirashree Ghosh	Neetu Rani	Shashi Kant
Devender Kumar	Neha Rawal	Shiv Bahadur
Durga	Neha Vashistha	Shova Dahal
Gaurav Kumar	Nirmal Budhiraja	Shweta Bharadwaj
Gazala Anam	Paramila	Snehlata
Geeta	Paramjeet Kaur	Sonia
Geeta Devi	Pinki	Sonia Sharma
Hari Kishan	Pinki Kumari Shaw	Subash K B
Heena	Poonam Sapra	Suja Saji Samuel
Kamla Thakur	Prajawati	Suman - I
Kamlesh - I	Pushpa Bisht	Suman - II
Kamlesh - II	Putul Devi	Suman Lata
Kamlesh Sharma	Radha Pandey	Suman Negi
Kanan Misra	Radhika Sharma	Suman Pandey
Kanta Rani Negi	Rajan Prasad	Sumitra Mishra
Kanta Singh	Rajesh Mittal	Sunita Rawat
Khusnuma Parween	Rajni - I	Sunita Sharma
Lalita	Rajni - II	Sunita Solanki
Lata Sharma	Raseedan Begam	Sushma
Lata Trehan	Ravinder Kumar	Sushma Mittal
Laxmi Roka	Reetu Kumar	Sweta Bhattacharjee
Madan Lal - I	Rekha Gupta	Usha Devi
Madan Lal - II	Renu	Varsha Sharma
Madhusudan Tiwari	Rilakynti Kharwanlang	

ANNEXURE III

Childcare Initiative at Construction Sites

I. Demonstration Centres staffed and managed by MC: Delhi, Haryana, Uttar Pradesh (11 centres)

Aar Cee Contracts Pvt. Ltd., Serina & Marina, Sector-68, Tikli, Akleempur Road, Gurgaum, Haryana
Ajnara Group, Ajnara Le Garden Project, Noida Extension Sector 16 B, Near Raja Yakub, West Greater Noida
ATS Home Craft Infra Pvt. Ltd., Sector 150, Pious Hide Ways, Plot No J&K sc-02, Noida, Uttar Pradesh
B.G Shirke Construction Technology Pvt. Ltd., LIG/ EWS (11 a) Housing Project for DDA, Pocket 13, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd. EWS&Cat 11 Hosing Project for DDA, Sector A1-A4, G-6, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd. EWS&Cat 11 Hosing Project for DDA, A-1 to A-4, A-4, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., EWS&Cat 11 Housing Project for DDA Sector A1-A4, G-9, Bawana, Delhi
Bestech India Pvt.Ltd. Bestech Park View Altura, Sector 79, Gurugram, Haryana
Candor Gurgaon Two Developers & Projects Pvt. Ltd., G1 Crèche, Sector 48, Tikli Village, (Behind Unitech), Gurugram, Haryana
The Hemisphere Life Curated, Royal Golf Link City Project Pvt. Ltd., Plot No. REP-2, Sector 27, Block B, Jaypee Greens, Pari Chowk, Greater Noida, Uttar Pradesh
V Care Trust, Vatika India Next Project, Sector 83, Near Apno Ghar, Gurugram, Haryana

II. Employer run Centres set up and facilitated by MC: Haryana, Punjab, Rajasthan, Uttar Pradesh (11 centres)

ATS Group, ATS Picturesque Reprieve, Sector 152, Noida, Uttar Pradesh
Bestech Group, Bestech Park View Residences, Sector 66, Mohali, Punjab
Eldeco Group, Eldeco Amantaran, Sector 119, Noida, Uttar Pradesh
Eldeco Group, Eldeco County, Sector 19, G. T. Karnal Road, Sonapat, Haryana
Eldeco Group, Eldeco Eden Park, Japanese Zone, Neemrana, Rajasthan
Eldeco Group, Eldeco Estate One, Sector 40, G.T. Karnal Road, Panipat, Haryana
Gulshan Homez, Gulshan Botnia, GH - 03C, Sector 144, Noida, Uttar Pradesh
Pyramid Infratech Limited, Pyramid Urban Homes 2, Sector 70A, Gurugram, Haryana
Pyramid Infratech Limited, Pyramid Urban Homes, Sector 86, Gurugram, Haryana
Shapoorji Pallonji Group, AIIMS Cancer Institute, Tehsil Badli, Jhajjar District, Badsa, Haryana
Shapoorji Pallonji Group, Capital Tower, Sector 26, MG Road, Gurugram, Haryana

