



Financing Quality **Childcare Facilities** in India



About IWWAGE

Institute for What Works to Advance Gender Equality (IWWAGE) aims to build on existing research and generate new evidence to inform and facilitate women's economic empowerment agenda. IWWAGE is an initiative of LEAD, an action-oriented research centre of IFMR Society (a not-for-profit society registered under the Societies Act). LEAD has strategic oversight and brand support from Krea University (sponsored by IFMR Society) to enable synergies between academia and the research centre.

About Mobile Creches

Mobile Creches is a pioneering organisation dedicated to advocating for the rights of marginalised children in their Early Childhood Development (ECD) since 1969. Over its 55-year history, the organisation has evolved from grassroots interventions to national-level policy advocacy. Currently, operating over 3,900 childcare centres, impacting more than 1 million children to date. With a presence in over 18 states and partnerships with four government bodies, Mobile Creches has an annual reach of more than 55,000 children.

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1. Context

Growing nuclearisation of families under urban settings and also in peri urban areas, for working women belonging to all sections of the population drives the demand for increased quality childcare facilities in those regions. Quality childcare facilities are legally mandated by most of the important legislations such as the Factories Act 1948, Mines Act 1952, Plantation Act 1951, Inter-State Migrant Workers Act 1980, and NREGA 2005 mandates the provision of creche facilities for the children of women employees.

Various national policies, including the National Policy for Children (1974), the National Policy for Education (1986), the National Policy for Empowerment of Women (2001), the National Plan of Action for Children (2005), and the National Early Childhood Care and Education (ECCE) Policy (2013) have underscored the significance of child care services both from the perspective of the children and their families. Yet, there is a long way to go in securing quality childcare facilities for women, especially in the informal sector. The centres are also important from the child's point of view in fulfilling the developmental needs, as per the UN SDG Goal 4¹. Hence, investing in childcare is crucial from the point of view of children and substantially important for economically empowering women and pushing the economy towards inclusive growth.

In India, childcare services are provided by three major stakeholders: the government, CSOs, and the private sector. For the large section of the economy, the government of India's provisions of the erstwhile ICDS (currently Saksham Anganwadi and Poshan 2.0) and Anganwadi Centres (AWCs) form the mainframe of childcare service delivery mechanism under the supervision of the Ministry of Women and Child Development (MWCD). The implementation of Saksham Anganwadi and Poshan 2.0 is facilitated

at the local level through the Anganwadi Centres (AWCs). AWCs offer critical basic health, nutrition and developmental services to children aged 0-6 years, pregnant women, and lactating mothers, covering immunisation, health check-ups, and maternal health services. There are about approximately 10 mn beneficiaries registered as per the Poshan tracker who avail the AWC facilities. There are approximately 14 lakh AWCs, and they operate roughly for 4-5 hours a day².

The government's creche programme, the National Creche Scheme, is operated on a much smaller scale than the demand required. This has been renamed Palna and will operate from the AWC premises. In its first phase, Palna proposes to establish 170 standalone creches and 17000 AWC-cum-creches across the nation. Few state governments also operate via state-level creche programmes funded by state resources.

It is important to mention Haryana in this context as it has devised its own plan to expand creches across the state, considering the need to enable women with young children and facilitate their engagement in economic activities. In 2021, Haryana embarked upon a state-funded program of Haryana Creche Policy (HCP), announcing the establishment of 500 new creches with comprehensive facilities for children of working women.

Non-governmental, not-for-profit providers such as Mobile Creches and SEWA, supported by trusts, societies, international funding agencies, corporations, and corporate foundations, play a critical role in providing quality childcare facilities to children. The for-profit private sector, both organised and unorganised, is also expanding its outreach across urban and rural regions, but this segment remains outside the scope of our study.

¹ SDG 4: Ensure inclusive and equitable quality education and promote lifelong opportunities for all.

² Poshan Tracker (<https://www.poshantracker.in>)

2. Objectives

- Analysing the union and state budgets for early childcare investments to identify the allocation pattern towards ECD services across the studied states
- Documenting the various ECD operators employing different business models under different contexts in select states—Delhi NCR, Haryana, Karnataka, Kerala
- Assessing a range of financial estimates for successful models of ECD centres employing the basic non-negotiable components for ensuring the centres' quality of care and services



3. Methodology

The study uses secondary and primary data for its analysis. The first part uses budgetary data from the union and states to do a secondary analysis of the government's expenditure on provisioning ECD services across the country. The state budget analysis is restricted to Delhi, Karnataka, Haryana, and Kerala.

The fieldwork is conducted to assess the ECD landscape, mainly to document the several models of centre-based childcare provisions and the operating costs for each type.

