



**ANNUAL** 22  
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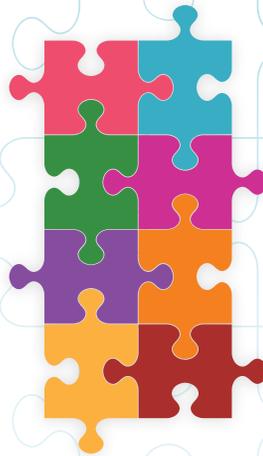
## VISION

A Just and  
Caring World  
for Every  
Young Child

## MISSION

Accelerate access  
to quality ECD for  
marginalised  
children by  
supporting  
sustainable  
ecosystems

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# ABBREVIATIONS



ABITA	-	Assam Branch Indian Tea Association
ANM	-	Auxiliary Nurse Midwife
ARNEC	-	Asia Pacific Regional Network for Early Childhood
ASHA	-	Accredited Social Health Activist
AWC	-	Anganwadi Centre
AWH	-	Anganwadi Helpers
AWW	-	Anganwadi Workers
BOCWA	-	Building and Other Construction Workers Act
CSR	-	Corporate Social Responsibility
CSO	-	Civil Society Organization
DCPCR	-	Delhi Commission for Protection of Child Rights
ECCE	-	Early Childhood Care and Education
ECD	-	Early Childhood Development
ECDAN	-	Early Childhood Development Action Network
FCRA	-	Foreign Contribution (Regulation) Act
FLFP	-	Female Labour Force Participation
FLW	-	Frontline Workers Collective
FORCES	-	Forum for Creches and Childcare Services
HCDC	-	Center for the Developing Child, Harvard University
ICDS	-	Integrated Child Development Services
JSY	-	Janani Suraksha Yojana
MCD	-	Municipal Corporation of Delhi
MEL	-	Monitoring, Evaluation and Learning
NCR	-	National Capital Region
NCS	-	National Creche Scheme
NGO	-	Non-Governmental Organisation
NKDA	-	New Town Kolkata Development Authority
PHC	-	Primary Health Centre
PMMVY	-	Pradhan Mantri Matritva Vandana Yojana
RTE	-	Right to Education
RTF	-	Right to Food
SEL	-	Socio-Emotional Learning
SOP	-	Standard Operating Procedure
SPAN	-	Society for People's Awareness
SSK	-	Saheli Samanvay Kendra
ToT	-	Training of Trainers
WCD	-	Women and Child Development



# OUR YEAR IN ACTION 2022-23

No. of  
Centres  
**547**

Direct= 114  
Indirect= 433

↑ **584%** increase

Child  
Outreach  
**23972**

Direct= 10688  
Indirect= 13284

↑ **67%** increase  
2021-22 = 14372

Parents  
Outreach  
**496**

Mothers and Fathers  
(including pregnant women)

Community  
Outreach  
**9738**

↑ **135%** increase  
2021-22 = 4139

Linkage with ICDS, School, Birth  
Registration, PHC, JSY, PMMVY,  
Aadhar, Bank, Labour Card

Employers  
Outreach  
**39**

Not tracked in 21-22,  
39 in construction  
industry only

Workers  
trained  
**745**

↓ **55%** decrease  
2021-22 = 1654  
Creche workers, mid-level  
supervisors; trainings slowed  
down

CSO  
Trained  
**19**

2021-22 = 6  
6/19 New CSOs Trained  
in Rajasthan, Telengana

States  
**16**

- Partnership for Scale-3 States
- State Policy –1 (Haryana)
- Systems Influence-9
- Intervention (CCS)-10 States

## MOBILE CRECHES





## CHAIRPERSON'S NOTE



**Amrita Jain**

The year beginning April 2022, at Mobile Creches, was not business as usual; it was rather 'unusual'—jam-packed with excitement and action. On one hand, there was an urgency to address the needs of children and families living in difficult circumstances, battered by the impact of COVID; on the other, it coincided with the launch of our ambitious strategy 2022–2027 and its directional push to reach a greater number of children.

I am delighted to report that at the end of the year we saw a noticeable surge in numbers, reaching nearly 24000 children, which was 67 percent more than the previous year. This trend was also reflected in the final expenditures of INR 170 million, representing a growth of 12 percent compared to the previous fiscal year (2021–22). The allocation of sixty percent of funds towards childcare services indicates a clear and definitive change in the approach to expanding quality childcare services in order to assist half a million marginalised children by the year 2027.

We are optimistic that as state governments recognise the transformative value of quality Early Childhood Development programme and their impact on women's work participation,

leading to economic prosperity for all, the long-held belief of MC—quality creches as a public provision for the most marginalised children and their working mothers—will soon be an achievable reality in India. One such government partnership launched this year is the operation of creches for some of the most marginalised children in the tribal villages of Odisha, supported by the District Mineral Fund. We are hoping for a more robust response from our partners in the construction industry, with more companies adopting creches and more investments to maintain the quality of services.

I am pleased to announce that MC has effectively introduced the Dulaar Parvarish initiative, which educates parents on the significance of providing responsive and nurturing care in the home.

We deeply appreciate – UBS Optimus Foundation, Echidna Giving, Be That Girl Foundation, Bainum Family Foundation, Azim Premji Foundation, Jones La Salle Lang (through CAF India), Kotak Mahindra Investments, IIFL India, HCL Foundation, Godrej Properties, and UNICEF amongst many others, for their stellar support and faith in our work.

After six years of my stewardship as Chairperson, I am proud to pass on the baton to the very capable hands of Rohit Bhasin, who takes over from me starting April 2023.

Lastly, I want to express my gratitude to Team MC, whose dedication and efforts have enabled everything that has been accomplished.

# EXECUTIVE DIRECTOR'S NOTE



**Sumitra Mishra**

Mobile Creches commenced a new strategic period in 2022-23. The team stepped up their efforts with renewed determination, compensating for the time lost due to the COVID-19 pandemic and converting long-term objectives into immediate, measurable progress.

A year-long iterative process was necessary to transition into the new strategy, which marked a paradigm shift from the preceding period. Among other things, this involved reviewing funding opportunities, system readiness, team structures and responsibilities, and programme designs. Change is a slow and hard process.

This became more evident as the year progressed, and challenges were exacerbated by recent regulatory shifts that had an impact on non-governmental organisations. In spite of all this, Mobile Creches has achieved significant and lasting progress. We prioritised scaling childcare services through public systems and signed a new partnership with the government of Odisha to scale creches in tribal districts, a first in the history of Mobile Creches. As a part of its innovation journey, MC launched the Dulaar Parvarish Programme for marginalised families

of children under three years. We published a national research study on the impact of quality childcare services on the economic and well-being outcomes of poor working mothers. At numerous childcare summits that took place simultaneously with the G20 process, MC was a consistent voice that shaped the agenda for the care economy. The team's top agenda was ensuring Mobile Creches' financial stability, but they also paid careful heed to organisational priorities in the areas of technology, finance, and human resources, all with an eye towards bettering the lives of marginalised children.

We stepped into the post Covid recovery period more hopeful and determined than ever to provide underserved children with quality early life experiences and opportunities. Please turn the pages to learn more about how far we've progressed. Our results speak volumes about our motivated teams, dedicated partners from across the spectrum, and steadfast supporters like you.

Thank you for walking with us on this remarkable journey of transformative change!

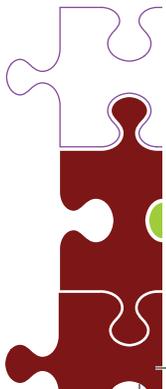


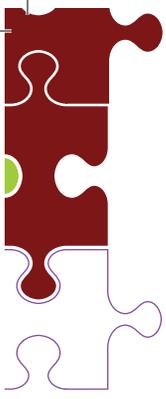


# WHY **MC** MATTERS

**"If we change the beginning of the story, we change the whole story"**

- **Raffi Cavoukian**, singer, songwriter, ecology advocate, entrepreneur, author, and children's champion.





The majority of Indian workers (82%+) are employed in the informal economy as per the ILO's 2016 India Labour Market Update. Without any government-provided social security or benefits from their employers, they endure hazardous working conditions. Additionally, families of informal workers lack access to quality education, childcare, and healthcare. In their most formative years, the children are neglected, abused, and deprived of essential developmental care and are at risk of not reaching their full human potential due to the negative effects of poverty, nutritional deficiencies, and insufficient learning opportunities. In such a scenario, there is a compelling case for early childhood development (ECD) interventions in nutrition, health, education, and social protection, which can produce lifelong benefits.

The potential triple dividend of improved employment prospects for carers; enhanced child nutrition, health, and education outcomes; and bolstered financial stability for women working in the informal economy in India requires a sizable financial outlay as well as a holistic approach that involves all stakeholders.

By continuing to provide access to quality childcare services, enhancing ECD knowledge transfer across partners and communities, and shaping systemic reforms through demonstration, knowledge, and influence, MC aims to continue to bring about a transformational change in the lives of young children from disadvantaged backgrounds. Read on to find out more about our big picture and how we're putting it together, one piece at a time.



This is why MC believes it is critical to solve the problem of limited access to quality public childcare services as a barrier to labour rights, social justice, and gender equity. Many women in the informal economy can only support their families by working, and providing their children with access to affordable quality childcare is a key to lifting their families out of poverty.



Without a policy provision for universal childcare as a social protection entitlement, access to quality childcare for informal women workers remains scattered across labour laws. Or they remain excluded from benefits under the Maternity Benefit Act (2017 amendment) entitlements.



# OUR PARTNERS AND COLLABORATORS

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

## CSR PARTNERS



## GOVERNMENT PARTNERS



# TRUSTS & FOUNDATIONS



Refer to Annexure 1 for complete list of Partners and Collaborators





# A ROADMAP FOR THE FUTURE

*"The child is endowed with unknown powers, which can guide us to a radiant future. If what we really want is a new world, then education must take as its aim the development of these hidden possibilities."*

— **Maria Montessori**, a renowned physician and educator best known for her philosophy of education and her writing on scientific pedagogy.

# STRATEGY 2022-27

Our vision for the next five years is aspirational, growth-oriented, and forward-looking, with the child at its core. Reiterated in the updated vision, mission, and Theory of Change is MC's commitment to offering marginalised and vulnerable children quality early childhood development (ECD) services as well as the support they need to heal and start over in the post-COVID-19 world. It acknowledges that during this strategic phase, innovation and agility will be crucial for securing results.

## Context

Major events from 2017 to 2021 affected strategic priorities. Our biggest constraints were the COVID-19 pandemic, subsequent lockdowns, construction and real estate slowdown, and Foreign Currency Regulation Act (FCRA) amendments.

In light of these factors, MC moved up its Strategic Review to 2021. This allowed the organisation to gather critical insights, deal with the unexpected challenges brought on by the pandemic, make any required course corrections, and set the stage for its next five-year plan, which will see it through to 2027.

The new framework suggests radical changes in partnership building to ensure that the benefits of quality ECD services reach every disadvantaged child and family.

## Transforming MC

The Strategic Framework 2022-2027 builds on the progress made between 2017 and 2021, elaborating on what was accomplished and where future focus should lie. MC maintains a rights-based and child-centred approach, with the goal of increasing access to quality childcare for children from marginalised families in rural, urban and worksites settings through targeted interventions for children, their families, and their communities.

### Some of the bold shifts from 2017-22 to 2022-27 include:



Focusing on a dynamic institutional trajectory rather than just programmatic areas.



Our services will include all children under six and emphasise SEL, disability, and gender inclusion. Home-based creches will be added to the portfolio of childcare models.



Technology is crucial to business transference, so content must be adaptable.



Be persistent in community engagement, media advocacy, and evidence-based policy interventions to maximise impact.



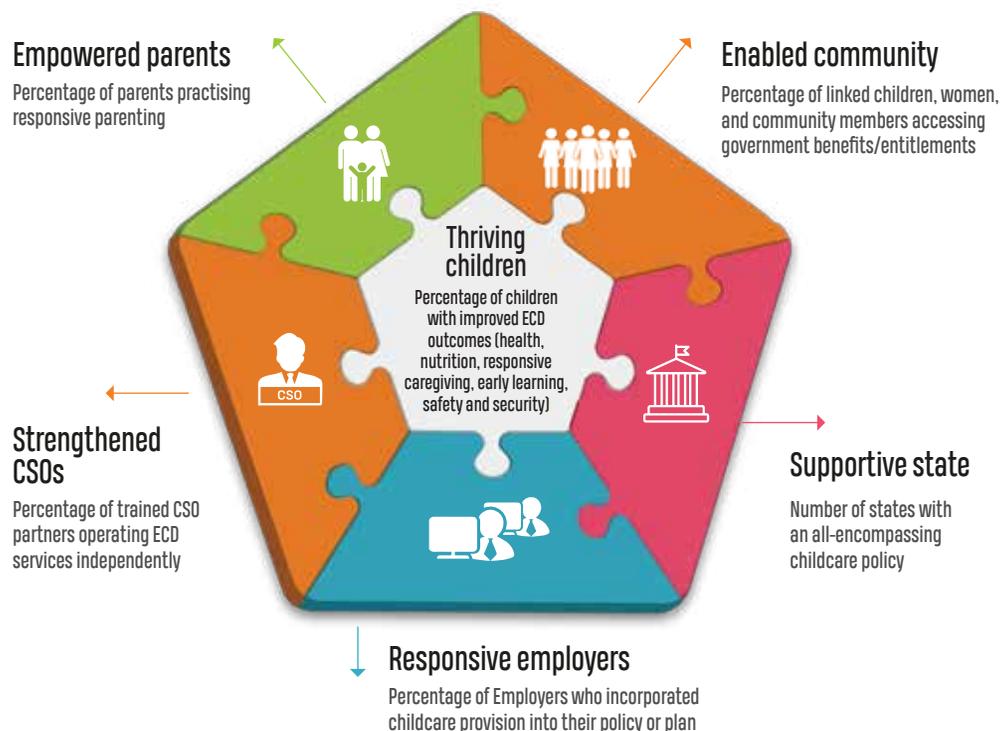
To achieve its vision and mission, MC needs cross-functional teams, flexible organisational structures, strong leadership, and ongoing M&E for improvements.

# Theory of Change

The Theory of Change as articulated in the strategy document (2022-2027) envisages a just and caring world for every young child. To realise the vision, it is necessary to gain the support of key influencers in the children's immediate environment, namely their families and communities, on the one hand, and to ensure that employers provide stable employment for the families on the other. To create a supportive and responsive frontline environment, CSOs must take on significant responsibility and help build this ecosystem.

To ensure the long-term viability of ECD services, the strategy places an emphasis on partnerships with state governments to provide essential public goods and services. This will be accomplished through a multifaceted and interconnected strategy in which each component influences the others: implementing innovative childcare models; working closely with families and communities to equip them with the tools to increase demand for quality ECD; transferring ECD competencies; and simultaneously enhancing the visibility of ECD through better evidence-based knowledge.

