

ANNUAL REPORT 2015-16



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Chairperson's Note

In the last year Mobile Creches (MC) further intensified its work in its mission of improving the lives of the most marginalized and underserved children. In over 47 years since our birth, MC has impacted the lives of close to one million children through our field level interventions.

The magnitude of the challenge is immense. We are, therefore, increasingly becoming focused on working along with other civil society organizations, Central and State Governments as well as with a range of decision and opinion makers so that we can together make a national level impact. In this connection we set up a Task Force to develop our new strategy that takes into account the changes in the external environment as well as the newer challenges that children face in the country.

In our mission we have been supported by a large number of organizations and individuals. We acknowledge this support that enabled MC to have 29% growth in income over the previous year. 100% tax exemption on all donations to the Corpus Fund of MC, under 35AC of the Income Tax Act, has been extended till March 2017.

With increased donor commitment, MC also stepped up its spending across all its programs by 32% over the previous year. Major support came in from Grand Challenges Canada (GCC) for the scale-up and building of partners for the construction sector. This year with GCC's support we ventured out in transferring of business operations of providing childcare services at construction sites to nine NGO partners. Other major donors were HDFC Venture Capital Ltd and HT Parekh Foundation.

We were also supported by three new contributors – UBS Optimus Foundation, International Food Policy Research Institute (IFPRI) and Oracle. Overseas Development Institute (ODI) of London featured the work being done by Mobile Creches in their latest report on women's work.

We continued our field level interventions at construction sites of NCR and in the slum settlements of Delhi. We strengthened our alliances with academic institutions, women's organizations and other citizens' groups. We also carried forward our advocacy efforts aimed at policy change, effective legislation and improved services by way of quality, coverage, budgets and institutions for the young child.

To further improve our program efficiency and impact, we successfully launched our Enterprise Resource Planning (ERP) software and effected the transition smoothly. We have also successfully implemented our Performance Management System (PMS) aimed at ensuring that goals are consistently being met in an effective and efficient manner. These changes are historic for MC its effort on becoming not only an effective voice but equally an organization that meets the most exacting performance standards.

Providing quality care in the early childhood years is the most critical and development is the key. It requires sensitivity, the right attitude, adequate knowledge and appropriate skills that only a committed, specially trained worker can provide. MC is, therefore, providing technical and training support to both civil society and government functionaries. We plan to further enhance our focus in this area in the coming years. We have been recognized as a technical resource by the Ministry of Women and Child Development (MWCD) and we have been working along with it for setting up crèches in several States and for formulating a national level policy of crèches in the unorganized sector.

We thank all our institutional and corporate donors, individual donors, volunteers and the entire MC team for supporting us in our shared mission and philosophy.

Sanjay Kaul

From the Executive Director's Desk

Last year the Sustainable Development Goals (SDGs) were formally adopted by the UN general assembly, four of which relate specifically to the issues that MC works on – end to hunger and achieve food and nutritional security, universal access to ECCE, Health for all and recognition of unpaid care. Within all of these, one can find strategic spaces to advocate for quality child care, health care interventions targeting reduction in IMR and MMR as also universal maternity entitlements especially for women in the informal sector.

The Indian government has mandated the Niti Ayog (formerly Planning Commission) to frame the vision documents and plans to achieve the SDGs. There is every likelihood that the Indian government takes serious measures to attain the SDGs especially in the current global climate where India is marketing itself as a serious contender for global leadership. In this context, MC may be able to carve out for itself a niche role and intervene at multiple levels to support the attainment of these goals.

It is imperative that MC continues to demonstrate different models of quality child care centers in different settings and build capacities of other stakeholders including employers, civil society partners and government functionaries. Last year MC made critical in-roads into several States (Madhya Pradesh, Rajasthan and Delhi) for operationalizing and piloting anganwadi cum creches under its ICDS programme. This was possible after sustained and concerted efforts to meet senior officials, building their perspectives, and planning with them to design a project to respond to their administrative and cultural context.

These experiences have thrown up very useful insights into what works and has equipped MC to transact more effectively with other states. We hope that these pilots which are bringing about a quiet transformation in the lives of women overburdened by work and childcare responsibilities, will trigger demand for quality services by women organizations and panchayats.

At another level MC has successfully transferred the operational skills of running a center to about 8 NGOs who are today running more than 20 creches at construction sites in different parts of the country. Institutionally this has exciting implications for MC as it moves from being a service provider to a technical support. Both the above examples demonstrate MC's readiness to move beyond its current landscape to expanding its area of influence to other settings – from urban NCR settings to rural/tribal areas with more settled populations in different social and different political contexts.

MC's efforts to reach out to critical decision makers have been visible through the release of the Law Commission Report No. 259 which strongly recommends constitutional amendments to develop legal guarantees for survival, protection and development for the youngest constituency. Additionally MC made a representation to the committee constituted to frame the New Education Policy in which we strongly pitched for the inclusion of the under 6s within the policy. With the support of specialists, position papers were prepared and disseminated through the release of a book "Rights to the Youngest", Policy briefs and other materials targeting specific segments like members of parliament, network and coalition partners were also prepared to inform and influence critical decision makers.

Concomitantly MC continued to work collectively with multiple partners of civil society on issues which have a close bearing on the young child. As secretariat for two networks– NEENV, the Delhi Chapter of FORCES comprising of grass root organizations working in Delhi and 'The Alliance of Right to ECD', comprising of academics, ECD specialists, network partners it gets critical opportunities to build perspective and capacities on Early Childcare and Development with a wide range of stakeholders.

The mid-term evaluation of our current strategy by a team of external experts, led to some serious internal reflections, which will be incorporated in the future strategy exercise which was expected to be initiated in the coming year. This will be intellectually anchored from within, as the learnings derived from our work provide insights into what the future road map should look like. It is therefore important that MC takes critical decisions to reinvent itself, to stay conceptually relevant in sync with its integral strengths and to respond to the dynamic changes taking place in the external world. We look forward to developing the next strategy plan and work on the nuts and bolts to launch it in the next financial year.

Mridula Bajaj

Abbreviations

AWCC	-	Anganwadi Cum Creches
AWW	-	Anganwadi Workers
CBC	-	Community Based Creches
CBO	-	Community Based Organisation
CDPO	-	Child Development Project Officer
CRY	-	Child Rights and You
DWCD	-	Department of Women and Child Development
ECD	-	Early Childhood Development
ERP	-	Enterprise Resource Planning
FORCES	-	Forum for Creche and Child Care Services
ICDS	-	Integrated Child Development Scheme
KRA	-	Key Responsibility Areas
MC	-	Mobile Creches
MIS	-	Management Information System
MWCD	-	Ministry of Women and Child Development
NCERT	-	National Council for Educational Research and Training
NCR	-	National Capital Region
NFE	-	Non Formal Education
NGO	-	Non Governmental Organisation
NLSIU	-	National Law School of India University
NLU	-	National Law University
PDP	-	Parental Development Programme
PHC	-	Primary Health Center
PMS	-	Performance Management System
RTE	-	Right To Education
RUTF	-	Ready-To-Use-Therapeutic-Food
ToT	-	Training of Trainers



"I enjoy coming to creche. Creche didi is like my amma,"
Meena, 2.5 years, construction site centre

Children

There are 671 million under five children in the world today (United Nations Department of Social and Economic Affairs, 2015) and as labour force participation rate exceeds 60% globally (World Bank, 2015), a large number of these children will be in urgent need of care and protection.

The criticality of the first few years of a child's life for the healthy development of an individual's potential is now fully acknowledged and supported by scientific research. During these years, almost 1000 brain cells connect every second, a pace never matched again. These connections which are building blocks of a child's life determine her cognitive, social and emotional development and define her capacity to learn, her future success and happiness.

In India's context, **60 million** under six children live in poverty and deprivation. Families migrate from villages to cities to make ends meet and most of them end up as daily wage workers in the informal sector, where work conditions are harsh, hours are long, wages are below the legal minimum wage and women get paid less for the same work. Here, situation becomes worse for the working mothers who have no maternity support and creche for their children.

In slums or at construction sites, the workers continue to be housed in shanties *with poor supply of potable water and electricity and even poorer sanitation. The open pits and drains, piles of filth and construction material provide for dangerous, unhealthy and unsafe playing grounds for the young children especially when both parents are away at work.* Children pay a heavy price: unsafe and unhygienic surroundings; lack of physical care; emotional nurture or mental stimulation; incomplete immunizations; no exclusive breastfeeding; exposure to water borne diseases; inadequate nutrition; and disrupted schooling. The country also pays a heavier price, in terms of human capital and the rights of our children.

Thus, there is urgent need to intervene, provide nurturing care, protection, nutrition and learning opportunities which have the potential to bring about change in the life trajectories, especially for the most marginalised.

Seeing this huge unmet need, MC laid the foundation for the development of children which is holistic, inclusive and meets the need of childcare among the working poor.

Mobile Creches – Touching lives

MC's day care model for the children focusing both on young and migrant child has successfully reached out to children in the urban scenario at construction sites and in slums. With this model MC has demonstrated that quality childcare is possible in the most difficult circumstances. This provides evidence to advocate for policy change at multiple levels.

MC's child care model includes the provision of health, nutrition, learning and care to foster development. Some of the core components of the model are its accessibility, sufficient space and trained workers, appropriate child to adult ratio, culturally appropriate learning, proper systems and procedures. This model addresses children's needs in a holistic manner.

Its proactive, preventive and cost effective strategy makes it a demonstration model fit for replication in other vulnerable situations.

To make the initiatives sustainable, MC also focuses on sensitizing the community on the criticality of Early Child Care and how the small changes instituted by them can have far-reaching impact on the health and development of the child.

This year, MC's well-designed and developmentally appropriate programme reached out to **10535 children at construction sites and 1480 children in urban slum settlements, in and around Delhi.** Please see the table in section 2 below.

1. MC's Day Care Model

MC's eight-hour programme, six days a week, for birth to 12 year olds provides an integrated package of age-appropriate health, nutritional and educational interventions and capacity enhancement of and partnership with other stakeholders (Figure 1)

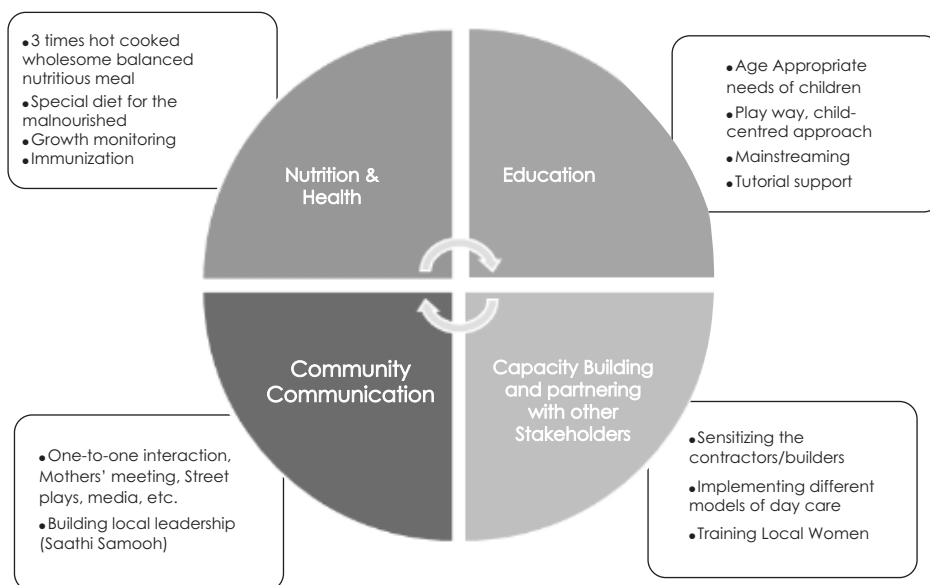


Figure 1: Day Care Model of MC

1.1 Nutrition and Health: Preventive and Curative Approach

MC has adopted a well thought out nutrition programme to tackle malnutrition. Identifying and urgently treating malnutrition gets top priority in the MC health programme.

With the focus on under-threes, this programme has a provision of fresh, wholesome food and a balanced mix of nutrients. Children are fed three times a day – milk is provided to them and fruits, vegetables, eggs, cereals and pulses constitute the daily diet, to ensure a

minimum of 500 calories for each child as nutrition supplementation. A *special diet* is given to all children with weights below normal. The under-3 under-weight children are frequently fed and given a high protein Ready-To-Use-Therapeutic-Food (RUTF) made by MC staff at every centre.



Health Check-ups - The doctor conducts a medical check-up for each child within a week of his/ her admission to the centre. A health card, which records medical history of children is maintained for every child at the centre, and parents are advised to use them during follow-ups. Dental check-ups, eye check-ups and blood tests for anemia are conducted in the health camps, held every six months in every centre.

Growth Monitoring – Malnutrition takes root in the first two years, leading to chronic deficiencies in the body and adversely affecting the learning capacities of the child. Close monitoring of height, weight and the food intake, especially, after the child is weaned from breast milk is critical to the survival and health of the child. The weights are taken every month and shared formally with the doctor for close follow-ups and remedial action.

Immunizations – These are ensured through regular doctor visits and building linkages between the community and primary health centres.

