



MC

MOBILE CRECHES

Nurturing Childhood Sowing Change

50

YEARS

1969-2019



Annual Report

2017-18



VISION

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

MISSION

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

MOBILE CRECHES

Annual Report 2017-18

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CHAIRPERSON'S NOTE



Mobile Creches (MC) embarked on the 50th year of its journey in March 2018, staying committed to its vision of a just and caring world for all children under six years of age. This year's report presents some efforts that were made to consolidate what we had initiated and persevered with, as well as some steps to carve out new pathways.

MC reached out to almost 10,000 children at construction sites in Delhi NCR, Bangalore, Ahmedabad, Mohali and Chandigarh providing age appropriate nutrition, health, hygiene and education for eight hours a day, six days a week. MC's cadre of trained childcare workers, equipped with the right attitude skill and knowledge, stand at the heart of the programme. The impressive contribution from real estate developers and some leading contractors this year, towards the running cost for crèches, encourages us to believe that finally the construction industry is responding to our gentle nudging and is ready to take on more responsibility.

In 2017-2018, MC made a special effort to work with urban migrant children in other vulnerable settings such as the rag pickers community and shelter homes. We hope to build on this model and reach the unreached children by replication through partnerships.

The Annual Report 2017-18 has introduced a new chapter, 'Constructing and Sharing Knowledge on Early Childhood Development (ECD)'. While it doesn't quite mark our ingress in the knowledge domain – we have been learning and, with some time lag, documenting what we learnt since we stepped in to speak on behalf of young children – it certainly marks a new positioning, as a knowledge hub for ECD. Hence, an effort has been made to assimilate and present what exists, while doing our homework on what we need to do to 'make the young child a national priority'.

The financial health of MC during 2017-18 also remained stable with a total income of Rs. 841 lakhs and total expense of Rs. 849 lakhs. It is very encouraging to share that this year we received Rs 411 lakhs from Indian institutional and corporate donors, which is 49% of our overall income.

Through 2017-18, PNB Housing Finance Ltd., HCL Foundation, HT Parekh Foundation, Tata Trusts (through its various entities) and UBS Optimus Foundation remained our committed supporters. We are thankful for their incredible faith in MC and their continued support to our work.

The process of change from old guard to new was smooth, strengthening the belief in our value of 'organisation above individuals'. Sumitra took on the reins with fresh energy and vigor, opening doors to new opportunities: we are using, as levers, legal mandates for crèches, as per the Plantations Labour Act, the Mahatma Gandhi National Rural Employment Guarantee Act, and the Maternity Benefit Act, and programmatic interventions to step into new locations, extending from Jammu and Kashmir to Madurai.

I would like to thank all our donors, partners, friends, and the MC team whose invaluable commitment and support has helped us carry on with our mission of 'Nurturing Childhood and Sowing Change'.

Amrita Jain

FROM THE EXECUTIVE DIRECTOR'S DESK

The Annual Report 2017-18 takes you, once again, into the world of Mobile Creches: our partners, donors, supporters, friends, and children and their communities. The report marks the first year of our Strategy Plan 2017-22, which abides to 'making the young child a national priority'. It has also been the year of internal transition and energetic preparations for the celebrations, outreach and defining initiatives planned in MC's 50th year, 2018-19.



The external context, however, is no cause for celebration – close to 40% of the under-six children are underweight; there has been a multi-fold increase in crimes against children and younger children are increasingly its victims; women's participation in work has decreased to 22% and they are excluded from social protection. It is at the intersection of this set of alarming circumstances, for women and children, that MC positioned its work in the current year.

Partnerships have been a cornerstone of our work this year. You will read examples of the work scaled up at construction sites across many cities in collaboration with great NGO partners and developer companies. Our work towards strengthening the government systems was also possible due to partnerships with state governments. Like-minded network partners came together to raise awareness and voice to support the overlapping rights of women and young children across the country.

At MC, we are already putting the nuts and bolts to scale up our partnerships across new worksite locations such as tea plantations, to ensure quality crèches and daycare centres. We will be moving to new states, in close collaboration with local and state governments to build and sustain the capacity of the ICDS workforce in delivering good quality programmes for children. Next year is also critical to hit the ground running, for creating awareness and an urgent response from the communities to the lack of childcare support systems, and raise a demand that reaches their elected representatives and decision makers.

In MC's demonstration centres, we will develop our systems to respond to the needs of young children with or at risk of disabilities. We will also strengthen our monitoring systems to track children's age appropriate development in a comprehensive and timely manner. It is this work on the ground that acts as a springboard to enrich our models, partnerships and knowledge building beyond MC.

In doing all of this, we will invest our resources to ensure that MC rises to its role as a knowledge organisation – ensuring learning is internal and institutional, and developing and sharing knowledge that is experiential, across interested organisations and people towards a common agenda for the rights of the youngest citizens.

As a transition year, the institutional strength of MC demonstrated itself in our ability to stay the course with our plans, organisational systems, financial management, people's processes and governance norms. For this, I must extend my deepest gratitude to my team at MC, board members, fellow network colleagues, donors, NGO partners, and the numerous friends and supporters of MC, who held me in a close circle of support, giving their faith, time and experience towards my learning.

Sumitra Mishra

ABBREVIATIONS

ASMC	-	Anganwadi Support and Monitoring Committee
AWC	-	Anganwadi Centre
AWCC	-	Anganwadi Cum Crèche
AWVS	-	Anganwadi Vikas Samooh
AWW	-	Anganwadi Workers
BGVS	-	Bharat Gyan Vigyan Samithi
CBC	-	Community Based Crèche
CBO	-	Community Based Organisation
CE	-	Community Engagement
CLAP	-	Centre for Legal Aid for the Poor
CRY	-	Child Rights and You
CPP	-	Child Protection Policy
DCPCR	-	Delhi Commission for Protection of Child Rights
DCW	-	Delhi Commission for Women
DWCD	-	Department of Women and Child Development
ECC	-	Early Child Care
ECD	-	Early Childhood Development
ECCD	-	Early Childhood Care and Development
ECE	-	Early Childhood Education
ECCE	-	Early Childhood Care and Education
ERP	-	Enterprise Resource Planning
FORCES	-	Forum for Crèche and Child Care Services
GB	-	General Body
GC	-	Governing Council
GCC	-	Grand Challenges Canada
ICDS	-	Integrated Child Development Services
ICG	-	Interdepartmental Communications Group

JSY	-	Janani Suraksha Yojana
KRA	-	Key Responsibility Area
KSSP	-	Kerala Sasthra Sahithya Parishad
MBA	-	Maternity Benefit Act
MC	-	Mobile Creches
ME	-	Maternity Entitlement
MEL	-	Monitoring, Evaluation and Learning
MLA	-	Member of Legislative Assembly
MGNREGA	-	Mahatma Gandhi National Rural Employment Guarantee Act
MWCD	-	Ministry of Women and Child Development
NALSAR	-	National Academy of Legal Studies and Research
NCPCR	-	National Commission for Protection of Child Rights
NCR	-	National Capital Region
NCW	-	National Commission for Women
NFSA	-	National Food Security Act
NGO	-	Non-Governmental Organisation
OD	-	Organisation Development
PHRN	-	Public Health and Resource Network
PMMVY	-	Pradhan Mantri Matrutva Vandana Yojana
POCSO	-	Protection of Children from Sexual Offenses
RtE	-	Right to Education
RtF	-	Right to Food
RUTF	-	Ready to Use Therapeutic Food
ToT	-	Training of Trainers



Meal time for under 3s at Dakhnipuri crèche.

"Gauri was very shy when she was enrolled in the crèche at the age of one. But now she loves the space, has made several friends and does not want to come back home! She also loves the food provided here and is very fond of the crèche didi."

- Sanju, mother of 2.5 year old Gauri, enrolled at MC's urban slum centre at Dakshinpuri 1, New Delhi.

ENSURING QUALITY CHILDCARE SERVICES

India is a young country: 39% of its population is below 18 years of age. If we start to take care of this demographic segment, starting with our youngest, under-six children, at almost 16 crores, we would have addressed the issue of inclusive development in India in the most fundamental sense.

Our children are not faring well, to say the least. Undernutrition and, hence, susceptibility to common infections, for families living in poverty, are the underlying cause of nearly half of all under-five deaths. And compromised health conditions are reflected in stunting (low height for age) – associated with impaired cognitive ability and reduced school performance – wasting (low weight for height), and underweight (low weight for age) children.

Of the 16 crore children, six crore would be in the age group 3-6 years. In India, awareness about early stimulation at home, access to early learning in institutional settings, with regulated standards for quality, and data on coverage and outcomes, are conspicuous by their absence. We only have health and nutrition indices as proxies and they are no cause for comfort.

Of Women and Children

Status of Young Children	Status of Women Workers
<ul style="list-style-type: none">• 36% of under-fives are underweight• 38% of under-fives are stunted• 21% of under-fives are wasted• Of the under-2s – 50% chronically undernourished	<ul style="list-style-type: none">• 93% work in the informal sector• 22% of women are economically active (work-participation rate has declined from 35%)• No maternity support and access to crèches

Source: National Family Health Survey (NFHS 2015-16) and National Sample Survey Organisation (NSSO 2009-10)

In India, women are employed primarily in the informal sector. They are, as a result, excluded from social security provisions, including maternity support and childcare services. Women – working inside or outside their homes – have to leave young children in the care of grandparents and older siblings, both ill-equipped to do justice to the responsibility of caring for the young. And this has a direct bearing on the set of livelihood choices for the woman.

Mobile Creches (MC) recognised the interconnectedness of the lives of women, children and infants and pioneered a solution that would intervene in the lives of all three: a childcare facility at a construction site for the children of migrant construction workers. The younger ones would be cared for in the crèche, releasing the older children for school, and the mothers for work. The intervention was premised on recognising the right of young children to care, protection, nutrition, health, and early learning, as foundational to Early Childhood Development (ECD).

In 2017-18, MC reached out to 10,828 children and 32,280 community members, through its daycare programme and community outreach, at 72 urban construction sites and urban poor centers. Of these, 9,632 were children at construction sites in the Delhi National Capital Region (NCR), Bangalore, Ahmedabad, Mohali and Chandigarh, while 1,196 were children in urban poor settlements in Delhi. The total reach was 10% lower than that in 2016-17, accounted for by fewer workers at construction sites. A little over 60% of children reached at construction sites were under six years of age. In the urban poor communities, however, most of them were under-six since the older kids were all in school.

Today, MC has a footprint in 17 states, well beyond the locations above, through partnerships with NGOs, the construction industry, governments, and local communities. Our partners provide the ‘multiplier’ effect in our effort to reach more children.

The MC Way

Integrated Care, Trained Caregiver, Standardised Protocols

Mobile Creches’ day care model addresses the multi-dimensional needs of the child through an eight-hour programme, running six days a week. Age appropriate interventions – for infants, toddlers and school going children – in nutrition, health and learning, in an environment of nurturing care and protection, form the crux of the programme. The impact of interventions in these three areas alone would not be sustainable without community involvement. Parents need to work in tandem with the caregivers at the centre to see change in their children. Forming linkages with government services, monitoring quality of government programmes, and better childcare practices at home will bring positive change well beyond the MC intervention. And the central pivot, holding this holistic package together, is the childcare worker.

Four Key Pillars of the MC Way: Nutrition, Health and Hygiene, Education, Community Awareness

<p>Nutrition</p> <ul style="list-style-type: none"> • Advise exclusive breastfeeding for first six months • Provide 600 calories/child/day through two hot cooked meals and a nutritious snack • Provide special diet for malnourished children - eggs, banana, and ready to use therapeutic food (RUTF), a mix of chickpeas, rice, sugar and wheat. Those under three are fed milk and specially prepared RUTF. • Monitor growth to prevent onset of deficiencies 	<p>Health and Hygiene</p> <ul style="list-style-type: none"> • Monthly health check-ups • A health card is issued to track and record immunisations, illnesses, weight, etc. • Immunisations at primary health centres • Vitamin, mineral supplementation and deworming • Personal and environmental hygiene • Referrals for special needs children • Health camps (twice a year per centre)
<p>The childcare worker equipped with the right knowledge, skills and attitude – to work with young children, manage the functioning of the crèche, problem solve inter-personal and logistical issues, enlist the support and participation of the community, and build a safe and caring environment for the children – stands at the heart of this model.</p>	
<p>Education</p> <p>Activities for children in the crèche (0-3 years), <i>Balwadi</i> (3-5 years), and non-formal bridge course (6+ years) develop the following skills, through play:</p> <ul style="list-style-type: none"> • Cognitive – blocks, beads, colouring books • Social-emotional – games, doll house, sand box • Physical – exercises, nature walks, dance • Sensory – textures, aromas, sounds, picture books • Language – story time, rhymes, songs, flash cards 	<p>Community Awareness</p> <p>Communities at the centres are involved in:</p> <ul style="list-style-type: none"> • Awareness programmes like street plays, focus-group discussions, audio-visual media • Sensitisation of parents/other community members, for better childcare practices at home • Formation of local leadership groups, called ‘<i>Sathi Samooh</i>’, to sustain impact, and push for better support from employers

Child development theory and practice tells us that Early Childhood Care and Education (ECCE) lays a strong foundation for the holistic development of a young child, addressing the need for care, education, nutrition and health of children from prenatal stage to eight years. Within ECCE, three sub-stages can be identified (a) An infant-toddler stage for children three years and below; (b) An Early Childhood Education (ECE) or preschool education stage for

children between three to six years; (c) Early primary stage for children between six to eight years. MC has stayed true to these principles in its programme design and practice.

To standardise quality and enable adherence to a minimum set of norms, MC has developed standard operating procedures for setting up and running crèches at various sites. Guidelines relate mainly to the infrastructure, human resource requirements (adult to child ratio, training of childcare workers), culturally appropriate learning materials, and other systems and protocols for monitoring quality and ensuring safety, so children remain protected against threats and abuse.



The Partnership Spectrum

The 'MC Way' in Different Settings, with Different Partners

The technical model presented in the section above – integrated day care with its four pillars – is the 'ideal' version that has evolved and taken root in the MC vision of what should be the norm, across the country, at workplaces and in communities, to realise the rights of the young child.

In the first two decades, the MC field programme consisted primarily of running day care centres at construction sites, in partnership with entry/mid-level contractors. The day care initiatives in the slums were housed in spaces allocated by the Delhi government and sponsored entirely by donations raised by MC. The two contexts posed their own challenges and the ideal was always compromised. Over the years, as MC grew in experience, reach and confidence, as our communities and builder-partners began to understand what the non-negotiables were, we started inching closer to the ideal.

Today, with 49 years of learning from our mistakes and staying focussed on the mission, we are clear about the path going forward. According to our Strategy 2017-22:

- 1) MC will run few centres at construction sites to ‘demonstrate’ for purposes of replication
- 2) MC will build capacities of NGOs to take forward the process of replication and scale the technical model (described above) at construction sites and other vulnerable work settings such as tea plantations and brick kilns
- 3) MC will support employers at construction sites and other vulnerable work settings to set up crèches and provide ECD services

Childcare Services at Construction Sites: Workplace Based Intervention

Many business (functional) models have evolved over the decades, with MC always playing the role of the technical resource at a minimum. The service provision (running the day care facility) may be done by any one of the following – MC, another NGO trained by MC and contracted by the employer, or the employer (who appoints staff trained by MC to manage the crèche). Even though provision of financial resources to cover the operational costs are entirely the responsibility of the employer, the technical resource fees and some part of the day to day costs are covered by an external donor to MC. Nothing, however, fits into a straitjacket; the context and the level of understanding and commitment of various stakeholders will determine how close the model will get to the ideal and how sustainable the impact will be.