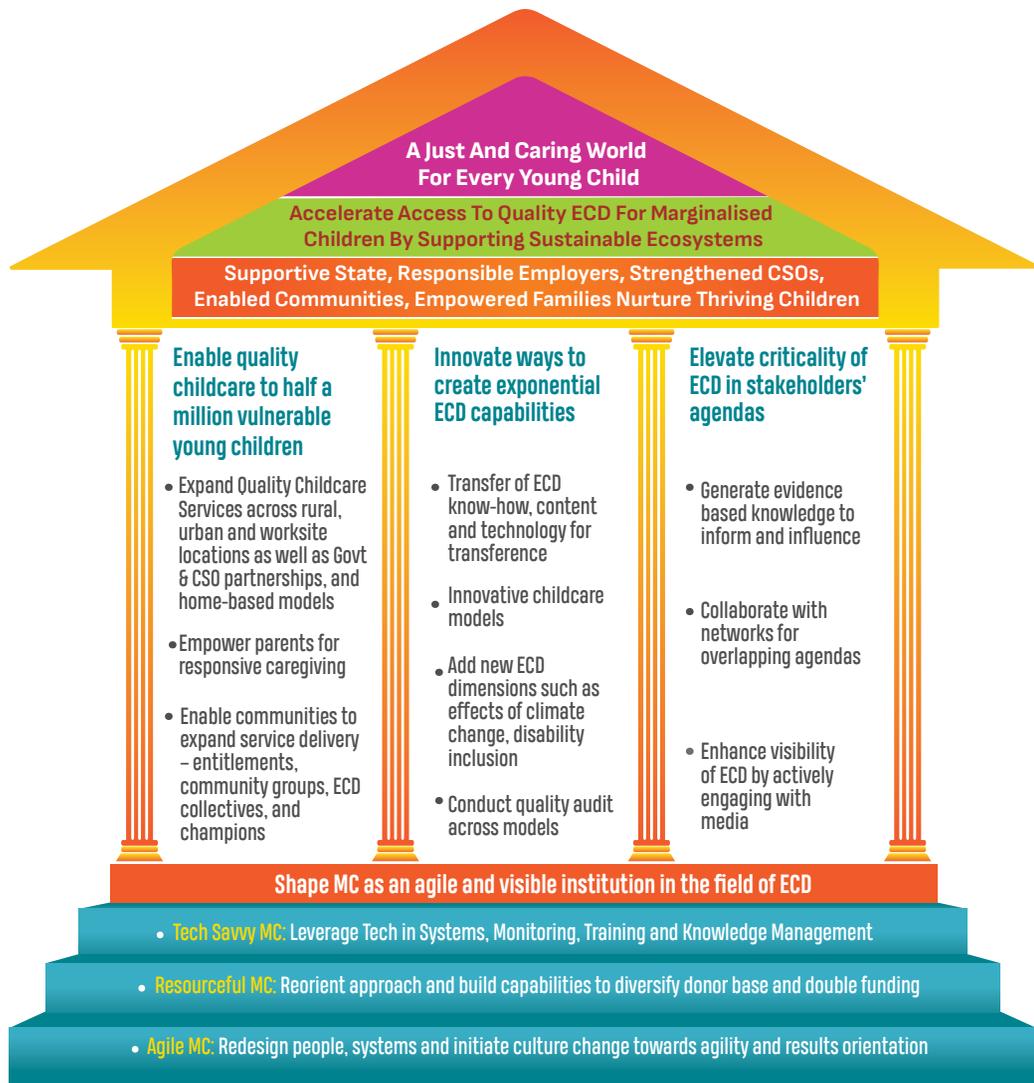
MC will evaluate its mission-level impact indicators in accordance with the following criteria:



# A Strategic Way Forward

The Strategic Framework (2022–2027) keeps the child at the centre of its interventions and work. During this period, MC plans to ensure that half a million young children will access quality ECD services; one million parents and community members will become agents of change; at least five states will ensure ECD through public provisions; and MC will facilitate a knowledge platform for ECD to create an enabling environment for related stakeholders.

## Mobile Creches: Theory of Change 2022–2027





# REIMAGINING THE FUTURE FOR EVERY CHILD

**"The future depends on what we do today."**

- **Mahatma Gandhi**, revered as Father of the Nation in India and advocate of non-violent resistance who has inspired civil rights leaders around the world.



## Accelerating Quality **Childcare Services**

Access to quality childcare and investment in the care economy has many benefits, including job creation, economic development, and gender equity. 0-6 years are also the most important years in a child's life, where they learn more quickly than at any other time in life. These are the years in which a child experiences rapid growth in social, emotional, and physical development. We at Mobile Creches make sure no one gets left behind.

## PROGRAMME OVERVIEW

Mobile Creches (MC) prioritises the growth and development needs of children under the age of six—the early childhood period that lays the groundwork for later life stages. Since 1969, MC has centred all of its programme strategy, design, and decisions on the best interests of the child. In its new strategy adopted in 2022, MC further committed to accelerating quality ECD services for marginalised

young children through a sustainable ecosystem-building approach. This highlights MC's ability to forge meaningful partnerships with families, communities, Civil Society Organisations (CSOs), businesses, and government agencies. At the heart of the expansion plans is MC's unwavering commitment to quality early childhood practises at home, in childcare centres, and in neighbourhoods.

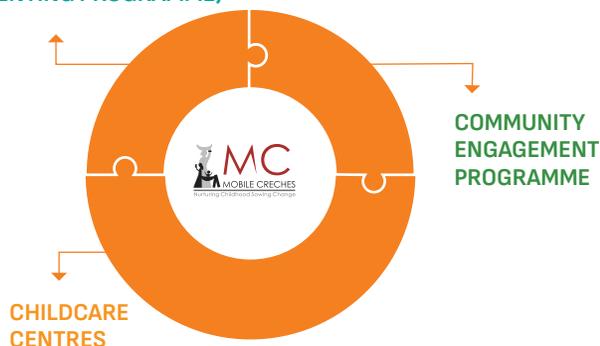
## OUTREACH IN 2022-23

	2022-23	2021-22
Children reached through centre-based childcare services	20231 (M) = 10194 (F) = 10037	14372 (M) = 7346 (F) = 7026
Children reached through Dulaar Parvarish programme	425 (M) = 205 (F) = 220	•
Children reached through social protection initiatives (government scheme linkages)	3316 (M) = 1602 (F) = 1714	1241 (M) = 606 (F) = 635
	<b>23972</b>	<b>15613</b>

### DULAAR PARVARISH PROGRAMME (PARENTING PROGRAMME)

## KEY OUTCOMES 2022-2023

In this reporting year, MC scaled up ECD services to reach 23972 children through three programme tracks



# CHILDCARE MODELS

MC locates its strategy for scaling up childcare services in the Care Diamond actors' replicable models. (The Care Diamond framework outlines the institutional architecture by which the government, market, community organisations, and households provide care in various contexts.) MC collaborates with these ecosystem participants through a variety of entry points to co-create quality, replicable, contextual models.

## MC's Ecosystem Partners for Scaling Childcare Services

### Government

#### Publicly funded creches

Developing models; ECD training, quality monitoring, supporting state creche system, policy & budget influence



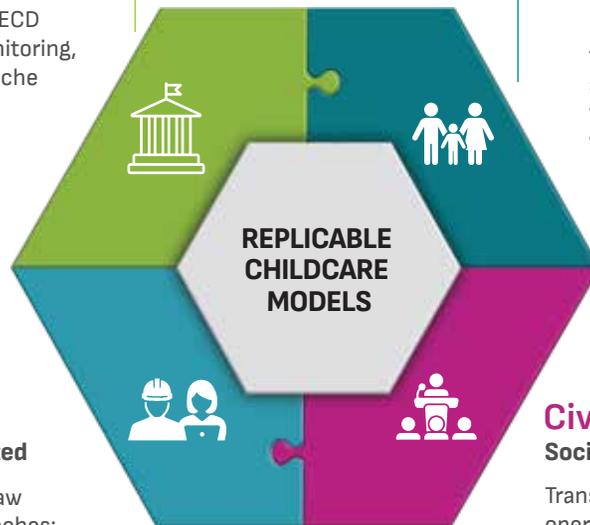
### Family

#### Responsive Parenting

Empowering parents using tech platform supplemented by home visits, linking household with public systems



### REPLICABLE CHILDCARE MODELS



### Market

#### Employer-mandated

Facilitating labour law compliances for creches; running creches, raising part subsidy for services, employer negotiations



### Civil Society

#### Social Franchise

Transferring creche business operations, ECD training, monitoring quality, part financial support, embed childcare as part of organisation's strategy.



In 2022–23, MC reached 23972 children through 547 childcare centres of various models and locations, compared to 80 centres that served 14372 children in 2021–22. One guiding principle has been to ensure full coverage of the children of mothers working in the informal sector, as well

as women who are unable to pursue skilling and livelihood opportunities due to childcare responsibilities. Priority was given to under-nourished children, children with disabilities, children from single-parent households, and children without other caring adults in the family.

Scale Pathways	Worksites	Urban	Rural	Childcare Centres: 22-23	Child Reach: 22-23
<b>Government Run</b>	MGNREGA sites, construction, district and block level offices	Urban slums, <i>Anganwadi</i> Centres, Delhi High Court	<i>Anganwadi</i> centres, Tribal villages	433	9968
<b>Civil Society Run</b>	Construction sites, factory, tea gardens, brick kilns, mineral grinding factories	Urban slums	NA presently	54	5642
<b>MC Run</b>	Construction sites, tea gardens	Jhuggi-Jhopdi (JJ) Clusters, Resettlement Colonies, Homeless Shelters, Government Schools	Tribal villages	60	4621
				<b>547</b>	<b>20231</b>

Note: Govt. Run: Assam = 194 centres (Tea Plantation); Haryana = 167 centres (Urban); Delhi = 2 centres (Urban); Karnataka = 70 centres (Rural)

Scale Pathways and Outreach in 2022-2023

## CHILDCARE PARTNERSHIP MODELS

### Government Partnerships

In **Haryana**, MC built on the ongoing work of demonstrating quality in 167 government-run urban creches while working closely with policymakers to develop a policy to universalize childcare provisions. By March 2023, the Department of Women and Child Development (WCD) had received the necessary approvals and guidance to proceed with budget estimates to back up the policy commitments.

In **Karnataka**, MC continued its collaboration with the Department of WCD to train frontline workers and supervisors to assist in the establishment of 70 creches. These facilities are spread across 11 districts. This partnership was a test for systems convergence between village, district, and state level administration. It also threw many insights into the lateral convergence between WCD, the Department of Rural Development, Panchayati Raj (RDPR), and other relevant agencies.

In **Odisha**, MC signed an agreement in November 2022 with the Keonjhar District Social Welfare Office to establish 150 creches in tribal villages in the Banspal Block. This was a watershed moment for MC, as it established and ran creches directly in rural areas. The model is intended to combat malnutrition and improve learning outcomes for children under the age of three. By March 2023, MC had established 24 creches. This presented its own set of challenges and insights that would help inform the scale-up plans.

### Reflections

The experience gained from state partnerships also reinforced MC's commitment to leading a difficult but critical ecosystem approach to ensuring sustainable, publicly funded, quality childcare for the poorest children through local governance systems.



## Case Study

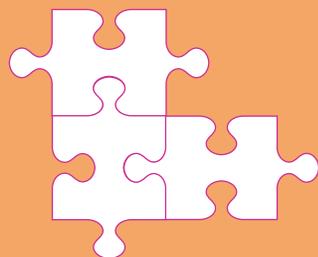
### BIR IS SAFER AND HEALTHIER, THANKS TO THE WORKPLACE CRECHE

**Bir**, a 5-year old toddler resides in a construction labour camp in Hyderabad, Telengana, run collaboratively by Mobile Creches and its CSO partner, Mahita.

Not only did he grow up in an unclean environment, but he also went with his parents to the dangerous construction site where they worked.

Protecting him from daily hazards was urgent. At the labour camp, Mahita ran a creche and advised Bir's parents to enrol their son there. After much debate, the parents agreed. Presently, Bir actively participates in centre activities, receives nutritious meals, and participates in tailored learning.

All of these have boosted his cognitive and social abilities. For instance, he is punctual and clean. Bir's parents are overjoyed and satisfied with the change they have seen in their son since he started the programme. This case highlights the potential of Mobile Creches' centres and the significant impact of targeted interventions in the early childhood years, especially in difficult circumstances.



## Civil Society Partnerships

MC assisted 19 CSO partners across eight states in running 54 creches at worksite and urban locations, reaching out to 5642 children.

In **Rajasthan**, two new partners, Urmul Khejri Sansthan and Gramin Vikas Evam Samajik Sansthan, assisted in scaling up services at mineral grinding units, brick kilns, and construction sites.

In **West Bengal**, the Society for People's Awareness (SPAN) expanded its services in Killkote Tea Gardens, and maintained its urban slum centre with the assistance of the New Town Kolkata Development Authority.

In **Assam**, MC collaborated closely with UNICEF Assam and the Social Welfare Department of Assam to improve the health and nutrition of creche-attending children in 194 tea gardens.

16 other partners continued to run creches at construction sites.



## Reflections

In 2022–23, MC struggled to raise funds for scaling its impact through CSO partnerships due to changes in FCRA regulations and rising expectations from Indian CSR organisations that MC operate creches directly. As the industry gained momentum in the post-COVID era, more real estate companies and local CSOs planned to operate childcare services. However, developers were not prepared to cover all operational and training expenses. Unfortunately, local philanthropic funding was insufficient to meet the growing demand for creches on construction sites.

## MC's Direct Operations

MC operated 18 creches on construction sites, 18 in urban areas, and 24 in rural areas, reaching 4621 children through these centres. The locations of these centres included Delhi, Gurugram, Noida, Bengaluru, and villages in the Banspal block of Keonjhar, Odisha.

As more children returned to creches in the post-COVID era, all creche teams underwent retraining to enhance the teaching-learning materials, create engaging learning environments within the centres, implement Balwadi themes through playful pedagogy for the 3–5-year-olds, and incorporate playful stimulation activities for children under 3 years.