Vitamin A/ Folic Acid/ Deworming – Vitamin and mineral supplementation are part of the daily routine at every centre. Children are administered regularly as per schedule and on the advice of the doctor. Children above the age of one year are given deworming medication too.

Personal and Environmental Hygiene - Importance is given to ensure basic hygiene and cleanliness through elaborate systems that have been evolved over the years. Hand-washing before meals; disposable (recycled) soft cloths for wiping the children; cloth baby cribs (attached to a wooden stand) for easy washing, use of disinfectants to prevent spread of infection etc., are implemented strictly, to prevent and control the spread of infection among children.

Awareness building – Another integral part of the programme include monthly meetings with the parents for sensitizing them towards the needs of young children, including low-cost nutritional meals, seasonal (water-borne) diseases, personal hygiene to prevent diarrhea (a constant threat to normalizing nutritional grades), etc.

1.2 Education: Promotive Approach and Early Learning Stimulation

The approach is promotive in the sense that it takes care of the age-appropriate developmental needs of the children across the three sections – Creche (0-3), Balwadi (3-6) and Non-Formal Education (NFE) (6+). MC emphasizes early stimulation, culturally appropriate learning and the acquisition of psycho-social skills in children. A specially designed curricula for each age group helps in early learning aiming at holistic development of the child.

Within each centre, there are three separate classrooms: a creche, for children birth to 3 years; the balwadi, for the 3 to 5 year olds; and NFE (bridge-course section), for children 6 and older.

In the Creche, activities include, playing with toys, building blocks, scribbling on papers, singing and dancing. Stress is on love and care and for stimulating a healthy environment for children from birth to 3 years with a focus on developing language, socio-emotional competencies and on fine and gross motor development skills.

In the Balwadi classroom, all activities are theme-based focusing on all-round development of the children in the age-group of 3-6. Monthly themes are designed to encourage development of sensory motor skills and pre-reading, pre-writing and number concepts. Children are encouraged to explore and satisfy their inquisitive nature by experimenting with materials and engaging in role play. Stringing beads, building with blocks, painting, drawing, cutting and constructing with different materials foster the development of their small motor and problem solving skills.

In the NFE,

For 6+ age group, there is a thematic curriculum which not only prepares them for school but provides them with a secure place as they come from emotionally challenging social situations. Children are encouraged to read books, tell stories or have conversations. Focus is more on building life skills, basic literacy, self-confidence and personality while trying to get them into schools. The children are also supported to settle in and perform well.

1.3 Community Awareness

The childcare programme can be sustainable only when the community is sensitized on the issue and is prepared to take the responsibility. The community awareness programs include awareness about child care practices, hygiene and sanitation, breast feeding, etc. Additionally, local leaders are identified and sensitized towards the basic needs. They take on the responsibility for raising child issues and other issues like sanitation and water. Together these leaders make a group called 'Saathi Samuh'. *For details please see chapter – Community.*

1.4 Capacity Building and Partnership with other stakeholders

MC focuses on sustainability of the interventions taken for childcare. This requires capacity enhancement of partners like builders, other NGOs and community women.



2. Day Care in Multiple Modes and Settings

MC implements the child care model in different settings both through direct delivery by MC and also in partnership with other stakeholders by taking on the role of a technical support.

Table 1: Children reached at Construction Sites and Urban Slums through MC's Day Care Programme

Age Group	Children reached in 2014-15			Children reached in 2015-16		
	(1)	(2)	(3)	(4)	(5)	(6)
	Construction Sites	Urban Slums	Total	Construction Sites	Urban Slums	Total
Under 3 (Creche)	2,587	741	3,397	2391	678	3069
3-6 Years (Balwadi)	2,632	743	3372	2666	750	3416
6-12 Years (NFE)	3,769	10	3,780	3561	24	3585
Children at Municipal Schools	384	7	390	432	28	460
Total	9,373	1,501	10,939	9055	1480	10535

*Urban slum numbers include outreach from urban day care centres and community based creches (CBC)

Note: The children reached are those who were enrolled at the centres.

2.1 Implementation through MC's direct involvement

Under the setting, MC manages the day care directly.

2.1.1 Day Care Direct Delivery at Construction Sites

Highlight on Nutrition and Health 2015-2016

- 990 malnourished children were given special supplementary diet consisting of egg and bananas.
- 82% of the children who stayed in the centers for at least 4 months improved their nutritional status.
- 99.8% of the children who stayed in the center for least 4 months received age appropriate immunization.

Construction site is the place where MC started its journey. Women workers in the construction industry account for a large number of the workforce at the construction sites. Millions of children accompanying their mothers are also found at these sites. Thus, protection of young children in such conditions becomes vital.

Protection of young children and their families at the construction sites, however is mostly ignored and compromised. For most of the day, children are left alone and unattended, risking their lives staying at home the whole day as they have limited access to schools because of the distance

from the labour camps. Our centres at the construction sites provide a safe, nurturing place to children where they can learn, play and grow; it makes them less vulnerable to diseases, exploitation, neglect and ignorance.

This year MC was able to reach out to 3232 children through 12 such centres at construction sites although the reach was less in comparison to last year due to fewer children at three sites: Lotus 107, DLF and Vatika 82, leading to the closure of these centres. One DLF site also got closed down after a month of its commencement due to farmers' agitation.

Bringing Change

"Me and my husband, both used to work at the construction site and earn decent amount of money. One day our life changed as I had to stop working. I never knew that giving birth to our sweet little daughter Muskan will bring us to this situation. No support from the family and no provision of creche at the worksite forced me to quit my daily wage work. Whatever my husband was earning was not enough after meeting daily expenses and repaying the bank loan. In search of better work and money we came to ATS Dolce site and got really excited to see a Creche for the children of the workers. I realized my child would be safe here as it provides full day complete care with nutritious and hot cooked meals, doctors visit regularly and check all the children and the best thing is that my child is always neat and clean as creche workers at the centre maintain hygiene and cleanliness. Now my child goes to creche every day and I am able to work like earlier."

2.1.2 Day Care Direct Delivery at Urban Slums (Demonstration Models)

Delhi, National Capital Region (NCR) is home to 1.9 million young children living in slums (Census 2011). Every year migrant workers come pulling with the hope to work in metropolitan cities. In Delhi, a slum typically consists of migrant families who find hardship and exploitation at every step. Not coming with any support, these families lack extended family love and care, the consequences of which are faced by their children. When parents go out for work, leaving them behind all alone, children face neglect, abuse and deprivation in their most growing years.

MC intervenes to ensure Early Childhood Care and Development (ECCD) for young children of economically deprived and marginalized groups in some urban settlements of Delhi like **Kalyanpuri, Madanpur Khadar and Dakshinpuri.**

Highlights of Day Care Direct Delivery at Urban Slums (Demonstration Models)

- 100% age appropriate immunization
- 83% of the children who stayed in the centers for at least 4 months improved their nutritional status.
- 61% of the children were given special supplementary diet.

This initiative to run model day care centres was started in November 2014. In 2015-16, we ran four such centres for which we hired spaces in the slums. The major aim of these centres is to demonstrate quality childcare provision in urban slums through MC's direct delivery model (Model 1). We believe that these centres could serve as a model for the state government on the implementation of its childcare norms. However, availability of adequate space, proper ventilation, no open space for children to play, safety concerns proved to be some of the major constraints.

After overcoming all the challenges and difficulties we were able to reach out to 629 children at these centres.

2.2 Implementation in Collaboration with Partners

MC realized the fact that reaching out to children requires partnering with other stakeholders. Hence, we explored partnership models and replicated its day care model in different settings.

2.2.1 Day Care Facilitation at Construction Sites

Facilitation model was started with an aim to reach out to more children at construction sites. In this model, the builder takes the whole responsibility of providing infrastructure and finances required to implement the programme. MC provides the technical support and does regular monitoring of the programme. MC makes sure that the builder adheres to all the norms and guidelines set for running the programme through a well-designed supervisory and monitoring schedule. Our two years' experience of working with different builders in this mode showed that builders provided bare minimum facilities for the children after the efforts made by MC staff. Now, they also value our monitoring and technical support.

In 2015-16, 23 centres were operationalized under this model. Six of these were outside Delhi (and the NCR), in Sonipat, Panipat, Neemrana, Bawal and Mohali. With 12 builders at 23 worksites, MC was able to reach out to **3299** children. This was comparatively lower than the last year as number of children got affected in some centres. One of the big builders 'Amapali Group' faced many problems due to slow down in the construction industry and big financial crisis. As a result, they faced huge problems in managing daily functioning of centres due to which the number of the children reduced drastically.

Exposure visits for children for practical learning

At every centre, children go out twice a year for fun learning to places like Science Museum, Adventure Parks, Doll Museum, Rail Museum etc.

It's an educational experience, by which children learn in a more hands – on and interactive manner.

2.2.2 Day Care Tripartite Model at Construction Sites

To reach out to more children at construction sites, in November 2014, MC decided to build the capacities of other NGOs to deliver holistic childcare programme for young children of migrant construction workers at worksites. With this model, MC was able to successfully transfer the operational part of running childcare provision to NGOs. Building key partnerships, MC embarked on an approach of 'tripartite engagement' in which MC negotiates with developers for space, infrastructure and partial finance for the establishment of childcare centres at their project sites and trains credible NGOs to run the programme with monitoring, financial and other technical support. With this MC has been able to build both demand and supply of early childhood services at construction sites.

"Training Strategy by MC is unique as it is very practical in nature and their team provides support whenever needed. Their trainers don't just provide training and go away. They come back and support us after every 20 days till we learn to do the work qualitatively"

Mr. Sandeep, Supervisor,

To ensure the right selection of NGOs, their financial, legal and institutional capacities are taken into consideration through a due-diligence process. The strategy adopted was intensive supervision and hand-holding of NGO supervisors and incremental trainings. Thereafter, with weaker NGOs needing more frequent supervisory visits than stronger ones, we conduct monthly monitoring and supervision visits as it is not a case of 'one size fits all'. Project management tools like quarterly reports and Management Information System (MIS) are used as part of the internal monitoring and

evaluation process to ensure outputs/outcomes are in consonance with the planned targets.

The challenge has been selecting candidates from local communities to train as childcare workers, as we found many trainees dropping out after the first few days of training when they realised the implications and responsibility of addressing the needs of young infants and toddlers living in poverty. Getting builders to accept other service providers was another key challenge but with MC holding the monitoring and technical support, it gave them confidence to take it on.

With this approach MC was able to reach out to **2524 children at 22 centres through 8 NGOs** this year (Details in Annexure III)

MC plans to enhance the fundraising and negotiation capacities of the NGOs to initiate relationships with new developers to run, manage and raise funds and resources to sustain the present centres and expand the future.

2.2.3 Community-based Creches and Balwadis at Urban Slums

Slums, deprived of basic infrastructure and well-being, the community and in particular the young children have no access to a secure environment. In this scenario, reaching out to children, living in dire conditions, becomes very important. It becomes critical to provide a safe environment for the young children especially when their parents are out for work. In such situations, with complete absence of state-run or informal childcare arrangement, Community Based Creches (CBCs) provide a possible intermediate solution to address the need of childcare. In this arrangement, MC partners with communities to provide neighborhood creches, managed by community women.

First few steps and a hope for brighter future

Priyanka, a special child was enrolled at the centre in November 2015. Initially, Priyanka was hesitant to interact with anyone at the centre and often felt homesick. Also, the sense of trust with others was completely missing as the child would only respond to her mother's direction. She would not express her toilet needs to the caregiver and would soil her pants as the mother could not be present all the time. She would also not eat until the mother was around. Any activity with the child at the centre was very challenging.

Intervention by CareGiver

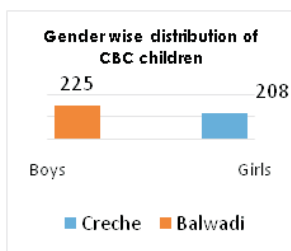
After 5 months of enrollment at the centre, the child is now able to communicate about her needs with the care giver. She takes interest in all activities from feeding to knowledge based and even interacts with other children. Childcare worker is happy to see the change in the child and the parents witness it as a pleasant change that centre has brought in their child.



At present there are 30 units comprising of 15-20 children in each unit. These are currently located at 4 resettlement colonies – Dakshinpuri, Khanpur, Seemapuri and Trilokpuri – where MC has its own spaces. **A total of 851 children were reached in the year 2015-2016.**

How do Community-based Creches and Balwadi's work?

- **Mobile Creches:** Supports these centres through provision of space, day care training and financial support to the community women running these centres and oversight to ensure quality.
- **Community Women:** Take day care training from Mobile Creches and run the centre.
- **Government:** Link the children in neighboring Primary Health Centre for immunization and also link some of the centres with the Integrated Child Development Scheme (ICDS) for Nutrition.
- **Community Based Organisations:** Monitoring to ensure the quality and safety of children
- **Parents:** Contribution in form of nominal fee and monitoring

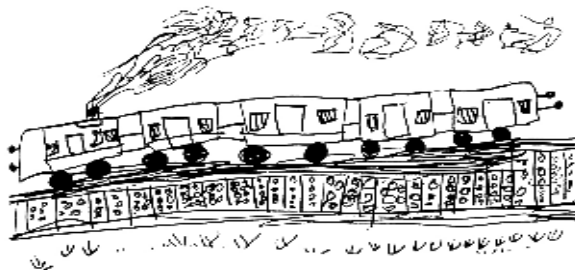


In spite of mushrooming of private schools in the vicinity of urban settlements, people preferred to send their children to the community based childcare centre as there is a huge need for quality full day care programme. These private schools are opened for 4-5 hours which does not serve the need of full daycare. However, frequent dropout rate from the CBC program had remained a challenge through 2015-2016. The reasons were mainly that parents living on rent frequently shift their house due to lack of permanent livelihood or go back to their villages and lack

of awareness among the parents on the importance of pre-school education.