III. Tripartite Centres managed by NGOs trained by MC: Gujarat, Haryana, Karnataka, Punjab, Uttar Pradesh, Daman (UT), Rajasthan (45 centres)

Ajnara India Ltd., Ambrosia, Sector 118, Noida, Uttar Pradesh
Ansal Properties & Infrastructure Ltd., Esencia, Ansal API, Sector 67, Gurugram, Haryana
Ashiana Dwellings Pvt. Ltd., Ashiana Mulberry, Adjacent to GD Goenka World School, K.R. Mangalam University, Gurugram, Haryana
Ashiana Homes Pvt Ltd, Ashiana The Centercourt, Sector 88A, Gurugram, Haryana
ATS Greens, ATS Dolce, Zeta 1, Greater Noida, Uttar Pradesh
ATS Greens, ATS Le Grandiose, Greater Noida, Plot No-sc-01/c-a1 of sports city, Plot No-sc-01/, Sector 150, Noida, Uttar Pradesh
ATS Greens, Happy Trail, Sector 10, Greater Noida West, Uttar Pradesh

ATS Greens, Rhapsody, Greater Noida West, Uttar Pradesh
 Bakeri Group, Sarvesh, Bakeri City, Close to Prahladnagar, Vejalpur, Ahmedabad, Gujarat
 Bakeri Group, Sivanta, Gauravpath, Ranip, Ahmedabad, Gujarat
 Bestech India Ltd., Park View Sanskriti, Sector 92, Manesar Road, Gurugram, Haryana
 Corporate Leisure & Property Developments Pvt. Ltd., CLPD Chikkaballapur, Suncity 2, Gunjur Road Carmelaram post, Ambedkar Nagar, Chikkabellandur, Bengaluru, Karnataka
 Emaar MGF Land Ltd., Emerald Hills, Sector 65, Gurugram, Haryana
 Emaar MGF Land Ltd., Gurgaon Greens, Sector 102, Gurugram, Haryana
 Emaar MGF Land Ltd., Mohali Hills, Sector 105, Mohali, Punjab
 Emaar MGF Land Ltd., Palm Gardens, Sector 83, Gurugram, Haryana
 Forever Buildtech Pvt. Ltd., The Roselia, Sector 95A, Gurgaon
 GD Buildtech Pvt. Ltd., Eldeco Accolade, Sohna, Gurugram, Haryana
 Girdhari Construction, DDA project, Samridhi Apna Centre, D16 Loknayakpuram, Bakkarwala, New Delhi
 Globe Civil Project Pvt. Ltd, CPWD project, Fulwari-IIM-Labour Camp-1, IIM Udaipur, Labour camp -2, Balicha, Ahmedabad Highway, Udaipur, Rajasthan
 Godrej Properties Ltd., Godrej Nest, Greater Noida, Rasoolpur Nawada, Industrial Area, Sector 150, Noida, Uttar Pradesh.
 Hombale Constructions and Estates Pvt. Ltd., 11th Main, Vijayanagar, Bengaluru, Karnataka
 JMC Projects (India) Ltd., JMC Prestige Lake Ridge, No 115 Utrahalli Post, Veeranjaneya Layout, 2nd stage, Yadalam Nagar, Subhramanyapura, Bangalore
 JMC Projects (India) Ltd., Puravankara Ltd., Purva Palm Beach, Opp Hennur Road, Yashbans Road , Hanumanthappa Layout, Kyalasanhalli, Bangalore
 Labour Welfare Board, Daman, Old Age Home, Nani Daman, Daman, Union Territory of India
 Larsen & Toubro project, L&T centre, L&T labour colony, Titardi Banswara Road, Near Umaid Villa Hotel Udaipur, Rajasthan