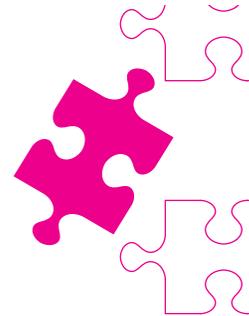
*Importantly, in consultation with nutritionists, MC revised the daily diet menu to improve age-appropriate, energy-dense foods.*

*Diets of children older than 3 years have been supplemented with extra milk.*

Scan QR code for a complete list of all childcare centres and partners in 2022–23

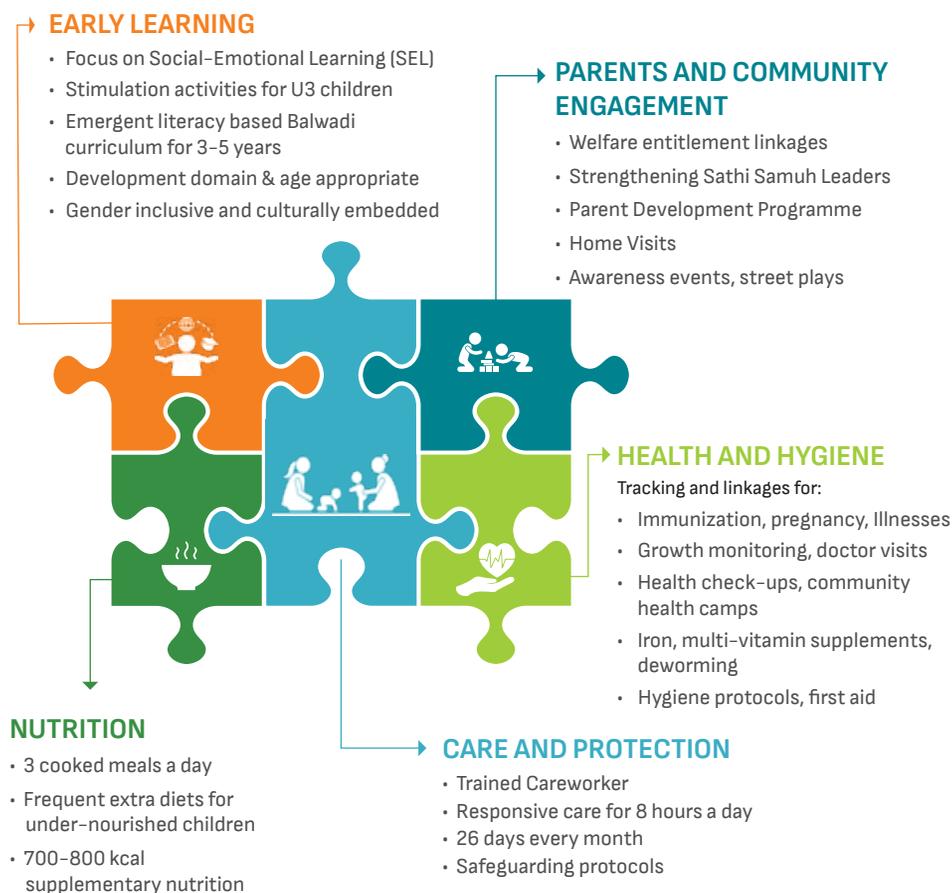


# STANDARDISING QUALITY ECD



- All childcare centres, across all models and settings, follow a holistic ECD framework that is aligned with global and national quality standards.
- To meet the age-appropriate needs of children, MC followed a documented set of Standard Operating Procedures (SoPs) across all components of comprehensive ECD services.
- The guidelines were modified according to settings, cultural contexts, the nature of partnerships, and children's needs.
- As per the 2013 National ECCE Policy, there was an unwavering commitment to scientific evidence, pedagogy, and quality standards.
- All childcare centres run for 6 days a week, 8 hours a day. The daily timings and holidays are determined by the parents and local community members.

## Holistic ECD Services





## BALWADI CLASSES SHOWCASE LALIT'S POTENTIAL

**Lalit**, a four-year-old, goes to the Sarfabad Childcare Centre, Noida, UP, run by Mobile Creches. In September 2022, when he joined the centre, Lalit had been experiencing difficulties with speech and could not distinguish between different sizes, shapes, and colours.

His Noida-based parents are both employed as domestic workers; his father earns a daily wage. His parents had little time with Lalit. He was enrolled in Balwadi classes at the MC-run centre, and the worker made sure he participated in group activities and weekly Balsabhas.

She emphasised to his parents how crucial it is to be involved with their child from a young age. During parents meetings, she brought them into the centre's playtime. There has been a marked improvement in Lalit's condition recently. In addition to learning numerous words, he can accurately identify colours and shapes. He is well-liked and particularly enjoys storytime. He shows a genuine interest in learning, according to his mother, who said he asks a lot of questions. With his new found confidence, Lalit even led a Balsabha session at his centre.

Thanks to MC's carefully planned Balwadi curriculum, Lalit has made tremendous strides in his language, literacy, and social and emotional development.

# ENABLING COMMUNITIES

Community empowerment is at the heart of Mobile Creches' ECD interventions. Community engagement empowers key stakeholders, such as ICDS personnel, Panchayati Raj Institutions (PRIs), local elected representatives, and community leaders, to influence the demand for high-quality and sustainable childcare services. This strengthens the voice of community members, such as mothers, fathers, and other family members, as change agents for achieving positive child and family outcomes.

In 2022-23, MC implemented the community engagement programme at work sites and in urban and rural areas in order to include ECD and childcare in the interdependent agendas of various stakeholders. Community-led change played a crucial role in facilitating the state to provide all children with quality ECD services.



## RAISING AWARENESS and Centering the ECD Agenda

Several community engagement interventions were conducted by MC in 2022-23 in the regions of Delhi NCR, Odisha, Madhya Pradesh, Punjab, Jharkhand, and Chhattisgarh.

Our approach was to empower communities through system strengthening. This included forming ECD collectives to enhance the visibility of issues in communities, and driving community awareness on ECD, child rights, and important government schemes.

MC helped establish 132 Community Groups across India's five states: 32 in the National Capital Region (NCR), 31 in Jharkhand, 26 in Odisha, 28 in Madhya Pradesh, and 15 in Chhattisgarh. The 97 meetings held in construction sites, urban slums, and rural areas all saw participation from members of the community groups.

Collectively, the group's members advocated for the rights and entitlements of local children with a

unified voice. Each MC frontline team learned more about how to carry out community actions with respect for young children and their parents in a collaborative manner, with clear metrics for success.

By March 2023, 164 communities had been educated on the benefits of early childhood development (ECD) and childcare services. 1982 Community members raised the need for quality centre-based childcare services and government benefits.

8 ECD Collectives were formed, which will focus on issues related to quality childcare and services for young children.

# LINKING CITIZENS with Social Entitlements

Increasing marginalised families access to social safety nets is a top priority for MC. We identified men, women and children who were right-holders for the entitlements under various government programmes such as Pradhan Mantri Matra Vandana Yojana (PMMVY), the Janani Suraksha Yojana, the Delhi Ladli Scheme, and the Integrated Child Development Scheme (ICDS) but had not enrolled in these schemes due to various reasons. Individuals who lacked official documentation, such as a Civil Birth Certificate, Aadhar Card, bank account, or registered labour card, were also identified. All eligible citizens were assisted by frontline teams in securing the required documentation and enrolling in appropriate programmes, working in concert with official stakeholders. Each application was monitored by the local community groups until the members were able to receive their benefits. As word spread about these programmes, more and more people started pushing for enrollment in those that were eligible. As a result, community-level access to healthcare, school enrollment, maternity benefits, labour provisions, and other benefits improved.



Mothers meeting at a construction site in Delhi-NCR regarding social entitlements for women

**2000 PEOPLE**  
from construction sites in Delhi  
NCR benefited from  
**25 HEALTH CAMPS**  
conducted by the  
Primary Health Centres.



## Community engagement metrics

9738

People were linked with different social security schemes (ICDS, School, PHC, PMMVY/Mamta, JSY, Birth Registration, Labour Card, Bank Account, and Aadhar.)

132

Community groups formed, and people mobilized on ECD to demand quality institutional childcare services and government scheme benefits.

41

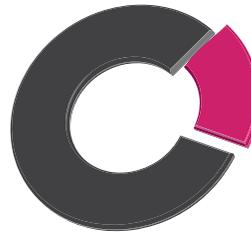
Gram Panchayats integrated ECD into the Gram Panchayat Development Plan

8

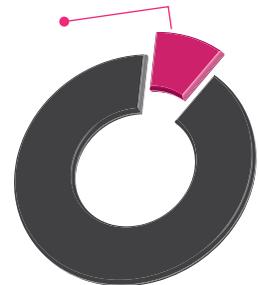
ECD Collectives formed who demanded quality childcare/ECD services.

23,632  
Community  
outreach

23623 Community People reached out through Street plays, Bal Mela, Natak, Meetings, ECCE day, Poshan Mah, etc.

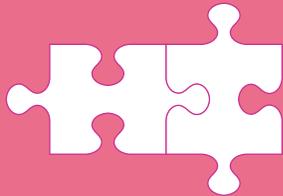


9738 people were linked with social provisions such as ICDS, School enrollment, Birth Registration, PHC, JSY, PMMVY, Aadhar, bank accounts, and Labour Card





## Case Study



## ACCESS TO GOVT SCHEMES IS A GAME CHANGER FOR MARYAM

**Maryam Khan** is from Sehore's Ashta Block, Kurli Kalan panchayat. In October 2022, her Panchayat villages learned about government programmes for pregnant women and children under 6. Through these awareness meetings, Maryam came to know about the Pradhan Mantri Matrutva Vandana Yojana (PMMVY). Her first pregnancy was in its third month. Mobile Creches helped her register at the *Anganwadi* Centre (AWC). She received iron-folic acid pills and tetanus toxoid injections at her first prenatal appointment.

Thanks to volunteers and *Anganwadi* Workers, she received her first deposit of INR 1,000. Tetanus toxoid was given again during her follow-up prenatal care visit.

As part of her PMMVY entitlement, she also received the second installment of INR 2,000 in April 2023. In May, she delivered her first child. The money from the PMMVY transfers helped her buy eggs and fruits for better nutrition. In the same panchayat, MC registered an additional 25 pregnant women. Assistance to residents to claim PMMVY Scheme benefits was also provided. The PMMVY linkages covered 137 women in Sehore last year.

# ENGAGING WITH LOCAL GOVERNANCE

The community level intervention taps into the potential of local governance to accelerate young children's right to ECD. In 2022-23, we worked with PRIs of 42 Panchayats in 5 Districts of 4 States – Chhattisgarh, Madhya Pradesh, Jharkhand, and Odisha – to sensitise stakeholders at the bottom of governance structures about ECD and the interconnected issues that disadvantage young children.

PRI members debated budget allocation for ECD requirements within the Gram Panchayat Development (GPD) Plan at the 126 meetings. To ensure full budget utilisation, MC used multiple opportunities to track the implementation of the GPD plan, including meetings with PRI secretaries and members. This led to ECD issues being integrated as part of the Gram Panchayat systems.

MC also conducted a study to assess the implementation standards of ICDS in 162 centres in 4 states – Chhattisgarh, Jharkhand, Madhya Pradesh, and Odisha. The results were shared with the Block Development Officers, PRI members, community groups, and other stakeholders through the 20 meetings held in the 4 states. This has encouraged Block level officials to include investments in ECD in their plans.



Gram Panchayat meeting in progress



Networks in Delhi hold national budget consultations

GP members and Block officials shared best practises from their respective Panchayats during district level meetings. Functionaries from various departments met to discuss the possibility of inter-departmental convergence. This ensured a holistic outlook towards quality childcare services at a decentralised level.

In February 2023, MC organised a two-day national-level meeting with PRI members and ICDS workers from Chhattisgarh, Madhya Pradesh, Jharkhand, and Odisha. The goal was to understand major developments in childcare and women's issues at all three levels of the Panchayati Raj System: Gram Panchayat (villages), Panchayat Samiti (Block level), and Zila Parishad (District level). PRI members and other participants learned how to create a child-friendly budget in their GPD Plan. Different state representatives shared their experiences with one another and formed a collective purpose to pursue the ECD agenda in their respective areas.

As a result of their efforts, 32 of the 41 Gram Panchayats in Odisha, Chhattisgarh, and Madhya Pradesh have incorporated ECD into their GPD Plan.

Approximately 7% of the GPD plan budget has been earmarked for projects such as procuring weighing scales for AWCs, supplementing child nutrition, planting nutrition gardens, and conducting awareness and promotion campaigns on ICDS services.



## SPECIAL REPORT

# DULAAR PARVARISH

The United Nations Convention on the Rights of the Child (CRC) recognises children's inherent rights and the centrality of parents to their children's healthy development.

The WHO-guided Nurturing Care Framework emphasises the need to support parents in providing responsive care so that children's physical and emotional health and well-being, as well as their early education opportunities, propel them onto an irreversible path of development.

The National ECCE Policy 2013 and the ICDS programme reaffirm the importance of providing support to all mothers, including pregnant and breastfeeding mothers, during the early years of child rearing. The goal of Dulaar is to improve child outcomes across nutrition, health & hygiene, safety & protection, and early learning.

**The pathway to this goal is measured through improved outcomes in the parents:**

- ✚ Knowledge level
- ✚ Their care giving practices
- ✚ Linkages with appropriate government entitlements

## Focus on Responsive Parenting

In April 2022, Mobile Creches (MC) emerged from its experience assisting young children and their families during multiple Covid-19 waves and subsequent lockdowns. During the COVID era, MC's Furthering Parenting Programme extended psychosocial support to parents, enhanced their skills in expanding children's early education experiences, fostered their playful interactions, and provided a general support network.

The MC team gained a deeper understanding of the challenges faced by families and their impact on the later life outcomes of children. There was an immediate need to provide parents with consistent assistance to strengthen their child-rearing practises in the comfort of their own homes. MC incorporated this experience as a strategic thrust area for 2022-27.



*Dulaar Sathi during a home visit*



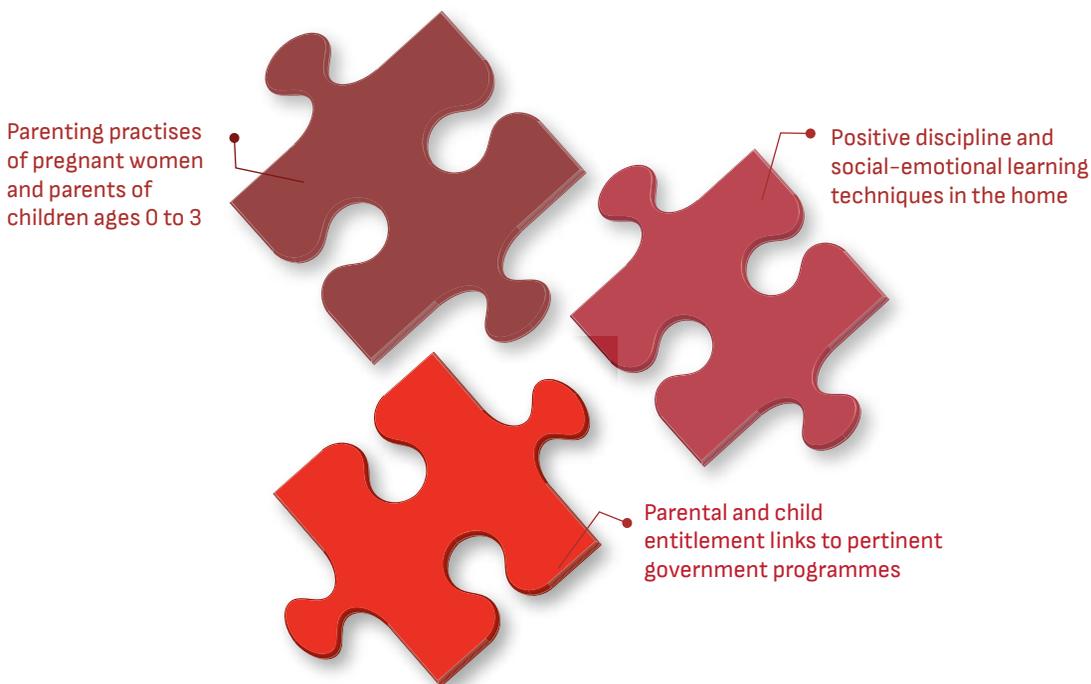
*MC's Dulaar Parvarish Programme*

## Launching DULAAR by Leveraging Prior Knowledge

Incorporated into MC's core ECD model is a Parent Development Programme to support the parents of all children attending childcare centres. The innovative Dulaar Parvarish Programme (Dulaar) was launched by MC in 2022 to aid the parents of marginalised children under the age of three in households where at least one parent stayed at home to take care of the young children. This programme grew out of MC's earlier work providing assistance to migrant working parents of young children.