Highlights of CBC's

- 96% complete immunization was ensured of the total outreach children.
- As per growth monitoring process, 82.6% children were measured as age appropriate weight, out of which 12.6% children had improved their health status to normal from being underweight.
- Parents of children showing age inappropriate growth were continuously counselled on health food habits and preparation of low cost nutritious food.





"I go to work at bungalows and because of my child's responsibility I had very less work and hence I used to earn very little. One day I got to know about the centre and since then I leave my child here everyday and work without any stress"

Rani, domestic help, Trilokpuri

Community

'It takes a village to raise a child' – MC strongly believes in this saying and engages with the community as it plays a pivotal role in the well-being of a child. A strong and informed community always finds ways to buck the odds, overcome the challenges and support issues that they believe in. Parents and families are children's first and most important educators who have a significant influence on children's development. Therefore we believe in empowering and providing rich resources to parents/ families to increase their skill as decision makers, mentors and leaders in the lives of their children.

Community engagement

Young children cannot voice their personal needs or raise demands for themselves. It is the community which needs to be aware of the services their children are entitled to and can even reach the State to demand quality childcare services. We have been constantly working to sensitize communities on the importance of Early Child Development (ECD). We believe that change can happen only with the support of our community members, therefore we prepare them as effective change agents. To achieve this, we interact with communities, build groups and raise their understanding on ECD and its effect on breaking the cycle of poverty. We help communities in forming a collective vision and implementing it for the benefit of their young children.

1. Communities at Construction Sites

1.1 Leadership Development

Leadership is the most important ingredient to building a strong community, and it is important to invest in building them as they are able to sensitize communities around critical issues. At our construction site centres, community leaders not only intervene at the present worksites but also work significantly for child care with the communities after moving to new sites. They motivate, observe and act as a bridge between the contractor and the community. These reasons led to the setting up of the **'Saathi Samuh'**.

'Saathi Samuh' is a group of community leaders who work with dedication and help MC in keeping the programme on young children alive after MC's intervention comes to an end. The field functionaries identify the leaders among the communities at the sites, build their capacities on ECCD through training, workshops and focused group discussion so that they in turn reach out to the community members as and when required. These leaders also try and resolve the issues related to water, sanitation or electricity by speaking to the builders.

In 2015-16, MC had 194 members of the Saathi Samuh with whom regular engagement took place. One thing which is to be noted here is the fact that, of the 194 members, 92 are men. This shows that now not only women but men are also coming forward in discussing child related issues. To enhance their knowledge and skills, this year we conducted 7 capacity building workshops, including 2 residential ones which helps in facilitating, bonding and shared vision amongst the group.

1.2 Community Outreach

Table 1. Community members reached at construction sites, 2015-16

Media	People Reached
Street theatre	14941 through 60 plays
Health camps Folk media and Focused	17722 through 40 camps
Group Discussion (FGD)	824 through 36 presentations
Parent meetings	9565 in the whole year
Saathi Samuh workshops	540 through 5 major workshops
Linked to PHCs	5108

MC reached to 30,000 migrant people at construction sites in the year 2015-16, through the use of several community media (direct engagement with the parents, meetings, focus group discussions and street plays, etc.) to build a common understanding on hygiene, feeding, schooling, childcare and their right to basic public services. The use

of such mediums is still socially relevant as it has the power to reach out to masses by incorporating social messages through the channel of entertainment.

Going through different communication routes, MC spreads significant messages in the local communities working at sites or living in slums. Our intervention through **Lokdoot (street plays), folk media and health camps** sensitizes the community to the children's needs and channelizes their ability to make appropriate choices. This year, street theatre (Lokdoot) performances were held to make people aware of the benefits of **cleanliness, nutrition and immunization**. Folk media was also used to convey information related to early childhood practices and education.

Building awareness on Health issues is also a very critical part of community outreach at MC. We organize health check-ups and work on the agenda of making people aware of the fact that good nutritional intake, attention to medical care and proper hygiene helps in fostering healthy children.



2. Communities in Urban Slums

Home to 17 million people, Delhi has the highest inflow of migrant labour today, taking in 300,000 more (MPI, Internal labor migration report), every year, with a large part going to the surrounding towns of the NCR. Most new migrants get absorbed in the informal economy, typically, construction. They wander around different work locations, over time, settle down in one of the slum clusters. Minimum and equal wages, social security and employer benefits are a distant dream for them. In the wake of rapid urbanization, the condition of shelters; unsanitary conditions; inadequate health, education, childcare services are some of the pertinent issues that families have to witness living in urban poor settlements.

Young children in these areas grow up in conditions that are far from being conducive to good health, survival and development. Urban data reveals wide disparities in children's mortality, nutritional status and education resulting from unequal access to services. In National Family Health Survey (NFHS-3), the under-five mortality rate was 73 for every 1,000 live births among the urban poor in Delhi, compared with Delhi's average Child Mortality Rate (CMR) of 48 for every 1,000 live births.

The data derived from NFHS III shows that:

- **54% children in the country are stunted in urban poor areas of India, while the Delhi slums have an alarming figure of 79% children (NFHS III).**
- **In Delhi, the percentage of stunted children is risen by 3 times more than the limit, and therefore increased from 13% to 16% between NFHS II and NFHS III.**

2.1 Community outreach in Urban Slums in Delhi through ECCD Resource Centres

Against this backdrop, MC works in four urban communities in Delhi through its ECCD resource centres – Dakshinpuri (Block 13 and 14), Khanpur (C block), Seemapuri (A and D block) and Trilokpuri (Block 13) to facilitate the communities for raising demand, accessing government provisions and supporting local advocacy efforts for quality ECD state services.



In its course of interventions, MC has evolved its own model of community engagement approach in which community groups are organized around ECD to have a collective voice. During this year, four Community Based Groups (15-20 women in each group), one in each of the above areas, worked with us.

After working from 2007-2014 intensively in these intervention areas, the strategy was reviewed to take the rich learnings for application in other locations. 10 connecting *bastis* around the existing geographical locations were targeted to be taken up on an incremental basis for next three years. In these *bastis*, the thrust has been on **Demand Generation and System Strengthening**. Criteria for selection of the new *bastis* was also developed. Nature of slum, availability of basic services, population of working women and other vulnerable categories were applied for the selection of *bastis*.

Basic information through the process of rapid survey was undertaken to have an in-depth understanding of the areas. Information was collected with **35,850** people. Data revealed that the percentage of under-six children is higher in urban settlements when compared to overall population of under sixes in Delhi. Population in each area ranges between 11% to 23%. Working women represent 28% of the targeted population, of which only 34% women have children under six years.

Learning Lab Approach – A new initiative

To explore other options for effective community engagement that gives better results, learning lab approach was planned to test out the feasibility of an approach that could work better in reaching out to a community. In this approach, two methodologies were adopted: a) focusing only on young child-related issues; and b) addressing the issues of the community first and then focusing on the young child issue.

In 2015-16, four areas were selected, where two of the approaches on ECD and need-based approach were tested to arrive at a conclusion on the approach that works better for community engagement. Through the learnings from the learning lab approach, MC will strategize its larger community engagement approach in other settings in the year 2016-17.

Facilitating the government community engagement program; Early Childhood Care and Education (ECCE) Day celebration

"Pehle log rukne ko tayyar nahin hote the. Aap log jis tarah se baton ko rakhte hai usse jagrukta badhti hai aur log ichhuk hokar sunte hai" said Aanganwadi worker Mamta, after the ECCE event.

Supervisor Khurshida thanked the initiative and stated *"Though we were given topics for discussion, we could never explain ourselves well. Demonstration via movies putting forward the issue become easier and we thank you for making us learn this method of demonstration"*

In the restructured ICDS policy document, fixed monthly ECCE Day has been mentioned for every anganwadi center. It is a platform of interface between the anganwadi worker and the parents/ community to involve both in the ECCE program. Taking it as an opportunity, MC approached the Delhi Women and Child Department (DWCD) and extended MC's support to develop the government functionaries on effective methodology to celebrate the ECCE day in 10 selected anganwadis in three districts of Delhi. To initiate the process, formal approval order was

taken from the department. Joint planning was done with the Child Development Project Officers (CDPOs) and with the field team. On-field hand-holding was commended in the selected anganwadis. Theme-based sessions were executed on ECCE day. Anganwadi workers expressed that through MC's support they were able to effectively engage the community in celebrating ECCE day in their anganwadis. Realization of the success of the initiative can be measured from statements given by various stakeholders of the programs. (See the box.)

However, challenges will remain in terms of scaling up which requires higher allocations from the State. Presently there is a provision of only Rs. 80 per anganwadi for celebrating ECCE day. This is undoubtedly insufficient to ensure effective implementation. No budget has been allocated for capacity building of the anganwadi workers on community awareness. Without this, ensuring community participation will continue to remain an area of concern.





"I learnt many new things during the training. Felt good, enthusiastic and motivated about my work"

Sadhna Devi, creche worker at MP

Childcare Worker

The first six years are critical for a child to grow to her full potential. This is a period for maximum brain development and this development is dependent on the love and nurturance a child receives in combination with other essential requirements of adequate nutrition, physical care and learning opportunities. The presence of an adult care giver is essential to fulfill all the needs of children. Though this should ideally take place within the family domain, but in the current context most of the women are burdened with household work and others go out for work leading to a child's neglect. Therefore, in the absence of any traditional support system, need for provision of institutional care becomes critical.

The success of any child care provision is largely dependent on the quality of the 'creche workers/ personnel', who in the absence of the mother should be 'caring', 'loving' and provide care to address the multiple needs of the child. Therefore, investing in her training, respecting her as a 'professional' and 'placing value in her work' by paying at least, minimum wages for 8 hours of work, becomes extremely important.

Creating child care workforce

To provide care and nurture to children as young as 6 months, the most critical aspect is the competence of the "care giver". It is normally believed that all women are instinctively capable of caring for children, therefore little importance is given to training of childcare workers. But, here at MC we understand the criticality of the early formative years of children and therefore have from the beginning been investing in training of our childcare workers. The training programme is a mix of theory (30%) and practical (70%). All the child care workers go through a rigorous training programme and attend in-service training workshops and seminars to refresh their skills and knowledge. On-job-training and 'learning by doing' helps in inculcating strong values and building confidence among the trainees.

Child care workers, irrespective to any setting, have to continuously face challenges of space, lack of basic services like clean water, sanitation, electricity at the centres. Very often these centres are located in remote areas with limited transportation, therefore these workers have to be prepared for real time problem solving. A minimum of 36 days of theory including hand-holding and problem solving is maintained.

Challenges are being faced as MC now moves on to train creche workers for government programmes such as Anganwadi Centre cum Creches (AWCC) where availability, time and resources are limited.

1. Developing Child Care Workers for the construction site programme

In order to develop more players to provide creches at construction sites, MC planned, in the year 2014-15, to build capacities of other organizations to run and manage creches in Delhi NCR and other cities such as Bengaluru, Ahmedabad and Chandigarh. MCs role was to provide technical support through training different levels of functionaries including child care workers, NGO supervisors and staff responsible for decision making.

Identifying women from local communities to train them as childcare workers and tackling high turnover is a challenge which partners are facing and which MC to some extent has addressed quite satisfactorily. Therefore a local training resource which would stay on and deliver, emerged as an important issue which required immediate attention. Detailed discussion with the organization's supervisors were held to help them develop suitable criteria which would enable them to identify the right persons.

In 2015-16, 121 local community women were trained in 8 batches across various cities. These women completed a 12-day pre-service training and went through a formal post-training assessment process for recruitment. Out of these, 70 have been employed at the centres which are run and managed by the partner organisations.

Assessing the impact of training and community events

- 95% of the AWCCs at MP are providing three meals including morning meal, hot cooked lunch and milk to the children at creche. 100% children were found happy, engaged and were responding to the workers.
- During one of the community events held in Dhar, MP, it was assessed that 50% of the mothers were familiar with AWCCs and almost 25% were able to explain about the creche programme. Few mothers expressed their concern of having AWCCs quite far away from their homes due to which they had no choice but to take their children along to the field. Later, after understanding the importance of creche, they agreed to make arrangements for dropping their children to the creche. One of the mothers said "agar anganwadi roj time par khulegi aur hamare chhote bacchon kii sabhi jarooratien poori hongii to hum unhe creche zaroor bhejenge"

After setting up and operationalising the centres, on-site incremental trainings (24 days spread over 6 visits) were conducted. Apart from conducting refreshers for building upon the previous knowledge, the objective was also to build organisation's capacities for assessments, hand-holding, supportive supervision and community engagement.