Partnership Models at Construction Sites

Role\Business Model	Demonstration Model - I	Tripartite Model - II	Employer* Run Model - III
Technical Resource	MC (business development, crèche set-up)	MC (business development, training, crèche set-up, supervision, monitoring**)	MC (business development, training, crèche set-up, supervision, community awareness, monitoring**)
Service Provider	MC (crèche management, community awareness, supervision, monitoring)	NGO (crèche management, community awareness, supervision taken over)	Employer (crèche management, supervision taken over)
Financial Support	Employer, External Donor	Employer, MC (External Donor)	Employer, External Donor (phased-out after setup)

*Employer – Contractor or Real Estate Developer

**Monitoring withdrawn when NGO/Employer is ready

The evolution of the three partnership models – in the table above and the detailing below – was not linear. Typically, the relationship started with Model I and graduated to Model II or Model III. While Models I and III are restricted to North India, **Model II has taken us to cities in the West and South and, in terms of coverage, accounts for 60% of children reached at construction sites.**

MC Run Demonstration Model (I)

The ideal of the technical model that is unpacked process by process in our Standard Operating Procedure Manuals can be seen in action at these locations. The caregivers, under the daily guidance of the centre-in-charge, are able to perform the routine tasks, cope with the demands of multiple stakeholders and make quick decisions in a crisis, in a quintessentially MC way. The premium MC places on the role of the community can be seen in the quality of community relationships and involvement at these centres. Trainees from MC’s multiple training

partnerships are placed at these centres. And the field reality that flows into our information systems is rich raw material for advocating for changes in the design and execution of state programmes.

Programme Highlights - Demonstration Model Centres

- 96% of families were linked to the nearest government primary healthcare centres
- MC reached out to 11,430 members of the community at health camps/street plays/other media
- MC counselled 286 pregnant women on site to provide inputs on ECD and link them to services
- Over 100 local members (both men and women) took on leadership roles in the community
- Half the above-six children, who stayed for minimum two months, enrolled and continued in schools
- During 2017-18, 40% children were under-weight (as per WHO norms) and 35% wasted and stunted. Of the children who stayed in the centers for a minimum of four months, 83% maintained or improved their nutritional status and all targeted children got age-appropriately immunised.

During 2017-18, MC extended childcare services to 2,658 children at 13 such centers. This was lower than last year's reach of 3,133 children at 16 centers. The extent of support from the local builders/developers was varied; some were tardy in their payments but most, on average, covered around 20% of the running cost. There was one exception – Candor Gurgaon Two Developers paid 100%, while Bestech India Private Limited managed to cover half the running costs.

Tripartite Model (II)

MC identifies and trains local NGOs working with women and children to run childcare services at construction sites. After the initial facilitation and support, MC makes an exit, gradually, after three years of engagement, but continues in the capacity of a technical resource. With some partner NGOs, however, MC works only in the capacity of a technical resource.



Through this model, we expanded our reach from Delhi NCR to Bangalore, Ahmedabad, Chandigarh, Panchkula and Mohali. We successfully piloted our tripartite model beyond construction sites at brick kilns and explored opportunities at plantations and factories.

MC partnered with 11 NGOs and 24 builders to reach out to 5,748 children and 10,212 community members at 39 centres, in eight cities, under this model.

"With the help of the centre didi, we have now made a Health Card under the Rashtriya Swasthya Bima Yojana (RSBY) and availed the facilities for my eye check-up. This card will help us reduce our expenses on healthcare. I now urge all families in the camp to make a health card."

– Ram Kumari, women labourer, Palm Drive Crèche, Gurugram

This year, MC focused on strengthening community awareness and developed 95 community groups (*Saathi Samooh*), 2-3 groups per site, at all sites. With the help of our NGO partners and *Saathi Samooh* members, we also actively engaged with the School Management Committees to increase school enrolment percentage.

Our partner NGOs were largely instrumental in making this scale up possible. They stepped up to the ECD opportunity and integrated it in their interventions, and became practitioners in the true sense. Sixty percent of our partner NGOs from the early cohort of partners are providing ECD services, *outside of the tripartite partnership*, adding 3,000 children to MC's indirect reach. MC has also been successful in linking two of its oldest NGO partners – *Rasta* and *Santosh* – to Emaar MGF Land Limited, for direct funding to the NGOs over the last two years, for running day care centres at all their sites.

After two years of initiation into ECD and the construction industry, partner NGOs are confronting the issue of sustainability on three fronts – impact on child outcomes, organisational, and financial. All the partners have agreed to take ownership of quality and be responsible for having a common data repository to showcase impact.

"I wanted to study when I saw other children going to school, but my parents could not afford to enroll me. When we came to the site a year ago, my parents came to know I can get food at the centre, so they sent me there. I did not know how to read, write or sing. The centre didi helped me to learn Kannada and counting, and slowly I started reading and reciting stories with their help. I learnt songs and how to dance as well. Later I managed to get enrolled at school, ... Builder Uncle arranged a vehicle for my travel. Now I am very happy, I can go to school every day. I want to become a doctor when I grow up."

- Beerappa, nine-year-old, Hombale Centre, Bangalore, run by Partner NGO, Sparsha Trust

On the organisational front, MC has facilitated partners' compliance processes related to FCRA, GST and Income Tax. Certain gaps have been identified in reporting and documentation, and community interface, which are being addressed. To ensure financial sustainability, MC plans to develop partner NGOs' capacities in identifying and negotiating with current and potential builder partners. And the most powerful argument to build our case rests on the quality of the current programmes.

Employer Run Model (III)

This model is suitable for small to medium builders, especially in remote locations. The employer (builder) is the prime source of funding and manages the day-to-day running of the centres. MC provides technical support for the set-up, training, periodic supervision, community awareness and sensitisation towards ECD issues. Occasionally, quality gets compromised due to the constraints placed by distance, availability of funds and the very nature of decentralisation. However, MC staff members constantly strive to inform, motivate and energise the crèche teams and community members. We are glad to declare that all builders have agreed to provide hot cooked meals once a day at these centres.

Programme Highlights, Tripartite Model Centres

- 91% of the children were age-appropriately immunised
- 100% of the malnourished children were given special diet
- 74% of the children who attended the centres for at least four months maintained or improved their nutrition status
- 62% of 'above six' children who attended the centre for at least two months achieved basic school readiness, of which 19% were mainstreamed to schools

Six NGOs are now ECD practitioners in their own right. In 2017-18, they provided ECD services to 3,000 children.

Setting Standards, Building Lives - Six Builders Ran 10 Crèches at Sites

Bestech Group has been running and managing its centre in Mohali over the past four years and has now reached a stage where it does not require MC's periodic supervision. MC strives to have many more such exemplars in the construction field.

Five of the 10 centres under this model were outside Delhi NCR – in Mohali (Punjab), Bawal, Sonapat and Panipat (Haryana) and Neemrana (Rajasthan) – and four of the 10 were run by Eldeco Infrastructure Limited. **In 2017-18, this model accounted for extending childcare services to 1,226 children.**

The table below encapsulates MC’s reach, through various partnership models. It clearly shows that working with partners works as a multiplier, and that is the way of the future.

MC Reach of ECD Services at Construction Sites and Urban Poor Settlements

Day Care Models	Reach (%)		Reach (%)
Construction Sites		Urban Poor Settlements	
MC Run Demonstration Model (I)	2658 (28%)	Demonstration Centres	409 (34%)
NGO Run Tripartite Model (II)	5748 (60%)	Community Based Crèches	787 (66%)
Employer Run Model (III)	1226 (12%)		
Total	9632	Total	1196
Total reach at construction sites and urban slums was 10,828 children			

Childcare Services in Urban Poor Settlements

Home to 18.3 million people today, Delhi’s population grew by nearly 1,000 a day in 2016, out of which over 300 were migrants who came to the city to look for work and, eventually, settle down. The infrastructure, in terms of housing, transport, water and sanitation is totally inadequate and lacking in quality. The urban poor earn their livelihood from casual labour, self-employment, home-based piece work, or all of the above. There is no identifiable employer, no security of jobs, and no social security umbrella guaranteed by the state.

MC entered these areas with the objective of creating access to childcare services for the poor working woman. It has been a long road, working with diverse communities – who took time away from their daily struggles – in constrained spaces, to bring attention to young children and ensure multiple options by way of crèches in homes, schools, community centres and government run facilities (*anganwadis*).

Demonstration Model in Urban Slums

MC has persisted with its presence in a few poor communities, by way of running demonstration centres in the urban context. These settings help provide recommendations to the government based on practical learnings on the ground. These centres also serve as a training ground – for MC’s local women trainees, current Anganwadi Workers (AWWs), recruits for the Anganwadi cum Crèches (AWCCs), and other organisations in Delhi wanting to strengthen their pre-school component. Most importantly, while these crèches provide a safe environment only to a handful of children, keeping them away from potential dangers and abuse, they make a bigger statement about the care and protection most urgently required for the children of the urban poor.

MC reached out to 409 children through three demonstration model centres in poor urban communities. All children received age appropriate immunisation, 80% improved or maintained their nutritional grade, and 70% children gained pre-school readiness skills. We reached out to 2,759 community members through street plays, health camps, parents meeting and one-to-one meetings. All targeted 402 families were linked to the nearby primary health care centres, achieving 100% coverage.

Reaching Out to the Unreached

In order to reach out to the communities whose children were not coming to our centre, MC developed and piloted a **digital voice messaging system**. The messages focused on the importance of investing in young children, and were in the form of interactive dialogues. After following up on people's reactions, the MC team is now refining the messages for better results. The second set of digital voice messages will focus on age-appropriate balanced nutrition, immunisation, early stimulation and play.

Community Based Crèches in Urban Slums

For the last few decades, MC has been training semi/non-literate women in poor settlements, in Early Child Care (ECC), so they can set up and run crèches in their homes or neighbourhoods. More recently, MC also started to form/strengthen community based organisations (CBOs), first, around issues that mattered to them and then, connected these to the issue of childcare. The twain met in the setting up and management of community-based crèches (CBCs) by members of the CBO/local women.

MC operationalised the CBCs with doable, minimum quality standards to provide child care services to the community. Additional support was provided in terms of honorarium to the childcare worker, capacity building and some supervision for effective running of the crèches. **Seven such crèches** in different urban settlements are being run by women who have been trained for childcare by MC. We provide monetary and technical support with periodic supervision on operational or financial issues, but they carry the initiative and the responsibility on their shoulders. The distinguishing feature of this model, and a prerequisite for its sustainability, is the contribution and involvement of the community in day-to-day operations of the crèche.

This year, Mobile Crèches entered a new, most vulnerable setting – a settlement of rag pickers in Noida – and tried replicating the CBC model. Three such crèches were opened. The local women from nearby areas were trained because women earning livelihoods through rag picking were reluctant to join the programme. Their daily jobs are controlled by local contractors, with high vulnerability to lose out on their daily targets and corresponding wages, and the fear of their waste dumps being claimed by new workers in their absence. This makes them very fearful of a 'change in profession'. Meeting the minimum education eligibility was also a hurdle for some women who could have been motivated.



MC went ahead and trained a mixed group of women to run the crèches. Procuring contributions from the community was a challenge, and what trickled in later, after some understanding of the value of the programme had been built, was very little. It was also difficult to form a community group, ready to take responsibility for managing the crèche. Replicating this model in other vulnerable settings, in the urban areas of other cities, will require a far deeper understanding of communities' economic vulnerability and their work challenges, the fragile social fabric of their lives, and the interplay of urban systems that further exclude sections of

the migrant population. Working closely with the communities from the start, and over a much longer period, will be a possible strategy to employ if MC is to generate and sustain a demand for childcare in such urban pockets.

Amit Walks the Talk

Amit (name changed) is a three-year-old child, originally from West Bengal. His parents work as rag-pickers and have an older child who they left behind in their home village. Our staff, at one of our Noida centres, first met Amit's parents when he was two years old and discovered that Amit suffered from severe weakness and could barely walk. MC's staff succeeded in persuading his parents to enroll Amit in the nearby crèche. They agreed, finding the crèche a welcome respite from their tedious work routines.

It has been five months since Amit joined the crèche. With a special diet of egg, banana, and nutria mix, regular massages, pending immunisations, supplements, etc., Amit started to gain weight. He can now walk unaided, and even plays and participates in activities. Recently, he took part in a play! His parents are delighted with his progress.

"Mainay socha bhi nahi tha ki itne kam samay main mere betay main itna badlav aa jayega," says his mother, Ramvati, expressing her wonder at so much change in her child, in such little time.

During 2017-18, MC ran seven CBCs, reaching out to 787 children under the age of six - four in Delhi (Seemapuri I, Seemapuri II, Trilokpuri, Khanpur) and three in Noida. For attaining complete sustainability, this model needs support from local governance funds or available schemes, failing which they will continue to require financial, technical and monitoring support from MC.

MC is committed to leaving no child behind, especially the most invisible and vulnerable young children. We are determined to enable their access to quality, holistic early childcare that ensures good health and nutrition, protects them from threats, and gives them opportunities for early learning in a safe and loving environment.

MC has proven the scalability of its workplace based holistic childcare programme for young children of migrant construction workers and poor communities in urban areas, through key partnerships. Now, the priority is to replicate the model where crèches are legally mandated, with the overarching goal of reaching out to many more **vulnerable populations of migrant families and their children at other work sites.**



"The main objective of this initiative is to enhance the knowledge, skill and attitude of the field ICDS functionaries towards ECCE so that they are able to transact age-appropriate activities for the holistic development of children."

- *Amrain Bashir, programme coordinator, J&K Association of Social Workers*

ENHANCING CAPACITIES IN THE ECD SECTOR

The first five years of a child's life are key to her overall development. What children learn before the age of five – cognitive skills like perceiving colour and size and social skills like taking turns – sets the stage for the rest of their lives. Quality childcare practices for young children include creating a safe, loving and stimulating environment around the child, active interactions, and responsive caregivers, besides age appropriate health and nutrition support. Supporting young children to learn during this phase is as complex as teaching older children. It is critical, therefore, to **train and build a cadre of good quality, professional early childhood care workers**.

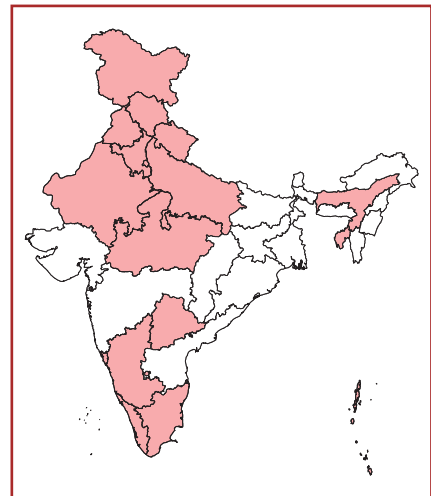
The challenge in taking care of young children is the holistic nature of development. And the promise of early childhood lies in the potential growth trajectory, if quality interventions are timed to match with this phase of natural, rapid brain development. The issue of “professionalisation” of **Early Childhood Development (ECD)** needs to be addressed by both practitioners and policymakers today. Fortunately, awareness of the importance of quality Early Childhood Education (ECE), in particular, is on the rise, globally. Therefore, it is important to take cognizance of how we organise care, stimulation and early learning of young children, at home and in institutions, to ensure overall development of the child.

Creating a Workforce for Childcare

Mobile Crèches' (MC's) expertise in ECD is based on its experience in providing childcare services and training childcare workers from different backgrounds, in varied settings, across different target groups. In the next few years, MC aspires to expand the cadre of professionals in the field of ECD by building capacities of grassroots organisations and government functionaries, in keeping with its strategic goal of “Making the Young Child a National Priority”.

In the year 2017-18, MC pushed the boundaries of its 'training' domain:

- New workplace settings for migrants – from childcare for migrant labourers' children at construction sites to those at brick kilns.
- New geographies – from the Community-Based Crèche Model (CBC), in Delhi NCR to other cities (Lucknow and Madurai); from working on Early Childhood Care and Education (ECCE), within Integrated Child Development Services (ICDS), in the difficult terrain of Uttarakhand, to intervening in the conflict-ridden state of Jammu and Kashmir.
- New models under legal mandate – from the familiar terrain of the ICDS scheme to exploring crèches at tea plantations under Plantations Labour Act, under Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) and Maternity Benefit Act (MBA).