In Bhalswa Dairy, Delhi, 496 urban poor parents and 425 children were included in the pilot programme launch which took place in December 2022. In addition to a well-researched ECD pedagogy, the programme model is intertwined with public community-based provisions and ICDS services to reach more families and become self-sustaining over time.

### Dulaar aims to improve the growth and developmental outcomes of children by strengthening:



# Progress in 2022–2023



Dulaar team member conducting meetings during baseline study

## Establishing the framework for programme execution

- Dulaar hosts community events, quarterly group sessions, and monthly home visits.
- The programme's content is tailored to four groups: women from pregnancy to childbirth, families with children from birth to six months, children from six to 18 months, and children aged 18 months to three years.
- One Dulaar *Saathi* (community worker) assists 100 parents or families across these cohorts.



Dulaar Saathi using the mobile app

## Creating the DULAAR mobile app

- The Dulaar App facilitates the delivery of the programme. The App is set up to show session plans that are tailored to the child's age and the family's current stage of involvement in the programme.
- The Dulaar *Saathis* utilise the app as an auxiliary resource during home visit consultations and group meetings.
- The app's dashboard is designed to collect and track data for real-time monitoring and quality improvements.



Dulaar app content

## Content curation to operate DULAAR

- Throughout the year, MC developed content that was cohort-specific, age-appropriate, and culturally sensitive. This collection of 48 modules contains video, visual, and written materials presented as simple posters and message cards.
- The content is derived from MC's existing knowledge base. A few materials were created specifically for the Dulaar package, while the majority of the content was drawn from existing sources.
- As programme champions, ten *Dulaar Saathis* underwent rigorous training throughout the year in order to build their capacities and aid them in the effective and high-quality implementation of the programme on the ground.

# Early insights from DULAAR IMPLEMENTATION

There were two primary components to the implementation of Dulaar: 1) Select a community for the pilot programme by conducting preliminary research into the needs of parents; 2) Launch Dulaar and gain insight from initial experiences.

**MC conducted preliminary research in five Delhi urban slums. Some of the findings were:**



More than 40% of families were not connected to public health care.



Before they completed their first birthday, more than half of the children were being bottle-fed, and packaged foods such as biscuits were a staple of the diets of young children.



With over 75% of women unaware of basic handwashing techniques, household and community hygiene practises emerged as a primary concern.



More than 50% of families were unaware of the need to provide emotional support for expectant mothers, and more than 40% of pregnant women lacked access to adequate nutrition.



Nearly 40% of children lacked birth certificates, and 84% of pregnant women were not enrolled in maternity benefits.



It was also common to discipline children by hitting, scolding, and using harsh language; only 22% of families engaged in developmental play with their children.

**Over the course of the four-month implementation period, the Dulaar Saathis performed two community events, one group meeting for each of the four groups, and two house visits for each family. Insights gained from initial experiences with Dulaar include:**



The families and ICDS functionaries participated enthusiastically in the *Godhbharai* event



Parents, including 50 fathers, discussed holistic child development sessions, postpartum care, health, safety, and nutrition for expecting mothers



Before completing the model and presenting it to state ICDS officials for systemic convergence at scale, MC will soon conclude the pilot deployment period in order to gather information



# SHAPING THE ECD ECOSYSTEM ONE CAREWORKER AT A TIME

*"Every child deserves a champion—an adult who will never give up on them, who understands the power of connection, and insists that they become the best that they can possibly be."*

— Rita Pierson, a renowned educator, public speaker, and anti-poverty advocate.



## ENHANCING CAPACITIES IN ECD

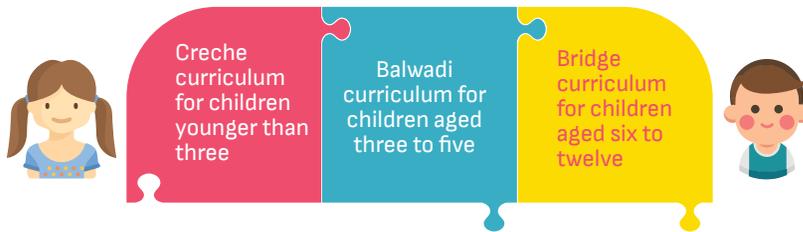
A trained, employed, and supported careworker can catalyse the economy and human capital development. We at MC trained over 745 childcare workers in 2022-23 and will continue to train more every day!

# PROGRAMME OVERVIEW

For decades, Mobile Creches (MC) has designed cutting-edge childcare models and has helped prepare early childhood development (ECD) professionals across its ecosystem of direct centres, the government, and partner CSOs. Between 2022–2027 through partnerships and organic growth, MC aims to increase access to quality childcare services for half a million at-risk children under the age of six.

The business transfer of ECD know-how (creche operations–management–monitoring) a variety of CSOs and government partners across states will only be successful if language barriers are overcome, ECE curriculum, training curriculum and resources are contextualised, technology and content are integrated, and new childcare models are designed.

Children's curriculum and training modules designed by MC over the years are currently in practise in a variety of settings, such as factories, urban slums, rural areas, construction sites, tea plantations, brick kilns, stone crushing units, prisons, and courts.



# KEY OUTCOMES 2022–2023

This reporting year, MC's training and innovation initiatives focussed on:



Also emphasised on the development of the childcare members' capacity at the MC-directly operated centres in Delhi NCR. Additionally, trainers at 8 CSO partners were upskilled through TOTs.

In total, about 685 childcare workers and 60 mid-level functionaries were trained, 8 CSOs were augmented as resources for ECD training, and the NGO heads of 4 new CSOs were sensitised on ECD this year.

Scan QR code for training details.



# A MULTI-PRONGED APPROACH TO ECD CHALLENGES

## Deepening Government Partnerships to Build a Stronger ECD Workforce



Cooking Demonstration Session, Karnataka



Hygiene session, Odisha

### a. Karnataka

Under the signed MOU with WCD Karnataka, 290 workers and 22 supervisors were trained, and 70 creches were set up across nine districts—Kopal, Dharward, Kolar, Bagalkoti, Bijapur, Yadgiri, Tumkur, Bangalore rural, and Raichur—this year.

In order to overcome the language barrier during training, the resource trainers of Sampark, a Karnataka-based non-profit organisation developed by MC through TOTs, were engaged as assistant trainers. Through consistent participation, they have gradually acquired the skills necessary to lead MC trainings with only minimal oversight from MC trainer.

### TESTIMONIAL

“I was really scared during the TOT as I was worried about what might be asked and whether I would be selected or not. But when I was given a chance to support pre-service training in Haveri district in Karnataka, I was very happy. Senior trainers supported us a lot. After conducting the pre-service training three times now, I am confident that I can conduct pre-service training. I am glad that Mobile Creches has included me in these trainings.”

– Kavya, Sampark NGO

### b. Odisha

Towards the end of 2022, MC signed an MOU with the Odisha Government to operationalize 150 creches in the Keonjhar district, which is predominantly a tribal region. Accordingly, the training curriculum was customised and redesigned for the frontline workers and supervisors in Odisha.

A pre-service training was conducted in Banspal Block, Keonjhar, Odisha, to train 59 creche workers and 7 mid-level functionaries (6 supervisors and 1 creche manager). The supervisors also assisted trainers with translations during the training. After the training, five model creches were put into operation, and the staff at these five new centres received an additional week of handholding support to further develop their abilities to run creches efficiently. Mid-level staff members also received two one-day training sessions on early childhood development (ECD) and quality monitoring of centres.

### TESTIMONIAL

“I am very happy to be a part of Mobile Creches and coming out of the house. I was educated, but I did not have adequate knowledge about children. My knowledge was enhanced after the training conducted by Mobile Creches, and I am very happy to be working with children. This job and training have supported me in bringing about change in my household and financial situation.”

– Ranjeeta, Caregiver, Echinda village, Banspal, Keonjhar, Odisha

### c. Delhi High Court

MC collaborated with the Delhi High Court to establish a creche within the courthouse. In April 2022, personnel at the Delhi High Court underwent pre-service training, and since then, regular handholding visits have been held to improve creche operations. During these in-person check-ins, educators received extensive guidance on a wide range of topics, including: creating a meal plan for the kids (so that parents send nutritious food for the kids), following a system of keeping food for

each child separately in the fridge, maintaining health and hygiene systems, keeping tabs on who is dropping off and picking up kids, sticking to the ECE curriculum, and having regular interactions with the kids' parents.

### d. Challenges in other states

The expansion of childcare services in Delhi and Haryana through government partnerships, as committed in previous years, could not be done due to administrative hurdles.

## Augmenting capacities of CSO partners

### Workshops to improve childcare standards on construction sites and elsewhere

The MC office conducted a three-day orientation training on Early Childhood Development (ECD) for the senior staff of four newly formed partner CSOs in Rajasthan—Urmul Khejri Sansthan, Lok Kalyan Sansthan, Jatana Sanstha, and Gramin Avam Samajik Vikas Sanstha—with the aim of enhancing daycare services at the stone crushing sites. The creche staff and mid-level administrators of 7 partner CSOs (MAHITA and MVFoundation, Telangana; SPAN, West Bengal; CSI, Greater Noida; Ajeevika, GSVS, and UKS, Rajasthan) received in-service training this year. The personnel of five CSO partners in Delhi NCR (CSI, Nipun, Navsrishti, Sakshi, and Santosh) received training on the revised Balwadi curriculum.



### TESTIMONIAL

“Our partnership with Mobile Creches is relatively new, but we are happy that our data-related queries were attended to by the MC team. After this two-day workshop, I am confident that my field staff will be able to give me accurate data, and at the same time, I will certainly be able to solve their data-related difficulties.”

- Santosh Kumari, Supervisor, Urmul Kejri Sansthan, Sri Ganganagar, Rajasthan



Demonstration Session, Nutrition, Preservice Training

## Developing resource trainers of partner CSOs across states

TOTs in Karnataka and Delhi NCR developed 13 resource trainers across 8 partner CSOs to facilitate the expansion of MC childcare services across states. After participating in TOTs, resource trainers were able to comprehend their role as trainers and had improved knowledge, skills, and attitudes concerning ECD.

### Reflections

It was found, however, that just providing better training was not enough to improve the centre; money is also needed to be invested in the crèche's physical infrastructure. As a next step, MC has suggested that UNICEF facilitate a series of discussions between the Assam government and tea garden proprietors.

### Reflections

It has become increasingly clear this year that consistent efforts are needed to maintain the quality of the centres of partner CSOs; however, this is not always possible due to limited funding. This has resulted in a shift in strategy towards smaller-scale targets with a greater emphasis on quality fidelity. Partner-run centres have been improved through the development of strategies like online training for supervisors.

## Bolstering capacities of creche workers in tea plantations of Assam

Five days of training on ECD (specifically nutrition and growth monitoring of children) were provided to 125 creche workers in 63 tea gardens across 4 districts (Dibrugarh, Tinsukhya, Sonitpur, and Jorhat) as part of a UNICEF project in association with ABITA.

### TESTIMONIAL



"This two-day workshop taught us much. We had many data-related questions that were answered in simple language, such as how to calculate outreach of children and community members, common attendance mistakes we may make in reporting attendance, especially for children who attended briefly and returned, and maintaining data properly. Now I am 100% positive we will provide accurate data on time."

-Pratibha Rajora, Supervisor, Ajeevika Bureau, Udaipur, Rajasthan

## Strengthening the ECD team at MC centres

### Refresher training to improve the quality of services

MC's internal quality audit team made multiple visits to centres to observe operations and look for ways to improve the training provided to childcare workers at MC-run centres. Accordingly, refresher training on their roles and responsibilities was provided to the creche workers and helpers of the urban and worksite centres. After the training, the creche staff reported feeling more confident in their abilities to carry out their duties and in running the facility as intended. The creche helpers similarly reported that they had been following all the systems of creche operations but that they could now understand the rationale behind each system after attending the training.

Throughout the course of the year, the Balwadi staff at the MC urban and worksite centres in the Delhi NCR region also received training on the updated Balwadi curriculum. Extensive mock sessions and demonstrations assisted in enhancing their skills in story narration. The TLM-making workshop sessions improved their abilities to create materials for developmentally appropriate play activities. In addition, they practised leading Bal Sabhas on child safety and protection, including safe touch, unsafe touch, and other aspects of socio-emotional learning.

### TESTIMONIAL

*"I have been working in Mobile Creches for nine years, and I do not know how the time has flown by with all the kids. My journey began as a Balwadi worker, and I have since advanced to the position of centre in-charge. My job has given me a lot of opportunities to grow. I am very thankful to Mobile Creches for always taking care of my safety and security, and I look forward to working more years with the organisation."*

- Lalita, in-charge, Eldeco, Noida.

### Training for Dulaar Saathis prior to programme launch

Under the newly inaugurated Dulaar Parvarish Programme, the field staff (Dulaar Saathis, Mobiliser, and Programme Officer) received intensive training. As a result the Dulaar field staff gained a deeper understanding of ECD, responsive parenting, baseline surveys, and the effective digital and on-the-ground implementation of the parenting programme.

### Continuous professional development of MC trainers

The continuous professional development of the MC's in-house trainers was designed to assist them in expanding their capacities as trainers. They participated in multiple simulated pre-service and in-service training sessions which allowed the trainers to discuss their field experiences, increase their knowledge and develop a common understanding of the key concepts, learn the proper use of TLMs during training and practise sessions, and develop the ability to provide clear instructions and key information in simple language.

MC's top priority for the upcoming year will be developing innovative blended methods, combining both online and offline training delivery systems, to facilitate smooth business transference between various partners without sacrificing quality. Modules will be developed to incorporate the localised digital content into the training as it becomes available. MC also plans to further develop and test out novel approaches to childcare, such as home-based daycare centres, in densely populated areas.



A training of MC creche workers in progress

# CAPACITY BUILDING

Childcare workers trained on Balwadi curriculum

170

Childcare workers trained for CSO run centres

74

CSO's trained

19

Employers partnered

39



Government functionaries trained

125

Childcare workers trained for government-run centres

248

ECD workers trained for implementing parenting programme

6

# DULAAR OUTREACH

8

Orientation and sensitization videos were produced and shared with state partners on various components of ECD, including the key domains of development—physical, cognitive, and socio-emotional

8

2D animated videos for frontline workers to transact lesson plans efficiently and uniformly with all the registered families in the community about the key messages related to parenting, childcare and development, feeding practises, co-parenting, and so on



425

Children covered in parenting programme

48

Digital modules created for parents



GROWING OUR  
COLLECTIVE ABILITY  
TO **INFLUENCE**  
**CHANGE**

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

— John Dewey, US philosopher and educator.



## Elevating the **ECD Agenda**

MC seeks to encourage the ECD agenda as a priority commitment of state and non-state actors, including government, civil society, movements, and businesses. In particular, MC strives to bolster and inspire the parents of young children and the community at large, so that we can more effectively work together to influence ECD policy, funding, and decision-making at all levels. The breadth and depth of our fieldwork with children, families, and communities is the moral compass that guides MC's efforts to influence these larger systems.

## PROGRAMME OVERVIEW

As part of the newly adopted 2022–27 strategy, Mobile Creches (MC) refocused its attention on two strategic approaches: building the ECD agenda in collaboration with movements and networks across overlapping issues; and persuading ecosystem stakeholders to value the criticality of children's formative years and its role in constructing inclusive and progressive societies.