3.1 Budget Analysis

A comprehensive review of the union and state budgets identified specific ECD initiatives from 2020-21 to 2024-25³. Given the numerous aspects contributing to ECD, we have categorised them into broad groups to simplify the budget analysis process. These categories are as follows:

- **Anganwadi Services (AW services):** total expenditure on ICDS schemes
- **Creche Services:** central and state share for creches for working mothers, the National Creche Scheme, and Palna. The allocations towards Creches for children (Karnataka), Mobile creche and day care centres for the children of migrant labourers and AWCC (Kerala) have also been considered under this head
- **Nutrition:** expenditure on the POSHAN Abhiyan, National Nutrition Mission, SNP (Supplementary Nutrition Program)
- **Infrastructure** includes expenditures on setting up and constructing, maintaining, and upgrading of the AW centres
- **Pradhan Mantri Matru Vandana Yojana**
- **Training of Anganwadi Workers (AWWs)** includes state support for ICDS training and programs for AWWs and helpers, and training of parents, AWWs and samitis

- **Honorarium and Social Security** for AWWs and helpers. The salary component for functionaries under ICDS is also considered here
- **Protection includes expenditure on the ICPS** Integrated Child Protection Scheme, renamed Mission Vatsalya

3.2 Field Survey Design

The fieldwork was conducted to document different types of ECD operators under various business models in different contexts. This process involves gathering primary data to understand how daycare centres, operated by different ECD providers in various locations and environments, operate. The goal was to assess their infrastructure, service provision, and the resources invested in running these centres. The primary data was collected using a mixed methods approach. The study used purposive sampling and included daycare centres run by NGOs, the government, and public-private partnerships in various locations, including but not limited to rural areas, urban slums, construction sites, and MGNREGA sites. These different models and settings helped in identifying the states to be studied - Delhi, Haryana, Karnataka, and Kerala. The centres studied were operated either by government or Mobile Creches (either alone or in partnership with the government, except Kerala).

3.2.1 Sample Geography and Size

Focussed group discussions (FGDs) were conducted with one parent (mother or father) representing a household. A total of 38 FGDs were conducted, one in each centre. In-depth interviews with 62 creche workers and 35 creche supervisors were conducted using semi-structured interviews. Three key informant interviews across four states with government officials overseeing the ECD scheme. The following table shows the distribution of respondents across states (refer Table 1).

³The state budget analysis reviewed state ECD initiatives between fiscal years 2020-21 and 2023-23

Table 1: Distribution of respondents across states

State	Number of creche workers surveyed	Number of creche supervisors surveyed	Number of FGD conducted: Parents	Number of KII conducted: Government Officials
Delhi	28	14	14	0
Haryana	10	11	10	1
Karnataka	20	10	10	1
Kerala	4	0	4	1
Total	62	35	38	3

3.3 Resource Estimation Approach

The estimation of resources adopts the progressive realisation of needs framework and has adapted it to suit the specific objectives of childcare centres. A comprehensive checklist is prepared using the national/international guidelines of programs under the Ministry of Women and Child Development (MWCD), namely

- National Creche Scheme
- Standard Operating Procedure (SOP) of the Palna Scheme
- ASEAN checklist

Additional components were added over and above the guidelines after consulting parents and daycare workers to identify the essential components for ensuring quality services provided by childcare centres.

We provide a graded table below, which includes basic provisions based on children's needs, prioritising their most urgent needs and the corresponding provisions to meet them (refer to Table 2).



Table 2: Segmentation of childcare provisions

Basic Provisions	Supplementary Provisions	Family and Community Engagement
<ul style="list-style-type: none"> • Creches must provide a nurturing environment and not just custodial care • Infrastructure: concrete structure with a concrete roof, (not a tin shade) with at least two rooms; separate kitchen, electricity, water supply, fan in each room, tube lights in each room, Coolers, water tanks faucets, exhaust fans, ventilation and light, fire protection, separate toilets for adults and children • Proximity to home/worksite • Operational hours: 8 hours for 26 days/month • Decent work conditions for workers • Hygiene • Building Safety • Fire Protection (Fire Extinguisher) • Space for breastfeeding • Clean drinking water • 3 meals a day • 3 Corrective meals for malnourished children • Proper sleeping arrangements • Kitchen Appliances • Gas Charges • At least 1 creche worker and 2 helpers • Written Contracts outlining the remuneration and entitlements of workers and helpers • Training of Creche Workers and Helpers • First Aid kit, Health Checkup (Doctor's visit) and Medical emergency travel costs (Auto for perhaps four visits) • Registers for record-keeping (Entry and Exit) • Pre-School Education—PSE Kit • An age-appropriate curriculum must be implemented • Indoor play material <p>Foundational Needs of Disabled Children:</p> <ul style="list-style-type: none"> • Separate toilets should be provided for the disabled • There should be handrails and ramps 	<ul style="list-style-type: none"> • Health Referral • 5 meals a day for all 25 children • Outdoor Equipment • Internet Facility • An age-appropriate curriculum must be implemented • Learning corners • Security Guard • LEDs and smart learning and teaching aids • CCTV (for safety and security) • Provision for paid leaves, pensions, and maternity leave for workers • Supplementary Provisions for Disabled Children 	<ul style="list-style-type: none"> • Parental Counselling • Community Engagement and Awareness Building • Monitoring and evaluation

The creches are divided into three categories. The categorisation directs policymakers and other stakeholders on setting up creches with the minimum non-negotiables and progressively improving their quality.

The financing exercise is based on creche budget documents and primary evidence collected. The study documented the annual expenditure of existing creches based on their location - urban, peri-urban, or rural areas using ingredients approach⁴. The budgetary documents of the following have been referred to

- Palna
- Haryana Creche Policy (HCP)
- Taluka and Zilla Parishad budgets of Karnataka
- MGNREGA creche budget document of Karnataka
- We have used data from our primary findings in case the policy document has not budgeted for certain components.

In the case of private creches, we have carried out an exercise to estimate the financial requirements.