Training Overview 2017-18

Crèches/Day Care in Different Settings: Construction Sites, Brick Kiln Sites, Urban Slums				
	Type of Training	Purpose	Target Group	Outcomes/Observations
1	In-service training	To enhance knowledge and skills under the revised themes of the Balwadi curriculum	MC Balwadi workers 4 workshops; 1 day each	Enhanced confidence and skills of workers, especially with language development and theme-based discussions
2	ECD orientation and crèche management	To develop partner NGOs to run crèches	8 NGO heads and 15 supervisors 4 workshops, 4 days each	Operationalised crèches for migrant labourers at Hyderabad, Lucknow, Suratgarh, Chennai
3	Pre-service training for crèches/daycare	To develop a pool of childcare workers to meet the demand for childcare centres	89 local community women 8 trainings, 12 days each	41 women employed in different settings using different models, across different cities
4	Incremental trainings	To enhance skills of childcare workers to run crèches effectively	39 childcare workers; 34 trainings, 4 days each	Enhanced skills on crèche management and record keeping
5	Training on Community Engagement (CE)	To develop knowledge and skills on CE so that community groups can be formed and strengthened	Heads and supervisors of 10 NGOs; 1 workshop of 2 days	36 community groups formed, comprising 95 members; linkages with health services and positive childcare practices at home
6	Training of Trainers (TOTs) on supportive supervision	To equip NGOs to train their peer workers to supervise effectively	14 NGO supervisors; 2 workshops, 2 days each	Enhanced skills on supportive supervision and team management
7	To develop and execute an exit plan for NGOs	To enable NGOs to raise funds and negotiate with builders for crèches	10 NGO heads; 2 workshops, 1 day each	A road map developed in support of an exit strategy
Government Partnerships: Madhya Pradesh, Himachal Pradesh, Jammu & Kashmir, Uttarakhand				
	Type of Training	Purpose	Target Group	Outcomes/Observations
	Crèche training	To develop skills and knowledge on running and managing Anganwadi cum Crèches (AWCCs)	76 crèche workers from MP; 3 workshops, 4 days each	Improved skills and a new source of income; the question is – will the government sustain the effort and its continuing impact?
	Consultations	To build perspective and orientation towards ECD	Middle level functionaries (31 in MP; 25 in HP); 2 consultations, 1 day each	Enhanced understanding of connections between early stimulation and formal learning
	ECCE training	To strengthen preschool component under ICDS	200 AWWs (MP, J&K, Uttarakhand); 5 workshops, 5 days each	AWWs better equipped to conduct preschool activities. All spend at least 2 hours for preschool education
	Training of Trainers (TOTs)	To develop skills in community communication on ECD issues	50 NGO facilitators and coordinators (J&K and Uttarakhand); 25 days over one year	Greater clarity of the 'what, why and how' of community engagement

Historically, law, policy and programmes have not given due importance to the early years in a child's life. The human resource available for ECD is inadequate, both in terms of quantity and quality. There are very few ECD training institutes run by the government to develop childcare professionals and, therefore, civil society has had to step in. Almost 60% of the ECD institutes are either run by private institutions or NGOs. (Source: 'Preparing Teachers for ECCE', a study by Ambedkar University Delhi (AUD) and National Council for Teachers Education (NCTE)).

The ICDS scheme is the single largest government programme for children under six years of age in the country. The responsibility of ensuring quality human resources for ICDS rests with the National Institute of Public Cooperation and Child Development (NIPCCD), an apex body for training ICDS functionaries. With 14 lakh Anganwadi Centres (AWCs) functioning in the country, there would be a **minimum requirement, as per norms, for 28 lakh trained childcare workers**. Additionally, there is the unaddressed need for trained childcare workers in the private sector.

This is an unmet need and a huge opportunity for MC.

In 2017-18, MC trained 89 childcare workers and day care professionals and enhanced capacities of 276 government functionaries – **76 crèche workers and 200 Anganwadi Workers (AWWs) - across 13 states in India. This resulted in an outreach of 7,800 children**. The table on page 18 provides an overview.

1. Facilitating Childcare Services in Different Settings

1.1 At Construction Sites

In 2014-15, MC planned to replicate its model through other service providers – enabling other NGOs to run quality crèches in Delhi NCR and other cities. Till date, MC has trained 11 such organisations – running 42 crèches at construction sites, across eight cities.

This year, the focus was on developing the capacities of middle level functionaries of organisations for supportive supervision and community engagement. This led to the formation of 36 community groups (*Saathi Samoohs*) at the construction site centres, run by NGO partners. This training has also led to enhanced leadership skills amongst partners to mobilise and strengthen communities of migrant workers, something that MC has been able to replicate based on its own experiences.

1.2 At Brick Kilns

One of the strategic objectives of MC is to explore ways and means of meeting the need for childcare services in different work settings. This year, going beyond the large, urban construction sites, MC initiated two NGO partnerships to set up four crèches, reaching 110 children, at brick kiln sites in the semi-urban areas of Rajasthan and Telangana.

Brick kilns function at fixed locations, where migrant families come for work after the monsoon rains and stay on for the next 7-8 months. At large urban construction projects, on the other hand, the turnover of workers is faster, giving a migrant child an average stay of 3-4 months at a site. The window of opportunity for providing services to a set of children and for training women to do so seems longer at brick kilns. Building a trained workforce and sustaining their skills and morale over the four months, when there is no work, is a challenge. Even though efforts were made to sensitise brick kiln owners to take greater ownership and contribute towards resources, we are aware that without an external donor intervention at brick kilns, it is financially challenging too. It continues, however, to be a high-need situation.

1.3 At Urban Settings

In the past, MC always responded to the need of childcare for working women in urban communities. This year MC replicated its community-based model in Lucknow and Chennai. In partnership with two NGOs, MC facilitated the setting up of a crèche in each location.

In 2017-18, MC partnered with an organisation in Delhi that works with homeless persons, one of the most vulnerable groups among the urban poor. MC trained 11 women from shelter homes as childcare workers. It was a valuable experience for MC to contextualise its training on the basis of the physical and psycho-social needs of the trainees – homeless women, victims of violence and abuse. MC training enabled them to gain knowledge, develop skills to work with young children and, most importantly, change their attitudes towards being childcare workers.

2. Engaging with Government: Developing ICDS Functionaries

2.1 Crèche Training in Madhya Pradesh

MC has been working in two districts – Dhar and Singrauli – to single-mindedly push the agenda of Anganwadi cum Crèches (AWCC), under the restructured ICDS scheme. Since the AWCC has been labeled as an ‘innovative’ model, the funds set aside were strictly ‘untied’ and, therefore, uncertain. In 2017, the 12th plan came to an end and the state government has not taken a clear decision to continue running the crèches under the AWCC model.

In 2017-18, after three refresher trainings and satisfactory results from a comprehensive assessment of the AWCC programme, MCs intervention in MP came to an end.

2.2 Uttarakhand Intervention

After working in Uttarakhand for two years, MC could see a significant impact on knowledge, skills and attitude of the ICDS functionaries: 90% of AWWs have enhanced knowledge on ECCE and 70% of them have improved transaction skills to conduct preschool activities.

Each AWC has an Anganwadi Vikas Samooh (AWVS), comprising AWWs, mothers and other community members. They have taken proactive steps reflecting increased ownership on issues regarding opening and closing of centres, attendance of AWWs, preschool activities, etc. While the impact of this intervention on the AWCs and the community involvement was encouraging, the lack of state initiative was disheartening.



“We would like to take the AWVS forward and use ‘Tehsil Divas’ as a platform to discuss issues related to young children and AWCs. Till date, we were only focusing on issues like water, land etc.” - Sonam Devi, Member AWVS, Kotma (Solau)

2.3 Delhi Intervention

In 2016-17, Delhi State ICDS piloted 23 AWCCs in two districts of Delhi with technical support from MC. This year, MC has done an assessment of these centres which revealed that a) all the centres are operational for six hours; b) 80% of the centres are following the suggested schedule; c) 390 children have been reached through AWCCs, with an average of seven children per centre in the age group of 1-3 years. A lack of interest from the department to continue AWCCs resulted in poor investment and monitoring. This has affected the overall quality of the centres.

During the year 2017-18, Delhi State ICDS was keen to strengthen ECCE quality, especially its preschool component, and wanted to revamp their ECCE curriculum. MC was invited to review it. MC worked on it and finalised the first three months of the theme-based curriculum.

2.4 Interventions in Jammu and Kashmir for ECCE

After successful intervention in Uttarakhand, MC entered into another tripartite partnership in Jammu and Kashmir (J & K) in 2017-18 for strengthening ECCE under ICDS. The objective was to improve the quality of 60 AWCs in the district of Baramulla by enhancing capacities of ICDS functionaries and strengthening partnership with community groups. A local partner has been identified for follow-ups and sustainability.

The project was initiated with a baseline survey, followed by orientation of the local partner on ECCE and community engagement processes. We have already conducted a workshop with the AWWs along with a few middle-level functionaries and state officials.

2.5 Experience with Himachal Pradesh

In Himachal Pradesh (HP), the objective is to strengthen ECCE in the Shimla district. MC organised a consultation with senior officials of ICDS along with state trainers to build a deeper understanding on project design and concept. This workshop helped MC in assessing the current knowledge of the state trainers for designing TOTs. Due to change in the state's leadership after elections, the process forward has been delayed.

MC will continue to invest in state partnerships to design tailored trainings that will respond to the unique needs of the respective states' plans for ICDS strengthening. MC is also excited to develop trained childcare workers in new work settings of tea plantations and brick kilns, besides scaling its training programmes across construction sites. MC will use these opportunities to also learn about diverse childcare needs to develop and document innovative training resources including digital modules and manuals that can be used by NGO partners to develop their knowledge and training capacities in early childcare and development.



State level discussion on care and protection of Delhi's young children, organised by Neenv FORCES and Alliance for the Right to ECD

INFLUENCING POLICYMAKERS ON YOUNG CHILD ENTITLEMENTS

For the past 50 years, Mobile Creches (MC) has been engaging actively at the state and national levels, with issues of law, policy and programme, that influence the entitlements of young children. This interaction is informed by direct interventions on the ground by way of running quality crèches, facilitating alternative day care arrangements in communities and workplaces, developing capacities of other players in the Early Childhood Development (ECD) sector, mapping the sector, and mobilising action. The learnings are taken to policy forums and grass root actors, strengthening the dynamics between policy change and work on the ground.

MC has learnt, since the founding and early steering of the national network, Forum for Creche and Child Care Service (FORCES), that advocacy is enriched and effective when many voices come together. This collective voice gathers strength from common platforms of thought and shared arenas of action. MC hosts the secretariats of the Delhi chapter of FORCES (Delhi FORCES) and the Alliance for the Right to ECD (Alliance), a policy network comprising members from academia, the social sector, and citizens' groups. MC has also collaborated with networks and movements that work on issues closely connected to children's issues, like the Right to Food (RtF) Campaign, the Right to Education (RtE) Forum and women's collectives.

Activity Highlights for the Year 2017-18

Law and Policy – (1) Inputs provided on state policies and a framework for regulation, with respect to pre-school education, care and development, to the states of Karnataka, Himachal Pradesh, Maharashtra, Jharkhand and Delhi; (2) Drafting of a legal chapter, crafted with the help of legal experts, for the inclusion of two years of pre-school under a proposed amendment to the RtE Act, 2010.

Programme implementation – (1) Piloting and expansion of Anganwadi Support and Monitoring Committees (ASMCs), a provision under Restructured Integrated Child Development Services (ICDS) Scheme, for community oversight to ensure quality implementation of ICDS in Delhi; (2) Completion of studies of local governance structures of the ICDS in Delhi, Orissa and Jharkhand, and dissemination of findings to partner organisations in the three states.

Mobilisation on the ground – Campaign building in Rajasthan and Madhya Pradesh to highlight the demand for inclusion of pre-school under the RtE Act 2010.

Grass Root Networking and Community Participation

Networking and alliance building on issues surrounding the child are aimed at learning from the knowledge and experience of other partners as also applying MC's insights to different contexts, particularly in the complex areas of law, policy and programme development and implementation. They lend clarity of purpose and strength of action.

Delhi FORCES, a network of 43 grass root organisations, have been a strong and effective voice in drawing the attention of various stakeholders towards urgent childcare needs, by highlighting gaps on the ground and demonstrating workable solutions on issues of care and protection of young children.

This year, the network focussed on the following:

The protection lens – With growing concern about child protection mechanisms, especially for young children, Delhi FORCES conducted a sensitisation exercise with Members of the Legislative Assembly (MLAs), 17 Councillors from the East Delhi District, and members of the Delhi Commission for Protection of Child Rights (DCPCR) and the Delhi Commission for Women (DCW) to bring home the connection between the setting up of crèches and the issue of young children's care, safety and protection. The Mayor of East Delhi responded by articulating this need in a letter to the Department of Women and Child Development (DWCD) in July, 2017.

Community monitoring of state services – Eleven NGO partners from Delhi FORCES worked together to form 30 ASMCs, under the Restructured ICDS, in a bid to involve the community with the functioning of Anganwadi Centres (AWCs). Twenty-three of the 30 ASMCs are connected to Anganwadi-cum-Creches (AWCCs), sanctioned by the Delhi Government in 2016-17, after intensive legwork by MC. The learnings from this experience were shared at an event on 13th March, 2018, attended by 160 ASMC members from the community and NGOs, two MLAs, and representatives from the DCPCR, the DCW and Delhi government. The following observations were noted:

- AWCs/AWCCs suffer from inadequate infrastructure (for example, water and toilet facilities).
- Most AWCs are housed in rented premises. Some have been moved to bigger premises; it will help make space for ECCE activities, toilet and water facilities.
- The quality of nutrition is satisfactory across all 30 AWCs/AWCCs.
- The Early Childhood Care and Education (ECCE) component is weak on account of lack of education materials and training of the Anganwadi Workers (AWWs).
- Health services, like immunisation, are being provided on a timely basis.

The Delhi government acknowledged the importance of community involvement in the monitoring exercise and has decided to scale up the number of ASMCs to 1000. They have also allocated a budget of Rs 56 crores for their strengthening and expansion.

This initiative has given a platform for involvement in the functioning, particularly of AWCCs, especially to mothers of young children, to show support to the AWCs as well as to monitor quality.

Personal Transformation and Participation

"I am a tailor and I do this work from home. Earlier, my attention was divided between tailoring, taking care of my child, and the housework. It would take two to three days to stitch one suit. Since the opening of the crèche, I can leave my child there for more than 7 hours! I am able to focus on my sewing and double my earnings.

After getting in touch with the organisation, I realised why it is so important to provide extra care to children in their early years - 90 percent of their mental development takes place from birth till six years of age! Healthy development is possible only when they are involved in activities. Before joining the crèche, my child wouldn't eat well. But now, he is eating better, and also socialising with others.

Before becoming a member of the committee, I would leave my child here and later pick him up. Now I have started paying more attention to him at home also. When he returns from the anganwadi -crèche, I talk to him and ask him about the time spent at the crèche. He has slowly started responding to these questions.

I now visit the anganwadi-crèche three times a week to see if everything is functioning properly and whether there is need for any support."

Mohini, parent of a three-year-old child, Member ASMC

(Mazdoor Janta Colony, Anganwadi-cum-Crèche No. 84, Anganwadi worker – Anjana; Project Seelampur)

Under the Restructured ICDS, 5% of all AWCs were slated to be converted into AWCCs, that translates to at least 500 in Delhi. The government sanctioned 25, of which only 23 are operational. This is a drop in the ocean; it needs to be scaled up so parents can leave their children in safe hands when they go to work and enhance their income opportunities, thus contributing to more women in India's workforce.

Positive decisions for young children in Delhi: Members of Delhi FORCES, constantly engaged with the DWCD and the Deputy Chief Minister's office, to influence the developments below:

- The Anganwadi workers' honorarium doubled from Rs. 5,000 to Rs. 10,000
- Four MLAs raised young children's issues in the lower house of the Delhi Assembly
- New supervisors were recruited to fill all the 127 vacancies for the post



The advocacy for childcare will be only as strong as the network that nurtures and strengthens it. Delhi FORCES has decided to move towards a more decentralised mode of functioning to encourage participation from, and develop leadership among, members.

Policy Networking on Interconnected Issues

The Alliance for Right to ECD is a policy network, guided by a rights-based approach which is twofold: it advocates for rights of children under six years, and pregnant and lactating mothers, recognising the importance of the mother-child continuum. In 2017-18, MC continued to hold its secretariat. This year, there were significant policy opportunities and developments in ensuring pre-school education for children at state and national levels, and maternity entitlements and the provision of crèches for women in the unorganised sector.

Multi-pronged Action for Inclusion of Two Years of Preschool Education Under the RtE Act

Drafting a legal chapter – After extensive consultations within Alliance members, a legal expert from National Academy of Legal Studies and Research (NALSAR) University of Law, drafted a chapter – a visualisation of the section on the inclusion of two years of free, pre-school education – as a proposed amendment to the RtE Act 2010.