During 2022–23, MC collaborated with numerous partners to promote the rights of children under the age of six. National FORCES (Forum for Creches and Childcare Services) and its eight state chapters, in addition to the Alliance for Right to ECD, played a crucial role in these synergistic actions.

## BUILDING THE ECD MOVEMENT WITH NETWORK PARTNERS

### Facilitating Community-Driven Developments

- All State Chapters of FORCES maintained regular contact with community groups, state and district level alliances, and local administration in order to remind stakeholders of our collective responsibilities towards the holistic needs of marginalised young children under the age of six, their working mothers, and their entire families.
- Prior to the state elections, Gujarat FORCES utilised social media platforms to spread the “ગુજરાત માંગે ગુરૂચાચર” (Gujarat demands creches) campaign initiative. The CHETNA NGO opened ten creches in the Barauch district to serve as a role model for the government.
- Neenv Delhi FORCES assisted 674 community members in accessing government benefits. A key function of the network has been to ensure that the marginalised urban poor, particularly women and children in Delhi, have access to public services.



*Bihar State-level Consultation, Patna*

## Engaging with Local Governance Systems

– Based on the findings from MC's Women Need Creches study, Gujarat, Jharkhand, Karnataka, and Odisha State FORCES partners convened officials from various government departments, local CSOs, and other network partners to disseminate state-specific policy briefs from the report and urged all members to link gender, women's work, and early childhood priorities across policy actions.

– State FORCES from Uttar Pradesh, Rajasthan, Odisha, and Delhi collaborated with HAQ – Centre for Child Rights, to analyse ECD-related state budget allocations for 2023-24. The allocation for young children in these budgets ranged from 1 to 8 percent. All state teams held press conferences to announce these findings and persuade decision-makers to increase budgetary allocations for children's fundamental needs.



*Budget Analysis in Press Club, New Delhi*

## Working Together Through Convergent Networks

– National FORCES collaborated with the Right to Food campaign in February 2023 during a pre-budget national consultation in Delhi to submit budget recommendations for maternity benefits and childcare services.

– Alliance for Right to ECD collaborated closely with RTE Forum partners on a visioning exercise for the education movement in India, in light of the NEP 2020 and global-to-local factors affecting poor children's access to their constitutionally guaranteed Right to Education.



*Area meeting of Neenv FORCES, New Delhi*

## Making Connections Stronger

– In April 2022, MC assumed the role of convener for National FORCES from the Centre for Women Development Studies (CWDS), India, and took on the responsibility for its thought leadership and secretariat. MC initiated the process of transitioning out the secretariat role for Neenv Delhi FORCES, for other member organisations to take over. During this time, MC maintained its position as Secretariat for the Alliance for Right to ECD.

– One of the most important responsibilities of the National FORCES secretariat was to reconnect with all State FORCES chapters and to assemble voices from inter-related fields in order to remind us of the current vision for FORCES. The Steering Group and Advisory Group were reconstituted as simple structures to guide the operation of FORCES and inform a deliberative decision-making process.

– Members of the Neenv Delhi FORCES participated in over 40 zonal and state-level meetings and capacity building workshops in order to collaborate on the planning and execution of collective activities.



## Case Study

### 'VOTE FOR CRECHES' CAMPAIGN BY NEENV DELHI FORCES

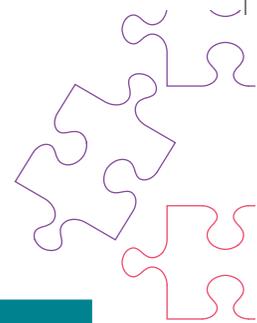
"The government is making arrangements for the education of girls, but what should we do after getting an education? After marriage, when we have children, the responsibility of childcare mostly falls on women. I want a creche in every locality so that women like me can also work and be financially independent," said a woman in the community during the 'Vote for Creches' campaign.

In November 2022, Neenv Delhi FORCES ran this campaign, which they timed to coincide with Children's Day celebrations; it was also around the time of the announcement of the Delhi Municipal Corporation elections, when candidates from different political parties were actively engaging with the community to solicit votes.

The 'Vote for Creches' campaign was a wonderful and humanitarian effort that helped address our society's childcare gap. This campaign highlighted the challenges faced by working mothers in the informal sector and the shortage of childcare services. Neenv Delhi FORCES raised awareness of the issue and encouraged voters to support politicians that prioritise young children, families, and working parents by emphasising affordable and quality childcare for all.

This campaign illustrated how civic engagement could improve Delhi's children and families' futures. Through 43 awareness workshops by 24 Neenv Delhi FORCES partner organisations, 1,858 community women actively sought creches. Community members also presented a demand charter to six candidates and 23 elected councillors.





## Participating in the Media

Multiple partners and MC engaged with media actors, a key stakeholder, in order to make the situation of India's poorest young children and their parents visible to a diverse audience. 26 local and regional print and electronic media outlets from Rajasthan and UP covered the neglect of young children as part of their coverage of the state budget.

MC launched Khiltey Raho, a digital media campaign, to raise awareness of the significance of early childhood development, particularly during the First 1000 days. The month-long social media campaign for the short animated film garnered 5,2 million views from the Delhi-National Capital Region.

National FORCES used its social media channels to actively disseminate information to key influencers on a variety of timely topics, including but not limited to: young children, childcare provisions, maternity entitlements, ECCE, women's work, the unpaid care burden, and care workers.



Local media covered issues related to young children



## Directing the focus of political leaders

A set of 97 parliamentary questions compiled for the 2022 monsoon session of the Indian Parliament was substantially utilised by FORCES, the Alliance for Right to ECD, and other network partners. Reaching state legislators was beneficial since they were eager to find out more about the state of women and children in their districts. Many of these queries were brought up during the monsoon session's Zero Hour and later ones.



*Prioritising Childcare in G20, Meeting by National FORCES, IIC, New Delhi*

## Childcare in the G20 Agenda

On March 28 and 29, 2023, National FORCES hosted a conference at the India International Centre titled "Prioritising Childcare in the G20." More than 70 representatives from government, UN agencies, CSOs, academic institutions, networks, and corporations were present. Karnataka's Additional Chief Secretary (Panchayati Raj), Ms. Uma Mahadevan, delivered the keynote address. National FORCES compiled and disseminated a set of policy recommendations emphasising the role of quality childcare services in enabling women's workforce participation and redistributing the unpaid care burden within households.

As part of ongoing discussions on the Care Economy, MC participated in the G20 processes in Indonesia and India to highlight the significance of high-quality childcare. Together with Prospera, the Australian government, and other development partners, MC hosted an official side event on the Care Economy during Indonesia's G20 Presidency. In addition, we followed up with the Bali Care Dialogue's key stakeholders in a second round of discussions that took place in Indonesia in November of 2022.

As the G20 Presidency shifted to India in December 2022, MC worked closely with multiple networks, including Early Childhood Development Action Network (ECDAN) and others, G20 engagement groups, and influencers to continue highlighting childcare issues as G20 priority themes. As part of its Gender Equality Action Areas, MWCD announced a side event focused on the care economy in light of the Indian government's advocacy for women-led development in the G20 policy declarations, thus giving due recognition to the role of childcare as a part of wider discussions on equitable economic growth.

MC will continue to provide the thought leadership required to make substantive changes in the ECD and childcare policy spaces as we move forward in elevating the ECD agenda within diverse stakeholder groups. This will be supported by MC's implementation expertise and ability to draw insights from data and evidence.



## Case Study

### MOBILE CRECHES CO-ORGANISE G20 SIDE EVENT ON CARE ECONOMY, INDONESIA

The Republic of Indonesia held a Care Economy side event on October 11, 2022, as part of its G20 presidency. This event brought together over 100 in-person and online participants to discuss the care economy in Indonesia and advise policymakers. This event was a follow-up from the G20 Ministerial Conference on Women's Empowerment, which Indonesia hosted in August 2022, to highlight the importance of women's economic engagement worldwide.

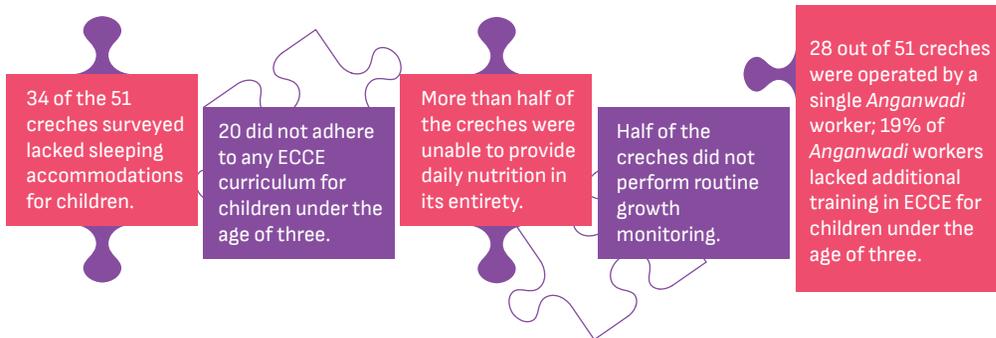
In addition to participating in this event, government representatives from India discussed their ongoing initiatives, which encompass nationwide programmes and regulations designed to bolster the care economy. Mobile Creches, the sole Indian non-governmental organisation (NGO) to have taken part in the event and a co-organizer thereof, recounted their fifty-year experience delivering childcare services to underprivileged communities. Indonesia gleaned from India's state and non-state experiential learning a number of vital insights concerning the capacity of developing nations to make substantial, long-term public investments in childcare.

# Leveraging the **ROLE OF INFLUENCERS** in Driving Policy

## Community is Central

Representatives from 19 NEENV member organisations met with 23 elected Councillors of the Municipal Corporation of Delhi and four MLAs to urge them to open creches, as stipulated by the Building and Other Construction Workers Welfare Board. Neenv members facilitated a series of these interactions.

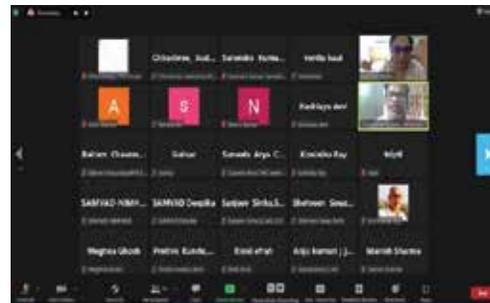
Situational analysis results for 51 creches affiliated with the Delhi government's *Saheli Samanvay Kendra*



Neenv Delhi FORCES met with parents and community members, *Anganwadi* workers, ICDS functionaries, state officials, and four elected representatives to share these insights and develop a coordinated plan of action to enhance the quality of the creches.

## Incubation of a Regional Dialogue

The National Education Policy (NEP) 2020 mandates for expanding access to high-quality ECCE in *Anganwadi* Centres and pre-primary schools for children ages 3–6 prompted the Alliance for Right to ECD to host a series of five regional webinars and one national consultation to disseminate lessons learned from implementation. Inadequate training and working conditions for *anganwadi* workers; a lack of convergence at the local level; a lack of curriculum transactions—these are just some of the issues that were brought to the attention of state and regional government representatives at this meeting by various civil society organisations, education networks, and disability movements.



*Alliance for Right to ECD Webinars*



## JOINING THE DOTS

"History will judge us by the difference we make in the everyday lives of our children."

— Nelson Mandela, anti-apartheid activist and politician who served as the first president of South Africa.



## Boosting the **ECD Knowledge** Ecosystem

We believe that sharing compelling evidence from our research, insights from our professionals, and lived experiences from our community is critical to informed decision making. At Mobile Creches (MC), we are using our collective knowledge to engage, inform, and influence wider awareness and understanding about the importance of Early Childhood Development.

### **PROGRAMME OVERVIEW**

Mobile Creches has made significant contributions to Early Childhood Development (ECD) field through our own first-hand experience and the knowledge and insights of many partners working towards the same goal of helping marginalised families raise healthy children. In order to address complex issues affecting young children who are burdened by poverty and marginalisation, MC's strategy for 2022–2027 places a high priority on leveraging knowledge to change ECD systems.

We took advantage of numerous opportunities to disseminate these findings within the MC team and beyond the local, regional, national, and international childcare and ECD communities in order to increase the sense of urgency with which we must act on behalf of children in their formative years. MC developed knowledge resources to support in two ways: drive innovations in ECD programme practises and influence decisions in policy and financing.

# Driving Innovations in ECD

The year 2022–2023 exhibited potential in terms of documenting insights derived from the data routinely collected by MC's programme interventions across India, pioneering the development of evidence-based knowledge products, and assimilating lessons learned from all of our on-the-ground operations.

## Dulaar Parvarish Programme

The Dulaar Parvarish programme was designed to improve the caregiving practises of parents of children under the age of three years as well as pregnant women in vulnerable communities.

The 48 digital modules are a distinctive feature of this programme and extensive knowledge resources were developed to support the launch of the Dulaar Parvarish Programme.



A Dulaar Saathi demonstrating key messages during a home visit



Dulaar content being viewed on the app

### TESTIMONIAL



**“The two-day M&E workshop helped me to understand the real meaning and purpose of periodic monitoring and data quality control. Now, I am confident enough to calculate the outreach and nutrition measurements of children. This workshop helped in clearing all my doubts about reporting, records, and monitoring.”**

– **Mausumi Pal**, Supervisor, SPAN, Kolkata

*For more information on Dulaar Parvarish, please refer to our special report on page 29*

## Balya Pariposhan

In 2022–23, we created 12 digital modules to support the transaction of Balya Pariposhan, MC's pre-service training course, as part of our ongoing efforts to encourage quality creche management and childcare services by our frontline creche workers. In addition, we localised the materials by translating the training manuals and videos into Assamese, Odiya, and Kannada. MC will be able to rapidly expand its training efforts across childcare models and geographic regions with the aid of the translated content and digital resources.



Training, Balya Pariposhan



A Baseline Survey Data, Dulaar Parenting Programme

## Managing Data-Gained Insights

We improved our MEAL (Monitoring, Evaluation, Accountability, and Learning) system at the start of the new Strategic Plan so that we could track our progress and take data-driven decisions. MC created key indicators, a results framework, and verification techniques for strategic outcomes as part of the MEAL plan. In order to guarantee accurate and timely data, we improved our MEAL implementation capabilities. We created a guidance document called "Ethics in Research and Programme" and strictly adhered to its principles in order to integrate scientific rigour and ethical conduct into our internal data collection and reporting practises.

## Nutritional Outcomes

In order to determine the change in nutrition outcomes of a cohort of 4642 children under the age of five who underwent an intervention for a minimum of 4.2 months, MC performed an impact assessment. In this cohort, 4642 kids were measured for weight-for-age (WAZ) (underweight), 4440 for weight-for-height (WHZ) (wasting), and 4421 for height-for-age (HAZ) (stunting).

*For more information on this intervention, please refer to our special report on page 57.*

### Reflections:

The results of the impact assessment prompted MC to take measures towards creating protocols for systematic monitoring at the creche levels, with the goals of ensuring a diet rich in nutrients, administering deworming treatment, encouraging improved hygiene and sanitation practises at the household and community levels, and diagnosing and preventing respiratory and diarrheal illnesses. Parental nutrition education and prenatal and postnatal counselling will also receive more attention.