The quality of an Early Childhood Development (ECD) program depends on various characteristics, including worker-child interaction, integration of care and education, parental involvement, and curriculum development. (Some of these elements are difficult to monetise and include in a finance estimation exercise.) Not all components of the needs were monetised; only those for which data was available through primary surveys or policy documents were included.

The study aims to calculate the annual expenditure to establish a new creche. Non-recurring expenditures will not be included in the subsequent years. Additionally, inflation may affect the financing of services and facilities provided.

The cost has been calculated on the basis of following assumption (See Annexure, Table 1 and 2).



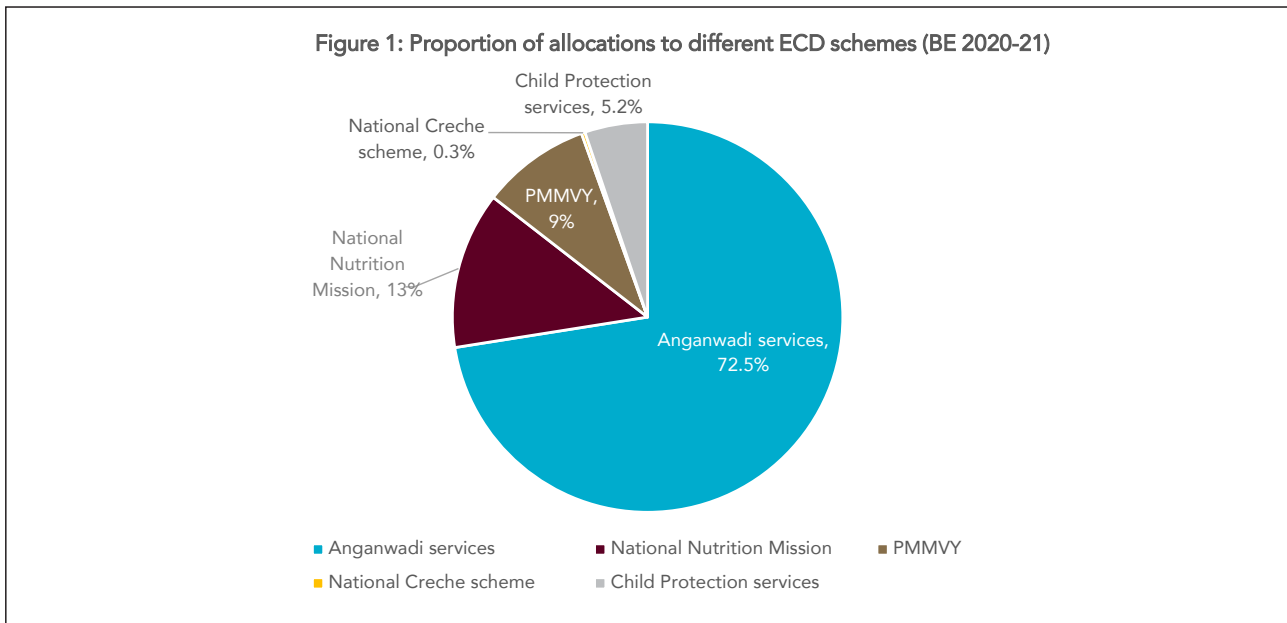
⁴We used Levin and McEwan's ingredients approach to estimate the financing related to ECD centers. The idea behind the approach is that every intervention uses ingredients with a value or a cost. If ingredients can be identified and their costs ascertained, we can estimate the total cost of the intervention as well as the cost per unit of effectiveness, benefit, or utility. The cost estimation exercise gives us indicative figures for running creches in urban, peri urban and rural based on the running costs that are provided to us by the policy documents and creche budgetary documents.

4. Findings⁵

4.1 Union Budget Analysis

As per the 2024-25 Budget Estimates, around 0.52% of the Union Budget is allocated to ECD schemes (check Methodology for details of schemes considered), falling from 0.93% in FY 2020-21.

The ECD budget for FY 2020-21 amounted to INR 28,307 crore with the following distribution:

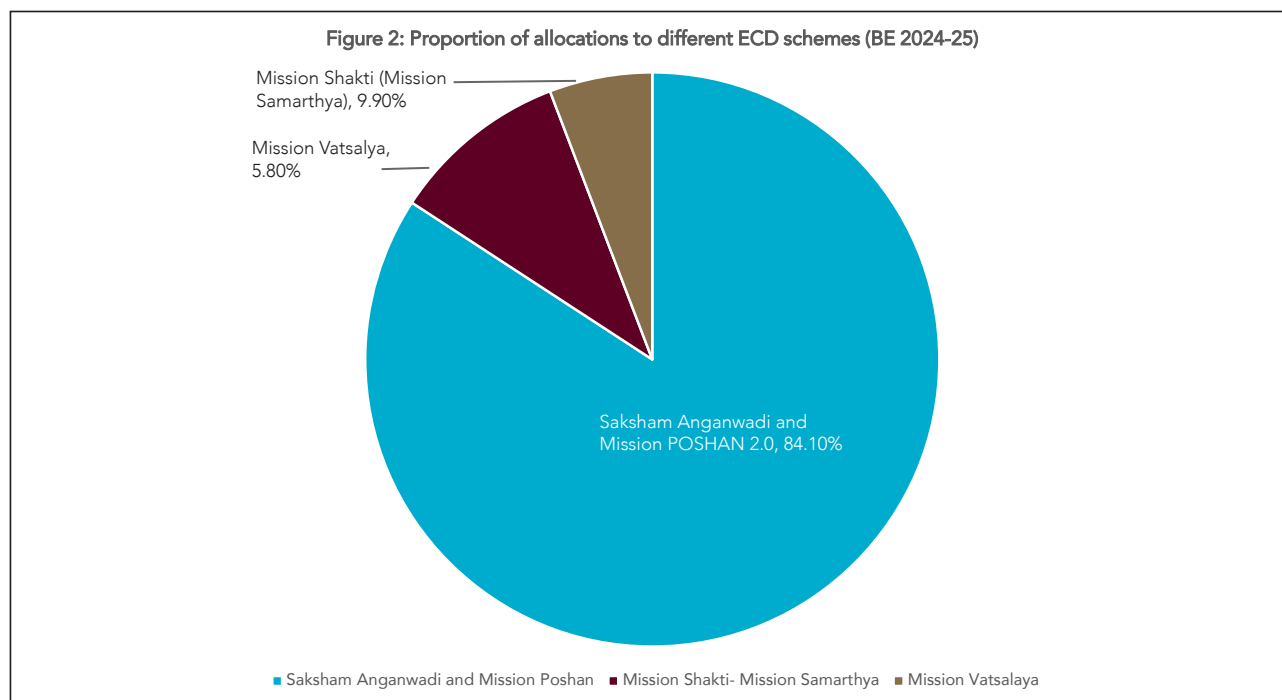


Source: Author's calculations using Union budget data

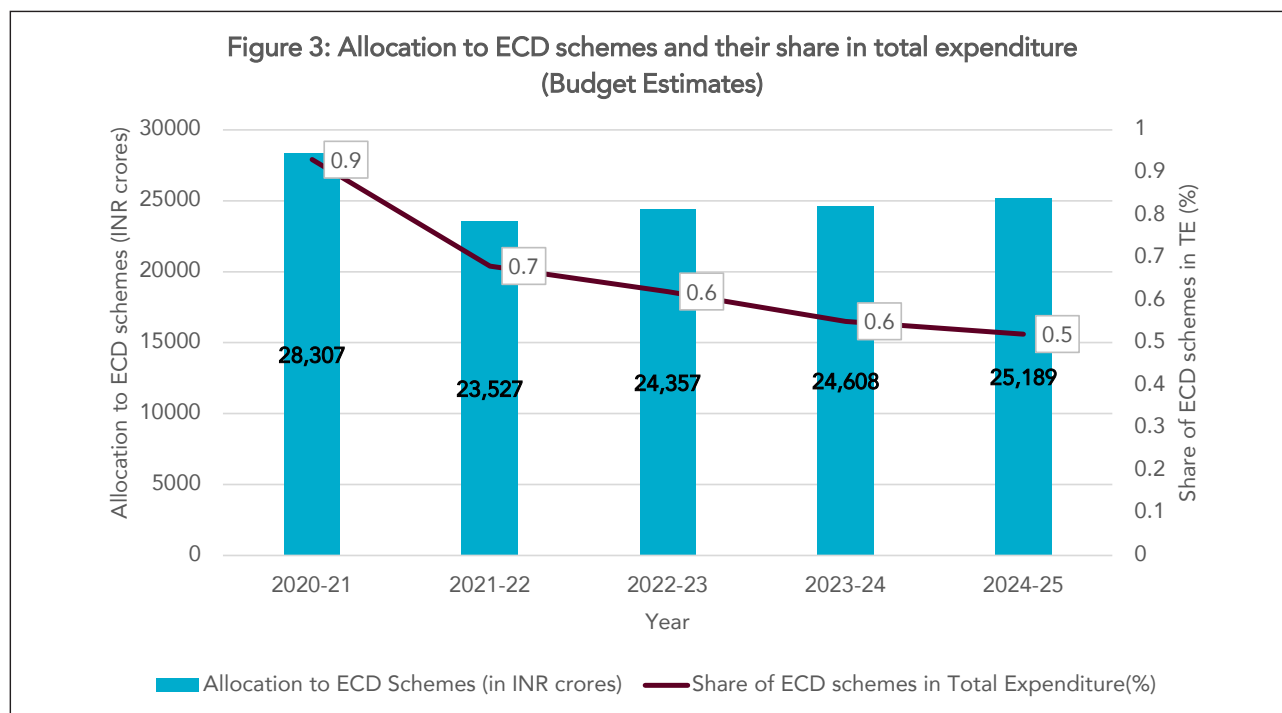


⁵ Limitations of the study - The financing of ECD interventions varies based on location – rural, peri-urban and urban areas. Due to time and resource constraints, studying financial variability in all states or districts is not possible. Therefore, selected models in rural and urban areas have been studied to provide data for financing analysis. Since the study uses purposive sampling covering four states, there are limitations to extrapolating the financial estimates to different geographies. Additionally, creches run by the for-profit private sector are fast emerging, but this segment remains outside the scope of our study.

Disaggregated data on the allocation of funds to specific ECD schemes has been unavailable since 2020-21, as the schemes have been grouped into three overarching categories⁶. The ECD budget for FY 2024-25 amounted to INR 25,189 crore with the following distribution:



The following figure shows the allocation to ECD schemes and their share in total expenditure between BE 2020-21 and BE 2024-25.