Common understanding on Early Childhood Care and Education (ECCE) - Alliance developed a set of non-negotiable standards (integrated approach, child-centred pedagogy, training to care-giver and age specific learning) to examine the comprehensive set of needs and rights – for children from birth to three years and three to six years – and the implementation mechanisms required to deliver them. These were crucial inputs to the drafting of the legal chapter, above. This will also serve as a significant tool for lobbying with the government for ensuring quality pre-school education as a public provision under the newly announced *Samagra Shiksha Abhiyan*, a holistic programme that will cover school education from pre-school years to class 12.

Raising demand from the ground – In 2017-18, network partner, Bharath Gyan Vigyan Samithi (BGVS), and other members of Alliance, made a small beginning with support from the Panchayats in Rajasthan and Madhya Pradesh towards the formation of an informed, collective voice at the community level. They were able to highlight pertinent linkages

between pre-school education and the RtE, through perspective-building workshops, training of trainers, and dissemination of information materials to community leaders and partners of the RtE Forum.

Engaging with the Government:

1. Legal structures:

Inputs to states on ECCE – Regulation of ECCE service providers, particularly the private players, has emerged as an issue of interest amongst some states. Consequently, Alliance members provided (a) Recommendations on regulation of pre-school services, day care, play schools, etc., for three to six-year-olds, to be incorporated into the ECCE regulatory frameworks in the states of Delhi, Karnataka, Himachal Pradesh and Maharashtra; (b) Inputs, in partnership with CRY, to the process of developing the state ECCE policy in Jharkhand; (c) Suggestions, through partners like Kerala Sasthra Sahithya Parishad (KSSP) and BGVS, to craft a comprehensive ECCE law in Kerala. A sensitisation workshop on the care and education of children below six years of age, for Kerala SCERT, trade union members and Departments of Health and WCD had an overwhelming response on developing a regulatory framework, to regulate private ECCE providers.

Comprehensive Code/Act for Maternity Entitlements (ME) and childcare - The amendment of the Maternity Act in 2017 was a progressive step towards ensuring maternity benefits and childcare provisions for employees working in the formal sector. However, this landmark development excludes 93 percent of women who work in the unorganised sector.

The National Food Security Act (NFSA), 2013, was the first to recognise that all women require support during pregnancy and lactation. However, poor implementation and low budgetary allocations have always dogged this provision. Allocations under the recently announced, *Pradhan Mantri Matrutva Vandana Yojana* (PMMVY) and the pre-existing *Janani Suraksha Yojana* (JSY) have been cut back and cover just one child.

Testimonies at a public hearing conducted by the RtF Campaign and other Alliance partners have corroborated the non-implementation of maternity entitlements. These actions were followed by extensive media coverage and an appeal to the Prime Minister, asking for effective implementation of PMMVY and universal access to ME.

2. Governance structures on the ground

Strengthening of legal frameworks surrounding the child needs to be combined with measures that enhance implementation at the front line. In order to ensure that rights for the under sixes are actually realised on the ground, it would be critical to identify and understand the workings of 'base units' – existing local structures – and its gaps and challenges, within specific contexts.

Base units – At the Base of the Governance Pyramid

A 'base unit' is the lowest rung in the governance hierarchy, with direct interface and participation by the governed. It includes physical infrastructure, human resources and processes that enable efficient delivery of services, in this case, to young children. Its effectiveness is contingent on empowered decision making in local bodies, drawing from decentralised democratic processes, accountability at local, ward/panchayat level, allocation of adequate resources and capacity and motivation of personnel, especially at the frontline. A 'base unit' can take the form of village health and sanitation committees, *janach* committees, panchayats or ward councils.

Alliance has conducted **base unit studies in four states** till now and shared the findings with local elected representatives, community members and the media.

Base unit studies in three states – Alliance had identified Kerala in 2016-17, as a best practice model of decentralised governance, to document delivery of ECD services, particularly, the ICDS. In January 2017, the Alliance extended the scope of base unit documentation to Delhi (urban setting), Odisha (rural setting) and Jharkhand (tribal setting).

In all three states, it was found that the decisions for provision of services were highly centralised, even though state government orders and notifications suggested decentralisation in principle. However, some existing structures of good practices were identified, like the *Jaanch* Committee, monitoring community groups for nutrition in Odisha, and the ASMCs in Delhi.

Findings of these studies were disseminated to ICDS functionaries, elected representatives, and community members in Delhi, Jharkhand and Odisha. Government representatives have responded positively to the recommendations of more de facto decentralisation.

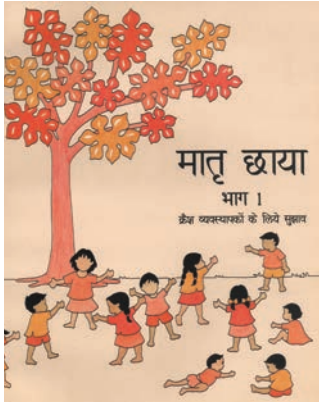
3. Sensitising and informing state players

- Ministry of Women and Child Development (MWCD) – A series of meetings was organised with the Ministry to share inputs on the national curriculum framework for ECCE
- NITI Aayog – A paper on ‘Women, work and safety, protection, and care and development of young children in new India’ was prepared and shared with them
- National Commission for Protection of Child Rights (NCPCR) – A document with suggestions on preventing child sexual abuse was sent to them

Strengthening the Movement

The overriding objective of Alliance is to learn from one another and bolster wider movements, collectives and agendas to strengthen the voices for the foundational rights of under-six children. Looking inward, Alliance will continue to include more voices and vantage points, seek to increase engagement with the ground, stimulate discussion on intersecting issues, and widen state partnerships.

2018 promises to be an important year for ECD. Globally, the push for appropriate policies and investments in young children, by governments and businesses, is gaining momentum as a result of the SDGs prioritising ECD/ECCE. At the national level, the central government’s push for pre-school education will be an opportunity to work closely with state governments to ensure quality pre-school for all, especially the most discriminated and vulnerable young children. As a build up to the general elections, 2018-19 will be a critical year to remain connected with communities to raise their demand for crèches and childcare support from elected representatives. MC, along with its network partners, is committed to act upon these developments to continue its efforts in prioritising the young child issues in the country.



A Trained Caregiver, the Lynchpin

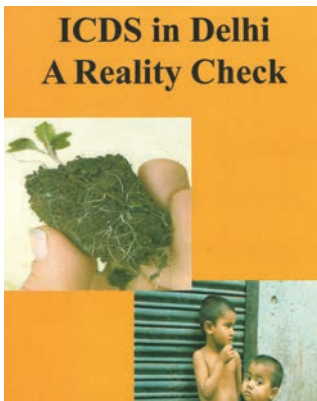
"It is not essential for the worker to be literate. However, literacy would enable the maintaining of records and provide information about the development of children ... Training can further develop child care skills, communication skills, and update the knowledge of the worker. Experience has shown that a trained worker is more efficient and can organise and run the programme better ... The children and their families should be encouraged to address the worker as Nani, Dadi, Badi Ma or Didi, befitting her age. This helps in building love and intimacy between the child and worker."

- Matri Chhaya Part 1, Suggestions for Crèche Organizers, 1990; 2004

Mobility

"A micro study on 425 migrant families (at MC and non-MC work sites) with children under six, shows that 30% of families stayed on a site for a period of six months or less, 38% stayed for one year or more ... (Of the) 150 children chosen to track their health status, the number dwindled to 48 within a short time."

- Distress Migration: Identity and Entitlements, 2008



Integrated Child Development Services (ICDS) – Finding the Gaps Before We Plug Them

Out of total 28 ICDS projects in Delhi, 27 were covered (242 anganwadis and 2970 beneficiaries)

Findings (Sampler)

- *There were no children in 105 out of 242 centres on the day of survey*
- *57.83% anganwadis reported space constraint for activities*
- *None of the anganwadis gives any ECCE inputs to children below three years of age"*

- ICDS in Delhi - A Reality Check, 2007

CONSTRUCTING AND SHARING KNOWLEDGE ON ECD

According to Jean Piaget, a developmental psychologist of the 20th century, children construct knowledge through explorations of the world around them, and cognitive development takes place through the interplay between biological maturation and their environment. Mobile Creches (MC) started to construct knowledge on the needs of young children in the context of rural-urban migration driven by poverty, and our sandbox was the construction site. With time, the MC programme grew in size and complexity and the organisation matured in response to changes, internal and external. Alongside, we were building a rich body of knowledge in the domain of Early Childhood Development (ECD), organically, from the ground up. It fed into programmatic improvements, capacity building initiatives and policy recommendations.

MC was using this knowledge in different ways, as a tool, towards the same objective: to make change in the status of children in India.

Many of the early volunteers to MC were women, stirred by the vision of bringing care to India's children; many among them came with expertise in the field of education, nutrition, child development and social work. There was so much to accomplish and, yet, no ready answers to the questions that seized them: What should we do to keep children safe, and was safety enough? Will the mothers trust us? What about the needs of the working parents – literacy, health and hygiene? Who will step forward to give care to these ragged children? And wouldn't we need to train them? Will the contractor allow us to do any of it? Isn't there a law to fix all of this? What, indeed, is the responsibility of the state towards its young children?

For MC's collective brain, the early years were a period of rapid growth – our explorations were building synaptic connections between migration and low wage, constant movement of families and delayed developmental milestones for children, the mother's triple burden of home, hearth and childcare, and the role of patriarchy, and so on. Amid the daily struggle, MC was accumulating anecdotes from the frontline, of little miracles and near disasters and we were learning by doing.

Meera Mahadevan, Founder Mobile Creches, on 'Our Most Cherished Age Group'

"Our focus is, and always has been, the little one. Even today 0-3 is our most cherished age group ... Analysis of the rate of economic growth indicates that economic development is not merely the result of capital inputs but also of the human factor, i.e., physical, vocational and intellectual abilities, encouragement, motives, intention, etc. ... We cannot hope to achieve it (economic growth) by neglecting children."

Excerpts from Face to Face with Poverty, Ekalavya, May 1977

In other words, MC was acquiring 'facts, information, and skills through experience and education' as also 'the theoretical or practical understanding of a subject' – the dictionary meanings of knowledge. The first issue of MC's journal, *Ekalavya*, came out in 1973 and captured the early learnings, explorations and challenges. The *Ekalavyas* and the meticulously compiled Annual Reports, our first knowledge products, together, reflected our reason for being, our belief systems, and the MC modus operandi.

The Knowledge Dimension

From an Unintended Consequence to a Purposeful Pursuit

MC's body of knowledge grew, across interconnected issues, as the programme unfolded in the context of children in difficult circumstances. What we have built today covers the 'who, what, why and how' dimensions of ECD, in its most comprehensive sense.

WHO: MC's Reason for Being

In keeping with MC's early vision and mission and as per MC's Strategy 2017-22, our primary focus group consists of "young marginalised children in the age group: birth to six years". The secondary focus group includes older children between the age 6-12 years, pregnant and working mothers, construction workers and slum dwellers. MC recognises the role played by each of the larger group of stakeholders, the many concentric circles centred around the young child we work with, ranging from governments and construction companies, to parents, communities, citizens' groups and networks.

Young Children at Construction Sites: Timely Intervention

Sarvesh, at one year, was brought in to the Orchid Petal crèche in Gurgaon. He was very weak and had loose motions all the time. His mother, Chameli, said that she doesn't have time to make him fresh food; she gave him stale, dry chapattis. The doctor advised a special diet and massage. He started responding to the *khichdi* and eggs given to him. Chameli also introduced the same diet, on Sundays, in her own home! Sarvesh's health improved: from grade II he graduated to the lesser grade I category of malnutrition. The family has moved on but Chameli will always remember Mobile Creches.

- Excerpt from Annual Reports, 2000-2015

Older Sibling in the Slums: Young Shoulders, Heavy Burdens

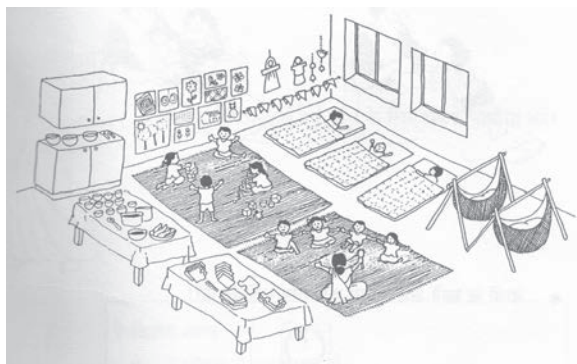
Daily routine of (older) children:

- Cleaning, washing, fetching water, cooking etc.
- Attending school in the morning; non-formal education programmes
- **Taking care of younger siblings**
- Rag picking; wandering around in search of work
- Idle loitering by boys in groups

- *Bachchon Ko Sambhalte Bache – Sibling care: A Status Report from the Slums of Delhi, 2002*

WHAT: The MC Way

MC's intervention on the ground, with children in different settings, forms the foundation for the sum of all we know about ECD and related issues. The initial energies at MC were focused on the 'doing'; it took a while to translate what our hands and heads knew into formal, institutional knowledge. At the core of what MC does, and stands for, lies the MC way of providing childcare services – integrating nutrition, health and early learning, and community awareness and participation, with a caring, trained care-



giver as the lynchpin. And always keeping sight of the working mother, and how the childcare service is enabling her life.

As the backdrop changed, from construction site to slums, from workplace-based to community run crèches, and from private sponsorship to partnership with the state, it became critical that we document the process itself, the challenges faced in particular terrains, the nuances of the partnerships, and the best practices that emerged.

Mapping the Ground Reality

Delhi (chapter of) Forum for Crèches and Childcare Services (FORCES, the first national network for developing the issue of crèches) in collaboration with Delhi Commission for Protection of Child Rights (DCPCR), organized a (public hearing) ... in the urban poor settlements of Delhi. **Jury Member, Chief Justice A.P. Shah** (observed): ... lack of childcare arrangements for working parents was taking away Right to Education for the girl child and also raises the question of safety of the young child ... the Rajiv Gandhi Crèche Scheme needs to be expedited, more funds allocated to it ... - *Report on Jan Sunvai on Health, Education, Nutrition, Safety and Care of Women and Children in Urban Poor Settlements of Delhi, 2011*

WHY: The Rationale and the Onus

The toil of our frontline workers, the plight of the children and families, and the constant struggle to make construction companies and policymakers see the light, had steeled our convictions and sharpened our arguments. While the scientific and economic arguments for ECD were being documented in the West, the publication of the Shram Shakti Report, 1989, depicting the abject state of working mothers in the unorganised sector – agriculture, construction, *beedi* making, etc. – revealed the staggering extent of the unmet need for childcare in India. The price of neglect had to be understood not only in terms of GDP lost or low work participation rates in the female labour force – dry, faceless statistics – but also in terms of *who was paying that price and on whom rested the responsibility* to address the issue.

The constitution of the national network, FORCES, in 1989, and the UN Child Rights Convention (1989) ratified by India in 1992, spurred MC to start to document the 'why': mapping the state of young children and the basic services needed for their survival, protection and development, measuring the impact of timely intervention, and making policy recommendations on maternity entitlements, crèches, and current state programmes based on hard evidence and people's experience. The 'policy recommendation' – and the state action which it aims to nudge – is not the end of the knowledge chain that begins on the ground but rather the starting point of the next iteration.

Early Childhood Care and Development (ECCD) – Does it Make a Difference?

In an impact study conducted by MC in 2008-09, the hypothesis was that the children (3-6 years) who had experienced over 200 days of the MC programme would score better on developmental and school-readiness skills than those who had attended fewer than 100 days. Despite the relatively small sample size, the result was encouraging. Children with more than 200 days exposure scored 91% in cognitive skills (compared to 67% for children with under 100 days of exposure), 87% in language areas (compared to 71%), 77% in perceptual motor skills (compared to 57%), and 80% in socio-emotional skills (compared to 74%).

A Training Module for Orientation and Sensitisation on Early Childhood Care and Development, 2013

HOW: Skills and Strategies

MC's strategy has been a mix of output intensive service delivery (building ECCD models and showing impact) and process intensive actions to influence stakeholders (expanding ECCD

capacities, seeking partnerships, nudging state action) - the here and now of nutrition, care and protection for a few children along with the long-term goal of policy change for all. The harder next step is the unpacking of the strategies; that the devil lies in the details is as true, if not more, for caregiving to young children.

Replicating the MC Way Through NGO Partners

To ensure a smooth transition and retain the 'MC quality', huge investments in training are required. A 12 days pre-service training of frontline workers is followed by intensive, on-the-job coaching in the first six months. This is accompanied by bolstering the capacities of NGO supervisors to take on the overall monitoring and supervision at the centres. At the same time, maintaining fidelity to the core principles, in the course of the transfer of operations, is critical (e.g., adult/child ratios, play-way approach, age appropriate activities, quality of classroom transaction, safety checklist, etc.).