Women Need Creches Study - FGD with Not Employed (NE) women

# TESTIMONIALS

## CSO Partner - Evidence Building - Women Need Creches



"The research work experience with MC was excellent because our teams interviewed numerous working and non-working women about creches. We interviewed working women in nearby districts at night because they worked all day. It is a lifetime experience for the SPARSHA team. We felt privileged to be a part of this study."

- Nitin, Sparsha Trust, Bengaluru, Karnataka



"I'd like to thank MC for doing this study that shows women need creches. I'm a working mother, but I'm fortunate that our office has a crèche. I'm sharing this because, while we were surveying Gujarat, we found that a lot of women can't work. They don't have any good or affordable Creches, and many of them are afraid to send their kids to them because they don't think the Creches are safe or well-equipped. In order for more women to be able to go to work, it is important for creches to be well-equipped and of good quality."

- Anuradha, Saath, Gujarat

# Raising Awareness and Influencing Policy

In 2022–23, MC's knowledge products for evidence-informed decisions played a critical role in influencing the State's accountability for quality and sustainable childcare provision.

## Women Need Creches:

Interlinkage between Women's Participation in Paid Work and Childcare Arrangements in India – An empirical investigation was undertaken by MC in 2022 to ascertain the impact of childcare provisions on the employment decisions of women. The findings of this study were published and widely distributed. Among other recommendations, this research pushed for the development of a comprehensive national strategy for the care economy (childcare). The report was presented at a national consultation and panel discussion on policy and budget issues in childcare held in September 2022 at the India International Centre in New Delhi.



## Quality ECD Provision for Children Under 3 Years:

Need, Demand, and Effectiveness of Creches in Kerala and Odisha – An investigation into the provision, demand, and accessibility of childcare services for children aged below three years was initiated by MC in collaboration with the Institute for Human Development (IHD) in the districts of Kozhikode and Thiruvananthapuram in Kerala, and Sundargarh and Rayagada in Odisha. From each state, 150 creches and 150 mothers constitute the research sample. Anticipated research outcomes include insights into optimal methodologies and financial obstacles in centre-based childcare for children aged three and below, as well as opportunities to enhance the accessibility and quality of childcare services specifically tailored for this age group. The findings from these two states will be used to inform case studies that will be developed as part of this research.

## Future of Care Economy for Women, Children, and Quality Jobs:

Passing on the Baton and Translating the G20 Commitment into Concrete Actions – MC participated in this care economy side event at Indonesia's G20 presidency in October 2022 in an effort to increase awareness of the need for high-quality childcare among national and international stakeholders. The event was sponsored by Prospera, the Australian government, the World Bank, the International Labour Organisation, the United Nations Women's Fund, the International Finance Corporation, the Asian Development Bank, and Mobile Creches, and hosted by the Indonesian government's Ministry of Women's Empowerment and Child Protection.

## Bali Care Economy Dialogue:

In November 2022, MC concurrently with the G20 Leaders' Summit, attended a second gathering in Indonesia organised by The Asia Foundation and their collaborators. Together with its international development partners, the private sector, and civil society organisations, MC advised G20 governments on setting priorities for the care economy.

# Spearheading knowledge and expertise

In addition to developing a wide range of technical resources and research studies, MC also published articles, attended related conferences, and made the most of media opportunities to spread the word about the ECD agenda.



*Khiltey Raho, a flagship initiative of MC in 2022-2023*

- Research Report **Women Need Creches: Interlinkages between Women's Work and Childcare**. The Report featured on the #ChildCare4all Campaign by ECDAN, which aims to improve childcare services around the world.
- To further disseminate research insights and implications, DCPCR published a research article titled **Women in Informal Employment and Childcare: Evidence from India** in its Children First Journal, 3rd Edition.
- To disseminate the most up-to-date research on issues affecting young children, MC launched the **Quarterly Research Digest** in 2022.
- The short animated film **Khiltey Raho** was created around the theme of Eat. Play. Love. to call attention to the importance of the first one thousand days of a child's life. There were three captivating films of varying lengths released on various digital media platforms.
- A film titled **Towards the Village** aims to educate grassroots stakeholders about the significance of early childhood development and pertinent interventions that can enhance the participation of women in the rural Indian workforce. The film covers MC's work at Panchayati Raj Institutions (PRIs).
- In the form of a human narrative, the animated film, **Story of Baha**, is based on research findings regarding the current state of childcare.
- A blog post, **Global Childcare in 2023: Taking Stock & What's Next** was authored by Megan O'Donnell, Centre for Global Development, USA and Sumitra Mishra, Mobile Creches, India
- **Learning for Life – Bringing Childcare to Communities** – Mobile Creches contributed to UBS Philanthropy's published guide to bring quality education to all to meet the SDG 4 target. MC made some promising suggestions for how philanthropists can aid in increasing access to ECD service provision, evidence generation, and ECD as a fundamental component of business emphasis on environmental, social, and governance (ESG) issues.
- **Unfolding Opportunity: Advancing Childcare to Support Children, Families, and Societies** – a supplementary article that was published in Paediatrics, an American Academy of Paediatrics (AAP) publication. MC collaborated with global authorities in ECD and childcare to offer expedited childcare provision solutions, including public funding, support for childcare professionals, harmonised care ecosystems, research, data, and innovations.
- A Global Data Release titled **Equality Within Our Lifetimes: How Laws and Policies Can Close – or Widen – Gender Gaps in Economies Worldwide** puts the spotlight on Mobile Creches. Leaders from Mobile Creches recounted their personal encounters with leveraging efforts initiated at the grassroots level to advocate for national policy reform.
- Mobile Creches was featured as a global partner of ECDAN in its **2022 Annual Report**.



## SPECIAL REPORT

# Assessing Child Nutrition Status

In 2022-23, MC conducted an impact assessment to see the change in nutrition status of children under 5 years of age (U-5). A total cohort of 4642 children underwent an intervention as part of this study for a minimum of 4.2 months. All 4642 children were measured for weight-for-age, 4440 for weight-for-height, and 4421 for height-for-age.



### Population-level analysis

- Involved the comparison of data for all children at each specific point in time.

### METHODS OF ANALYSIS

### Cohort analysis

- Involved in analysing data for the same group of children at different points in time.

To do these two types of studies, we applied the exclusion criteria established by the World Health Organisation (WHO).

We then analysed the results to see the change in two categories:

- ✦ Change for children who were in the normal grade initially
- ✦ Change for children who were undernourished (moderate and severe) initially



# Key Findings

The results showed that out of the total children in normal grade initially, a vast majority maintained their normal grade (92%, 95%, and 84% for WAZ, WHZ, and HAZ respectively) when their first and last recorded measurements were compared.

01

Correspondingly, a small percentage of children who were in the normal grade became undernourished (8%, 5%, and 16% for WAZ, WHZ, and HAZ respectively).

02

Out of the total number of children who were underweight initially (N = 1554), 34% of them improved to either a moderate or normal grade.

03

Out of the total number of children who were wasted initially (N = 806), 55% improved to either a moderate or normal grade

04

Out of the total number of children who were stunted initially (N = 1944), none of them showed improvement, as stunting is chronic and requires long-term integrated intervention at the centre, family, and community levels.

05

06

Gender differences in the change in nutrition grade were not significant.



Growth Monitoring Session



Weight measurement being recorded

## Reflections

For a more nuanced and thorough understanding of the health and nutrition impact and related factors, MC plans to use qualitative methods with target groups, such as in-depth interviews, case studies, etc.

Parental nutrition education and prenatal and postnatal counselling will also receive more attention.

# Taking Action based on Nutrition Impact Assessment Results

The programme team at MC made educated decisions and focused their efforts on identifying and following up with children who were undernourished, especially those with SAM and MAM, regardless of the length of time they were exposed to the intervention.

Project managers and creche workers discussed the importance of keeping a close eye on children at risk of undernutrition in order to provide them with a healthy diet, essential micronutrients, clean living conditions, and psychological support for their parents.

The promotion of breastfeeding and complementary feeding, the prevention of nutrition-specific diseases like diarrhoea, and media engagement to promote nutrition practises in communities were also given significant focus.

## Improvement in Nutrition Grade of Children by Duration of Intervention

Proportion of undernourished children who showed improvement by duration of intervention *April-March (2022-2023)*

1-3 months duration	4-7 months duration	8-11 months duration
<b>837</b> Undernourished	<b>383</b> Undernourished	<b>331</b> Undernourished
<b>195 (23%)</b> Improved	<b>170 (44%)</b> Improved	<b>171 (53%)</b> Improved
Total Undernourished <b>1551</b>		Category of undernutrition <b>UNDERWEIGHT (WAZ)</b>

1-3 months duration	4-7 months duration	8-11 months duration
<b>1030</b> Undernourished	<b>475</b> Undernourished	<b>439</b> Undernourished
<b>0*</b> Improved	<b>0*</b> Improved	<b>0*</b> Improved
Total Undernourished <b>1944</b>		Category of undernutrition <b>STUNTED (HAZ)</b>

1-3 months duration	4-7 months duration	8-11 months duration
<b>454</b> Undernourished	<b>205</b> Undernourished	<b>147</b> Undernourished
<b>186 (41%)</b> Improved	<b>140 (69%)</b> Improved	<b>117 (80%)</b> Improved
Total Undernourished <b>806</b>		Category of undernutrition <b>WASTED (WHZ)</b>

### Result:

The three tables show the number of malnourished children who improved - improvement increased with longer intervention duration.

- ✦ For the longest intervention of 8-11 months, 53% underweight children and 80% wasted children recorded improvement.
- ✦ With intervention of 4-7 months, 44% underweight children and 69% wasted children improved.
- ✦ The least improvement was shown during 1-3 months of stay.

\*Stunted children recorded no improvement in their nutrition status even with longer duration intervention.



## Building an ambitious, future-fit ECD leadership

"The children of today will make the India of tomorrow. The way we bring them up will determine the future of the country."

— Pandit Jawaharlal Nehru, a noted statesman, secular humanist, social democrat, author and the first prime minister of independent India.



# NURTURING PEOPLE AND CULTURE

In pursuit of our vision of a just and caring world where every young child can thrive, we at Mobile Creches (MC) are currently shaping new approaches to accelerating technology, developing talent, and convening collaborators. We dig deep every day to create shared goals, harness inspiration and energy, and put strategy into action—we ARE our people and culture.

## Key Highlights

For its outstanding contribution to the health and nutrition of children during the early childhood development period, MC is the proud winner of the Children's Champion 2023 award, presented by the Delhi Commission for the Protection of Child Rights (DCPCR). This is a testament to the strength of MC's teamwork, both in the past and now.

In 2022-23, MC launched an ambitious new strategy towards its mission, led by 164 inspiring team members. After a lengthy period of Covid-19-related disruptions, the team returned to accelerated activities this year. It required the team to work harder together to provide high-quality services to the most underserved young children and their families. By prioritising the development of individuals' skills and fostering a culture of responsibility, MC effectively encouraged its teams to work towards the organization's stated objectives.



DCPCR Certificate

# Strategic Focus between 2022-27

In order to implement these results, MC members took part in a comprehensive strategy development process with the following aims –

Develop the mindsets that drive performance agility by providing the environments and resources that are essential for doing so.

Create a culture that encourages development and education to boost productivity.

Foster an environment that incentivises and supports enhanced team accountability to all stakeholders.

## So far, in this reporting year, MC has –

Re-aligned organisational structure to reflect new strategic objectives. Redesigned job functions throughout the organisation in order to align with MC's present and future objectives.

Regularly check-in with teams for compatibility with revised roles and team structures. Revisited the finer points of the strategy as the group got to work putting concepts into practise.

Human resource functions were optimised, including talent onboarding, adherence to systems and regulations, culture and value transfer, and troubleshooting, for multiple locations as MC extended its direct service delivery beyond the Delhi NCR region.

Successfully concluded mission-critical recruitments in order to provide the requisite impetus and guidance for strategic objectives.



# Maximising Team Capabilities

The organisation implemented numerous measures to augment the capabilities of both individuals and teams.

## Opportunities for on-going education and training

Several team members took part in regular and planned in-house trainings to improve their ability to deliver high-quality work. In 2022-23, there was a greater emphasis on MC trainers acquiring new knowledge and transaction skills in order to be effective in conducting trainings for a variety of ECD workforce across India. The MEAL team gained a better understanding of the new indicators and tools, including digital data collection and analysis tools. Frontline teams of MC and our CSO partners as a whole improved their data capture capabilities to ensure the efficacy of MC's monitoring systems. The supervisory staff at MC received training to increase their understanding of pertinent welfare schemes and proficiency with tools that facilitate linkages between low-income families and government aid.

## Facilitating Group Leadership

In order to enhance the leadership capabilities of the senior team as a whole, certified coaches provided professional coaching. Coaching sessions prepared the team to assess accountability with regard to individual and collective objectives in order to guide the organisation towards its intended outcomes. It concentrated on enhancing communication to foster confidence and trust among team members and leaders. Above all, the coaching provided the team with the necessary tools to effectively manage a period of transition while adapting to the needs and expectations of MC's new strategy as well as the aftermath of COVID-19.

## Mentoring for Change

To help team members adjust to their new roles, peer-to-peer mentoring was implemented. Employees in previous roles helped their new colleagues settle into their roles for substantial periods as they both got used to their new responsibilities. There were some employees who flourished in their new roles, some who struggled and some who left the organisation as a direct result of the shifts. The process of adapting to new team structures and job responsibilities was inherently fluid, and supervisors assumed a critical function in actively listening to concerns and validating achievements.

## Performance Evaluation

To improve the annual performance rating process, MC identified and defined new competency indicators for different levels of team structures and switched to a 4-point rating scale (down from a 5-point scale). In both small and large groups, this was communicated to every employee, with particular emphasis on the managers' capacity to utilise the appraisal system as an equitable means of assessing and providing feedback to their direct reports.

# Rewarding Team, Reinforcing Team Spirit



Teams receiving the Best Creche Centre Award during the Annual Day Celebrations.

## Team Awards and Recognition

**Best Centre Awards** were won by the creche teams of Signature 37 D Gurugram in the worksite category and Mamura II Noida in the urban category.

**Rising Strong (तेज) Awards** were awarded to Shova Dahal (In-charge), Mamta Shukla (Balwadi Worker), and Suman (In-charge) for demonstrating resilience in achieving results despite challenging circumstances.

**Shining Through (उज्ज्वल) Awards** were conferred on Keshav Sikdar (Resource Mobilisation Officer), Smita Nanda Kumar (Executive Assistant to ED), Nirmal Budhiraja-(Facilitator-Childcare Services), Shilpa Jindal (Facilitator-Childcare Services), Amit Srivastava (Administration Officer) and Aditya Singh (Haryana State Implementer) for going beyond the call of duty to pursue the mission for India's youngest children.

## Annual Team Events

**Team Lunch:** MC introduced this initiative to encourage functional teams across the organisation to step out for a group lunch. All teams, large and small, readily welcomed this step and used this opportunity for de-stressing, communicating with each other in an informal environment, and having fun.

**Staff Retreat:** The Delhi-NCR team embarked on a day excursion to Lohagarh Farms in Gurugram, Haryana, in October 2022. The venue provided an ideal setting for the team to unwind and foster camaraderie.