 Mahaveer Group, Mahaveer Ranches, Rayasandra Circle, Bangalore
 Mahaveer Group, Mahaveer Turquoise, Next to Hosa Road junction, Basapur village, Bangalore
 N.R Green Woods, Rachenahalli Main Road, Near Amruth Apartment, Jakkur, Bangalore
 Prestige Group, Prestige Falcon City, Kanakapura Road, Bengaluru, Karnataka
 Prestige Group, Prestige Fern Galaxy, Surjapur, Bengaluru, Karnataka
 Prestige Group, Prestige Kew Garden, Kariyamma Agrahara Road, Shyanbhog Colony, Yamalur, Bellandur, Bangalore
 Rise Builder, Resort Residences, Sector 1, Techzone-4, Greater Noida (West)
 Royal Archie Pvt. Ltd., Royal Archie, Pratapnagar, Airport Road Udaipur, Rajasthan
 SARE Homes, Crescent Parc, Sector 92. Pataudi Road, Near Mewka village, Gurugram, Haryana
 Savvy Infrastructures Pvt. Ltd., Savvy Swaraj, Off SG Highway, Opposite Godrej Garden City, Jagatpur Road, Ahmedabad, Gujarat
 Shri Laxmi Archcon Builders, Shri Laxmi Celebration Residency, Sector 2B Vasundhara, Ghaziabad.
 Signature Global Pvt. Ltd., Grand Iva, Sector 103, Gurugram, Haryana
 Signature Global, Signature Global The Millennia, Garauli Kalan, Sector 37D, Gurugram, Haryana
 Sternal Buildcon Pvt. Ltd, The Serena, Sector 37 D, Gurugram, Haryana
 Suncity Projects, Suncity, Ibluru, Surjapur, Outer ring road, Ibluru, Bengaluru, Karnataka
 Sushma Buildtech, Sushma Chandigarh Grande, Adjoining Walmart Chandigarh-Delhi NH-22, Zirakpur, Punjab
 TATA Housing, TATA Aquila Heights-1, Jala Halli West, Bengaluru, Karnataka
 TATA Housing, TATA Aquila Heights-2, Jala Halli West, Bengaluru, Karnataka

IV. NGO Tripartite Partners managing the centres in Section III above

Aajeevika Bureau, 39, Krishna Colony, Near Khan Complex, Bedla, Road, Behind CASA Training Centre, Udaipur, Rajasthan- 313004

(Started in 2020; managing 3 centres)

Care Village Foundation, H.No 1, NH 29, Mardah, Uttar Pradesh- 233226
(Started in 2019; managing 1 centre)

Child Survival India, Khera Khurd Village, Multipurpose Community Hall, New Delhi- 110082
(Started in 2018; managing two centres)

FXB India Suraksha, D 60, Second Floor, Kalka Ji, New Delhi- 110019
(Started in 2018; managing 2 centres)

Nav Srishti, 3-C, Icon Society, Near LIC Building, Mehrauli, New Delhi- 110030
(Started in 2015; managing four centres)

Nipun, GH - 5 & 7 / 883, Paschim Vihar, New Delhi- 110087
(Started in 2015; managing 4 centres)

Rasta, E-75, Gali No.1, West Vinod Nagar, New Delhi-110092
(Started in 2014; managing 5 centres)

Saath Charitable Trust, O/102, Nandanvan 5, Nr. Prematirth Derasar, Jodhpur, Ahmedabad- 380015 (Started in 2015; managing 5 centres)