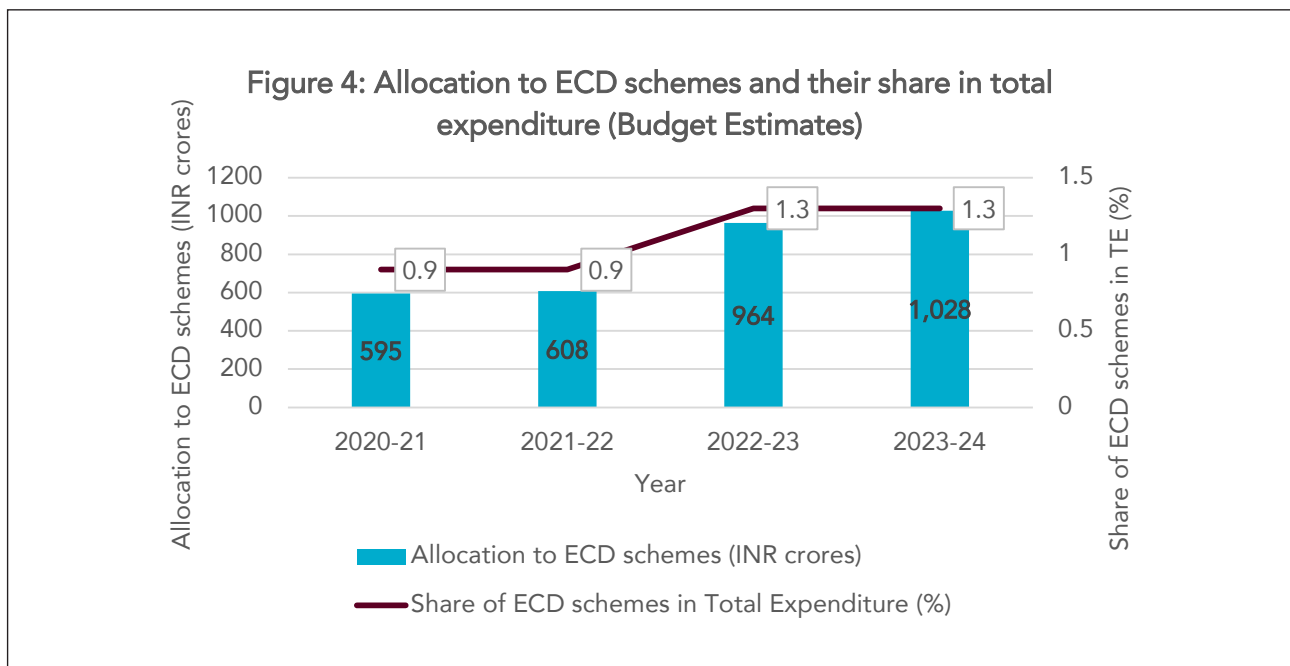
Source: Author's calculations using Union budget data

⁶This reorganisation limits the understanding around specific expenditure categories. The grouping are done as Saksham Anganwadi and Mission POSHAN 2.0 (Umbrella ICDS- Anganwadi services, Poshan Abhiyan, Scheme for Adolescent Girls); Mission VATSALYA (Child Protection); and Mission Shakti (subdivided into two sub-schemes Sambal and Samarthyaa) - Mission SAMARTHYYA includes Beti Bachao, Beti Padhao; PMMVY; Gender budgeting/ research/ skilling/ training) and the National Creche Scheme has been consolidated as the PALNA scheme. Mission Sambal does not entail any ECD scheme, so it has been excluded from the scope of this exercise. <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=2040950>