2. Developing Organisations for Scaling up at Construction Sites

In 2014-15, MC introduced a programme for training other NGOs to run and manage construction site creches to scale up its operations and

increase the coverage of builders and contractors. **In 2015-16, 7 new organisations with 17 representatives were trained. The training included enhancing knowledge on creche management, and on administrative tasks like budgeting, stock taking, reporting, maintaining MIS, etc.**

While doing assessments and field visits, we found certain gaps in capacities of partner NGOs especially in following systems, processes and protocols. This might be due to lack of ownership at multiple levels for which quarterly review meetings were planned to get feedback and collective brainstorm for common issues faced by all of them. It was hoped that this would facilitate and engender greater ownership for the delivery of quality services.

3. Engaging with Government: Developing State ICDS Functionaries

As a technical resource identified by MWCD under Restructured ICDS in 2012 for piloting AWCCs, MC, over the last three years, contacted officials from 8-9 states namely Madhya Pradesh (MP), Rajasthan, Delhi, Andhra Pradesh (AP) (now Telangana), Odisha,

Maharashtra, Bihar and Uttarakhand. Conceptualization workshops were held with senior and middle level functionaries from some of these States. The process of translating this into an action has been slow due to various reasons but some critical breakthroughs took place last year, details of which are outlined in the following sections.

3.1 Experience with Madhya Pradesh

After lot of efforts, MC achieved a breakthrough in **MP to pilot 100 AWCCs**. This was the first time when MC introduced its creche training to the government. 91 AWCCs were piloted in two districts of MP - 55 in Dhar and 36 in Singrauli. MC as a technical partner, built capacities of 91 newly appointed creche workers. Simultaneous 12-day trainings were conducted in both the districts. Having a mixed group with varied education qualification was a challenge. The ones who were highly qualified were not motivated enough to get retained and the ones who were less, had limited reading and writing skills. **The rapport and the relationship built by the trainers was so unique that they started getting calls from the trainees to share problems related to salaries, materials and appointments. Problem solving happened over the phone and trust was built.**

After the training MC realized that since the concept of creche is innovative and untried, it was neither clear to the supplier (Govt.) nor to the receiver (community). At the Government level, anganwadi and creche were perceived as two different units. Therefore, MC had to build concept clarity. An unscheduled/ unplanned 2-day workshop had to be organized for Sr. level officials, CDPOS and line supervisors of State ICDS. Since communities had never seen such kind of programme/setting, there was an immense need to build trust and rapport with them. Awareness events were carried out in the communities, as a result the strength of children at the creches increased.



Although the partnership went smooth with the cooperation of government officials, some of the issues which need to be addressed at the systems level pertained to selection of workers, availability of materials, smooth and regular flow of funds and salaries.

Second phase of training for AWWs is being proposed to strengthen the programme for quality and scaling up for sustainability.

Challenge: It was found that few workers were not much interested to continue due to reasons like tough job responsibilities and low honorarium. Therefore, to ensure sustainability of the programme, a system to address attrition, needs to be developed.

3.2 Experience with Rajasthan

Frequent turnover of decision makers has always been a major reason for slowing down the process of finalization of partnership with the States. Last year this was experienced in Rajasthan, Chhattisgarh and Delhi. MC tried to find creative ways to move forward; our partnership with **Rajasthan** exemplifies this – MC's 12-day creche training was incorporated



with the current 32 days induction training programme which is conducted by the government as a mandate for all the ICDS workers. This arrangement made it easier and also hastened the process. As a result, **41 creche workers have been trained up to 31st March 2016 and are running the creches with the anganwadis.**

3.3 Experience with Maharashtra and Goa

Some feedback from trained functionaries

- I learnt many new things during the training. Felt good, enthusiastic and motivated about my work— **Sadhna Dave, a Creche worker at MP**
- Earlier, I had no idea about creches. The information about creches is going to help me a lot in my work. The training has helped me to develop different perception towards child care and AWCCs. I would like to be the part of trainings in future too, **Shyama Sharma, Anganwadi worker at MP**

Initiatives were taken in Maharashtra and Goa too. In **Maharashtra** where creches are running in convergence with Tribal ministry, **MC received a letter from the State for perspective building of PRIs in Amravati district.** In **Goa**, an ECCE consortium comprising of potential financial and technical partners including MC was formed for operationalizing 48 model Anganwadi Cum Creche Resource Hubs. Two-day workshop was held to build concept and role clarity. Follow-ups were made but nothing concrete has emerged due to lack of funds for creches in the State budgets.

Learnings while engaging with States

- It is vital to be flexible enough with the proposed plans while going to different States as their priorities and systems are different, without losing the objectives and outcomes.
- Dialogue and negotiations are a continuous process which requires a lot of involvement in relationship building.
- Keeping an update on the external environment especially changes in policies, programmes and State priorities is important.





*" I like the centre very much, here I can play with my friends,
laugh and get food to eat. I like playing with balls"*
**Chandan, 4.5 years, a malnourished (now recovering)
child from construction site center**

Construction Industry

India is one of the fastest growing economies in the world, second only to China. The construction industry holds an important place in the economy: the sector is valued at \$126 billion, it is the second largest employer after agriculture, providing jobs to 44 million people, and it accounts for 10% of India's GDP. The industry is expected to grow at 7-8% per annum, over the next 10 years, and is a significant driver of FDI inflows today.

Of the 44 million employed in the industry, **43 million** belong to the informal sector – 29 million in the unorganized segment and 14 million in informal employment in the organized segment. *In other words, 98% of the workers in the construction sector have little social security coverage.* In this unregulated, non-compliant industry, 65% are unskilled and 15% are women. The industry (especially the large projects) is certainly leaning towards mechanization and the labour cost, at 12-16% of the entire project cost, is declining. The situation may slowly shift from 'poor conditions of employment' to 'no employment' – especially for women.

As for the implementation of the Building and Other Construction Workers [BOCW] (Regulation of Employment and Service Condition) Act, 1996, the multilayered nature of the industry makes it difficult to identify the 'accountable employer'. The Welfare Boards, vested with the responsibility of implementation – collection of Cess from builders, registration of workers and disbursement of welfare provisions – have failed, particularly, on the last two counts. Only 23% of the 44 million workers are registered and only 17% of Rs. 140,990 million collected as Cess for workers' welfare has been utilized across the country.

MC partners with Builders on Real Estate projects – Commercial and Residential – which accounts for only 10% of total construction; the major part comes from infrastructure (54%) and industrial (36%). While infrastructure took huge strides over 2005-15, the Real Estate sector took a hit, after the financial crisis. In the last 5 years, this was reflected in declining numbers of new projects as well as 'completions' and an increase in 'outstanding' projects and those completely shelved. The fallout for MC took the form of stoppage of work, defaulting on payments, and broken promises even from old partners in good standing.



As reflected in Chapter 1, MC continued to ensure childcare services for children, in Delhi NCR and other metros, through multiple models of partnership with builders. The bulk of our energy, however, was focused on putting together the nuts and bolts of the Tripartite Model: MC persuades builders, to set up and part sponsor a creche at their site, to be run by an NGO, identified and trained by MC. The hurdles were many: MC's readiness in becoming an intermediary between the donor agency and the donee organization; convincing the builder to let another NGO, not MC, run the creche; finding a local NGO ready to include 'childcare at a construction site, for very young children' in their agenda; putting the NGO through a due diligence process to ensure that the effort was worthwhile and likely to succeed.

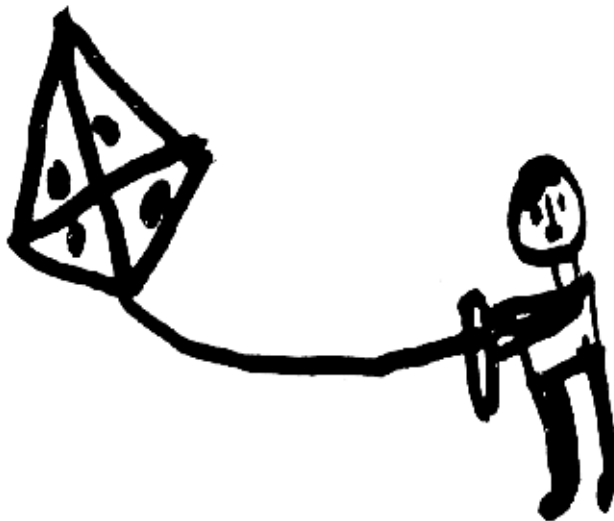
The prime movers behind the Tripartite Model were issues of scale and sustainability, driven by an increasingly strong conviction that employers (in this case builders) need to own up to their responsibilities and other ECD practitioners need to join the fray to provide more hands for services and more voices for advocacy.

Highlights 2015-16:

- *Converting Builders* - MC approached 38 builders through the year and one out of three agreed to provide childcare services at their sites.
- From 'one-off' to 'as a policy' - Seven builders have agreed, in principle, to take a policy decision to have creches at all of their worksites. The promising ones, likely to convert promises to action are Ajnara, Bestech, and ATS. Current financial situation of many builders, however, is not conducive to this transition. For example, Amrapali Developers had talked about such a 'policy' some years ago. They have fallen on bad times financially and this would be the first thing to go off the checklist. The middle level developer partners are not contributing much either, or are tardy in making payments. Emaar MGF has accumulated dues to MC over the past 19 months.
- Another developer, Nirala Aspire reduced its contributory amount by 84%. This has caused a variance in our committed matched funding from builders: MC received only 56% of the committed funding in FY 2015-16. Two builders (3 C lotus, DLF) closed down their centre mid – way through their commitment period, due to less strength of children at the centre.
- New relationships - Some new connections were formed with developers in the Ghaziabad, Gurgaon and Noida regions – S. G. Estates Ltd., SVP developers Ltd. and ATS – who agreed to run the childcare services at their sites, through other service providers, with monitoring and technical support by MC. Some of these connections emerged from links initiated through MC's participation at a conclave organized by the Confederation of Real Estate Developers Association of India (CREDAI), the apex body representing 11, 500 private Real Estate developers spread across 23 states and 162 cities.
- Going to other Metros - With support from two builders and, in partnership with two NGOs, MC was able to facilitate childcare services in Ahmedabad on the sites of Godrej Properties Ltd. and in Bengaluru on projects under JMC, Keerthy Reddy, Suncity builders.

- Tapping 'housing finance' – Keen interest and support from Punjab National Bank Housing Finance Limited (PNBHFL) has eased access to builders through its networks and financial support. MC is exploring links with others, like the State Bank of India Housing Finance.

MC is planning to approach builder federations, like CREDAI, for funding as well as endorsing MC and other NGOs trained by MC through a certification mechanism, as childcare service providers capable of delivering a quality programme at construction sites.





"People know their entitlements. We provide our guidance and show them the right direction so that they can raise demands on their own. Through our various activities, we try to increase the community's knowledge of the available programmes and services offered by the State for the general public"

Hari Narayan, Neenv Partner, NavJyoti Development Society

Citizen and State

MC engages with different ministries, influencers and decision-makers like parliamentarians and bureaucrats, both as an organization, and as part of different alliances and networks to bring about change in policy and improve the quality of implementation of ongoing state programmes for children.

To achieve comprehensive Right to Early Childhood Development (ECD), for which the State has only committed to endeavor under Article 45, MC has been engaging with collectives on maternity entitlements, creches, etc. Developing a deeper understanding of the comprehensive rights framework has been initiated and consultations have been held over the last three years with academicians and legal experts and practitioners comprising the strategy of building awareness to develop an informed collective, system strengthening and engaging with influencers for wider base of support. It is proving to be effective as we move towards our mission of ensuring a developmentally appropriate environment for all young children.

The highlights of advocacy initiatives and outcomes for 2015-16 was the successful partnering with two state governments in operationalizing AWCCs. The collective advocacy by the Alliance to strengthen the Right to ECD by engaging with the Law Commission was a significant milestone. It is worth mentioning that this is the first time we have reached out to the Members of Parliament (MPs) to sensitize them on the issue of the young child even though Members of Legislative Assembly (MLAs) of Delhi State have been approached intensively for the past two years.

Strengthening Legal Entitlements for Children under Six

Children under six face widespread neglect. One of the important reasons for this situation is that they do not find much mention in the laws of our country barring National Food Security Act. This issue was taken up by the Alliance for the Right to ECD when they approached Law Commission, which formed a sub-committee with representatives from Law University, Delhi, Jindal Global Law School and Alliance for Right to ECD. **Report No. 259, on 'Early Childhood Development and Legal Entitlements' by the Law Commission**, was an outcome of the above. The report sent to the cabinet in August 2015 highlighted glaring weaknesses in the country's legal framework for protection and guarantees required for survival and development of its youngest citizens, as well as for the women who bear and nurture them.

Key Recommendations:

Inclusion of Article 24 A in the Constitution: which states that every child has a Right to Care and Assistance.

- Article 21 A of the Constitution should be amended in order to extend 'The Right to Education' to children under six as well.
- State should provide Maternity Benefit leave, which should be extended to all women for 180 days and this provision should not be left to the will of the employer.
- Every child under six should have an unconditional right to creche and day care provided, regulated and operated by the State. This should be the responsibility of the state and not the employer
- Provision should be made for the training of teachers to provide pre-school education.

As follow up actions, Alliance for Right to ECD organised two consultations (in September and December) to brainstorm and identify strategies to disseminate the Law Commission Report and also to develop a framework for an implementable law. The non-negotiable components of ECD (health, nutrition, protection, learning and care) needed sharpening and also there was need to pilot models for decentralized system of implementation of ECD programmes. Documentation of Kerala's decentralized implementation model of ICDS was undertaken to develop deeper understanding of the elements that are critical to successful implementation.