Safe Approach for Nascent Termination of Social Hazard (SANTOSH), E-93, Bhagwati Garden Extn., New Delhi- 110059
(Started in 2014; managing 8 centres)

Sakshi, D-332, Defence Colony, New Delhi- 110024
(Started in 2015; managing 3 centres)

Sampark, No. 39, 1st Avenue, Teacher's Colony, 1st Block, Koramangala, Bangalore- 560034
(Started in 2015; managing 5 centres)

Sparsha Trust, No. 64 (old no.4), 9th Main, Beside Dr. Shah's Diagnostic Centre, Mathikere, Bangalore- 560054
(Started in 2017; managing 2 centres)

Voluntary Health Association of Punjab (VHAP), C/o Sood Complex, Top Floor, Opposite Committee Office, Near Bank of Baroda, Dasmesh Nagar, Nayagaon, District Mohali- 160103
(Started in 2015; managing 2 centres.

Childcare Initiative in urban poor settlements

I. Community Based Crèches: Delhi, Noida (Uttar Pradesh)

Amrapali Centre, Amrapali Jhuggi, Sector 76, Noida

Barola Centre, Hanuman Vihar, Sector 48, Barola, Noida

Mamura-I Centre, Gali No 7 , Sector 66 , Noida

Mamura-II Centre, Gali No 7 (Nr Gali no 5), Sector 66, Noida

Sarfabaad Centre, K. No. 361, Village Sarfabad, Sector 73, Noida

Seemapuri- I Centre, Block D, DDA Community Centre, Near New Seemapuri Bus Stand, New Delhi

Seemapuri- II Centre, Block-A, DDA Community Centre, New Seemapuri, New Delhi

Trilokpuri Centre, Block 13, Community Centre, Trilokpuri, New Delhi

II. Demonstration Centres staffed and managed by MC: Delhi

Dakshinpuri - 1, Gali No 3, Opposite- 3/332, Near MCD office, Dakshinpuri, New Delhi - 110062

Dakshinpuri- 2, Block B, Near Mahila Mangal, Behind Virat Cinema, Dakshinpuri, New Delhi - 110062

Raja Bazaar Centre, D.I.Z Area Raja Bazar, Near Gole Market, New Delhi- 110001

III. Urban Crèches run in North Delhi Municipal Corporation Schools

Municipal Corporation of Delhi School, AC Block, Shalimar Bagh, New Delhi - 110008

Municipal Corporation of Delhi School, G Block, Naraina Vihar, New Delhi -110027

Municipal Corporation of Delhi School, H Block Naraina Vihar, New Delhi -110027
Municipal Corporation of Delhi School, Haiderpur, New Delhi - 110088
Municipal Corporation Primary School, EU Block, Pitampura, New Delhi - 110034
Municipal Corporation Primary School, Prashant Vihar, New Delhi - 110085
Municipal Corporation Primary School, Rouse Avenue, New Delhi - 110002
Municipal Corporation Primary School, Turkman Road No. 1, New Delhi - 110002
Municipal Corporation Public School, HU Block, Pitampura, New Delhi - 110034



ANNEXURE IV

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 organisation 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. DLI © (I-49)/73-74 dated 26.09.73.
- Section 80G of the Income Tax Act 1961; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.07, valid till perpetuity.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The registration has been renewed w.e.f 1st Nov 2016 and deemed to be valid for a period of 5 years (up to 31st October 2021), as per revised FCRA 2010.

2. Vision, Purpose, Aims and Objectives, Achievements: Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. A strategic Planning exercise is done, for the purpose of defining the Strategic Plan for the next 3-5 years. 2019-20 was the third year of the Strategy Plan 2017-22. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organisation's performance against its stated objectives.