Mobile Creches' Journey with the Migrant Child, 2013

For MC, the institution of the *Bal Sevika* (Childcare Worker) training programme in 1989 and the development of the first *Balwadi* (pre-school) manual in 1991 was a coming of age on this front. MC has converted its learning into standard operating procedures, manuals and training curricula, for easy reference for MC's staff as well as to build the capacities of the childcare workforce across countless NGOs and government agencies. With time and circumstance, MC's training expanded beyond the skills of caregiving and set-up specifications for crèche and *balwadi*, to the 'how' of community engagement, negotiations with building contractors, and building an understanding of the rationale for ECD and the entire eco-system surrounding the young child.

Building trust with the community is the starting point for MC interventions. MC has a rich repertoire of street theatre, films and awareness material – with simply communicated messages on the importance of ECD. **Knowledge products listed in Annexure V**, to support community communication, training, advocacy and best practice, will inform practitioners and advocates alike to help influence policies of government, CSOs and businesses towards improving the status of the most vulnerable young child.

Bridging the Gap between Knowledge and Practice

All knowledge learnt, earned, and sharpened by MC is with the overarching mandate to share with others as widely as possible. To achieve this mission, volunteers, interns, researchers and students freely access the MC programmes and its knowledge resource in the form of publications, videos, reports and toolkits. Dissemination through the printed word is strongly combined with the uses of many other platforms, from *Jan Sunvais*, to consultations and workshops, to share its learning and learn from others.

2017-18: Knowledge Positioning

As MC recognised the importance of the role it has played in influencing the agenda for ECD in India, there was a greater responsibility to deliver as a thought leader. In its current strategic curve (2017-22), MC makes a commitment to position itself as a 'knowledge hub' in the field of ECD, and build on its strengths, particularly, in developing models of partnerships, creating awareness, mobilising demand for services, drawing in new stakeholders and developing networks. Our experience at the grass root lends legitimacy to this positioning, and strength to a collective voice of *influence* for prioritising the young child at the policy level.

To continue to strengthen our knowledge orientation, MC has developed a framework for Monitoring Evaluation and Learning (MEL) with a well-defined set of indicators to measure

outputs and outcomes involving health, nutrition, immunisation, education, and community outreach services. This year, MC has given particular attention to ensuring accurate, timely, and reliable data from our project areas. Rigorous capacity building efforts of our data collectors and digitalisation of records meticulously kept (always, an organisational strength), and analysis systems has yielded rich dividends in data quality.

Monitoring, Evaluation, Learning (MEL)

MC collects a lot of quantitative and qualitative information, overtime, to get a sense of what works and what does not, what can be improved and what is not worth pursuing. MC introduced a new indicator, for instance, to assess changes in knowledge and attitude of parents towards child rearing and recalibrated its growth monitoring indicator as per the WHO standard scale.

Starting this year, MC's community profile information will capture data on demographic, socio-economic and living conditions. Factors such as family income, number of family members, and educational levels of parents affect decisions about whether the mother takes up work, admits her child to a crèche or school, health situation of the child, etc. This information will be shared with relevant stakeholders to inform programme design and implementation and advocacy strategies.

The opportunities ahead include formalising quality tracking mechanisms and benchmarking outcomes specific to our areas of work, as per developments in the field of ECD. Tools for tracking developmental milestones and school readiness are already in the pipeline and would be incorporated in the MEL framework in the year ahead.

State of the Young Child in India Report, 2019

Our boldest step in 2017-18 was a leap of faith: to commit to launching the State of the Young Child in India Report in March 2019, coinciding with the 50th founding anniversary of Mobile Creches. The first edition plans to cover multiple dimensions, contexts and challenges of child development between birth to six years, with an overlap till eight years. The primary objective of the report is to influence the formulation of policies, laws and programmes that support critical investments and governance structures to ensure the rights of the youngest children.

The report will attempt to leave no child behind in its analysis of the status, gaps, good practices and policy recommendations. It will draw particular attention to the interconnectedness of issues affecting children, women and work, as also health, nutrition and education. The report will be disseminated amongst key stakeholders – government, CSOs, media, industries, elected representatives, ECD specialists and others – to trigger action on multiple inter-related fronts.

Knowledge creation at MC has seen the confluence of many streams and critical steering through untested waters by our own volunteers as well as others – from academia, research, policy, social activism and training – in ECD and related fields. Our first task in the coming year will be to bolster the knowledge culture within the organisation – measuring, analysing, specialising and sharing – to improve practices and build confidence and ownership. This will work towards the larger goal of strengthening our institutional knowledge, to enable us to share this collectively owned body of knowledge in ways that are easily consumed and acted upon.

The child as a citizen is an important part of the MC vision and the whole purpose of systematically building knowledge is to strengthen the voice of the child, to bring societal transformation.



The MC team at their 49th anniversary celebrations, which were held at Gandhi Smriti, Rajghat - the birthplace of MC's first creche.

STRENGTHENING PEOPLE AND PROCESSES

In the month of March, 2019, Mobile Creches (MC) will turn 50. They say one becomes wiser with the passage of time and exposure to varied experiences. MC has, indeed, come a long way from opening its first day care centre, at one construction site in Delhi, to advocating for Early Childhood Care and Development (ECCD) services for children across the country. As the preceding chapters reveal, we do this through partnerships with members of the construction industry, NGOs, and government bodies, by building a resource pool of trained childcare workers, and by constructing knowledge on the what, how and why of ECCD.

The work of MC's dedicated team of frontline workers has provided the foundation for our work. The supervisory and managerial cadres, with the Executive Director, Governing Council and members of the Society, have supported, nurtured and drawn from that ground experience to lead the organisation in service provisioning, advocacy, and knowledge building.

In recognition of the organisation's transparency and accountability standards, MC was awarded the Platinum Seal by Guidestar India in 2017.

Organisation Development

The year 2017-18 was a period of transition in many ways for MC. It was the first year of MC's Strategy, 2017-22, "Making the Young Child a National Priority". And leading the roll-out of the strategy would be a new Executive Director, Sumitra Mishra, with her rich experience of 24 years in the social sector.

The change of leadership brought a fresh outsider's perspective and a strengthened realisation that MC's new strategy required the development of a workforce that is a balanced combination of implementers and advocates of what we have been doing so far. A year-long Organisation Development (OD) exercise was set in motion to take stock of the human resource requirements for this change and to identify key cultural and systemic issues that could possibly slow down the process of change.

A senior consultant, with valuable experience in the development sector, and MC's management team, designed the OD process based on sound organisational and structural concepts. The exercise involved the entire staff, at one level or another. A few diagnostic meetings took place to understand the issues, and based on the findings, the following steps were planned to bring about more flexibility and transparency.

Policy Changes – Service Rules came in for some streamlining, to ease execution and increase uniformity and flexibility. As always, the changes took cognizance of employee feedback.

Structural Changes – MC brought about a few structural changes to address the issues raised during the OD exercise. The intent was to make systems more democratic for transparent decision making across the organisation. Thus, on the one hand, at the senior management level, an Organisational Management Group (OMG) was formed, to decide on organisational issues like funding, resource gaps etc., and to look at cross departmental issues from an organisational perspective. Going forward, OMG has well defined terms of reference and a structured agenda. On the other hand, for our field staff, a transfer committee was introduced to make decisions of staffing and relocation more participative.

Devolving Ownership – Alongside broadening and rearticulating the role of senior management, above, an attempt was made to involve middle management in decision making on organisational matters. The Interdepartmental Communications Group (ICG) was created to lead the brainstorming. The result was the formation of the following, thematic groups: the 'Tracking Group' would track and assess the impact of the OD exercise with respect to change in culture, structure, policy, inter-department coordination, etc.; the Knowledge Management Group would establish a system of ongoing learning and knowledge sharing within the organisation; the 50th Year Celebration Group would undertake actions for the year-long celebratory activities; the Office Upkeep Group would oversee infrastructure improvement. The idea is inclusion and development of the next line of leadership.

An organisation wide understanding of the processes above was created by way of workshops and sharing meetings conducted through the year. This enabled all members to connect MC's new strategy and direction to MC's needs in terms of organisational capacity. It also helped to create an appreciation of the linkages between knowledge, advocacy and communication, using social media and other means for external and internal audiences.

Events and Engagement

Annual Retreat – Retreat time is special for the staff, an opportunity to spend some time together, with their colleagues, away from the hustle and bustle of the office. The venue was a resort in Neemrana, Rajasthan. It was planned in a workshop mode, based on activities involving team building exercises. The staff participated, most enthusiastically, in the exercise on Kolb's 'Learning Styles' and experiential learning model, where the premise is that every individual learns differently.

Another highlight of the trip was a visit to a historical step well nearby, called 'Rani ki Baoli' or the 'Queen's step well'.

Founding Day Anniversary – This year's annual day celebration was a launch event for the upcoming, year-long, 50th year celebrations. The venue, most appropriately, was the Rajghat Complex where MC started its journey, in 1969, with the construction of the Gandhi Smriti and Darshan Samiti to celebrate Gandhi's birth centenary. It was a huge event where invitees included all the current and former employees, our NGO partners as well as others who have been associated with MC over the years.



We are deeply saddened by the demise of Ankit Chadha, who lost his life in an unfortunate accident in Pune, shortly after his performance for MC.

The highlight of the event was a captivating presentation of 'Dastan Goi' (a 13th century, oral storytelling art form) by the master story-teller, Ankit Chadha. This was the second time he was performing for MC. After lunch, Arjun's Band entertained the audience with popular film songs interspersed with quiz questions on MC's past and present.

Acknowledging the hard work of the people behind our exceptionally performing centres is a ceremony that everyone waits for, during this function. The winners this time were – the Raja Bazar centre in the first place, winning the 'Best Centre' Trophy and the centre at Candor Developers' site at G-1 Creche, Gurgaon, in the second place, winning the 'Runners Up' trophy.

Snapshot of Workshops Attended by MC Staff, 2017-18

- In-service trainings – Direct Delivery Programme (crèche systems, non-formal education, Balwadi curriculum); sessions on storytelling; operational IT & ERP related training for staff; soft skills training
- Awareness sessions on compliance – GST & FCRA rules, prevention of 'sexual harassment', protection of children from 'sexual offences' (POCSO) and MC's Child Protection Policy (CPP)
- OD intervention exercise – Year-long workshops, meetings and discussions
- ECD perspective building - Construction workers' rights with respect to women and children
- Life style and life skills – Anger and stress management, perception and communications, disaster risk and redemption management, importance of Ayurveda in our daily life
- Workshops and summits organised by NGO Box, CAF India, Pravah, i-Volunteer and HCL Foundation on different subject matters ranging from fundraising to leadership training
- Members of the MC staff were nominated to attend the following - Community Process and Facilitation Programme (CPFC) organised by ISAB in Lucknow; Leadership training organised by DASRA as part of their Social Impact Programme in Mumbai; MSBI (Microsoft Business Intelligence) tool training online

Governance

MC has a strong tradition of following best practice in governance. 2017-18 was a year of transition for our Governing Council (GC) as well. A mix of old and new members from all fields – social sector, finance, and academia – constitute our new Governing Council for 2017-20. We have constituted committees, like the Finance and Accounts Committee, HR Committee and Strategic Planning Committee, comprising members from outside as well as within the GC/General Body (GB). In addition, this year, a few GC members are also part of the advisory 50th Year Celebration Committee. The committees look into policy, strategy and compliance issues on behalf of the GC. Details of GC/GB and Committee meetings held are in Annexure IV.

"For me the greatest value and joy, is to see a strong Mobile Creches, after the trials and tribulations, and pitfalls and achievements over these 49 long years; one steadfast in its values and in its commitment to the underprivileged child in the most vulnerable age group of 0-6 years. MC's journey bears witness to the growth of an organisation, from a humane and spontaneous response to the plight of children, to what it is known for today: its tried and tested grass root delivery systems and its advocacy of relevant legislation. Today, it is a valued voice for the underprivileged child in rural and urban India."

- *Indra Bhatia, Founder Member and Believer*

As MC stepped into 2018-19, the team geared up to further strengthen its internal processes and controls across finance, monitoring, IT and overall management systems. Based on the outcomes of the OD exercise, we also plan to strengthen our institutional capacity by recruiting people with diverse and complementary competencies. The most exciting experiences for our team and supporters will be pivoted around the host of celebratory events planned for MC's 50th anniversary in 2018-19.



Mobile Creches is one organisation that has maintained its focus on early years of a child's life. They understand this space and have well defined tools and technique to address early childhood care and development, for children living in most difficult circumstances, in particular. It is a pleasure to have Mobile Crèches as partners with HCL Foundation in a journey towards making this world a better place for all children.

- Nidhi Pundhir, Director - CSR, Head - HCL Foundation

BUILDING A MOSAIC OF PARTNERSHIPS

Mobile Creches (MC) began in 1969 in the best spirit of public service, with a clear sense of purpose and a budget of Rs 9,000 in its first year. The first crèche was under a tent that, famously, kept falling down. Indira Mahadevan, volunteer and academic, writing in *Ekalavya 1974*, gives the answer to the question - who kept the tent up, and helped many more to come up?

" ... UNICEF, ..., Brothers to All Men, Indo-German Social Service Society, Catholic Relief Services and Oxfam ... Canadian High Commission, ... Ministries of Health and Education and Social Welfare besides numerous Women's Clubs ... the innumerable individuals who scrubbed, transported, sewed, packed, taught, kept house, sang, raised funds and kept the spirit alive."

In 2017-18 MC's total expenditure was more than Rs 8 crores, with a footprint across 17 states in India through our overall work, that reaches out to more than 20,000 children and many more community members (refer Chapter 1). The MC team of over 100 people collaborated with, and received support, from 100 civil society organisations (including national networks and academic institutions), 20 real estate developers in the construction sector, 125 individual donors and volunteers, 25 institutional/corporate donors and various arms of the government in eight states, at all levels of the governance structure.

The numbers above do not fully reflect the complexity and variety of MC's relationships with practitioners and advocates, business entities and government, donors and volunteers. We have tried to capture some of that richness and give a face to the numbers.

Construction Industry – The construction site was a harsh but defining introduction to the realities of the unorganised sector, the status of the woman worker and the plight of the migrant child. The construction industry was our first encounter and, as it turned out, a lasting collaboration with the private sector.

The entry level *thekedars* of yesteryears have today been replaced by real estate developers, like S G Estates Ltd., Aar Cee Contract Pvt. Ltd., Ashiana Homes Ltd., Savvy Infrastructures Private Ltd., Bestech India Pvt Ltd., and Emaar MGF Land Ltd. PNB Housing and Finance Ltd. (PNBHFL) is the lone, but significant, partner from the housing and finance sector. We need to explore this space more. This is a change not just in the scale of support but also in the quality of relationships: now, multiple project sites of the same 'builder' house crèches (e.g., ATS Greens, Eldeco Group); intervention by housing and finance entities has connected MC to developers as far flung as Bengaluru and Ahmedabad; a new generation of entrepreneurs is increasingly ready to form tripartite partnerships – 39 of the 62 childcare initiatives in 2017-18 (refer Annexure III) – with MC as resource and another NGO, trained by MC, as service provider.

Civil Society Organisations (CSOs) – The term includes a slew of players ranging from individual activists, subject experts and grass root citizens' groups, to registered NGOs, academic institutions and national campaigns. MC's partners span the entire spectrum.

Our association with Mobile Creches has helped Safe Approach to widen its organisational objectives to providing holistic services to the under 3s. Mobile Creches' training and monitoring support helped us to have deeper understanding on the gradations of childcare provisions. When I take any donor to the centre, I do not need to explain anything to them. The programme itself is self-explanatory. This programme gives me courage to replicate similar initiatives in other sites and settlements.

Santosh Jha, Director, SANTOSH NGO

NGOs, as partners, have played the multiplier role in MC's scaling up effort – of childcare initiatives in various settings as well as grass root and policy advocacy. Piecemeal initiatives

of the past finally gave way to a more concerted effort by MC, in 2014, to identify and train other NGOs as service providers to dot the construction landscape (refer tripartite partnerships above). The ripple effects, spreading to other NGOs, are already becoming apparent in Gujarat, Bangalore and Delhi.