About 30 MPs were approached on a one-to-one basis and the Law Commission Report was shared. **A policy brief was developed in partnership with Parliamentarians' Group for Children and Centre for Legislative Research and Advocacy to raise awareness of the Parliamentarians on the issue.**

Interventions on the Drafting of New Education Policy

The New Education Policy (NEP) was being formulated and we felt it was important that young children under six find a place in it as the period under six is when the foundations of learning are laid. The Ministry of Human Resource Development set up a Committee under Dr. T. S. R. Subramanian with the Secretariat in National University for Educational Planning and Administration (NUEPA) to draw up recommendations.

The Alliance along with some child development experts and academicians organized discussions and seized the opportunity to send recommendations, make presentations and interact with relevant officials and policy makers for a strong positioning for the under sixes who have been overlooked in the Right to Education Act.

Some of the key recommendations for NEP:

- Cross refer to Early Childhood Care and Education Policy, 2013 with focus on inclusion, equity and specific strategies for early stimulation for under 3s through home-based programmes and creches.
- Birth to six years should be brought under Right to Education with amendments to RTE Act.
- Provision of 3 years of PSE for 3+, 4+ and 5+ through age differentiated curriculum, with focus on adult child ratio and quality transaction norms.
- Regulation of preschool education being provided through public, private and NGO sector in terms of quality of ECCE programme, qualification and training of teachers and norms and standards.
- Recognition of ECE personnel as a professional cadre to be brought to the same status as primary teacher.

Advocacy on legal entitlements for Maternity Entitlements and Creches

MC in its many years of work has seen the close inter-linkages between women's conditions of work and the health and well-being of women and children, but this has not been raised strongly by collectives who work with women despite it being an overlapping issue.

This year, many opportunities opened up to examine the Maternity Benefit Act, initiated by the Ministry of WCD as also by the Labour Ministry to rationalize Social Security Laws, etc. The Alliance decided to intensify its networking, and actively work with multiple partners to collectively strengthen the issue of childcare services, creches, working conditions of

women, lack of coverage of women in the informal sector and focus the need to plan for maternity entitlements and creches as fundamental to improving the situation of both women and children. Recommendations were collectively developed as also platforms created by meeting the Ministry as a group. This was an important development. The main groups that worked collectively were Right to Food Campaign, National Alliance for Maternal Health and Human Rights, Nirman Mazdoor Panchayat Sangh, etc. Legal experts from different law universities helped the Alliance to articulate legal interventions required.

On Women's Day the members from the above networks wrote an Open Letter to the Prime Minister requesting universal access to maternity entitlement and creches. It was endorsed by about 200 people and manifests coming together of collectives on the issue of maternity entitlement.

A micro study on the status of maternity entitlement and childcare services for women in domestic work and in the garment factories was also initiated during this year. The objective was to see the implementation of maternity entitlements under childcare under the Factories' Act and also what entitlements are in place for domestic workers regarding these two entitlements. The future plan is to use these findings for advocating maternity entitlements and child care provision for garment and domestic workers.

Advocacy for AWCCs, facilitating operationalization of the State authorities

In 2012, Ministry of WCD, under its restructured ICDS document, recognized MC as a technical resource for setting up of creches with Anganwadis. Since then we have been approaching states to convince them and make this happen. Over the years, we realized that the problem lies in making them understand the concept of creches, as running and managing a creche needs a different kind of approach and systems. This however is quite evident with the fact that States have not yet prioritized this need and hence make very low and limited investments towards setting up of Creches. It was also assessed that at the department level (DWCD) the officials did not see the need for creches in the rural areas.



With constant efforts, last year, MC partnered with 2 states namely, MP and Rajasthan, and provided technical support to pilot AWCCs. 132 Creche Workers along with Anganwadi workers (AWWs) were trained who are now running the AWCCs.

Since an AWCC is considered as one unit, therefore, training for all the three workers involved (creche worker, Anganwadi worker and helper) was considered crucial to enable them to work as a team. However, team work is a challenge because most of the AWWs are hesitant to add on

something new to their existing roles. MC is constantly working towards developing a cohesion between all the workers through training and motivation building sessions; but with different pay scales, working hours and the hierarchical undertones, it is not an easy task.



Beyond the operational challenges one needs to address them at a level to ensure that AWCCs run well. Thus better system of hiring and retaining human resources, age appropriate provisions for nutrition, health, hygiene and stimulation, improved monitoring and supervision and convergence with other departments (especially for provision of drinking water and space is necessary). It was experienced that there is less acceptance by the states to bring these changes, so the children below 1 ½ to 2 years are not reached yet. To address this gap, **MC held meetings with senior officials of State WCDs and shared MC's systems and protocols whilst offering them support to walk them through the initial implementation.**

By the end of the financial year 2015-16, few achievements were made in MP. The state has now agreed to provide age-appropriate nutrition for all children at AWCCs through a centre-based cooking and feeding system. Continued efforts will need to be made through dialogues and meetings with top level state officials to ensure scaling up of quality implementation of programmes.

Advocacy for the Rights of Young Children in Delhi State

Delhi, the NCR, is home to 1.9 million young children. It is witnessing rapid urban development and huge surges of migrant populations. The data on stunting, wasting, underweight and anemia throws light on the low health status of children in Delhi. One-third of the children are underweight and stunted, whilst two-third suffer from anemia.

The problem becomes critical with continuous budget cut in the ICDS program, lack of convergence, ineffective urban local governance structure, unsafe environment in the urban settlements with no child care arrangements resulting in increase in crime rate and child abuse. To bring about a change in the situation of children in Delhi State, MC adopted multiple strategies.

The collective advocacy with Delhi State was carried out through Neenv, Delhi FORCES comprising of 40 grassroot NGOs. In order to strengthen the network, capacity enhancement workshops were carried out for all partners. The partners in collaboration with the Secretariat, created a multiplier effect by:

- Building awareness on ECD amongst community members through 40 partner organizations reaching out to 2500 community members for holding public meetings to facilitate interface between communities and Delhi State.

- Engaging with 35 MLAs on the young child issues.

Generating Demand for Quality AWCCs through Public Meetings in Delhi

Observing the low priority given to the young child within families and also by the Government, Neenv, Delhi FORCES facilitated voice of the community for AWCCs through an interface between communities and the Government. Public Hearing was adopted as the medium.

Awareness of the community on ECD was built to prepare the ground for this interface. The awareness was centered around the information on 90% brain development and rapid speed of development that happens in the first six years of age. The objective was to make people aware of the criticality and importance of the child's early years.

Four Public Hearings in 16 districts and one culmination meeting for the Delhi State were held. Case studies were presented regarding the situation of young children in their constituency. This was reinforced with visual documentation of neglect and quality of state run services. The MLAs shared that it was the first time that they had a dialogue on issues related to ECD with the community.

As a finale organized on 4th March 2016 at Constitutional Club attended by 220 participants, the 15000 signatures of demand for provisioning AWCCs was handed over to WCD Minister, Mr. Sandeep Kumar and Deputy Speaker, Ms. Vandana Kumari. Other MLAs and representatives from the civil societies and community members actively participated in the event. Mr. Sandeep Kumar acknowledged the need and made a commitment to set up 300 creches within the coming years.

Taking the collective demand for AWCCs forward, MC as part of a consortium made a proposal to Delhi Dialogue Commission to establish 38 AWCC resource hubs. The consortium met with the Chief Minister regarding the proposal, which, unfortunately, did not take off.

Right to Information as a tool for advocacy was used by two partner organizations to build pressure for opening of AWCCs.

Formation of Delhi ECCE council at State level

As a result of strong and persistent advocacy with the state Delhi, order number No. 76(ECCE) IDWCD/ICDS/2014-15/ notification was released by WCD on the **formation of state ECCE council** in which MC is also a member. The main function of the council would be to strategise, guide and oversee the implementation of ICDS programme. This would be a positive step towards implementation of ECCE policy and ensuring quality ECD programs in Delhi State.

Lobbying with other networks

In an attempt to bring together other networks working on related issues, Delhi FORCES built the capacity on ECD of 20 partners from Delhi Bal Suraksha Manch (DBSM). Members of the Delhi FORCES are being invited by other networks like Delhi Right to Food, Alliance for People Rights (APR), Delhi Right To Education Forum (DRTE) for their strategizing and planning meetings. APR had constituted a core group on children's issues where Delhi FORCES is a part of their core group.



Mobile Creches is providing daycare creche facilities and include health care, nutritious meals, basic education and awareness programmes for the construction worker's children residing at our under construction sites. The professional approach of Mobile Creches to enhance the social well being of unprivileged strata of our society and make them better citizens is indeed praise worthy

Amitav Nath, Sr. vice President Admin & Operations, ATS Infrastructure Ltd.

MC Partners

MC has been able to maintain its initiatives in the field of ECCD because of the sustained support it has received from its partners over the years. These partners comprising of corporate and institutional funding agencies, individuals and builders have contributed immensely through multiple avenues of finances, skills, personal networks and specific expertise.

1. Donors

In 2015-2016, MC was able to generate Rs. 737.60 lakhs of which Rs. 657.51 lakh was for supporting our field and policy programmes. A substantial amount of Rs. 80.09 lakh, on the other hand, was added to our existing corpus of Rs. 457.75 lakh from Corporates and HNI's who understand the need to bring MC's reserves to a level where it can bring stability and sustain its continuity in the event of any financial crisis or to support its core administrative expenses.

1.1 Institutional Partners

Looking back over 2015-2016, MC has been able to garner support from two new institutional donors, the UBS Foundation and JSTT. Both of them have provided commitment for a three year time frame to support significant components of our programme functions to help MC achieve its strategic objectives.

Whilst the seeding time for building these relationships and getting the proposal approved takes time, the efforts that go into developing the proposal actually contributes towards strengthening the understanding and appreciation for each other's perspectives and approaches to work. This is critical as these relationships go beyond a project, and sometime evolve over the years where they closely align to the organizational mission and provide support to organizational development initiatives.

The UBS Foundation also facilitated a partnership with Result for Development (R4D), a US-based Monitoring & Evaluation (M&E) technical organization to strengthen our M&E process and has committed to support a M&E position, a first at Mobile Creches.

CAF through Oracle's CSR initiative supported MC's core institutional functions - Administrative and HR activities.

Contribution from Institutional partners was Rs. 401.74 lacs which is 61% of the total funds received in 2015-16.

1.2 Corporates & Corporate Foundations

The total contribution from corporates which was largely directed towards supporting programmes directly benefiting children was Rs. 68.58 lacs.

PNBHFL was a new corporate with whom the relationship is growing as our work with the Construction Industry aligns closely with their core business of housing finance. Through their funds they have supported day care centres both in urban and construction settings. They

have also connected us to CREDAI (Confederation of Real Estate Developer's Associations of India) and other major developers in the building industry.

1.3 Individuals

- **Programme:** Individual donations for programme support fell this year to just Rs.14.56 lacs which is 2 % of the total funds received. However as expected, today they continue to support initiative to strengthen our Corpus Fund.
- **Corpus Fund:** With the extension of 100% tax rebate to donors given for corpus, MC continued to build on its corpus. The interest from this will continue to bridge the funding gaps for its programme. In 2015 -16, we were able to generate Rs. 80.09 lacs of which Rs. 42.09 lacs was from HNI's, whilst the rest came as a bonanza from a corporate foundation.

2. Builders

Contractors and builders have traditionally over the last 20 years contributed to support the operational expenses of running a center at their site. This support which varies from 5-70 % of the actual expenses is assigned to that particular center and the gap is supplemented by the funds from other corporates, institutional donors or through interest earned on MC's reserves. Last year the total contribution of Rs. 65.39 lacs covered 10% of MC's expenditure and accounted for 28% of MC's total expenditure at construction sites. The top three developers were BESTECH, BG Shirke Technology Pvt Ltd., and Ansal API.



3. Volunteers

Students, professionals, and other persons from different universities, colleges, companies and schools came to MC for exposure cum observation visits to centres. They engaged with the children through different activities like drawing, storytelling and art & craft activities. As part of their Employee Engagement Programme, some volunteers from Kohler, KPMG and Deloitte also engaged with the children to broaden their horizon and bring in different elements through their interactions with them. Students and professionals also came in as part of their internship from different Universities and Institutes like Vidya Institute, Ambedkar University, Azim Premji University and Lady Irwin College. Some came in purely for exposure visits varying for a day to two months and engaged in a focused manner to develop learning material, create case studies and develop a deeper understanding of MC's programmes.

4. Doctors

This year 13 doctors volunteered services at the day care centres at construction sites on monthly basis and conducted check-ups of the children.

5. Experts

MC continued to receive pro bono support and advice on multiple issues from experts in specific fields. To name a few – DKM online for matters related to Provident Fund; Saurabh Prakash for personal issues; Vaish Associates for Service Tax and other legal issues. Other individuals helped the policy making process by serving on our committees which are advisory to the Governing Council, Resource Mobilization, Strategic Plan, Audit and Accounts and Human Resource Committee. *More details in Annexure I.*





Mobile Creches in slums and construction sites look very different today from what they did in the early years. The environment is cheerful, the creche workers are confident and competent and they command the respect from employers and communities. The issue of ECD has grown large enough to be included internationally on what makes for Sustainable Development and a National Policy on Daycare is on the anvil. However, we remain acutely conscious of the ocean of need, under nourished children, the continuous stream of migrants into cities, driven out by drought and eviction from their land. We must face these enormous challenges and keep moving...