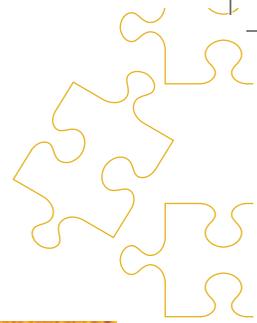
**Commemoration of Founding Day:** On March 11, 2023, at the Akshara Theatre in Delhi, MC assembled as it does every year to honour the illustrious legacy of its influential work. Our state teams from Odisha, Haryana, and Karnataka also participated, making this year's event remarkable.



Staff retreat to Lohagarh Farms



Fun at Lohagarh



# Becoming Future-Fit

## HR Systems for State Teams

The HR department was tasked with coordinating hiring efforts in three states outside of Delhi in 2022-23, as well as transferring and stabilising the systems and controls that would be most useful in each of those states. The scope of MC's operations in these and other states and locations will expand in the coming days. The organisation must maintain awareness of expectations at the local and state levels while enhancing human resources policies, regulations, and systems that align with its universal values and culture.



Teams presenting a skit during MC's Annual Day celebrations

## Compensation, Competency, and Culture

As a result of MC's financial strain and the shifting funding environment for the social sector, the employees were not granted an annual salary increase in 2022-23. Hiring was also sluggish. However, there was consistent emphasis on building individual competencies and performance, as well as reminders of MC's commitment to meeting the immediate early childhood needs of disadvantaged children.



Children performing a dance during Annual Day celebrations

### Reflections

There will be a constant need for MC to strike a balance between maintaining the values that have made it successful as an Indian social sector organisation and adapting to the needs of an increasingly competitive and dynamic Indian non-profit sector as it expands to meet its future scale goals.

For complete list of MC Team members, refer to Annexure II

# TESTIMONIAL



"I am pleased to share with you that I received an award in March 2023." I wanted to take a moment to express my gratitude and share some details about why this award holds special significance for me.

For me, getting this award was a huge deal, and it has made me feel so happy and motivated. The recognition was a result of my efforts in raising INR 50 lakhs from our builders and contractors to help pay for our creches that run at their sites. This accomplishment has not only made me more motivated, but it has also made me more determined to keep up the good work. When I think about the future, I'm excited about the ways we can work together more and help our mobile creche project succeed.

I want to thank everyone from the bottom of my heart who has helped and encouraged me along this road. Your support for our cause has been the driving force behind my determination."

- Nirmal Budhiraja, Facilitator Childcare Services and a Shining Through (उज्वल) Award Recipient



# INVESTING IN OUR FUTURE

*"If you are doing nothing, do something.  
If you are doing a little, do more. If you  
are doing a lot, do better."*

— Sir Michael Gideon Marmot CH FRCP FFPM FMedSci  
FBA is Professor of Epidemiology and Public Health.  
He is currently the Director of The UCL Institute of Health Equity.



## RESOURCING THE **MC MISSION**

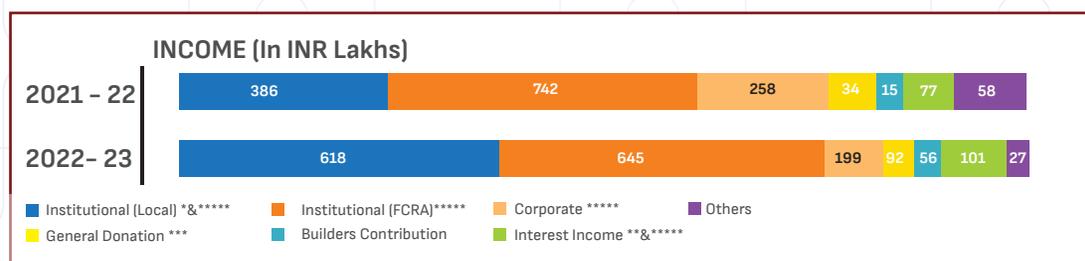
Mobile Creches (MC) initiated a bold five-year strategic plan, which commenced in 2022-23. The organisation accomplished incremental growth during the current fiscal year, notwithstanding the immense obstacles posed by internal and external changes. MC's pursuit of its strategic objectives was propelled by attempts to stabilise the organisation, fortify its systems and controls, and implement sustainability safeguards. During the fiscal year 2022-23, MC achieved a final income of INR 1738 lakhs, against its expenditure of INR 1727 lakhs.

## Summary of Income

At INR 1738 lakhs, there was a steady income growth of 11% over FY 2021–22 (INR 1570 lakh). This is reflected in the income diversity of MC: 73% institutional, 11% corporate, 13% unrestricted, and 3% builder's contribution. MC's cumulative income from grants, interest income, and other sources was INR 1590 lakhs.

We operated at full capacity during this fiscal year. The pressure to meet ongoing programme commitments was exacerbated by a sudden drop in corporate funds and reduced FCRA funds. Support through general donations allowed us to continue with our scheduled programme actions.

The amount of money we received from our contractors to use towards operating creches on construction sites and for general donations nearly tripled to INR 148 lakhs (Figure 1) from FY21–22, when it was only INR 49 lakhs.



**Figure 1: Sources of Income 2022–23 (Amount in INR lakhs)**

- \* Includes Government Grant (INR 48 lakhs)
- \*\* Includes Local and FCRA Interest (Earmarked Interest – INR 58 Lakhs)
- \*\*\* Includes Local and Foreign Donations
- \*\*\*\* Includes Income on redemption of mutual funds, sale of assets, Donation-in-kind, etc.
- \*\*\*\*\* Under accounting policy, Grant Income and FCRA Interest income shown in Financial Statements are 'to the extent utilised'.

Echidna Giving (Schwab Charitable Foundation), Bainum Family Foundation, UBS Optimus Foundation, Be That Girl Foundation and Charities Aid Foundation–America were major FC donors. UBS India, Azim Premji Foundation, HT Parekh Foundation, Kotak Mahindra Investments Pvt. Ltd., IIFL Finance, and Jones Lang LaSalle (through CAF India) were major sources of INR funding.

## Summary of Expenditure

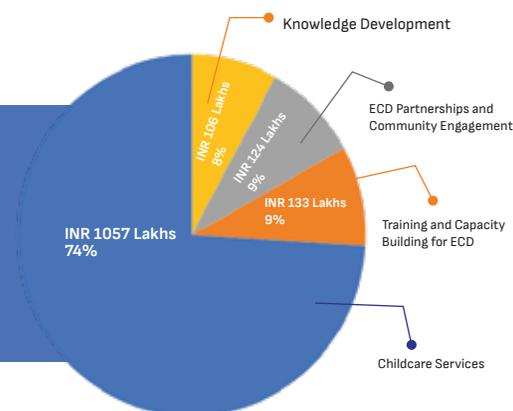
MC's expenditure for overall activities showed a stable upward trend in FY 2022–23 by 14%, closing at INR 1727 lakhs in the current FY as against INR 1511 lakhs in FY 2021–22 (Table 1). This included INR 1420 lakhs, or 82% of overall expenses towards the programme costs of MC (Figure 2).

**Table 1: Summary of Expenditure - 2022-23 vs. 2021-22 (Amount in INR Lakhs)**

Expenditure	Expenses (2022-23)		Expenses (2021-22)	
<b>Programme Expenses</b> (refer to Table 2)	<b>1420</b>	<b>82%</b>	<b>1110</b>	<b>73%</b>
-Childcare Services	1057	61%	670	44%
-Training and Capacity Building For ECD	133	8%	168	11%
-ECD Partnerships and Community Engagement	124	7%	110	7%
-Knowledge Development	106	6%	162	11%
<b>Resource Mobilisation</b>	<b>63</b>	<b>4%</b>	<b>26</b>	<b>2%</b>
<b>Organisational Development and Human Resource Development</b>	<b>41</b>	<b>2%</b>	<b>58</b>	<b>4%</b>
<b>Expenses on Relief work during Covid</b>	<b>0</b>	<b>0%</b>	<b>124</b>	<b>8%</b>
<b>Administration and Others</b>	<b>203</b>	<b>12%</b>	<b>193</b>	<b>13%</b>
<b>TOTAL</b>	<b>1727</b>		<b>1511</b>	

**Figure 2: Summary of Programme Expenses 2022-23**

The 58% increase from FY 2021-22 to FY 2022-23 in our total spending to support childcare services reflects the strategic priority we place on expanding these offerings to more children across India. The budgets for community engagement and network partnerships (INR 124 lakhs) and capacity-building initiatives (INR 133 lakhs) at MC were relatively stable from the prior fiscal year.



**Table 2: Childcare Service Expenditure - 2022-23 & 2021-22 (Amount in INR Lakhs)**

Expenses	2022-23	2021-22
Childcare Services	1,057	670
Centre Types		
-Worksite	714	487
-Urban	203	183
-Rural	41	-
-Tea Garden	4	-
Parenting	10	-
Community Engagement	85	-

• Based on MC's new strategy for 2022-27, the childcare services are regrouped.

## Balance Sheet 2022-23

MC 2022-23 Balance Sheet closed at INR 1,588 lakhs. Mobile Creches (MC)'s corpus funds increased by INR 5 lakhs, bringing the total to INR 745 lakhs, up from INR 740 lakhs the previous fiscal year. Because of lower unallocated grant funds at year's end, investments dropped to INR 1,168 lakhs in 2022-23, from INR 1,230 lakhs in FY 21-22. In comparison to the prior fiscal year, other funds rose marginally. In comparison to the preceding year, cash and bank balances have increased due to interest income and last-minute grants received in the bank (Table 3).

**Table 3: Balance Sheet (Amount in INR lakhs)**

Liabilities	2022-23	2021-22	Assets	2022-23	2021-22
Corpus Fund	337	332	Fixed Assets	78	87
Corpus Fund 35AC	408	408	Investments**	1168	1230
General Fund	365	354	Stock-in-Hand	24	33
Property Equipment Fund	32	35	Cash & Bank Balances	105	32
Human Resource Development & Staff Welfare Fund	45	44	Debtor Deposits and Advances		
Special Project Fund	25	25	- Grant Receivables	46	3
Advance/ Unutilized Grant	158	188	- Loan and advances	15	6
Current Liabilities and Provisions*	218	172	- Amount Receivables	23	12
			Other Assets***	129	155
<b>Total</b>	<b>1588</b>	<b>1558</b>	<b>Total</b>	<b>1588</b>	<b>1558</b>

\* Sundry Creditors, Gratuity Liability payable to LIC, Leave Encashment, Expenses Payable, and Tax Payable

\*\*Investments include Corpus Fund, General Fund, SPF, HR & SW Fund, and Unutilized Grants

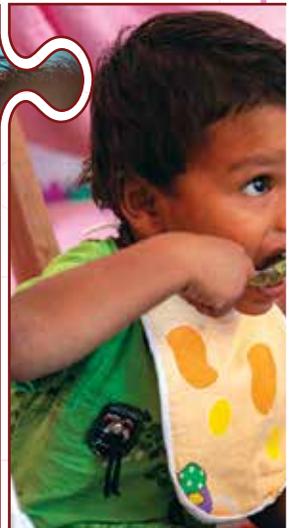
\*\*\*Interest accrued on Fixed Deposits, Due amount of Tax deducted at source (TDS), Gratuity Fund balance with LIC

For complete set of Audited Financial Statement of Accounts 2022-23, please contact Mobile Creches

# IT'S ALWAYS THE SMALL PIECES

Looking back on 2022-23, we can trace every moment of impact and cause for celebration to the amazing people and organisations

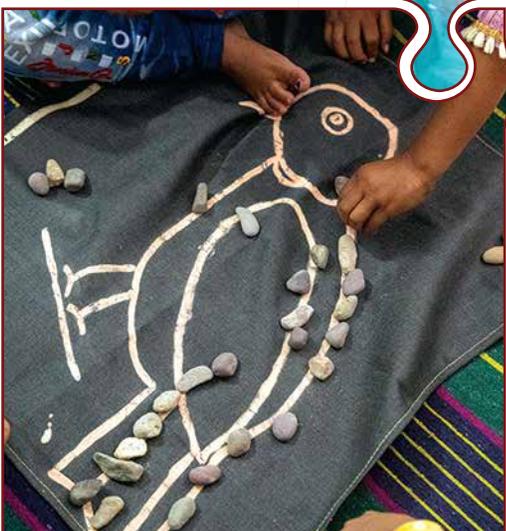
that generously supported us, in ways big and small. We now have over 1000 creches operational across 18 states and have

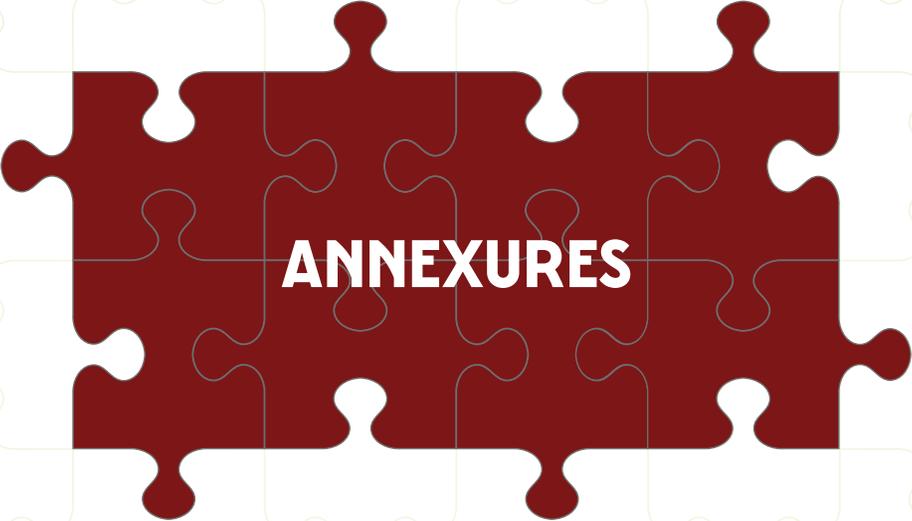


# THAT MAKE THE BIG PICTURE

reached more than 1 million children so far. Thank you for making this impact possible. However, we believe the best is yet to come.

In 2024, we hope you will continue to support us in our vision to build a Just and Caring World for Every Young Child!





# ANNEXURES

"Life's persistent and most urgent question is  
'What are you doing for others?'"

- Martin Luther King, Jr., A visionary American leader and advocate for civil rights.