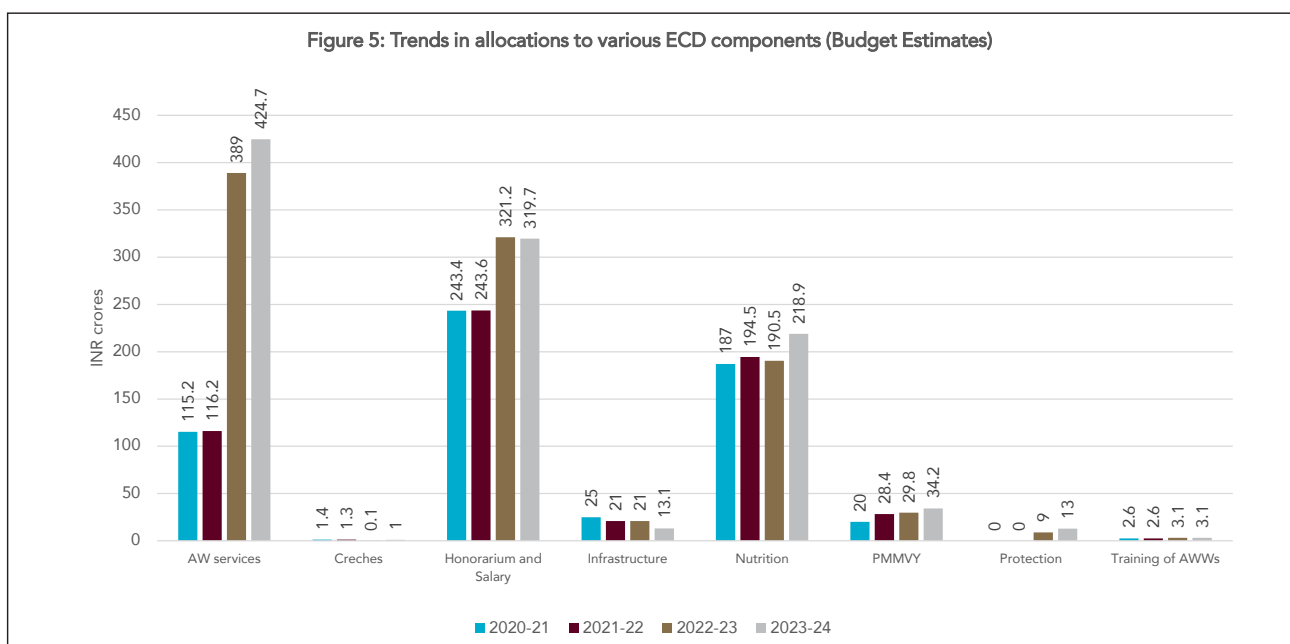
4.2 State Budget Analysis

A. Delhi

In the financial year 2023-24, the budget allotted to ECD schemes is 1.3% of the overall state budget, an increase of 0.4% from the BE of 2020-21. Additionally, the allocation of ECD spending as a proportion of the GDP in BE 2023-24 is 0.09%. According to the analysis of the state budget, the overall expenditure on ECD schemes has increased between BE 2020-21 and the budget estimate of 2023-24, from INR 595 crores to INR 1028 crores.



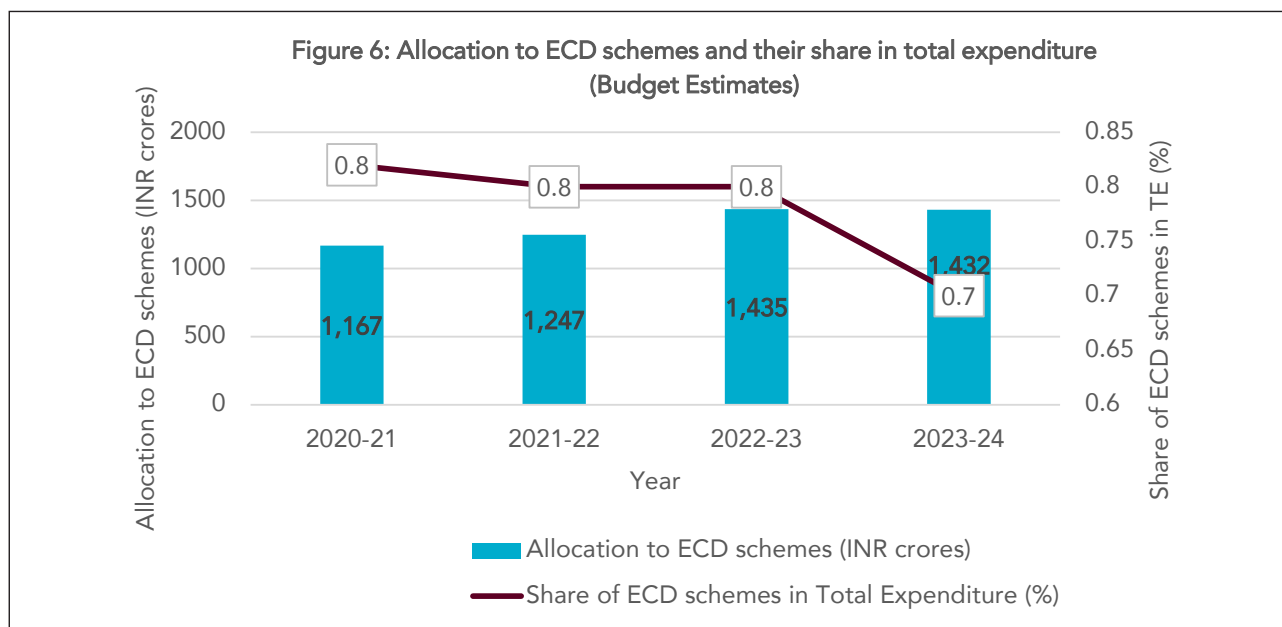
Source: Author's calculations using Delhi state budget