Devika Singh, Co - Founder

MC – Systems and People

The employees are the engines of growth for any organization and contribute to the achievement of goals in an efficient manner. Our journey of bringing change in the lives of millions of children would not have been possible without the support of our strong team of dedicated personnel. Our mission to nurture childhood is a movement which can only be accomplished with persons driven by passion, compassion and deep understanding of the issues surrounding ECD.

We strongly believe that having a suitable organizational structure in place is a prerequisite for long-term success. The MC team consists of frontline workers, supervisors and managers led by the Executive Director. Our total staff strength in 2015-16 was 113, details of which are given in Annexures II & IV. Volunteers and consultants, community leaders complement the pool of expertise and talent. At the core of MC's governance is the MC Board, which oversees the organisational performance and steers the organization towards growth and a sustainable future.

Strengthening our Team

To survive, adapt and thrive in the fast-changing world, it is imperative to build a strong team, which performs functions in an effective, efficient and sustainable manner. Based on this, our capacity-building programme aims to inspire and motivate teams to enable them to handle their work roles more efficiently. Skill gaps and training needs of each member are identified through our PMS. Plans are made to meet these needs through capacity development workshops, exposure visits and other activities, on an annual basis.

This year too, all employees attended various training workshops. The following listing provides a glimpse of the kind and variety of capacity building workshops that various level employees attended.

Workshops attended by MC staff in 2015-16

- **Introduction of KRAs** and Role Based Competencies as an integral part of revamped appraisal system.
- **“Effective Community Mobilization Strategies”** and **‘The Art of Story Telling’** workshops organized by IVolunteer – Gyan
- **Legal Compliance** organized by Social Research & Reforms Foundation
- **Data Analysis and Decision Making** by Comic Relief (DASRA)
- **Motivation and Team Building** held at Dehradun, Uttarakhand
- In – house workshops to **strengthen** Childcare Workers
- **‘Theory of Constraints’** by Deepak Sethi
- Two days internal workshop on **Right to Early Childhood Development**
- **Policy for children and concept of child poverty** by Preet Rustagi and Ramya Subrahmanian

Retreat - Inspired by the theme of the year- '*Apni Urja Badhayenge Bachpan Roshan Banayenge*' (We will lighten the childhood by collectively enhancing our energy). MC teams headed to Dehradun for a two-day residential workshop on motivation and team building. Employees participated in all the activities and returned rejuvenated.

Founder's day - MC celebrated its 47th founder's day this year on 12th March 2016. Like every year, all the employees congregated at a venue and celebrated the coming together of another year of MC's existence. Performances by employees and little kids mesmerized everyone. A day full of fun and frolic saw the best of dances, songs, skits and poetry. Employees were acknowledged for their outstanding work by giving away the best center of the year award.

Launch of Enterprise Resource Planning (ERP)

This year at an organizational level, MC moved towards implementing an efficient software based working system. The change is historic because it has far reaching implications for the years to come. More importantly MC managed the change efficiently and the transition was smooth. The process started last year when the need assessment and feasibility exercise was undertaken by PwC, which recommended a suitable vendor. This year we went ahead with functioning software design, customization, and implementation. As a first step, MC went for integrating all transactions having fiscal implications. Hence accounts and supply program modules were implemented and though the target for going live was 1st of April 2016, the program went live by mid of March 2016, and our balance sheet was generated through the ERP software. The main purpose of ERP integration, however, is to have real time access to field data to ensure effective program implementation. It also aims to utilize the field data for research and advocacy purposes. Implementation of program module is scheduled for the first half of the year 2016-17.

Implementation of new Performance Management System

Another change with far reaching impact was the implementation of PMS based on balance score card. This brought in a scientific and more transparent way of employee assessment. It also helps in assessment of future capacity building needs of the team.

Strategy Assessment

A one day review meeting was held on 3rd December 2016 to reflect and review the work undertaken so far on the current strategy as per strategic plan 2014-17. Based on it, the plan for the rest of the 18 months was built. External experts were also invited to help us take stock of where we were in terms of achievements and challenges. This led us to do more in depth analysis of identifying the customer – to recognize the need to move from 'with Children' - to – 'for Children' and therefore defining our customers and strategising accordingly.

Communication

With a goal to sensitize people and engage more and more people with the cause that MC is working towards for last many years, a well-thought of, experiential communication strategy was built. We felt the need for rebranding and for this an external agency was hired and **MC's logo & collaterals** were aesthetically redesigned ensuring consistency & standardization of communication material across board. **Website** – The MC

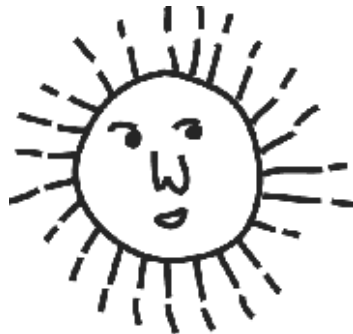
website was redesigned and launched with a new look and feel. It is now Informative, attractive, engaging and responsive. To know more about us and our activities on the ground, please visit us at www.mobilecreches.org.

Governance

The Board and the Committees met regularly as scheduled and the valuable suggestions provided by them were taken on board. The Special Advisory Committee constituted for the ERP and the GCC project was particularly useful in guiding and building institutional capacities for the new initiatives undertaken by MC.

The board also directed the constitution of a special task force to provide steer for the strategy development process. Several meeting were held with external experts to develop a better understanding of Advocacy initiatives. This process is expected to continue to arrive at a full-fledged strategy plan for the next five years – 2017-22.

Details of Governing Council (GC), Committee members and Governing Council (Board) meetings held in 2015-16 are in Annexure IV.



Financials

Over the years MC, with its sustained and sincere efforts for Early Childhood Care, has been able to create a strong base for continued support from donors. In the FY 2015-16, overall growth in income over the previous year was 29%. This helped us to sustain our existing activities and more importantly move forward with our new programs like developing a new partnership model and helping enhance the capacities of government functionary.

Our donor base comprises of good national and international institutions and corporates. This year 61% of our income came from institutional donors. This indicates our firm grounding to carry out the child care activities. Corporate funders have also gradually increased to around 11%.

Summary of Financial Resources 2014-15 and 2015-16 (Amount in Lacs)

Financial Resources	2014-15	2015-16
General Donation (Indian) Individual	14.72 (3%)	8.10 (1%)
General Donation (Foreign) *	6.33 (1%)	6.46 (1%)
Earmarked Donation (Indian) *		
Institutional	78.64 (15%)	67.02 (10%)
Corporate	25.54 (5%)	67.69 (10%)
Corporate Foundations	12.45 (2%)	13.43 (2%)
Earmarked Donation (Foreign) *		
Institutional	189.87 (37%)	334.39 (51%)
Corporate	-	1.58 (0%)
Corporate Foundations	23.73 (5%)	3.50 (1%)
Contractor/ Builder Contribution	65.58 (13%)	65.39 (10%)
Government Aid *	2.54 (1%)	1.70 (0%)
Interest (Indian) **	30.22 (6%)	34.00 (5%)
Interest (Foreign) * & ***	44.75 (9%)	22.33 (4%)
Others ****	16.29 (3%)	33.37 (5%)
Total	510.66 (100%)	658.96 (100%)

Figures have been regrouped wherever necessary. Figures in Brackets reflect the percent share of total amount.

*The figures are taken on the basis of " to the extent of amounts utilized'

**Interest on Funds (On actual basis)

*** Interest earned on investment of FCRA Corpus Fund & Unutilized grants etc. (to the extent of amounts utilized)

****Received from resource collections (Includes Foreign -0.02L in FY-2014-15 & 2L in FY-2015-16), sale of assets & income on special funds, redemptions, etc.

MC has always maintained a healthy balance between local and international sources of funds. This year overall foreign contribution constituted about 55% of our total income in contrast to 45% from Indian sources. This is a healthy proportion and the good news is that both Indian and foreign earmarked grants increased. Indian earmarked fund grew by 27% over the previous year and foreign earmarked funds grew by 58% over the previous year. In Foreign funds, we were supported by three new contributors- UBS Optimus Foundation, International Food Policy Research Institute (IFPRI), and Oracle. Additionally, GCC which had started in January 2015 gave its major support during FY 2015-16 and was the largest contributor during that period. The increase in local contribution can be attributed to PNBHFL which gave financial support to our construction sites and day care centers.

We have been able to maintain a substantial amount of unrestricted fund which allows us to pilot new programs, explore untested waters and strengthen our systems. This year also approximately 26% of our income was available as unrestricted income.

Overall the expense at MC increased by 32% over the previous year- reflecting a scale up and diversification in activities carried out by MC. We experimented with different models to make our efforts in child care more effective. We successfully piloted and scaled up our NGO partnership model- NGO Routing Model. This model accounted for 15% of our total expenses within first year.

While proportionately all the expenses remained similar, in absolute terms we showed considerable scaling up in different programs. Our training programs increased by 55% over previous years due to our expanded

training and networking activity to expand the base for child care. OD and HR almost doubled this year mainly because MC migrated to ERP systems this year in pursuance of efficiency and data management for government AWCCs, and other partners in our partnership models. Our programs on childcare in urban slums increased by 45% reflecting higher community and ground level management.

Summary of Expenditure, 2014-15 and 2015 -16 (Amount in Lacs)

Area of Expenditure	Expenses (2014-15)	Expenses (2015-16)
Childcare at Construction Site: Direct Delivery *	187.15 (38%)	181.22 (28%)
Childcare at Construction Site: Facilitation	38.64 (10%)	36.04 (5%)
Childcare at Construction site: Tripartite Model	11.20 (2%)	94.33 (15%)
Childcare in Urban Slums	53.35 (11%)	77.16 (12%)
Training for ECCD	37.58 (8%)	58.18 (9%)
Advocacy –National Level	27.32 (6%)	28.00 (4%)
Advocacy – State level	13.41 (3%)	11.05 (2%)
Resource Mobilization	25.06 (5%)	24.27 (4%)
Organizational Development & HRD	26.22 (5%)	51.87 (8%)
Administration **	71.29 (14%)	85.62(13%)
TOTAL (B)	491.22 (100%)	647.74 (100%)

Figures have been regrouped wherever necessary. Figures in Brackets reflect the percent share of total amount.

* Includes Funds/Property/Assets Expenses of 0.98L in FY 2014-15 & 0.39L in FY 2015-16.

** Includes written off amount due from Contractor contribution -9.49L in FY 2015-16.

Balance Sheet as on 31st March 2016 (Amount in Lacs)

Liabilities	Amount	ASSETS	Amount
Corpus Fund	174.26	Fixed Assets	39.68
Corpus Fund – U/S 35 AC, IT Act	363.58	Investments (Of Corpus, Funds & Others)	758.95
General Fund	300.25	Stock in Hand	12.52
Property/ Equipment Fund	38.80	Cash & Bank Balances **	383.13
Human Development & Staff Welfare Fund	36.18	Debtors, Deposits & Advances	
Special Project Fund	13.09	Grants Receivables	7.55
Unutilized Donations/ Grants	305.43	Loans & Advances	9.18
Current Liabilities and Provisions *	27.72	Amount Receivables	22.07
		Other Assets ***	26.23
TOTAL	1259.31	TOTAL	1259.31

* Provision of Gratuity (reappointment above 58 years) – MC: Provision for leave Encashment and Sundry Creditors, etc.

** Amount of 340.50L invested in FDR's / Mutual Fund in the month of April 2016.

***Interest accrued on Fixed Deposits and due amount of Tax Deducted at Source (TDS)

Statement of Income and Expenditure Account (year ended 31st March 2016) (Amount in Lacs)

INCOME (As Per Income & Expenditure)	Amount
General Donation (Indian) Individual	8.10 (1%)
General Donation (Foreign) *	6.46 (1%)
Earmarked Donation (Indian) *	
Institutional	67.02 (10%)
Corporate	67.69 (10%)
Corporate Foundations	13.43 (2%)
Earmarked Donation (Foreign) *	
Institutional	334.39 (51%)
Corporate	1.58 (0%)
Corporate Foundations	3.50 (1%)
Contractor/Builder Contribution	65.39 (10%)
Government Aid *	1.70 (0%)
Interest (Indian) **	34.00 (5%)

Interest (Foreign) * & ***	22.33 (4%)
Others (Resource Collection, Donation in kind etc.) ****	33.37 (5%)
Total Rs.	658.96 (100%)
EXPENSES	
Childcare at Construction Site: Direct Delivery	181.04 (28%)
Childcare at Construction Site: Facilitation	36.04 (5%)
Childcare at Construction site: NGO Routing Mode (Tripartite Model)	94.33 (15%)
Child Care in Urban Slums	77.16 (12%)
Training For ECCD	58.18 (9%)
Advocacy -National Level	28.00 (4%)
Advocacy - State Level	11.05 (2%)
Resource Mobilization	24.27 (4%)
Organizational Development & HRD	51.87 (8%)
Administration *	85.41 (13%)
Total	647.35 (100%)
Surplus for the year	
Transfer to General Fund	6.01
Transfer to HRD & Staff Welfare Fund	2.39
Transfer to Special Project Fund	3.21
Total	11.61

Figures in Brackets reflect the percent share of total amount

INCOME - *The figures are taken on the basis of "to the extent of amounts utilized"

**Interest on Funds (On actual basis)

***Interest earned on investment of FCRA Corpus Fund & Unutilized grants etc. (to the extent of amounts utilized)

****Received from resource collections (Includes Foreign - 2L), sale of assets & income on special Funds, redemptions, etc.