NGO members of the Delhi Chapter of the Forum for Crèche and Child Care Service (Delhi FORCES), representing many hues of child related domains, have worked together, since 2001, to continuously map the situation of children in the slums of Delhi, monitor quality of programmes and take the issue to local and state level leadership. When making forays into a new state – to work with a ‘builder’ or the state government – MC’s strategy is to first identify local NGOs, who can be trained to act as local resource and point of contact. In time, some are fully converted to the cause of ECD, as practitioners and/or advocates.

Network partners, like Right to Food (RtF), have raised the issue of maternity entitlements for women in the unorganised sector and nutrition for the under sixes, while the RtE Forum (box, above) are focusing on the issue of quality pre-school provision for 3-6 years.

CSOs – Actions and Avatars

Providing oversight and ensuring quality of the anganwadis: Delhi FORCES, took the lead to pilot and promote the setting up of Anganwadi Support and Monitoring Committees, comprising members of the community and local NGOs. In the process, they engaged with people’s representatives and members of the Delhi government.

Bringing the 3-6 years age group under the Right to Education (RtE) Act: For this policy initiative, NALSAR University of Law provided legal expertise; the RtE Forum and the Alliance for the Right to ECD built a common understanding on issues; and the Bharath Gyan Vigyan Samithi reached out to partner communities in Rajasthan.

Government – In its vision of quality ECD services for all children, MC always saw itself as one of many players and, increasingly, a facilitator rather than a provider. MC believes that the state is charged with the responsibility for ensuring the rights and, thereby, the well-being of its citizens, particularly the youngest. Apart from sourcing funds from the Central Social Welfare Board in the 70s and, more recently, the Rajiv Gandhi Crèche Scheme and the Construction Workers Welfare Board in Delhi, MC does not receive funds from, or run services on behalf of, the government. The relationship with the government is within the confines of providing technical and policy inputs, feeding information from the ground to improve programme design and implementation, building capacities of government functionaries and monitoring programme quality.

In 2017-18, for instance, Alliance conducted meetings with the Ministry of Women and Child Development on the national curriculum framework for ECCE, prepared and shared a paper with NITI Aayog on the issue of women, work and childcare, and made recommendations to the National Commission for Protection of Child Rights on preventing child sexual abuse.

Today, MC engages with all levels of government at the national and state levels: Ministries and departments (e.g., WCD, Labour and Human Resource), members of Legislative Assemblies (Delhi), the Delhi CPR and Delhi Commission for Women, the State Council of Education Research and Training (Kerala), District Officers and Municipal Councillors (e.g., East Delhi, on child protection).

Institutional Donors – This category is a mix of Indian and international funding institutions like the Tata Trusts and America India Foundation, respectively, multilateral agencies like the UNICEF and World Bank, and some donation platforms. By and large, support from institutional

partners have helped MC in building a forward-looking organisation: investing in our people and systems, connecting us to other actors in the arena to broaden our perspective and supporting innovations with little guarantee for success. The support from Grand Challenges Canada, in the recent past, holds true on all three counts. The Tata Trusts have been a premier supporter of government partnership initiatives over the last three years. Long term partnerships in challenging terrains, geographically and politically, like Uttarakhand and Jammu and Kashmir, have been made possible because of them.

Corporate Partners – Corporate partners have contributed under the Corporate Social Responsibility (CSR) mandate or through the non-profit foundations set up by the for-profit corporate entity. While PNBHFL falls in the first category, corporate foundations like UBS Optimus Foundation, HT Parekh Foundation and HCL Foundation belong to the latter. Corporate donors, giving through their ‘foundation’ arm, or otherwise, have normally supported the childcare initiatives, while the institutional donors have supported our work with the communities and government. These boundaries are becoming more fluid now. For instance, last year, Oracle supported the OD exercise and UBS supported us in our strategy building. In 2017-18, again, to help build MC as a knowledge hub in ECD, UBS lent support to setting up a Monitoring Evaluation and Learning desk.

Individual Donors – In 2017-18, MC had only 55 individual donors give towards its programmes, amounting to Rs 7.7 lakhs. The numbers of these donors have dwindled in the last ten years as MC encouraged most of its individual supporters to give to the Corpus Fund and looked increasingly to corporate and institutional donors for programme support. Over 2008-17, when all donations to the Corpus Fund of MC were 100% exempt from income tax, we added Rs 408 lakhs to the Corpus, *90% of which came from individuals*. Even though the exemption has expired, 39 diehard supporters still managed to contribute Rs 31 lakhs to continue to build our nest egg. We need to invest in creative ways to inspire younger, regular ‘small givers’ to build a broader donor base.

Volunteers – From accidental tourists to reluctant interns, they came to MC in droves and for many it was ‘love at first site’! If they ‘scrubbed and sewed’ in the past, in the more recent decades, they designed websites, created communication collaterals and set up appraisal systems. Corporate volunteering under the CSR mandate is a new trend. As organisations grow more complex and social sector interventions become more rights-based, the spontaneous volunteer may become a rarity. We will continue to match make – volunteer skills and NGO needs – and continue to get stirred by what needs to change in our society.

How did this grand caravan gather strength and solidarity drawing from this mosaic of partnerships? It would be fair to say that MC tried everything in its bag of tricks: we were visionary, strategic and tactical, but also opportunistic and pragmatic. We sought partners to bring us a variety of vantage points, access to decision makers, material and intellectual resources and, ultimately, the strength and staying power to speak on behalf of the young child – with clarity, conviction and confidence. And our partners have risen to the challenge.



Children enjoying a picture book at our community-based crèche in Seemapuri, New Delhi.

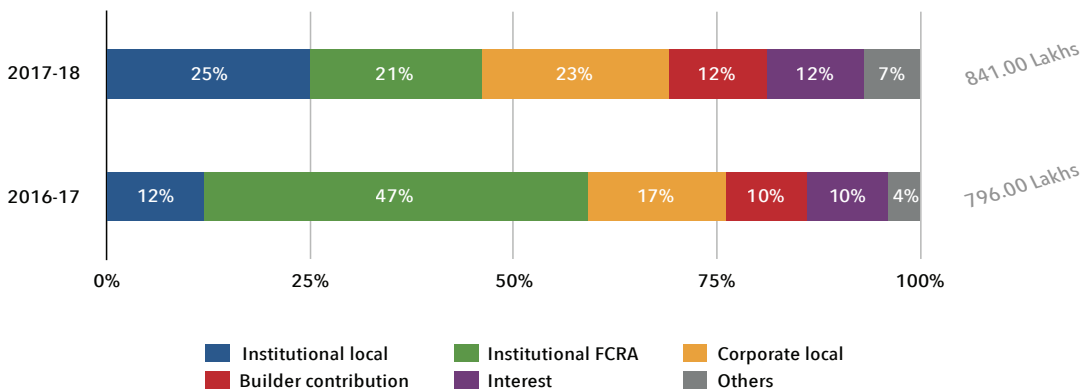
RESOURCING THE MC MISSION

MC ended the FY 2017-18 with a total income of about Rs. 841 lakhs and total expense of Rs.849 lakhs. MC's income grew by 6% over that of 2016-17, while the expenditure increased by 8.5% over last year.

Financial Resources

The year 2017-18 was a period of transition for MC, not only at the leadership and strategy level but also in funding patterns, with a large multiyear rolling grant completing its cycle in 2016-17. This is reflected in our resource composition ratios (Figure1). Funding from grants, institutional and corporate, accounted for 69% of total resources in the year 2017-18, lower than the 76% in FY 2016-17. This decline was mainly due to completion of the three-year grant cycle of Grand Challenges Canada (GCC). This lowered the overall share of institutional funding (from 59% to 46%) in our total pool of funds.

Figure 1: Composition of MC Resources (Percent Wise)



Note: Others include government grants and general donations

With the exception of Institutional FCRA funding, however, there was an absolute and compositional increase in all other major sources. Indian institutional and corporate funds grew to Rs. 197 lakhs and Rs. 214 lakhs (an increase of almost 125% and 48%), respectively, and helped us cover the gap (Table1, page 45). Similarly, MC income from contractor contributions increased to an impressive 99 lakhs, more than 20% over last year, to adequately support our programmes this year.

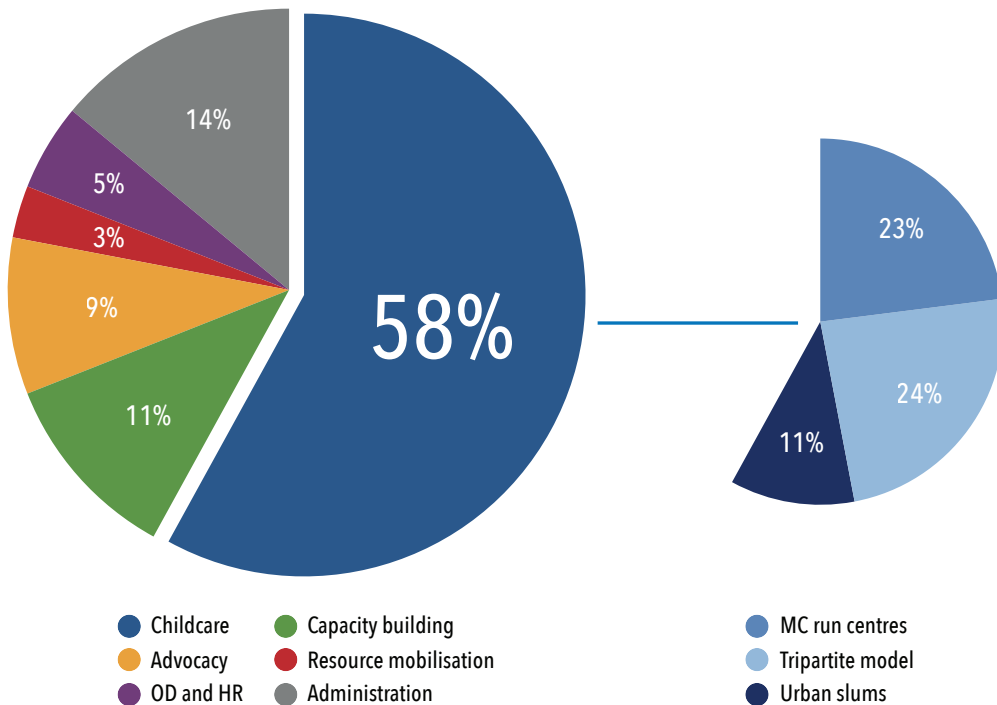
Summary of Expenditure

Expenditure in the year 2017-18 rose by a reasonable 8.5% over the last year. Childcare programme expenses remained at similar levels, as in the previous year, in overall composition. Expenditure on employer-run childcare initiatives, however, showed a decline from Rs. 23 lakhs to a minimal Rs. 3 lakhs (Table 1, page 45) and, hence, does not feature in Figure 2, below. The reasons were a decline in the number of such centres and greater responsibility taken on by old-time partners like Bestech Group. The focus and energy this year was towards keeping the

momentum of the tripartite model going – recruiting and training other NGOs to run crèches at construction sites – with expenditure levels continuing to stay above the Rs. 2 crore mark.

Our capacity building programme grew directly in proportion to the entire programme but the absolute amounts spent showed a growth by almost 40%. This was due to our new partnership with the state of Jammu and Kashmir, in strengthening the ICDS systems. Similarly, while the advocacy slice of the pie stayed below 10%, the absolute expenditure doubled.

Figure 2: Details of expenses 2017-18



Administration expenses increased substantially, in absolute terms, going up from 10% to 14% of the whole. The MC Board supported the decision to rationalise the salary structure of our employees, in accordance with our service rules, benchmarking it against the sector’s best practices. The increase in basic salaries had a significant impact on provident fund (PF) and gratuity liabilities of MC and led to an addition of Rs 27 lakhs under the administration cost head, accounting for three-quarters of the absolute increase.

We have known Mobile Creches for the last 30 years and have been donors too. What makes us loyal to the organisation is the cause: We have always reflected on the life of people living in the *jhuggis*, especially their children. Caring for the construction workers’ children was an initiative of MC that was so needed because it was so neglected. We have family members associated with this organisation for as long as we can remember. MC is like family to us. We are certain our money will be put to good use and we trust the management completely. We have been their legal advisors, we should know!

- Vinay and Mamta Vaish

Table 1: Statement of Income and Expenditure Account (Year ended 31st March, 2018; Amount in lakhs of rupees)

INCOME (As Per Income and Expenditure)	Amount
General Donation (Indian) Individual	4.00 (1%)
General Donation (Foreign)*	2.00 (0%)
Earmarked Donation (Indian)*	
• Institutional	214.00 (25%)
• Corporate	197.00 (23%)
Earmarked Donation (Foreign)*	
• Institutional	174.00 (21%)
Contractor/Builder Contribution	99.00 (12%)
Government Aid*	0.00 (0%)
Interest (Indian)**	41.00 (5%)
Interest (Foreign)***	62.00 (7%)
Others (Resource Collection, Donation in Kind etc.)****	48.00 (6%)
Total	841.00 (100%)
EXPENSES	
Childcare at Construction Site: MC run centres	194.00 (23%)
Childcare at Construction Site: Employer run centres	3.00 (0%)
Childcare at Construction Site: NGO run centres (Tripartite Model)	205.00 (24%)
Child Care in Urban Slums	89.00 (11%)
Training For ECCD	95.00 (11%)
Advocacy – National and State Level	79.00 (9%)
Resource Mobilisation	21.00 (3%)
Organisational Development and Human Resource Development	45.00 (5%)
Administration*	118.00 (14%)
Total	849.00 (100%)
Surplus for the Year	
Transfer to General Fund	(14.00)
Transfer to HRD and Staff Welfare Fund	0.36
Transfer to Special Project Fund	6.00
Total	(8.00)

Figures in brackets reflect the percent share of total amount

INCOME - *The figures are taken on the basis of 'to the extent of amounts utilised'

**Interest on funds (On actual basis)

***Interest earned on investment of FCRA Corpus Fund and Unutilised grants etc. (to the extent of amounts utilised)

****Received from resource collections, sale of assets and income on special funds, redemptions etc.

EXPENSES - * Includes written off amount due from contractor contribution - 3.08 L in FY 2016-17 and 1.83 L in FY 2017-18
Excludes funds/property/assets expenses of 0.21 L in FY 2016-17 and 2.20 L in FY 2017-18.

Balance Sheet

Mobile Creches continued to maintain a financially strong position (Table 2). Total investments stood at about Rs 1054 lakhs, which mostly consisted of monies from the Corpus Fund, General Fund, Special Project Fund and unutilised grants. The 100% tax exemption under Section 35 AC of the Income Tax Act, on all donations to MC's Corpus Fund, between 2008 and 2017, expired on 31st March 2017. Despite that, MC managed to mobilise about Rs 30 lakhs in 2018-19 for its Corpus Fund.

Rationalisation of salary break up at organisation level resulted in Rs. 21 lakhs provision for gratuity liability, and an increase of Rs. 6 lakhs in provision for leave encashment. These two together led to an increase in administration cost, resulting in a deficit of about Rs. 14 lakhs in the overall Balance Sheet 2017-18.

Table 2: Balance Sheet as on 31st March, 2018 (Amount in lakhs of rupees)

Liabilities	Amount	Assets	Amount
Corpus Fund	205.00	Fixed Assets	32.00
Corpus Fund – U/S 35 AC, IT Act	408.00	Investments (of Corpus, Funds and Others)	1055.00
General Fund	291.00	Stock in Hand	11.00
Property/Equipment Fund	30.00	Cash and Bank Balances	22.00
Human Development and Staff Welfare Fund	38.00	Debtors, Deposits and Advances	
Special Project fund	27.00	Grants Receivables	25.00
Unutilised Donations/Grants	173.00	Loans and Advances	1.00
Current Liabilities and Provisions*	45.00	Amount Receivables	38.00
		Other Assets**	33.00
TOTAL	1217.00	TOTAL	1217.00

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

** Interest accrued on Fixed Deposits and due amount of tax deducted at source (TDS)

"Emaar India, in partnership with Mobile Creches, has been running nine crèches for the children of site workers at its project sites. The program has benefitted more than 450 kids in the age group of 0-13 years. The program has been instrumental in providing education, health, nutrition, sanitation to the kids of site workers. Mobile Creches has played a significant role in guiding other partner NGOs in attaining the objectives and deliverables in a sustained way. We look forward to working with Mobile Creches in future ventures."