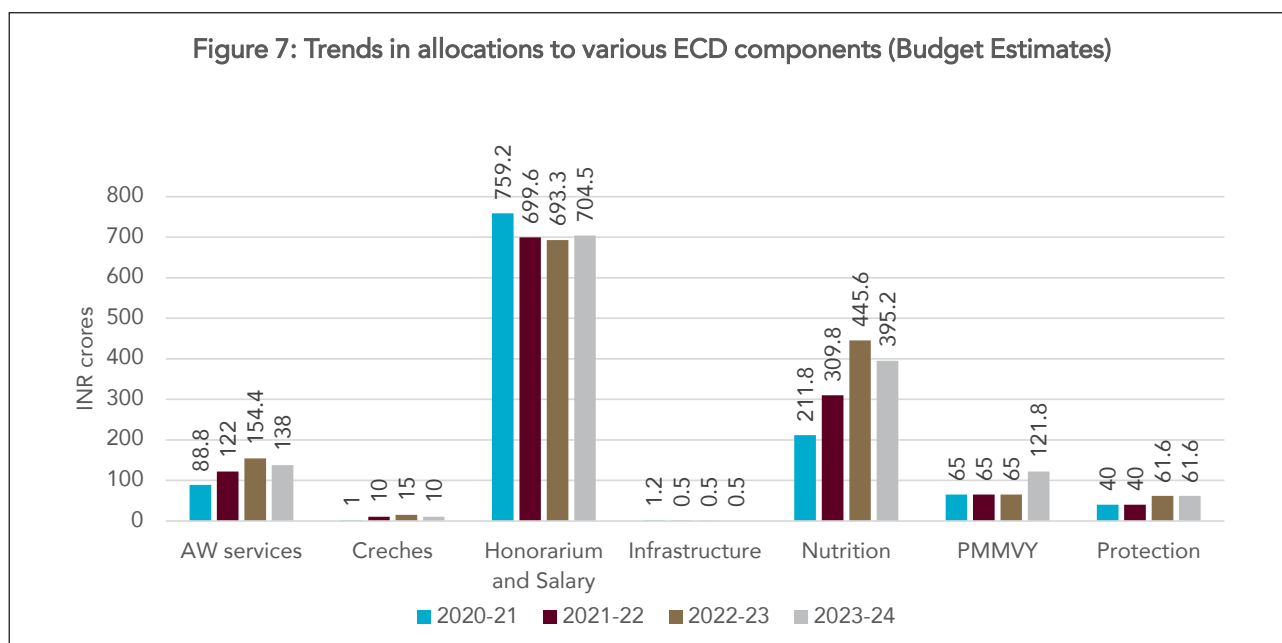
Source: Author's calculations using Delhi state budget

B. Haryana

In Haryana, the Early Childhood Development (ECD) schemes have been allocated 0.7% of the entire state budget for the financial year 2023-24, marking a drop of 0.1% from the allocation in 2020-21. The allocation of ECD spending as a percentage of Gross State Domestic Product (GSDP) in the financial year 2023-24 is 0.1%. Total ECD expenditures rose from 1167 crores in 2020-21 (BE) to 1432 crores in 2023-24 (BE), which can be attributed to the Humari Phulwari scheme an initiative of the Haryana government.⁷



Source: Author's calculations using Haryana state budget



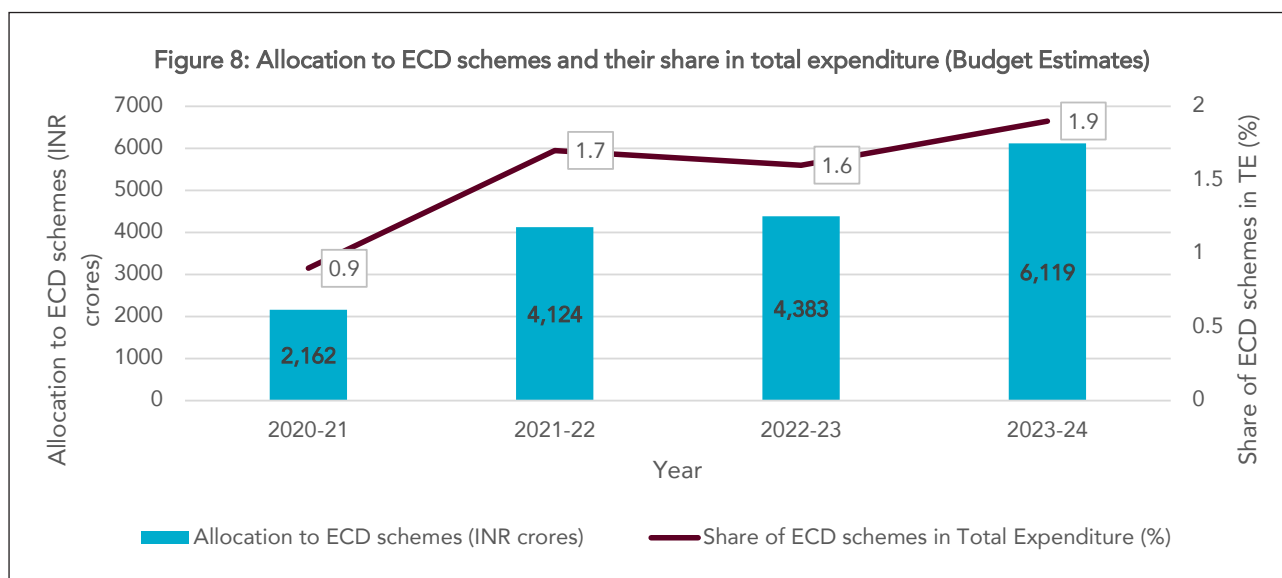
Source: Author's calculations using Haryana state budget⁸

⁷To improve AWCs, this initiative offers a modern, kid-friendly educational curriculum, wholesome meals, capacity building, and a strong digital and physical infrastructure.