EXPENSES - * Includes written off amount due from Contractor contribution -9.49L in FY 2015-16

RECEIPTS	AMOUNT (In Rs.)	PAYMENTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)
- Jansanath Trust Fund - Facilitation	1,327,000	- Payment Against Payable - P.T.		
- Jansanath Trust Fund - Facilitation	2,319,000	- TDS Payable		216,801
- Children Aid Foundation- Mysore/Dharwad City	321,601	- Expenses Payable		75,331
- Child Right & You(CREY)	1,838,238	- Salary Credit/Advance		163,094
- P.A. Jai Dnyanesh	200,000			
- Rozelle Media Pvt. Ltd.	1,387,000	- Closing Balance/Bills on 31.03.2019		44,193
- Mr. Harman Luthra	1,300,000	- Cash in hand		205,709
		- With Central Bank SB A/c No. 0270101811802		38,220
Government Grants		- With Central Bank SB A/c No. 0270101811802		380,341
- Donation / Contribution & Others	3,872,833	- With Central Bank SB A/c No. 0270101811803		357,034
- Interest on Investment and Savings Bank A/c & Dividend	2,515,529	- With Central Bank SB A/c No. 0270101811803		193,745
- Profit on Redemption of Investment in Mutual Funds	2,299,103	- With HPPC Bank SB A/c No. 0003111004985		8,032,473
- Sale of Goods	34,200	- With HPPC Bank SB A/c No. 0003111004985		8,203,389
- Other Income	6,749	- With Standard Chartered Bank SB A/c No. 5251009429		53,747
- Special Project Fund - Village	141,053	- With Standard Chartered Bank SB A/c No. 5251009417		15,300,479
- Corporate Fund	1,248,000	- With Standard Chartered Bank SB A/c No. 5251009417		5,030,104
- Income Tax Refund	8,926,001	- Investment/Asset Finance & Advances (B.E. 2015)		
		- In Public Sector Undertakings & Financial Institutions		11,160,000
		- Bonds (at Cost)		36,433,000
		- Mutual Fund/Debt Lower of Cost or MCV		565,000
		- Advances		21,827,411
		- Vendors, NEFT & Others		829,474
				115,017,386

(Signature)
Sr. Finance Manager

St. Mary's Finance
On the basis of books examined and estimation given to us, **For Working Mothers Children** Account of Mobilis Credit For Working Mother's Children for the year ended 31.03.2019 is found correct. **PAULINE CARDINES**

(Signature)
Executive Director

For Working Mothers Children
For Thekuri, Vaidyanath Aiyar & Co.
Chartered Accountants
Firm's Registration No. - 0001344
(ANIL KUMAR AGGARWAL)
PARTNER
M.No. - 87424

Place: - New Delhi
Date: - 6 June 2019



Mobile Creches Partners

General Donations

Less than INR 10,000

A V Baliga Memorial Trust
Alka Jain
Anil Bhalla
Anjali Alexander
Anjali Kumar
Bharat Krishnan
Bishamber Das Bimla Kapur Memorial Trust
Kanta Rani
ComMutiny - The Youth Collective
Duke Corporation Education
Geraldine A Rainbird
Gerard and Jane Gold
Gobind T Shahani
K. Krishna Moorthy
Manju Vaish
Manjushree
Mittika
Mridula Bajaj

Nitin k. Shankar
Nitya Krishna Moorthy
Punita Lal
Rajiv Kapur
Rita Baumgartner
Rohini Krishna Moorthy
Sage Publications India Pvt. Ltd.
Sapna Seghal
Satomi Fuji Moto
Sudershan Madhok
Sunishka Suraj
Swechha
Vandana Prasad
Vidya Training Institute
Visakha Mahila Siksha Samiti

INR 10,000 to less than INR 40,000

Amit Khanna
Ashwani & Associates

Durga Indramani Foundation
Harmeet Singh Bedi
IES Abroad
Jaideep Singh Dang
Japanese Women's Volunteer Group
Mallika Vinod Rajkumar
Manender Mann
P.P. Singh
Sitaram Jindal Foundation
Sunit Arora
Times Foundation

INR 40,000 to less than INR 1 Lakh

Early Opportunities LLC
Quilter Cheviot Ltd.

Earmarked Donations/ Grants

Less than INR 1 Lakh

CAF America
CAF India
Lantern Projects

INR 1 lakh to less than INR 10 lakh

Arata Afifah Yamasaki
CAF India (Microsoft)
Delhi Social Welfare Board- Rajiv Gandhi Scheme
DLF Foundation
Give India Foundation

Institute of Development Studies
International Food Policy Research Institute
Kohler India
KPMG Foundation
McGraw Hill Financials
NEG Fire
R. K. Jai Dayal Dalmia Trust

INR 10 lakh and above

CAF India (Oracle)

Child Rights & You (CRY)
Impact Foundation (Dasra)
Hemant Luthra
HT Parekh Foundation
Jamset Ji Tata Trust
Plan International
Punjab National Bank Housing Finance Ltd.
Russell Tea India Ltd.
Stars Foundation
UBS Optimus Foundation

Donations to the Corpus Fund

Less than INR 10,000

Alka Pathak
Anand Shankar G
Asha Pathak
Gautam Wadhwa
Jai Swarup Pathak
Jatinder Singh
Kamaljit Chaudhri
Mridula Bajaj
Mukul Sahu Jain
R. Rajagopalan
Reva Dayal
Seema Paul
Shree Krishan Multani
Suman Ahuja
Tarun Rohatgi
V. Radhika
Vikarnajit Chaudhri
Vivek Swarup Pathak

INR 10,000 to less than INR 40,000

Aditya Vohra
Annie Matthew
Aruna Sanwalka
Arvind Wadhwa
Ashwani & Associates
Bomi F. Daruwala

Brayan Godwin Noronha
Deepak Chopra
Dr. Sneha Bhargava
Ena Mehra
G. S. Iyer
Guneet Bhatia
Hemant Puthran
K. Sairam
Madhurima Singh
Metores Trust
Mohan Clothing Co. Pvt. Ltd.
Om Wadhwa
Prabha Rao
Preminda Langer
Priti Sanwalka
Prudent Advisory Service Private Ltd.
Reeta Sondhi
Ritu Mal
Rupendra Singh
S. M. Budhiraja Trust
Sukarm Charitable Trust
Urvashi Dhamija
Vaish & Associates
Vinod Kumar Sanwalka (HUF)
Vivek Kohli
WRAPD

INR 40,000 to less than INR 1 lakh

Asha Nehemiah Bhilai
Engineering Corporation Limited
Drawmet Wires Private Limited
Mira Pradeep Singh
Vivan Sundaram

INR 1 lakh to less than INR 10

lakh Ajay Vohra
Ashok Alexander
Gaurav Mehndiratta
Jaypee Power Grid Limited
M. R. Boga
M. Ramaswamy
Rita Vohra
Rupesh Kumar Jain
Sanjay Kaul
Satyavati Berera
Surinder Sarna

INR 10 Lakh to less than INR 15 Lakh

HDFC Venture Capital Limited
HT Parekh Foundation

Donations in Kind

Amit Bhakshi
Anjali Alexander
Anjana Shroff
Aruna Gupta
Bachpan
Dinesh Tezwani
Doninic S Thomal
Eshani Bajaj
Gopal Nathani
Kali Vohra
Kamla Thakur

Kiran Dhawan
KPMG
Lalit Khanna
Manoj Kumar
Microsoft India Pvt. Ltd.
Mridula Bajaj
Nandi Thomas
Neelam Sharma
Nursery Teacher Training Institute
Om Marketing
Padma Raghavan Kumar

Pooja Vig
Radha
S. Harbans Singh
Shivika
Shweta Bhardwaj
Suparna Saxena
Swati Singhania
Vera Garg
Vidya Training Institute
Vivek Kohli
Youthreach

Exposure Visits, Employee Engagement and Volunteers

Exposure Visits:

Arunima
Aadya Nath
Amina
Abib
Anisha
Ajj
Anupama
Dr. Satish Chander
Duke Corporate Education
Krishna

Lady Irwin College
McGraw Hill
Niharika Jyoti
Nipur Mandal
Neel Tyagi
Plan
Priya
Rajesh
Rajpal

Ramesh
Seema Chowdhary
Sonia
Samarth Bhandari
Tanvi
Times of India
Ujwala
Vidhaya Institute

Employee Engagement:

Deloitte Group
Head Office, Bestech

Kohler India
KPMG

Volunteers:

Himanshu Singh
– Azim Premji University

Doctors who provided services at construction site daycare centres

Dr. D. P. Gupta
Dr. Gulab Singh Shekhawat
Dr. Latafat Ali
Dr. Mahender Kumar Lamba

Dr. Manish Pal
Dr. Mudita Jain
Dr. N. P. Verma
Dr. Prabhat Sinha

Dr. Pradeep Tandon
Dr. Sadhna
Dr. Sandeep
Dr. S. C. Gupta

Experts who assisted MC

Anup Khosla
Debasish Mitter
DKM Online

Vaish Associates
Raman Ahuja
Saurabh Prakash

Mobile Creches Team

Aditya Singh
Anita Dabral
Anita Devi
Anita Yadav
Anjali Mittal
Asha
Asha Rani Kashyap
Asha Sharma
Balvinder Kaur
Bhagwati Jain
Bhagyalaxmi Rao
Bimla Devi
Bindu S Nair
Caroline Prabha Masih
Chanderkanta Sethi
Chirashree Ghosh
Debashree Datta
Devender
Dilna Dayanandan M
Durga Rani
Geeta
Hari Kishan
Heena
Iqbal Singh
Kamini Malhotra
Kamla Thakur
Kamla Thapa
Kamlesh Gusain
Kamlesh Sharma – I
Kamlesh Sharma - II
Kanan Misra
Kanta Rani Negi
Kanta Singh
Kusum Batura
Lalita
Laxmi Roka
Madan Lal – I
Madan Lal - II

Madhusudan Tiwari
Mahavir Singh
Maimul
Mamta
Mamta Pandey
Mamta Shukla
Manoj Kumar
Maya Tiwari
Meena Saxena
Meenu
Meera
Mridula Bajaj
Nargis Sharma
Neelam Srivastava
Neeru Bhatnagar
Neetu
Neha Rawal
Neha Vashistha
Nirmal
Nirmal Budhiraja
Paramjeet Chowdhree
Pinki
Pinki Shaw
Poonam
Prajawati
Prem Chawala
Pushpa Bisht
Putul Devi
Radha Pandey
Rajan Prasad
Rajesh Mittal
Rajni
Rajni Dora
Raseedan Begam
Ravinder Kumar
Reena
Reeta Mishra
Richa Sharma Puri

Rinki
Rinku Pandey
Rita Rawat
Roseline Shobha
Rupinder Kaur Chahal
Santosh Kr Srivastava
Sapna
Sarita Sharma
Sarita Verma
Satayeshwari Pehlu
Seema Sahai
Shafali Mudawal
Shakuntla
Shanti Kurre
Sharmila
Shashikant
Sheetal Grover
Sheila Devi
Shikha Rajput
Shiv Bahadur
Shova Dahal
Shubhika Sachdeva
Shweta Bhardwaj
Snehlata
Sonia Sharma
Sudeshna Sengupta
Suja Saji Samuel
Suman – I
Suman – II
Suman Lata
Sunita Kandiyal
Sunita Rawat
Sunita Sharma
Sunita Solanki
Sushma Mittal
Tanuja Bhakuni
Usha Saini

Childcare Initiatives in Construction Sites and Slums

Childcare Initiatives at Construction sites – Daycare Direct Delivery

3C Lotus Boulevard Project, Granite Gate Properties Pvt. Ltd, Sector-107, Opp. Lotus Boulevard, Noida
Atharva Project, Raheja Developers Pvt. Ltd., Sector – 108, Dharampur, Palam Vihar, Gurgaon, Haryana
Vatika India Next Project, V Care Trust, Opposite Apno Ghar, Manesar, Haryana
Esencia Project Ansal Properties & Infrastructure Ltd., Sector – 67, Gurgaon, Haryana
Park View Ananda Project, Bestech India Pvt. Ltd., Sector – 81, Gurgaon, Haryana
Vatika India Next Project, V Care Trust, Sector – 82, Manesar, Haryana
Corporate Green, DLF Foundation, Sector - 74, Gurgaon, Haryana
IMT Manesar, DLF Foundation, Gurgaon, Haryana
Ajnara Le Garden project, Ajnara Group, Noida Extension, Sector-16B, Near Raja Yakub, Greater Noida (West)
B.G. Shirke Construction Technology Pvt. Ltd., G-6, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., G-7, Bawana, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., A-1 to A-4, Narela
Nirala Aspire, Navrang Construction, Plot No.03, Near statue of Buddha, Sec-16 B, Greater Noida (West)
Crescent Parc, Sare Homes, Sec-92, Pataudi Road, Near Mewka village, Gurgaon