3. Governance

(a) General Body (as on 31st March, 2020)

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 (Life)	Dipa Sinha	Renu Karnad
Devika Singh	Gaurav Mehndiratta*	Ritu K. Mal
Indra Bhatia	Indu Balagopal	Rohit Bhasin*
Core Members (Life/3-year term)	Jolly Rohatagi	Sanjay Kaul
Adarsh Sharma	Kali Vohra	Saurabh Prakash
Ajay Vohra	Kumkum Ghosh	Shankar Venkateswaran
Amitabh Behar	Manju Vaish	Satyavati Berera
Amrita Jain	Manas Satpathy*	Shashi Kiran
Anjali Alexander	Mathew Cherian	Venita Kaul
Anup Khosla	Mina Swaminathan	Vera Garg
Archana Kumar	Mohini Prakash	Ved Arya
Arvind Wadhwa	Mridula Seth	Yashwanti Rana
Asha Chaudhri	Priti Sanwalka	Associate Members
Asha Singh	Rajan Sinha	Nisha Mehta*
Biraj Patnaik	Raman Ahuja*	Mrinalini Kochar*
Brinda Singh	Ranjana Agarwal	

*Term ends 31st March, 2023

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 14th September, 2019. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3-year term. This year, the meeting was held on 30th November 2019 to elect the GC members for 2020-23 term. Devika Singh, GB member, was paid an honorarium for her inputs, as Advisor, to the Advocacy functions, at Mobile Creches.

(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. Amrita Jain, GC member, was paid an honorarium for her inputs as Advisor for Training initiatives of Mobile Creches.

Governing Council (Board) as on 31st March 2020

Sr. No.	Name	Age	Gender	Occupation	Position in the Board
1	Amrita Jain*	62	F	Advisor, Training and Capacity Building, Mobile Creches	Chairperson
2	Anup Khosla*	69	M	Director, Oxfam India	Secretary
3	Priti Sanwalka*	51	F	Chartered Accountant, Volunteering with various NGOs	Treasurer
4	Vera Garg*	61	F	Teacher in American Embassy School	Joint Secretary
5	Ritu Mal*	64	F	Director with EM3 Agri Services Pvt. Ltd., an agricultural services company	Member
6	Satyavati Berera*	60	F	COO, PricewaterhouseCoopers Pvt. Limited, India	Member
7	Rajan Sinha*	64	M	CEO, Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
8	Amitabh Behar*	49	M	Chief Executive Officer, Oxfam India	Member
9	Ved Arya*	62	M	CEO of SRIJAN, an NGO promoting rural livelihoods across India	Member
10	Adarsh Sharma**	73	F	Former Director, National Institute of Public Cooperation and Child Development (NIPCCD)	Member
11	Manas Satpathy**	53	M	Integrator at PRADAN, a leading civil society organisation	Member
12	Rohit Bhasin**	60	M	Former partner in the Financial Services Practice in PwC.	Member
13	Renu Karnad**	67	F	Managing Director, HDFC Ltd	Member

*Elected from the GB at its meeting held on 10th Dec'2016 for the term 2017-20.

**Co-opted by the GC at its meeting held on 18th Feb, 2017, for the term 2017-20

(c) Details of Governing Council meetings held in 2019-20

The GC met three times during the year and approved plans, programmes, budgets, annual activity reports and audited financial statements. 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	June, 29, 2019	9	Approval of Annual Statement of Accounts 2018-19, Update on ED's performance and KRAs for next year; Approval of capital expenditure for office renovation.
2	September 14, 2019	8	Recommendation of statutory auditor for FY 2019-20; Approval of Nominations for General Body Members; Approval of Annual Report 2018-19
3	March 21, 2020	9	Approval of Annual Operational Plan 2020-21; Approval of Annual Budget for 2020-21; Approval of HR Plan for 2020-21; Appointment of Auditor for Internal Review; Approval of Safeguarding Policy