## ANNEXURE 1

### Mobile Creches Partners and Collaborators

#### GENERAL DONATION

INR 1 Lakh & Above	INR 10000 to Less than 40000	Up to INR 9999 (contd.)
Akhil Gupta (HUF) Anjuly Chib Duggal Ashish Jain Ashok & Anjali Alexander Deepankar Sanwalka Emerging Securities Pvt. Ltd. Gaurav Mehndiratta Give Foundation Indra Bhatia Madhura Swaminathan Manju Vaish Meera Shekar Mira Pradeep Singh O.P. Jain Foundation Powell Craft Reena Nanda Sanjay Kaul Satyavati Berera Sunil Duggal Swarn Vohra Memorial Trust Vipin Sondhi	Amit Khanna Amitabh Manchanda Anup Khosla Anupam Dhawan Aruna Sanwalka Asha Sairam Asha Singh Ashwin Shanker B R Maheshwari Fund Bomi Firoz Daruwala Deepak Chopra Deewan P N Chopra Dheeraj Diwakar Dr. Naresh Kohli Dr. Neerja Sharma Ena Mehra Ganesa Ayyar Sankara Gulshan Rai Bajaj Gyan Sagar Batra Indfrag Biosciences Pvt. Ltd. Jaideep Singh Dang	Aruna Gulechha Deepika Chopra Devika Chopra Dinesh Arora Divika DSSR Moorthy Give India Hargo Kalra Ishan Kapoor Jawahar Alexander Jyoti Sudhir Karam Srivastava Keshav Lora Roy Madhusudan Tiwari Malini Wanchoo Mallika Vinod Raj Kumar Manu Kalra Meenu Amit Meera Malhautra Mohit Tomer
INR 40000 to Less than 1 Lakh	Purnima Singh Rajiv Goel Ranjana Agarwal Ravi Varma Rita Baumgartner Ritu Mal Ruchi Jain Sanjay Kothari Sumant Chadha Sunisha Ahuja Vamesh Venita Kaul Vera Garg Vikama Jit Chaudhri Vinod Kumar Sanwalka	Nanni Kalra Neeraj Garg Neeru Thukral Nisha Loveji Mehta Nitin Vandita Rajan Wadhawan Ravi B. RAZORPAY Ritu Kalra Shefali Srivastava Shiv Kumar Sharma Sneha Gogia Sudeshna Sengupta Sudhanya Rajguru Suja Saji Samuel
	Up to INR 9999	Swati Dixit Tarun Rohatgi Urmila C. Dhawan Varun Srivastava Vidya Training Institute Vir Srivastava Viren Malhotra
	Ajinder Babra Alka Pathak Alpha Panda Ameeta Vadhera Anil Bhalla Ankur Madan	

GRANTS	DONATION IN KIND
<b>INR 100 Lakhs &amp; Above</b>	Dr. Naresh Kohli Imaging Rotary RKKR Foundation
Azim Premji Foundation CAF America - Bainum Family Foundation Kotak Mahindra Investment Ltd. SCHWAB Charitable Trust (Echidna Giving) UBS Optimus Foundation	
<b>INR 50 Lakhs to less than 100 lakhs</b>	
Bangla Entertainment Pvt. Ltd. CAF India - Jones Lang Lasalle Property Consultant Pvt. Ltd.	
<b>INR 10 Lakhs to less than 50 Lakhs</b>	
Charities Aid Foundation DSWO - Keonjhar - Odisha Give Foundation (FCRA) Godrej Properties Ltd. HCL Foundation HT Parekh Foundation IIFL Foundation Stichting Benevolentia (Porticus) Terre Des Hommes UNICEF Varthana Finance Pvt. Ltd.	
<b>INR 5 Lakhs to Less than 10 Lakhs</b>	
RKKR Shiksha Foundation	
<b>INR 1 lakh to less than 5 Lakhs</b>	
APT Portfolio Capco Technologies Pvt. Ltd. Drawmet Wires Give India Grand Challenges Canada National Creche Scheme WCD Delhi	
<b>INR 10,000 to less than 1 Lakh</b>	
Give Foundation Give Foundation (FCRA) Marks and Spencers India Pvt. Ltd. Online Giving Foundation Saathire Social Impact Solution Pvt. Ltd.	

## ANNEXURE 2

### Mobile Creches Team

#### NEW DELHI

<b>A</b> Amir Rasool Abdul Mohsin Ajanta Kafley Ajit Kumar Ajit Kumar Vishoye Amit Kumar Srivastava Anchit Goel Anita Nand Anita Devi Anita Singh Anjali Mittal Anju Dohal Ankita Gupta Ankur Kumar Sinha Arkja Kuthiala Arshiya Sarah Shakeel Asha Bahuguna Asha Bhardwaj	<b>I</b> Imtiyaz Ahmad Isha Anand <b>J</b> Jakiya Jamuna Devi <b>K</b> Kamlesh I Kamlesh II Kamlesh Sharma Kanan Misra Kanta Singh Kavita Parmar Keshav Sikdar Khushi Upadhyay Komal Mishra Khushnuma Parveen Ahmed Kusum Aind <b>L</b> Lalita Lata Sharma Lata Trehan Latesh Laxmi Roka <b>M</b> Madan Lal Maimul Mamta Mamta Pandey Mamta Shukla Manju Gupta Maya Tiwari Meena Meena Bhatt Meera Meghna Ghosh Mohd Shariq Mukesh Kumar Verma <b>N</b> Nabeel Aslam Naresh Nargis Sharma Neelam Srivastava	Neelima Sehgal Neeru Bhatnagar Neetu Rani Neha Vashisth Nidhi Diwakar Nirmal Budhiraja <b>P</b> Pallavi Mudgal Paramila Pinki Pinki Devi Pinki Gupta Prashant Singh Prajawati Pravesh Kumar Kar Preeti Rani Preksha Singh Priyanka Jaiswal Priyanka Kumari Pushpa Bisht Putul Devi <b>R</b> Rajan Prasad Rajesh Mittal Rajni I Rajni II Rajni III Raseedan Begum Ravinder Kumar Reeta Reetu Rekha Rekha Gupta Renu Rilakyniti Kharwanlang Rina Devi Rinki Devi Rinki Sharma Rinku Devi Rita Mishra Rita Rawat Rupali Rawat
<b>B</b> Babita Balvinder Kaur Bhagwati Jain Bhupendra Shandilya Bimla Devi Biplab Ghosh	<b>C</b> Chavi Vohra Chirashree Ghosh	<b>D</b> Deepshikha Singh Devender Durga
<b>G</b> Gaurav Kumar Garv Nagar Gazala Anam Geeta Geeta Devi	<b>H</b> Hardeep Hari Kishan Heena	

NEW DELHI	HARYANA
<b>S</b> Sandeep Kumar Sangita Rani Dhingra Santosh Srivastava Sapna – I Sapna – II Sarita Verma Seema Marathe Sharmila Devi Shashi Kant Sheetla Chandolia Shikha Rajput Shilpa Jindal Shiv Bahadur Shova Dahal Shweta Bharadwaj Smita Nand Kumar Snehlata Soni Pandey Sonia Sonia Sharma Suja Saji Samuel Sujata Suman – I Suman – II Suman Lata Suman Negi Suman Pandey Sumitra Mishra Sunita Rawat Sunita Sharma Sunita Solanki Sushma	<b>A</b> Aditya Singh Ansh Saini
	KARNATAKA
	<b>B</b> B R Kavyashree B N Manjunath Bhoomika B
	<b>M</b> Mahadevi Gorpade
	<b>P</b> Pavithra M S
	ODISHA
	<b>D</b> Dali Nayak Dambarudhar Sethi Divya Prakash Nayak
	<b>K</b> Kishore Chandra Panda
	<b>R</b> Rajesh Kumar Sahu
	<b>S</b> Sagar Palei Sukanti Patra Swatika Mallick
<b>V</b> Vandana	

## ANNEXURE 6

### Credibility Alliance Norms Compliance Report

#### 1. IDENTITY:

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. AAAAM0094PE20214 dated 28-05-2021 valid till 31<sup>st</sup> March 2026.
- Section 80G of the Income Tax Act 1961; AAAAM0094PF20214 dated 28-05-2021 valid till 31<sup>st</sup> March 2026.
- GST Registration No. 07AAAAM0094P1ZB valid from 01/07/2017
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The registration has been renewed w.e.f 1<sup>st</sup> January 2022 till 31<sup>st</sup> December 2026.
- CSR Registration. No. CSR00002639 dated 19th April 2021 issued by Office of the Registrar of Companies, Ministry of Corporate Affairs, Government of India.

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

Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. A Strategic Review exercise is done, for the purpose of defining the Strategic Plan for the next 5 years. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives. A new strategy for 2022-27 was approved in March 2022.

#### 3. GOVERNANCE

##### (a) General Body (as on 31st March 2023)

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

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

	<b>FOUNDER MEMBERS (LIFE) (2)</b>	17	Manju Vaish	3	Raman Ahuja
1	Devika Singh	18	Mathew Cherian	4	Rohit Bhasin
2	Indra Bhatia	19	Mohini Prakash		<b>Core members 1<sup>st</sup> October 22 to 31<sup>st</sup> March 2026 (15)</b>
	<b>CORE MEMBERS (Membership for Life) (33)</b>	20	Mridula Seth	1	Apoorva Oza
1	Adarsh Sharma	21	Priti Sanwalka	2	Geeta Goel
2	Ajay Vohra	22	Renu Kamad	3	Meenakshi Batra
3	Amitabh Behar	23	Rajan Sinha	4	Meenu Vadera
4	Amrita Jain	24	Ranjana Agarwal	5	Mridula Bajaj
5	Anjali Alexander	25	Ritu K. Mal	6	Nisha Mehta
6	Anup Khosla	26	Sanjay Kaul	7	Radhika Alkazi
7	Archana Kumar	27	Saurabh Prakash	8	Ranu Bhogal
8	Arvind Wadhwa	28	Shankar Venkateswaran	9	Rekha Sharma Sen
9	Asha Chaudhri	29	Satyavati Berera	10	Rita Sarin
10	Asha Singh	30	Shashi Kiran	11	Sachin Sachdeva
11	Biraj Patnaik	31	Venita Kaul	12	Sangeeta Gupta
12	Brinda Singh	32	Vera Garg	13	Sunil Ganesh
13	Dipa Sinha	33	Ved Arya	14	Vinita Bhargav
14	Indu Balagopal		<b>Core members 1<sup>st</sup> Oct 2019 to 31<sup>st</sup> March 2023 (4)</b>	15	Vrinda Sarup
15	Jolly Rohatagi	1	Gaurav Mehndiratta		
16	Kali Vohra	2	Manas Satpathy		

Samir Mathur, also invited upto 31<sup>st</sup> March 2026, passed away in December 2022  
Associate member Minnalini Kochar resigned from GB membership during the year.

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 17<sup>th</sup> September 2022. The General Body also meets once in 3 years to elect members of the Governing Council (GC) for the next 3-year term.

The General Body met on 10<sup>th</sup> December 2022 to elect members of the Governing Council for the 2023-26 term.

### (b) Governing Council (Board)

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

A Board Rotation Policy exists and is practiced as per Clause 14 (d) of the Rules and Regulations of Mobile Creches: Any member who has served three consecutive terms (beginning 1.04.2005) immediately preceding the next term (as office

bearer or member of the GC) shall not be eligible for nomination. None of the Board members are related by blood or marriage.

### Governing Council (Board) as on 31st March 2023

S.No	Name	Age	Gender	Occupation.	Position in the Board
1	Amrita Jain	65	F	Advisor, Grassroots Advocacy & Capacity Building, Mobile Creches	Chairperson
2	Kali Vohra	61	F	Fully Involved with MC since 1984	Secretary
3	Raman Ahuja	57	M	An independent advisor and consultant with several multilateral organizations	Joint Secretary
4	Rohit Bhasin	63	M	An independent advisor and on the Board of various NGOs	Treasurer
5	Priti Sanwalka	54	F	Chartered Accountant, Volunteering with various NGOs	Member
6	Rajan Sinha	67	M	CEO, Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
7	Ved Arya	65	M	Founder & Director of the Buddha Institute, which aims to groom youth as development entrepreneurs	Member
8	Adarsh Sharma	77	F	Former Director, National Institute of Public Cooperation and Child Development (NIPCCD)	Member
9	Gaurav Mehndiratta	48	M	Partner and National Head, Corporate and International Tax, KPMG in India	Member
10	Rita Sarin	67	F	Vice President & Country Director, The Hunger Project	Co-opted Member
11	Sunil Ganesh	42	M	Founder, Pragyan Advisory, a Business Consulting Services which develops, implements customised leadership & capability building solutions	Co-opted Member
12	Geeta Goel	50	F	Country Director, Michael & Susan Dell Foundation India, LLP	Co-opted Member

### c) Details of Governing Council meetings held in 2022-23

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

S.No.	Date of the meeting	No. of members present*	Business conducted
1	July 23rd, 2022	7	Approval of Annual Statement of Accounts for FY 2021-22 Appointment of Internal Auditor, Recommendation of Statutory Auditor Recommendation of names for GB Membership. Tabling of ED's performance (2021-22) and compensation (2022-23)

2	September 17 <sup>th</sup> 2022	9	Approval of Annual Report 2021-22 Tabling of Statutory Compliance Report Tabling of Financial MIS & ED's quarterly report
3	March 24 <sup>th</sup> , 2023	13	Tabling of Statutory Compliance report Approval of Annual Plan 2023-24 and Annual Budget 2023-24 Approval of HR Structure

\*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 organizational processes and functions within its domain are in keeping with policy.

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

#### Details of Committee Membership – 2020-23

	Human Resource	Finance & Audit	Governance Development Committee	Strategy Development Group
Committee Chair: (GC/GB members)	Rajan Sinha	Rohit Bhasin	Raman Ahuja	Sanjay Kaul
GC/GB Members	Vera Garg Kali Vohra	Anup Khosla Priti Sanwalka	Shankar Venkateswaran Sanjay Kaul Satyavati Berera Rita Sarin	Anjali Alexander Raman Ahuja
External Experts	Sunil Ganesh			Sangeeta Gupta Sunil Ganesh Meenu Vadera
Heads of Departments	Senior Manager HR	Head of Finance Manager Finance	Executive Director	Executive Director
Ex Officio Members	Chairperson & ED	Chairperson & ED	Chairperson	Chairperson

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

#### e) Operations

- Activities are in line with the vision/ purpose/ objectives of the organization.
- Appropriate systems are in place for the following: Periodic programme planning / monitoring / review.
- Internal controls; Consultative decision making.
- Clear roles and responsibilities for personnel (including volunteers) exist.
- All personnel are issued a letter of contract / appointment.
- Appropriate Personnel Policy is in place.
- Appropriate POSH Policy is in place.
- Appropriate Child Safeguarding Policy is in place.

### 4. ACCOUNTABILITY AND TRANSPARENCY

#### (a) Audited Financials

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

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

#### (b) Annual Report

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

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

### (c) Staff Details

Table 1: Highest, 2nd Highest and Lowest Paid Staff Members (As on 31st March 2023)

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	Neelima Sehgal	Head – Finance, IT, Supply & Admin	1,66,667/-
Lowest paid staff member in the organisation	B R Kavyashree	Balwadi Worker	14,912/-

Table 2: Distribution of Staff according to Salary levels and Gender (As on 31st March 2023)

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	9	61	70
25,000–50,000	41	11	52
50,000–1,00,000	6	7	13
1,00,000 - above	1	4	5
<b>Total Staff</b>	<b>57</b>	<b>83</b>	<b>140</b>

### (d) Auditors, Bankers, and Investment Advisors

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

### (e) Bankers

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

### (f) Travel details:

Ms. Chirashree Ghosh and Ms. Sumitra Mishra travelled to Indonesia in October 2022 to participate in the G20 Side Event 'The Future of the Care Economy for Women, Children, and Quality Jobs' at a total cost Rs 2.46 Lakhs. The participation cost was supported by Prospera- An Australia Indonesia Partnership for Economic Development.





## ACKNOWLEDGEMENTS

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**Print:** Saksham Enterprises

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



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