- Mr. Vivek Kumar, Senior Manager, CSR, Emaar India

In the current FY, MC's ERP system generated all required information and reports for conducting the financial audit. As a result, we were able to close and finalise our books of accounts within the first quarter of 2018-19, leading to early filing of IT returns. This efficiency within the organisation gives the team, board members of MC, and donors, the confidence in the robust financial management systems of the organisation.

Financially, this year was a year of learning and consolidation for MC. The change in MC resource composition - foreign institutional source of funding significantly reducing this year - pushed MC and gave confidence to successfully reach out to supportive Indian institutional and corporate donors. In the long term, with India showing phenomenal rise in its local philanthropic investments, it will be important for MC to continue to invest in widening institutional and corporate funding from Indian sources.



Annexure I

Mobile Creches Partners

General Donation

Less than INR 10,000

Adithya Bhat
Anil Bhalla
Anish Thurthi
Anjali Alexander
Ankur Khanna
Annmary Juliana
Anuj Vadehra
Anup Kalra
Arun Nair
Ashwin Noronha
Ayesha
Bishamber Das Bimla Kapur Memorial Trust
Community - The Youth Collective
Deepak Bharattathiri
Dhanesh Logani
Divya Chawla
Divya Khannaa
Durga Indramani Foundation
Ena Mehra
Give India Foundation
Haq Centre For Child Rights
Jai Swarup Pathak
Jawahar Alexander

Kali Vohra
Man Mohini Rastogi
Manashi Daas
Mandanna SC
Manender Mann
Messe Duesseldorf India Private Ltd.
Mohit Kumar
Mridula Bajaj
Mritunjay Kapur
Nitin Kumar Gupta
Pankaj Arora
Parizad Sirwalla
Prasad Kulkarni
Praveen Malik
Rahul Rekhi
Rajendra Nalam
Reyaz Mihular
Rita Baumgartner
Ritu Arora
Sage Publications Pvt Ltd.
Sandeep Babbar
Sandeep Kukreja
Saumya Misra
Sudarshan Madhok

Sumitra Mishra
Vaish Associates
Varun Gulshan
Vidya Training Institute

INR 10,000 to INR 40,000

Amit Khanna
Anupam Dhawan
Gavin Wilson
Mallika Vinod Rajkumar
Metores Trust
Niloufer Irani
Pushpa Mishra
Ranjana Agarwal
Rupendra Singh
Sitaram Jindal Foundation
UK Giving Online Foundation
Vikrant Garg

INR 40,000 to INR 1 lakh

Hitesh Dharamsingh Gajaria
Leonie Broekstra
Maria Johanna Hanlon
Raoul Bajaj
Roopika Saran
Toby Powell (Powell Craft)

Earmarked Donations/Grants

INR 1 lakh to less than 10 lakhs

America India Foundation
Charities Aid Foundation
Charities Aid Foundation America
Give Foundation
Godrej Properties Ltd.
Institute of Development Studies
KPMG Foundation
Lantern Project
RK Jai Dayal Dalmia Trust

Star Foundation
Bernard van Leer Foundation
Tata Relief Committee (J&K)
WCD Shimla
Above INR 10 lakhs
Charities Aid Foundation Oracle
Child Rights & You
DLF Charitable Trust
HCL Foundation
HT Parekh Foundation

Jamsetji Tata Trust
National Collateral Management Limited
PNB Housing Finance Ltd.
Rossell India Pvt Ltd.
Sir Dorabji Tata Trust
Tata Relief Committee
UBS Optimus Foundation
UNICEF
World Bank

Donations to the Corpus Fund

Less than INR 10,000

Abhishek Logani
Dhanesh Logani
Ruchi Rustogi Jain
With Gratitude to St. Jude

INR 10,000 to INR 40,000

Annie Mathew
Aruna Sanwalka
Arvind Wadhwa
Ashwani & Associates
Bomi F Daruwala
Col. Jaideep Singh Dang
G S Iyer
Hemant Puthran
Kangan Kohli

Prabha Rao
Priti Sanwalka
Reeta Sondhi
Sairam Krishnamurthy
Sumitra Mishra
Tarun Rohatgi
Urvashi Dhamija
V K Sanwalka HUF
Vera Garg
Vinod Kumar Sanwalka

INR 40,000 to INR 1 lakh

Asha Nehemiah
Gaurav Mehndiratta
Gerco Broekstra
Mamta Vaish

S Anandalakshmy
Sapra Charitable Trust Society

INR 1 lakh to INR 10 lakhs

Ajay Vohra
Deepankar Sanwalka
Drawmet Wires (P) Ltd.
Indra Bhatia
Jaypee Powergrid Ltd.
M R Boga
Mira Pradeep Singh
Padmini R
Raghav Lall
Rita Vohra

Donations in Kind

Action India
Amit Bakshi
Anjali Alexander
Anjana Shroff
Ashish Saxena

DASRA
Dipti Jain
Gaurav Mehndiratta
Girish Gupta
Gopal Nathan

Kamla Thakur
Mridula Bajaj
Mrs. Krishnamurthy

Exposure Visits, Employee Engagement and Volunteers

Exposure Visits

Ambedkar University Jamia University Vidya Trust

Employee Engagement

1. American Express visited three crèches in Gurugram under their CSR Initiative of Employee Engagement Activity and conducted health talks and practical demonstrations of science experiments.
2. HCL under their CSR initiatives celebrated all the festivals with children. HCL volunteers were actively engaged with children in painting of diyas and greeting cards for Diwali.
3. PNB Housing Finance Limited (PNBHFL) celebrated Diwali at all the centres supported by them and distributed gifts to children.

Consultants

Arti Rajkumar

Divya Khanna

Dr. Vinti Agarwal

Prof. Amita Dhanda

Sudeshna Sengupta

Tejinder Singh Bhogal

Panel of Doctors at Construction Sites

Dr. D P Gupta

Dr. Gayatri Dewan

Dr. N P Verma

Dr. Mudita Jain

Dr. Prabhat Sinha

Dr. Pradeep Tandon

Dr. Sandeep

Pro Bono Advice

DKM Online

Annexure II

Mobile Creches Team			
Ajanta Kafley	Maimul	Reetu Kumar	Suman - I
Amit Kumar Srivastava	Mamta	Rekha Gupta	Suman - II
Anita Devi	Mamta Pandey	Richa Sharma Puri	Suman Lata
Anita Nand	Mamta Shukla	Rilakynti Kharwanlang	Suman Negi
Anjali Mittal	Manju Gupta	Rina Devi	Suman Pandey
Anju Dahal	Manoj Kumar	Rinki Devi	Sumitra Mishra
Arijit Adhikary	Maya Tiwari	Rinki Sharma	Sunita Rawat
Asha Rani Kashyap	Meena	Rinku Devi	Sunita Sharma
Balvinder Kaur	Meena Saxena	Rita Mishra	Sunita Solanki
Bhagwati Jain	Meera	Rita Rawat	Sushma Mittal
Bimla Devi	Mukesh Kumar	Roseline Shobha Singh	Usha Devi
Caroline Prabha Masih	Nabeel Aslam	Santosh Srivastava	
Chander Kanta Sethi	Nargis Sharma	Sapna - I	
Chirashree Ghosh	Neelam Srivastava	Sapna - II	
Debashree Dutta	Neeru Bhatnagar	Sarita Sharma	
Devender Kumar	Neetu Rani	Sarita Verma	
Dilna Dayanandan M	Neha Nagpal	Satyeshawri	
Durga	Neha Rawal	Seema Marathe	
Geeta Devi	Neha Vashistha	Seema Rai	
Hari Kishan	Nirmal	Seema Sahai	
Heena	Nirmal Budhiraja	Sethu John	
Kamla Thakur	Paramjeet Kaur	Shakuntla	
Kamlesh	Pinki	Sharmila Devi	
Kamlesh Sharma	Pinki Kumari Shaw	Shashi Kant	
Kanan Misra	Poonam Sapra	Sheela Devi	
Kanta Rani Negi	Prajawati	Shikha Rajput	
Kanta Singh	Pushpa Bisht	Shiv Bahadur	
Kusum Batura	Putul Devi	Shova Dahal	
Lalita	Radha Pandey	Shubhika Sachdeva	
Lata Trehan	Rajan Prasad	Shweta Bharadwaj	
Laxmi Roka	Rajesh Mittal	Snehlata	
Madan Lal - I	Rajni - I	Sonia	
Madan Lal - II	Rajni - II	Sonia Sharma	
Madhusudan Tiwari	Raseedan Begam	Suja Saji Samuel	
Mahavir Singh	Ravinder Kumar	Sujatha Krishnamachari	

ANNEXURE III

Childcare Initiative at Construction Sites

1. Demonstration Centres Staffed and Managed by MC: Delhi, Haryana, Punjab, Uttar Pradesh

Aar Cee Contracts PVT. Ltd., Sierra & Marina, Sector-68, Tikli, Akleempur Road, Gurugram
Ajnara Group, Ajnara Le Garden project, Noida Extension Sector -16 B, West Greater Noida, Uttar Pradesh
Ashiana Homes Pvt Ltd., Ashiana the Centercourt, Sector - 88A, Gurugram, Haryana
Bestech India Private Ltd., Bestech Park View Altura, Sector - 79, Gurugram, Haryana
B.G Shirke Construction Technology Pvt. Ltd., LIG/ EWS Housing Project for DDA, Narela Pocket 13, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., EWS & Cat 11 Housing Project for DDA SEC A1-A4, G-6, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., EWS & Cat 11 Housing Project for DDA SEC A1-A4, G-7, Bawana, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., EWS & Cat 11 Housing Project for DDA SEC A1-A4, A-1 to A-4, Narela, Delhi
B.G. Shirke Construction Technology Pvt. Ltd., EWS & Cat 11 Housing Project for DDA SEC A1-A4, G-9, Bawana, Delhi
Bestech India Pvt. Ltd., Park View Ananda Project, Sector - 81, Gurugram, Haryana
Candor Gurgaon Two Developers & Projects Private Ltd., G1 Creche, Sector - 48, Tikli Village, Gurugram, Haryana
The Hemisphere Life Curated, Royal Golf Link City Projects Pvt. Ltd., Plot No. REP-2, Sector - 27, Block B, Jaypee Greens, Pari Chowk, Greater Noida, Uttar Pradesh
V Care Trust, Vatika India Next Project, Sector - 83, Gurugram, Haryana

2. Employer Run Centres Set Up and Facilitated by MC: Haryana, Punjab, Rajasthan, Uttar Pradesh

ATS Group, ATS Pristine, Sector - 150, Noida, Uttar Pradesh
Bestech Group, Bestech Park View Residences, Sector - 66, Mohali, Punjab
Eldeco Group, Eldeco Amantaran, Sector -119, Noida, Uttar Pradesh
Eldeco Group, Eldeco County, Sector - 19, G. T. Karnal Road, Sonipat, Haryana
Eldeco Group, Eldeco Eden Park, Japanese Zone, Neemrana, Rajasthan
Eldeco Group, Eldeco Estate One, Sector - 40, G.T. Karnal Road, Panipat, Haryana
GD Buildtech Pvt Ltd., Paras Dews, Dwarka Expressway, Sector - 106, Gurugram, Haryana
Shapoorji Pallonji Group, AIIMS Cancer Institute, Tehsil Badli, Jhajjar District, Badsa, Haryana
Shapoorji Pallonji Group, Capital Tower, Sector - 26, MG Road, Gurugram, Haryana
Vipul Limited, Pratham Apartments Sector - 10 A, Bawal, Rewari, Haryana

3. Tripartite Centres Managed by NGOs Trained by MC: Gujrat, Haryana, Karnataka, Punjab, Uttar Pradesh

Ajnara India Ltd., Ambrosia, Sector - 118, Noida, Uttar Pradesh
Ansal Properties & Infrastructure Ltd., Esencia, Sector - 67 Gurugram, Haryana
Ashiana Dwellings Private Ltd., Ashiana Mulberry, Adjacent to GD Goenka World School, K.R. Mangalam University, Gurugram, Haryana

Ashiana Homes Pvt Ltd., Ashiana the Centercourt, Sector - 88A, Gurugram, Haryana (Converted from Direct Delivery to Tripartite in July, 2017)

ATS Greens, ATS Allure, Plot No. TS-02A, Sector - 22 D, Yamuna Expressway, Uttar Pradesh

ATS Greens, ATS Dolce, Zeta 1, Greater Noida, Uttar Pradesh

ATS Greens, ATS Marigold, Sector - 89 A, Gurugram, Haryana (closed down in June, 2017)

ATS Greens, ATS Triumph, Sector - 104, Gurugram, Haryana (closed down in June, 2017)

Bestech India Ltd., Park View Sanskriti, Sector - 92, Manesar Raod, Gurugram, Haryana

Candor Gurgaon Two Developers & Projects Private Ltd., G1 Creche, Tikri, Sector - 48, Gurugram, Haryana (Converted to Direct Delivery in June, 2017)

Crescent Parc, SARE Homes, Sector - 92, Pataudi Road, Near Mewka village, Gurugram, Haryana

DLF Foundation, DLF Corporate Greens, Sector - 74, Gurugram, Haryana

DLF Foundation, DLF the Valley Panchkula, Sector - 3, Pinjor Kalka Urban Complex, Panchkula, Haryana

Emaar MGF Land Ltd., Imperial Gardens, Sector - 102, Gurugram, Haryana

Emaar MGF Land Ltd., Palm Gardens, Sector - 83, Gurugram, Haryana

Emaar MGF Land Ltd., Palm Hills, Delhi - Jaipur Expressway, Sector - 77, Gurugram, Haryana

Emaar MGF Land Ltd., Emerald Hills, Sector - 65, Gurugram, Haryana

Emaar MGF Land Ltd., Gurgaon Greens, Sector - 102, Gurugram, Haryana

Emaar MGF Land Ltd., Marbella, Sector - 66, Gurugram, Haryana

Emaar MGF Land Ltd., Mohali Hills, Sector - 105, Mohali, Punjab

Emaar MGF Land Ltd., Palm Drive, Sector - 66, Near Vatika City, Sohna Road, Gurugram, Haryana

Emaar MGF Land Ltd., Palm Terraces Select, Sector - 66, Near Badshahpur Crossing, Urban Estate, Gurugram, Haryana

GD Buildtech Private Limited, Eldeco Accolade, Sohna, Gurugram, Haryana

Godrej Properties Limited, Godrej Garden City 1, Near Nirma University, SG Highway, Ahmedabad, Gujarat

Godrej Properties Limited, Godrej Garden City 2, Near Nirma University, SG Highway, Ahmedabad, Gujarat

Hombale Constructions and Estates Private Ltd., Hombale Bangalore, 11th Main, Vijayanagar, Bengaluru, Karnataka

JMC Projects (India) Ltd., RMZ EcoWorld, Bengaluru, Karnataka

Keerthi Estates Private Ltd., Keerthi Royal Palms, Hosur Road, Bengaluru, Karnataka

Prestige Group, Prestige Falcon City, Prestige Group, Kanakapura Road, Bengaluru, Karnataka

Prestige Group, Prestige Fern Galaxy, Surjapur, Bengaluru, Karnataka

Ramprastha Builders and Promoters, Ramprastha city, Sector - 37 D, Village Gadauli Kalan Gurugram, Haryana

Savvy Infrastructures Private Ltd., Savvy Swaraaj, Opposite Godrej Garden City, Jagatpur Road, Ahmedabad, Gujarat

SG Estates Limited, SG Grand, NH 58, Raj Nagar Extension, Ghaziabad, Uttar Pradesh

SG Estates Pvt Ltd., SG Oasis, Sector - 2b Vasundhara, Ghaziabad, Uttar Pradesh

Signature Global, Grand Iva, Sector - 103, Gurugram, Haryana

Suncity Projects, Suncity, Ibluru, Surjapur, Outer Ring Road, Ibluru, Bengaluru, Karnataka

Sushma Buildtech, Sushma Chandigarh Grande, Adjoining Walmart Chandigarh-Delhi NH-22, Zirakpur, Punjab

Tata Housing, Tata Aquila Heights, Jala Halli West, Bengaluru, Karnataka

Vipul Limited, Vipul Lavanya, Lavanya Apartments, Sector - 81, Gurugram, Haryana

NGO Tripartite Partners Managing the Centres in Section 3 Above

Child Survival India, Khera Khurd Village, Multipurpose Community Hall, New Delhi - 110082

(Started in February 2018; managing one centre)