*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 – 2017-20

	Strategic Plan	Finance & Audit	Human Resource	Nominations
Committee Chair: (GC/GB members)	Amitabh Behar	Priti Sanwalka	Ritu Mal	Vera Garg
Others: GC/GB Members	Shankar Venkateswaran Anjali Alexander Rohit Bhasin	Anup Khosla	Kali Vohra	Mathew Cherian Satyavati Berera Shankar Venkateswaran
External Experts	Raman Ahuja	Gaurav Mehndiratta	Rajan Sinha*	
Heads of Departments	Executive Director	Chief Operating Officer, Manager Accounts	Chief Operating Officer, Manager HR	Executive Director
Ex Officio Members	Chairperson	Chairperson & ED	Chairperson & ED	Chairperson

* Rajan Sinha is an HR Expert and also a GC/GB member

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 control; 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.

4. 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 8: '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 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 2020)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organisation	Sumitra Mishra	Executive Director	2,50,000/-
Highest paid staff member after Operational Head	Seema Sahai	Chief Operating Officer	1,35,235/-
Lowest paid staff member in the organisation	Mamta Pandey	Helper	16,934/-

Table 2: Distribution of Staff according to Salary levels and Gender (As on 31st March 2020)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000			
5,000-10,000			
10,000-25,000	7	62	69
25,000-50,000	7	32	39
50,000-1,00,000	3	7	10
1,00,000 - above		4	4
Total Staff	17	105	122

(d) Auditors, Bankers and Investment Advisors

Statutory Auditors: Thakur Vaidyanath Aiyar & Co., 221-223, Deen Dayal Upadhyaya Marg, New Delhi - 110001

Internal Auditors: Kumar Mittal & Company, 13, Basement Community Centre, East of Kailash, New Delhi - 110065

Bankers: Canara Bank, Gole Market, New Delhi - 110001; Standard Chartered, 10, Sansad Marg, New Delhi - 110001; HDFC Bank Ltd., 209-214, Kailash Building, Kasturba Gandhi, Marg, New Delhi - 110001

Investment Advisor: Client Associates, 2nd Floor, Block-B, Vatika Tower, Golf Course Road, Sector-54, Gurugram

(e) Travel details:

Name	Designation	Purpose	Amount	Sponsored By / Expense from project
Sumitra Mishra and Sonia Sharma	Executive Director and Sr. Manager (Programmes)	To attend GCC partners' workshop, Dubai	Rs.15,200/-	Grand Challenges Canada
Chirashree Ghosh and Neeru Bhatnagar	Sr. Manager (Advocacy) Sr. Manager (Training)	To participate in ISSA International Conference, Leiden, Netherlands	Rs.42,930/-	Grand Challenges Canada
Sumitra Mishra	Executive Director	To attend World Bank meeting, London	Rs.105,935/-	World Bank
Sonia Sharma	Sr. Manager (Programmes)	To attend ARNEC Workshop at Vietnam, Hanoi	Rs.152,846/-	Grand Challenges Canada
Sumitra Mishra	Executive Director	To attend CGD hosted Birdsall House Conference, Washington	Rs.20,504/-	Center for Global Development



GuideStar India Certifications: Gold FY 2014-15, Platinum FY 2015-16, FY 2017-18, FY 2018-19