Childcare Initiatives at Construction sites – Daycare Facilitation

Park View Residences, Bestech Camp, Mohali, Sec-66, Mohali
Eldeco Eden Park, Eldeco group, Plot no. GH1-239, Industrial area Neemrana, Alwar, Rajasthan
Eldeco Estate One, Eldeco group, Villa no.c7/01 Sec 04, Opposite Babarpur mandi, Panipat
Eldeco County, Eldeco group, Sec.19, G. T. Karnal Road, Sonipat
PS Associates, Sec-18, Sonipat, Haryana (Behind Revli Village)
Pratham Vipul – Vipul Ltd, Sec-10 A, NH-8, Near Sawan Chowk, Bawal
Godrej Frontier, Shapoorji Pallonji Co. Ltd, Sec-90, Near Naurangpur Village, NH-8, IMT Manesar Road, Gurgaon
Navodaya, Raheja Builders, Near Hayatpur Sampada Village, Sector -92, Gurgaon
Capital Tower, Emaar MGF, Virandra Grame, Sector 26, Gurgaon
Paras Dews – 106, Sec-106, Daulatabad, Gurgaon
ATS Pristine, G. D Buildtech, ATS Group, Sec 150, Greater Noida
Supertech Eco Village-I, Supertech, Plot No. 8, Sec-1, Noida Extension
Supertech Eco Village III, Supertech Eco Village- III, Plot no. H-06, Sec 16, Greater Noida
Amrapali Sapphire, Amrapali Group, Sector-45, Near Sadarpur Village, Noida
Amrapali Silicon City, Amrapali Group, Sector-76, Noida
Amrapali Centurian Park, Amrapali Group, Greater Noida
Amrapali Golf Homes, Amrapali Smart City Developers, GH-2, Sector 4G, Noida (West)
Amrapali Leisure Valley, Amrapali Group, Sector-119, Noida Extension
Amrapali Leisure Park, Amrapali Group, GH-01, Tech zone IV, Greater Noida (West)
Amrapali Tech Park, Amrapali Group, Near Balram Inter College, Khushiyana village, Greater Noida
Eldeco Amantaran, Eldeco Group, Plot no. GH-003, Sector -119, Noida
Amrapali Dream Valley, Amrapali Group, GH-09, Tech zone IV, Greater Noida (West)
Gulshan Homz Ikebana, Gulshan Homz, Sec-143, Noida

Childcare Initiatives at Construction Sites – NGO Run Centres

Godrej Garden City 1, Godrej Properties Limited, Near Nirma University, SG Highway, Ahmedabad, Gujarat
Godrej Garden City 2, Godrej Properties Limited, Near Nirma University, SG Highway, Ahmedabad, Gujarat
Vipul Ltd, Lavanya Apartments, Sector-81, Gurgaon, Haryana
Park View Sanskriti, Bestech India Ltd., Sector-92, Manesar Road, Gurgaon, Haryana
Palm Drive, EMAAR MGF Land Ltd., Sec-66, Near Vatika City, Sohna Road, Gurgaon, Haryana
Ramprastha, Ramprastha Builders and Promoters, Sector-37 D, Village Gadauli Kalan, Gurgaon, Haryana
Eldeco Accolade, GD Buildtech Private Limited, Sohna, Gurgaon, Haryana
Ambrosia, Ajnara India Ltd., Sector-118, Noida
Gulmohar Garden, SVP Group, Raj Nagar Extension, Ghaziabad, Uttar Pradesh
Gulmohar Greens, SVP Group, Mohan Nagar, Ghaziabad, Uttar Pradesh
SG Grand, SG Estates Limited, Near A K Children Academy School, NH 58, Raj Nagar Extension, Ghaziabad, Uttar Pradesh
ATS Allure, ATS Greens, Plot No. TS-02A, Sector – 22D, Yamuna Expressway, Uttar Pradesh
ATS Triumph, ATS Greens, Sector-104, Gurgaon, Haryana
Sushma Chandigarh Grande, Sushma Buildtech, Adjoining Walmart Chandigarh-Delhi NH-22, Zirakpur, Punjab
DLF the Valley Panchkula, DLF Foundation, Panchkula, Haryana
Shilpa Siri, Shilpa Siri Construction, Prestige Tech Platina, Surjapur, Bangalore, Karnataka
Suncity Ibluru, Suncity Apartments, Surjapur outer ring road, Ibluru, Bangalore, Karnataka
Keerthi, Keerthi Royal palms, Hosur Road, Bangalore, Karnataka
JMC Prestige Falcon City, Prestige Group, Kanakapura Road, Bangalore, Karnataka
REC Eco World, JMC Projects (India) Ltd., Bangalore, Karnataka

Childcare Initiatives at Urban Slums (Daycare Demonstration Model Centres)

Kalyanpuri Centre, House No. - 55-56, Block-19, Kalyanpuri, New Delhi-110091
Dakshinpuri Centre, 16/140, Dakshinpuri, New Delhi-110062
Madanpuri Khadar Centre, A-Pocket, House No. 440, Near Sri Ram Chowk, New Delhi-110076
Raja Bazaar Centre, Near Gole Market, New Delhi-110001

Credibility Alliance Norms Compliance Report

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. 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.
- Section 35 AC and 80GGA; of the Income Tax Act 1961; Notification No. S. O. 2370 (e), dated October 3, 2008; File No. NC 270/237/2007 dated January 7 2015 and Amended Notification No S.O. 67 (E) dated January 6, 2015 valid till March 31, 2017.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988.

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 Review exercise is done, for the purpose of defining the Strategic Plan for the next 3-5 years. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives

3. Governance

1) General Body

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

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

List of General Body (GB) Members as on March 31st 2016

Founder Members (Life)		
Devika Singh	Indu Balagopal	Sanjay Kaul
Indra Bhatia	Jolly Rohatagi	Saurabh Prakash
Core Members (Life/3 year term)		
Adarsh Sharma*	Kali Vohra	Shankar Venkateswaran
Ajay Vohra	Kumkum Ghosh	Satyavati Berera*
Amitabh Behar*	Manju Vaish	Shashi Kiran
Amrita Jain	Mathew Cherian	Venita Kaul
Anjali Alexander	Mina Swaminathan	Vera Garg
Archana Kumar	Mohini Prakash	Ved Arya*
Arvind Wadhwa	Mridula Seth	Yashwanti Rana
Asha Chaudhri	Priiti Sanwalka**	Associate Members***
Asha Singh	Rajan Sinha	Kim Jain
Biraj Patnaik*	Ranjana Agarwal	Nisha Mehta
Brinda Singh	Ritu K. Mal	Mrinalini Kochar
	S. Anandlakshmy	Padma Sahdev
	Sanjay Gupta*	

*Invited w.e.f 1- Oct 2013. Term ends on 31- March 2017 **Invited w.e.f 1- April 2015. Term ends on 31- March 2018 ***Term ends on 31- March 2017

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 12- September 2015. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3 year term.

2) Governing Council (Board)

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

Governing Council (Board) as on 31- March 2016

Sr. No.	Name	Age	Gender	Occupation	Position in the Board
1	Sanjay Kaul*	63	M	CEO, National Collateral Management Services Ltd. (NCMSL)	Chairperson
2	Ritu Mal*	60	F	Director with EM3 Agri Services Pvt. Ltd. – an agricultural services company	Secretary
3	Priti Sanwalka**&***	47	F	Chartered Accountant, Volunteering with various NGOs	Treasurer
4	Vera Garg*	57	F	Teacher in American Embassy School	Joint Secretary
5	Amitabh Behar*	45	M	Executive Director, National Foundation for India (NFI)	Member
6	Amrita Jain*	58	F	Advisor, Grassroots Advocacy & Training, Mobile Creches	Member
7	Satyavati Berera*	56	F	CEO – Pricewaterhouse Coopers Private Limited, India	Member
8	Rajan Sinha*	60	M	CEO of Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
9	Shankar Venkateswaran*	59	M	Chief - Tata Sustainability Group	Member
10	Venita Kaul*	70	F	Director at Center for Early Childhood Education and Development	Member
11	Punita Lal**	54	F	Consultant Specializing in Marketing	Co-opted member
12	Renu Karnad**	64	F	Managing Director, HDFC Ltd	Co-opted member
13	Ved Arya**	58	M	CEO of SRIJAN, an NGO promoting rural livelihoods across India	Co-opted member

*Elected from the General Body (GB) at the GB meeting held on 16- Nov 2013 for the term 2014-17.

**Co –opted by the Governing Council for the term 2014 – 17

***Priti Sanwalka was appointed as Treasurer w.e.f. August 2015 in view of Rajan Sinha's resignation from the post of Treasurer in July 2015.

- A Board Rotation Policy exists and is practiced.

Clause 14 (d) – 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 was paid an honorarium for her inputs as Advisor, Training & Advocacy, Mobile Creches.

3) Details of GC meetings held in 2015-16

The Governing Council met four times during the year and approved plans, programs, budgets, annual activity reports and audited financial statements. The Board ensures the organizations' 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	July 11, 2015	5**	Program and Organizational updates, Perspective building on MC –Urban Programme, Film, Experience sharing, Future Plans.
2	September 12, 2015	9	Recommendation on Statutory Auditor, Passing of resolutions, Approval of Balance sheet, Audited statement of accounts and Approval of Annual Report
3	February 20, 2016	9	Updates by ED, Approval of Annual Plans, and appointment of Auditor for Internal review.
4	March 12, 2016	7	Approval of RM&HR plan, Approval of Annual Budget and Financial updates.

*Six members constitute a quorum

**Due to lack of quorum, the meeting was adjourned and then reconvened as per Clause 7 (a) of the Rules and Regulations of Mobile Creches.

4) 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 organizational 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 - 2014-17

	Resource Mobilization	Strategic Plan	Audit & Accounts	Human Resource
Committee Chair: (GC/GB members)	Vera Garg	Amitabh Behar	Priti Sanwalka	Kali Vohra
Others: GC/GB Members	Anjali Alexander Punita Lal	Sanjay Kaul Anjali Alexander	Rajan Sinha*	Rajan Sinha Ved Arya
External Experts	Raman Ahuja	Debasish Mitter	Anup Khosla	HR Retainer
Heads of Departments	Sr. Manager RM	Executive Director	Sr. Manager Accounts	Manager HR

*Rajan Sinha was member of the AAC till 1st August 2015, when Priti Sanwalka took over as Chair, since she replaced him as Treasurer in the GC.

Note:

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

5) Operations

- Activities are in line with the vision/ purpose/ objective of the organization.
- 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 summarized versions see Chapter – 'Financial'.

- 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 organization.

(b) Annual Report

The organization's Annual Report is disseminated/ communicated to key stakeholders and available on request every year, within eight months of the end of the organization'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) Auditors, Bankers and Legal Advisors

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

Bankers: Canara Bank, Gole Market, New Delhi-110001; Standard Chartered, 10, Sansad Marg, New Delhi-110001; HDFC Bank Ltd., G-3/4, Surya Kiran Building 19, Kasturba Gandhi, Marg, New Delhi – 110001

Legal Advisors: Aiyar & Company, 26, A Barakhamba Road, New Delhi-110001; Vaish Associates, Mohan Dev Building, 13 Tolstoy Marg, New Delhi-110001

(d) Staff Details

Highest, 2nd Highest and Lowest Paid Staff Members (As on 31 March 2016)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organization	Mridula Bajaj	Executive Director	1,32,000/-
2 nd highest paid staff member after Operational Head	Seema Sahai	Chief Operating Officer(COO)	90,000/-
Lowest paid staff member in the organization	Putul Devi	Creche Worker	8,777/-

Distribution of Staff according to Salary levels and gender (As on 31 March 2016)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	-	-	-
5,000–10,000	1	5	6
10,000–25,000	10	72	82
25,000–50,000	2	16	18
50,000–1,00,000	-	6	6
1,00,000–above	-	1	1
Total Staff	13	100	113

e) Travel Details

Name	Designation	Purpose	Amount	Sponsored By/ Expense from project
Mridula Bajaj	Executive Director	To attend GCC – Saving Brains Community meeting in Beijing	INR 44,500 – (Airfare) INR 102388 – Registration Fees INR 130732 – (Visa, Insurance, Lodging & Boarding)	GCC (Sponsored)
Mridula Bajaj	Executive Director	To attend ARNEC Strategy Development Validation meeting in Bangkok	INR 36,750 – (Airfare) INR 1379 – (Insurance)	ARNEC (Sponsored)
Sudeshna Sengupta	Sr. Manager, National Advocacy	To attend Training of Trainers on Economic, Social & Cultural Rights organised by Programme on Women's Economic Social and Cultural Rights of Women (PWESCR) and to attend South Asian Feminist Alliance Consultation in Colombo, Sri Lanka	INR 12,000 Registration amount)	Registration Amount for the Programme borne by Mobile Creches Travel borne by Action Aid Stayby PWESCR
Chirashree Ghosh	Sr. Manager, State Advocacy	To attend Advisory Committee meeting identifying common framework that can be model building of family based approaches in Amsterdam.	INR 90,780 (Airfare & other expenses)	Aspen Institute (Sponsored)