Nav Shrishti, 3-C, Icon Society, Near LIC Building, Mehrauli, New Delhi -110030

(Started in 2015; managing four centres)

Nipun, GH - 5 & 7 / 883, Paschim Vihar, New Delhi -110087

(Started in 2015; managing three centres)

Rasta, E-75, Gali No.1, West Vinod Nagar, New Delhi - 110092

(Started in November 2014; managing five centres)

Saath Charitable Trust, O/102, Nandanvan 5, Nr. Premafirth Derasar, Jodhpur, Ahmedabad - 380 015

(Started in 2015; managing three centres)

Safe Approach for Nascent Termination of Social Hazard (SANTOSH), E-93, Bhagwati Garden Extn., New Delhi – 110059

(Started in November 2014; managing eight centres)

Sakshi, D-332, Defence Colony, New Delhi - 110024

(Started in 2015; managing five centres)

Sampark, No: 39, 1st Avenue, Teacher's colony, 1st Block, Koramangala, Bangalore - 560034

(Started in 2015; managing five centres)

Sparsha Trust, No.64 (old no.4), 9th Main, Beside Dr.Shah's Diagnostic Center, Mathikere, Bangalore - 560054

(Started in 2017; managing two centres)

Voluntary Health Association of Punjab (VHAP), C/O Sood Complex, Top Floor, Opposite Committee Office, Near Bank of Baroda, Dasmesh Nagar, Nayagaon, District Mohali - 160103

(Started in 2015; managing three centres)

Childcare Initiative in Poor Urban Communities

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

Amrapali Centre, Amrapali Jhuggi, Sector - 76, Noida

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

Khanpur Centre, Block-C, Community Center, Khanpur, Delhi

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

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

Sarfabaad Centre, H.No. G-1 Anant Apartment, Village Sarfabad, Sector - 73, Noida

Trilokpuri Centre, Block-13, Community Center, Trilokpuri, Delhi

2. Demonstration Centres Staffed and Managed by MC: Delhi

Dakshinpuri -1 Centre, Gali no. 3, Opposite-3/332, Near MCD office, Dakshinpuri, New Delhi - 110062

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

Raja Bazar Centre, DIZ Area Raja Bazar, Near Gole Market, New Delhi - 110001

ANNEXURE IV

Credibility Alliance Norms Compliance Report

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. DLI © (I-49)/73-74 dated 26.09.1973.
- Section 80G of the Income Tax Act 1961; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.2007, valid till perpetuity.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The registration has been renewed w.e.f 1st Nov 2016 and deemed to be valid for a period of five years (up to 31st October 2021), as per revised FCRA 2010.

2. **Vision, Purpose, Aims and Objectives, Achievements:** Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. A Strategic Review exercise is done for the purpose of defining the Strategic Plan for the next 3-5 years. 2017-18 was the first year of the Strategy Plan 2017-22. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organisation's performance against its stated objectives.

3. Governance

(a) General Body (as on 31st March, 2018)

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

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

Founder Members (Life)	Brinda Singh	Ritu K. Mal
Devika Singh	Dipa Sinha*	S. Anandalakshmy
Indra Bhatia	Indu Balagopal	Sanjay Kaul
Core Members (Life/Three Year Term)	Jolly Rohatagi	Saurabh Prakash
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
Anup Khosla*	Mohini Prakash	Ved Arya
Archna Kumar	Mridula Seth	Yashwanti Rana
Arvind Wadhwa	Priiti Sanwalka	Associate Members
Asha Chaudhri	Rajan Sinha	Nisha Mehta*
Asha Singh	Ranjana Agarwal	Mrinalini Kochar*
Biraj Patnaik	Renu Karnad*	

*Term ends 31st March, 2020

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statements of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 23rd September, 2017. The General Body (GB) also meets once in three years to elect members of the Governing Council (GC) for the next three year term. Devika Singh and Anjali Alexander, Members GB, were paid an honorarium for their inputs, as Advisors, to the Advocacy and Communications functions, respectively, at Mobile Creches.

(b) Governing Council (Board)

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

A Board Rotation Policy exists and is practiced as per Clause 14 (d) of the Rules and Regulations of Mobile Creches: Any member who has served three consecutive terms (beginning 1.04.2005) immediately preceding the next term (as office bearer or member of the GC) shall not be eligible for nomination. None of the board members are related by blood or marriage. Amrita Jain, Member GC, was paid an honorarium for her inputs as Advisor, Training and Advocacy, Mobile Creches.

Governing Council (Board) as on 31st March 2018

Sr. No.	Name	Age	Gender	Occupation	Position in the Board
1	Amrita Jain*	60	F	Advisor, Grassroots Advocacy and Training, Mobile Creches	Chairperson
2	Anup Khosla*	67	M	Director, Oxfam India	Secretary
3	Priti Sanwalka*	49	F	Chartered Accountant, Volunteering with various NGOs	Treasurer
4	Vera Garg*	59	F	Teacher in American Embassy School	Joint Secretary
5	Ritu Mal*	62	F	Director with EM3 Agri Services Pvt. Ltd. – an agricultural services company	Member
6	Satyavati Berera*	58	F	COO – PricewaterhouseCoopers Private Limited, India	Member
7	Rajan Sinha*	62	M	CEO of Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
8	Amitabh Behar*	47	M	Chief Executive Officer, Oxfam India	Member
9	Ved Arya*	60	M	CEO of SRIJAN, an NGO promoting rural livelihoods across India	Member
10	Adarsh Sharma**	71	F	Visiting Professor in CECED, Ambedkar University of Delhi.	Member
11	Manas Satpathy**	51	M	Integrator at PRADAN, a leading civil society organisation	Member
12	Rohit Bhasin**	58	M	Former partner in the Financial Services Practice in PwC.	Member
13	Renu Karnad**	65	F	Managing Director, HDFC Ltd.	Member

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

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

(c) Details of Governing Council Meetings Held in 2017-18

The GC met three times during the year and approved plans, programs, budgets, annual activity reports and audited financial statements. The Board ensures the organisations' 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 1, 2017	8	Introduction of new Executive Director (ED) of MC; Approval of Annual Statement of Accounts, Update on ED's performance and Key Responsibility Areas (KRAs) for next year; Approval of Policy on Sexual Harassment; Approval of Child Protection Policy; GC's delegation of its power to ED
2	September 23, 2017	10	Recommendation of statutory auditor for FY 2017-2018; Approval of Annual Report 2016-2017; Approval of Annual Statement of Accounts 2016-17; Recommendation of Statutory Auditor
3	March 17, 2018	8	Approval of Annual Operational Plan 2018-2019; Approval of Annual Budget for 2018-19; Approval of HR Plan for 2018-19; Appointment of Auditor for Internal Review

*Six members constitute a quorum

(d) Committees:

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

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

Details of Committee Membership – 2017-20

	Strategic Plan	Finance and Audit	Human Resource
Committee Chair: (GC/GB Members)	Amitabh Behar	Priti Sanwalka	Ritu Mal
Others: GC/GB Members	Shankar Venkateswaran Anjali Alexander Rohit Bhasin	Anup Khosla	Kali Vohra
External Experts	Raman Ahuja	Gaurav Mehndiratta	Rajan Sinha**
Heads of Departments	Executive Director	COO, Sr. Manager Accounts	COO, Manager HR
Ex Officio Members	Chairperson	Chairperson & ED	Chairperson & ED

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

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

(e) Operations

- Activities are in line with the vision/ purpose/ objective of the organisation.
- Appropriate systems are in place for the following: Periodic programme planning/monitoring/review; Internal control; Consultative decision making.
- Clear roles and responsibilities for personnel (including volunteers) exist.
- All personnel are issued a letter of contract/appointment.
- Appropriate personnel policy is in place.

4. Accountability and Transparency

(a) Audited Financials

Signed audited statements are available: balance sheet, income and expenditure statement, receipts and payments account, schedules to these, notes on accounts and the statutory auditor's report. For summarised versions, see Chapter 7: 'Resourcing the MC Mission for the Young Child'.

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

(b) Annual Report

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

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

(c) Staff Details

Table 1 (Annex IV): Highest, Second Highest and Lowest Paid Staff Members (As on 31 March 2018)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organisation	Sumitra Mishra	Executive Director	2,50,000/-
Highest paid staff member after Operational Head	Seema Sahai	COO	1,03,500/-
Lowest paid staff member in the organisation	Mamta Pandey	Helper	14,392/-

Table 2 (Annex IV): Distribution of Staff According to Salary Levels and Gender (as on 31 March 2018)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	-	-	-
5,000-10,000	-	-	-
10,000-25,000	8	70	78
25,000-50,000	6	22	28
50,000-1,00,000	1	7	8
1,00,000 - above	-	2	2
Total Staff	15	101	116

(d) Auditors, Bankers and Legal Advisors

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

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

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

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

e) Travel Details:

Name	Designation	Purpose	Amount	Sponsored By / Expense from Project
Sumitra Mishra	Executive Director	Attended the Think Future Conference from 6-8 th November, 2017 at the <i>Spier Hotel at Stellenbosch, South Africa</i>	Rs 98,031	Bernard van Leer Foundation (BVLF)



Annexure V: List of Mobile Creches Publications and Training Materials

Training Materials

S.no	TRAINING MODULES/MANUAL	What and for whom	Year of publication
1	Matri Chhaya Part One (in English, Hindi, Telugu, Kannada, Gujarati, Tamil and Marathi)	Crèche manual with all crèche SOPs for organisers	1990; Revised in 2004-05
2	Matri Chhaya Part Two (in English, Hindi, Telugu, Kannada, Gujarati, Tamil and Marathi)	Crèche manual with all the systems and protocols for crèche workers	1990; Revised in 2004-06
3	Aao Khelein Aur Seekhein: Balwadi Curriculum	ECCE curriculum for 3-6 years - internal use	2007-08
4	Khel Pitara: Crèche Curriculum	Bank of activities for holistic development along with one-month sample curriculum to be used by crèche workers	2013-14
5	Orientation and Sensitisation Module on Early Childhood Care and Development (ECCD)	An ECCD orientation and sensitisation module for use by decision makers down to grassroot level functionaries	2012-13
6	Prashikshan Ke Liye Khel	Bank of 50 ice breaking games for training of trainers (TOTs)	2012-13
7	Crèche Ke Liye Khilaune	Booklet on how to make low cost toys with local resources; to be used in the crèche	2013-14
8	Hamare Bacchon Ke Vikaas Kaa Safar: Parent Development Module	Module with nine sessions to be used by trainers for community group work and childcare practices at home	2014-15
9	12 Day Pre-Service Training Module for Operationalising Crèches (Internal)	Training module to be used by MC trainers	2014-15
10	Six Months Training Module	To be used by MC trainers for developing childcare workers	2012-13
11	36 Days Training Module for Business Transfer	To be used by MC trainers for transferring business operations to another service provider	2015-16
12	Day Care SOPs	Internal document; C-site context; base document with set of "non-negotiables" for "quality"	2016-17
	IEC MATERIAL		
1	Posters - ECD Messages	A set of six posters on key messages on ECD	
2	Posters - Needs of Children	A set of five posters on five needs of children	
3	Nutrition Charts	A set four posters on age appropriate nutritional requirements of children	2006-07
4	Cut-Outs - Needs of Children	A set of cut outs on age appropriate needs of children	
5	Charts - Bachchon Ki Zarurate	Two charts comparing needs of a child with that of a tree	
8	Posters - Holistic Development Domains	A poster depicting all developmental domains for holistic development	2011-12
9	Cards - Holistic Development Cards	A set 55 cards on different activities for holistic development to be used during training	2012-13

Audio Visual Training Aids

In addition to the training manuals and publications, MC has developed 11 videos and one audio CD on various issues relating to crèches and child care. These audio-visual aids help with training, building awareness, as well as in MC's advocacy efforts.

Stories and Activity Books for Children

MC has published a set of 17 children's books with poems, stories and activities, for children at MC's crèches up to six years of age. A further set of four teaching kits have also been developed for more holistic training and development of children.

List of MC Publications

Name of the publication	Objective	Year
Accelerating Learning Report - An Evaluation of the Balwadi Programme of Mobile Creches	The report documents the findings of the evaluation of Balwadi programme of MC which demonstrates the importance of a good preschool curriculum.	2003-04
Significance of ECCD for Children in Vulnerable Urban Setting	A research study highlighting the multiple dimensions that influence vulnerable young children in extra-familial care in the country	2006
Claiming Childhood - The Road to a Just and Vibrant India	This book captures the need and rationale for investing in young children and MC's response through different strategies	2006
Labour Mobility and Rights of Children	This is a report of a consultation, highlighting the data gaps on migrants, the pull and push factors driving migration, the exclusion of migrant workers and their children from basic services strategies	2006
Distress Migration, Identity and Entitlements	A study on migrant construction workers and the health status of their children at construction sites in Delhi NCR.	2008
Situational Analysis of Children Under Six in Delhi	This report investigates programmes made for children and issues related to access, implementation and budgets in the context of the needs and rights of all children in Delhi, especially the urban poor	2010 (covers the period 2002-07)
MC's Experience with the Rajiv Gandhi Crèche Scheme (RGCS)	This report documents the successes and challenges of implementing the RGCS with multiple partners	2011
Ignored and Unheard	Experiences and challenges faced by slum dwellers of Delhi while bringing up their children	2012
Dwarka: Mobile Creches Experience on Small Construction Sites	This document shares the MC's experience of working with migrants on small construction sites in Dwarka	2013
Day Care for Migrant Children	This report looks at the complex web of factors that threaten the survival, protection and development of young children. The report also recommends a comprehensive approach to break the inter-generational cycle of poverty and deprivation.	2013
Mobile Creches' Journey with the Migrant Child - Partners, Pathways and Milestones (1969-2016)	This document attempts to capture what has worked over the years and how MC's presence in the field helped with our advocacy efforts for activating State systems. This document is a tribute to the undeterred efforts of hundreds of MC caregivers who braved the dust and heat to do the best by "their children".	2016
Impact Evaluation of the Project titled 'Saving Brains: Changing Mindsets' - by the Centre for Early Childhood Education and Development (CECED), Ambedkar University	CECED conducted an evaluation study of MC's daycare programme at construction sites and urban slums. The study also documents the impact of various programmes by MC on young children and their families, and the quality of the daycare centers run by NGO partners developed by MC.	2017

Name of the publication	Objective	Year
MC in collaboration with Alliance for right to ECD:		
Bottom-up Approaches to Legislation for Children Under Six - A Consultation	This report highlights the importance of involving the rights holders in developing legislation and building their understanding of how the rights could be implemented	2013
Strengthening Legal Entitlements for Children Under Six	It is a report on the consultation held for a discussion on exploring the directions for securing legal entitlements for children under six. The report emphasises care and protection as an integral part of the early childhood framework of nutrition, learning and healthcare	2013
ICDS: Model Rules for NFSA and Lessons Learnt from State Programmes and Experiences	This report documents a set of model rules for the sections of NFSA pertaining to meals through ICDS and Maternity Entitlements.	2014
Development of a Code and Set of Laws for the Early Childhood Development	This report captures the progress made so far to formulate the legislative framework for the justiciable right to ECD and the next steps required	2014
Documentation of the Anganwadi-Cum-Crèches (AWCC) Initiative	A paper documenting the process, learnings and challenges faced in piloting AWCCs with state governments	2016-17
Advocacy related materials		
Rights to the Youngest (Towards a Legal Framework for Early Childhood Development)	A book providing the rationale for framing legislation for young children, to assist in developing legislation and informing public opinion. It includes contributions from ECD experts and experienced campaigners.	2016
ECCE Policy (Hindi and English)	Pamphlets with excerpts from ECCE policy 2013	2012-13
Policy Brief for the Parliamentarian	Pamphlets on the ECD information and questions which can be raised in the Parliament	2016
Policy Brief on the Unpaid Care Work	Pamphlets on the recognising of unpaid care work	2017
Maternity Entitlement: A Primer	Primer on the details of Maternity Entitlement	2016
Cartoon book on gender	Cartoon which depict gender roles	2016
Situation of the Young Children in Delhi NCR	A study analysing secondary data and micro studies on the situation of young children	2012
ICDS: A Reality Check	Assessment of the ICDS programme	2006
Situational Analysis of Children Under Six in Delhi	Survey findings on the situation of vulnerable young children in Delhi	2010



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



MC

MOBILE CRECHES

Nurturing Childhood Sowing Change

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YEARS

1969-2019



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