ANNEXURE V

List of Mobile Creches Publications and Training Materials

Sl.No.	Name of the Publication	Objective	Type
Policy and advocacy related			
1	Mapping Vulnerabilities of Children of Women Workers in Informal Sectors in Delhi: Re-imagining Childcare and Protection for All	Study on the situation of young children of women working in informal sector in vulnerable areas of Delhi. It was conducted in partnership with Delhi Commission for Protection of Child Rights (DCPCR), Institute of Social Studies Trust (ISST), and Neenv Delhi FORCES	Report
2	Two pager on main findings of the report on Mapping Vulnerabilities of Children of Women Workers in Informal Sectors in Delhi: Re-imagining Childcare and Protection for All	Key highlights of the study findings	Document
3	Alliance for Right to ECD submission of recommendations on Draft National Education Policy (NEP) 2019	It is a background note on recommendations sent to MHRD on the Draft NEP 2019, focusing on Foundational Stage policy provisions	Document
4	Baseline Survey Report of Shahbad Dairy and V.P. Singh Areas of Delhi (Hindi)	Report on the baseline data findings covering young children up to six years in Shahbad Dairy and V.P.Singh Areas	Report
5	Anganwadi Support and Monitoring Committee Guidelines (ASMC)	A document that describes the formation, roles and responsibilities, and limitation of ASMCs in the context of Delhi	Document
6	Labour laws and Children, A Policy Brief	Document depicts the evolution of labour laws, its provisions, overlapping with the rights of working women and their young children. The document identifies challenges and makes broad policy recommendations.	Document
7	"Quality Childcare Provision: As a solution to reduce unpaid care burden on women" - a chapter in the fifth volume of the Rethinking India series, on gender equality. (to be published by Penguin India)	The chapter argues about the importance of public childcare provisions as an enabler for economic, social, political and cultural participation of women. The series is a part of Sammriddh Bharat Foundation's series on "Rethinking India".	Publication
Training and Capacity Building			
7	12 Days Pre Service ECD Training Module for Crèche Workers	A comprehensive training module to be used for training frontline ECD workers to enable them to work as crèche and day care centre workers	Training Learning Resource
8	Revised <i>Balwari</i> Curriculum for specific themes	Mobile Creches ECCE curriculum (for 3-6 years) revised with focus on emergent learning, vibrant worksheets, new stories and TLM	Teaching Learning Resource
9	ECCE Curriculum for Prison Settings	A 12 months comprehensive ECCE curriculum to be used by ECCE workers at crèches and nursery schools run inside India's prisons.	Teaching Learning Resource

Sl.No.	Name of the Publication	Objective	Type
10	Minimum Guidelines for Running and Managing Crèches at Prison Settings	A document with norms and standards for ensuring quality of crèches in prisons	Document
11	Parent Development Module (Revised)	Two new sessions added focusing on Education and Linkages to avail government entitlements at construction sites.	Training Learning Resource
	Programme		
12	Enabling a Nurturing Environment for Children of Construction Workers in Daman	Captures the process for setting up a nurturing crèche for children of construction workers, in Daman, in partnership with Labour Welfare Board	Document
13	Evaluation Report on Organisational Capacity of MC's Partner NGOs under the Tripartite Model	External Evaluation to assess the readiness of organisations to sustain ECD interventions, especially childcare at construction worksites	Report
14	Evaluation Report on Quality of ECD services, of MC's Partner NGOs under the Tripartite Model	External Evaluation to assess the technical competencies of the organisation to sustain the quality parameters for running construction site based crèches and day-care centres	Report
15	External Review of Capacity Building Intervention done by MC (specific to trainings of Madurai and Chennai based partner NGOs)	Evaluating the relevance and efficacy of MC's training strategies, outcomes, and sustainability of the impact of training.	Report
16	We Care to Build Lives	Showcasing the scale-up journey of Mobile Crèches journey under the Tripartite model since 2015	Film
17	Impact of Real Estate Industry on Migrant Construction Worker – A macro level analysis	Desk review analysis of the economic trends that have led to the slowdown of the construction sector and the consequent impact on construction workers, especially women workers	Report
18	Visibilising the Young Child in India as a Rights' Holder – Chapter in "India's Children – Continue to Challenge Our Conscience", published by HAQ Centre for Child Rights, 2019	The chapter focuses on the importance of first 1000 days of a child's life and the intersecting rights of the child and mother, and its impact on young children.	Publication

Annexure VI

Training Overview: 2019-20

Crèches/Daycare in Different Settings: Construction Sites and Urban Slums				
Training within MC and in partnership with Civil Society Organisations (CSOs)				
S No.	Type of Training	Purpose	Target group	Outcomes/ Observation
1	In-service training for MC teams	To enhance internal teams' knowledge, confidence and skills	Direct Delivery Model; 9 workshops; 2 days each Employer-run Model; 1 workshop for 1 day Community Based Crèche Model; 3 workshops, 1 day each	Enhanced capacities of Balwadi workers on revised curriculum transactions. Enhanced knowledge and skills of middle level functionaries on community engagement aspects
2	ECD orientation and crèche management	To enhance knowledge of partner NGOs and sensitize them on ECD	10 NGO heads, managerial/ supervisory cadre (Ajeevika, Care Village, Centre for Equity Studies, FXB, IHMR, IVF, Nipun, Navshristi, Saath, and YMCA	Knowledge on crèche concept and its management at construction sites and urban slums
3	Pre-service training for crèche/daycare workers	To develop a pool of childcare workers.	132 local community women at construction sites 56 women from urban poor areas 7 trainings; 12 days each	Enhanced knowledge, skills and attitude on crèche running and management Led to setting up of new crèches: 14 at construction sites and 10 in NDMC primary schools
4	Incremental Trainings for in-service crèche teams of CSO partners	To identify gaps and provide handholding support to the workers running crèches.	32 trainings: 4 days each with crèche teams and CSO supervisors Urban: Madurai, Chennai, Bangalore Construction: Daman, Delhi NCR, Udaipur 4 trainings; 4 days each at prison setting	Enhanced skills of teams on crèche management, crèche curriculum, record keeping, and parent development programme.
5	Refresher Trainings for CBC teams in urban settings	To identify gaps and provide hand-holding support	15 workers at MC supported CBCs 2 workshops: 1 day each 19 middle level functionaries of YMCA 3 workshops: 5 days each	Enhanced capacity to plan developmentally age-appropriate activities for fostering children's learning, participation and creativity
Trainings in partnership with Government: Jammu & Kashmir				
1	Consultations	Sensitizing state officials on early childhood years and importance of ECCE	25 mid-level ICDS functionaries (Ramban, J&K) 1 Consultation: 1 day	Better ownership and support from the State to bring systemic changes for provisioning Supplementary Nutrition and appropriate placement of AWWs

2	ECD orientation and understanding about quality ECCE	To sensitise and enhance knowledge on importance of ECCE for partner NGOs that work closely with government	JKASW 1 workshop: 5 days	Enhanced knowledge on quality ECCE principles and parameters
3	ECCE Trainings	To strengthen pre-school component under ICDS	149 AWWs/Helpers 20 Supervisors 5 State/ NGO Officials 5 workshops: 5/6 days each	Enhanced skills and knowledge on growth monitoring and ECCE activities Age and developmentally appropriate ECCE activities conducted by AWWs State ECCE curriculum was introduced in AWCs
4	Anganwadi Centre Review and Refresher Workshops	To assess the impact of training -- identifying gaps and handholding support	50 AWCs in Ramban 2 visits; 5 days each	Assessment, follow up, and on-job training to meet gaps in knowledge and strengthen transaction skills
5	Training on Community Engagement and Supportive Supervision	To strengthen community participation for better support and monitoring of local AWCs	3 field facilitators and 2 coordinators 2 workshops: 4 days each 1 workshop for 2 days	50 community groups formed. Enhanced knowledge of JKASW team for creating and supporting community groups
Trainings in partnership with Government: Jharkhand				
1	ECCE training	To strengthen capacity of AWWs on Preschool component and Growth Monitoring	100 AWWs 3 workshops: 5 days each	Strengthened knowledge and skills of AWWs on preschool education through play way methodology and skills on growth monitoring
Government Institutions: NIPCCD				
1	Training on Crèche Concept and Model Development under National Crèche Scheme (NCS)	To strengthen knowledge of Crèche model and its quality parameters	20 southern region master trainers of NIPCCD 4 sessions; half day each	Strengthened knowledge of regional trainers on crèche concept and its model so that they can further train middle level functionaries and crèche workers



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



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