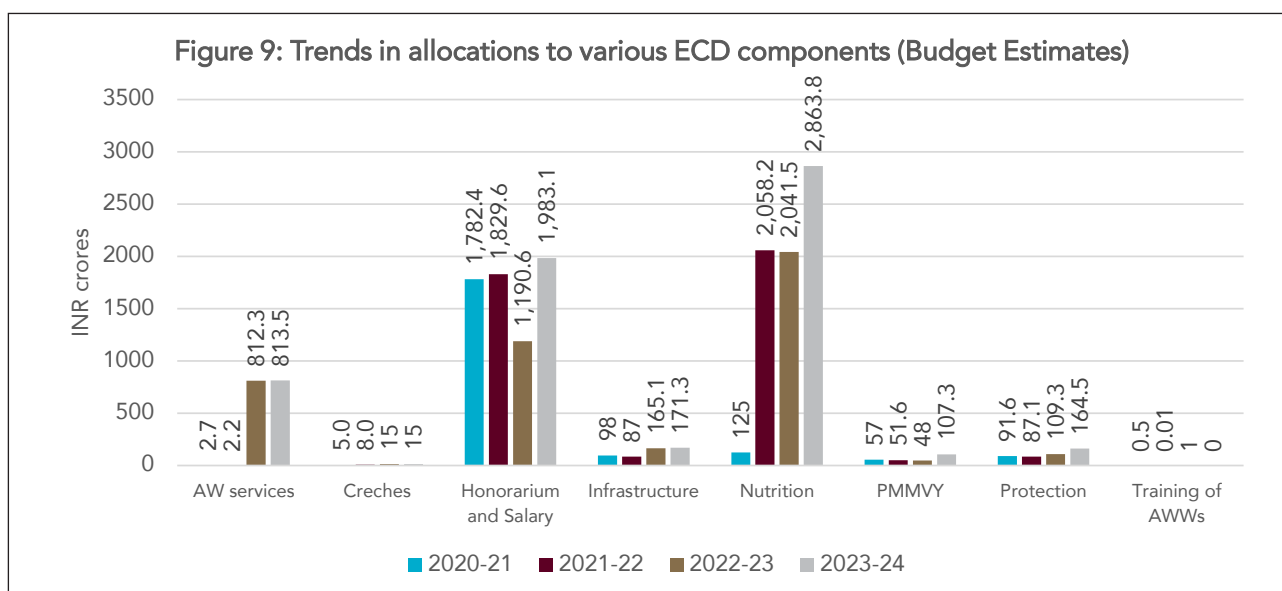
⁸In Haryana, the increase in allocation towards creches is attributed to the Haryana government's implementation and allocation of funds for the New Creche Policy.

C. Karnataka

In Karnataka, the expenditure on Early Childhood Development (ECD) schemes as a percentage of the total budget outlay is around 1.9% for the Budget Estimate (BE) 2023-24, which reflects a 1% increase since BE 2020-21. The allocation of ECD spending as a proportion of the Gross State Domestic Product (GSDP) is around 0.2% for BE 2023-24. Between BE 2020-21 and BE 2023-24, the total expenditure on ECD schemes has increased from INR 2162 crore to 6119 crore. This increase in budget outlay for ECD schemes is the highest among the states in this study.



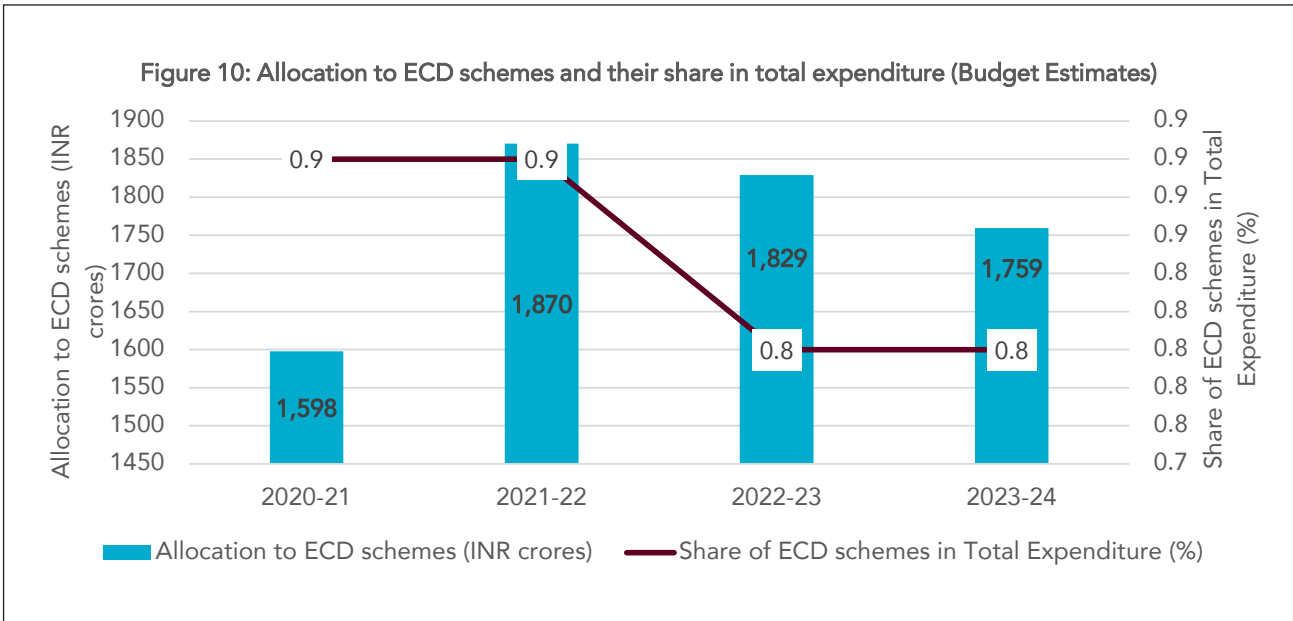
Source: Author's calculations using Karnataka state budget



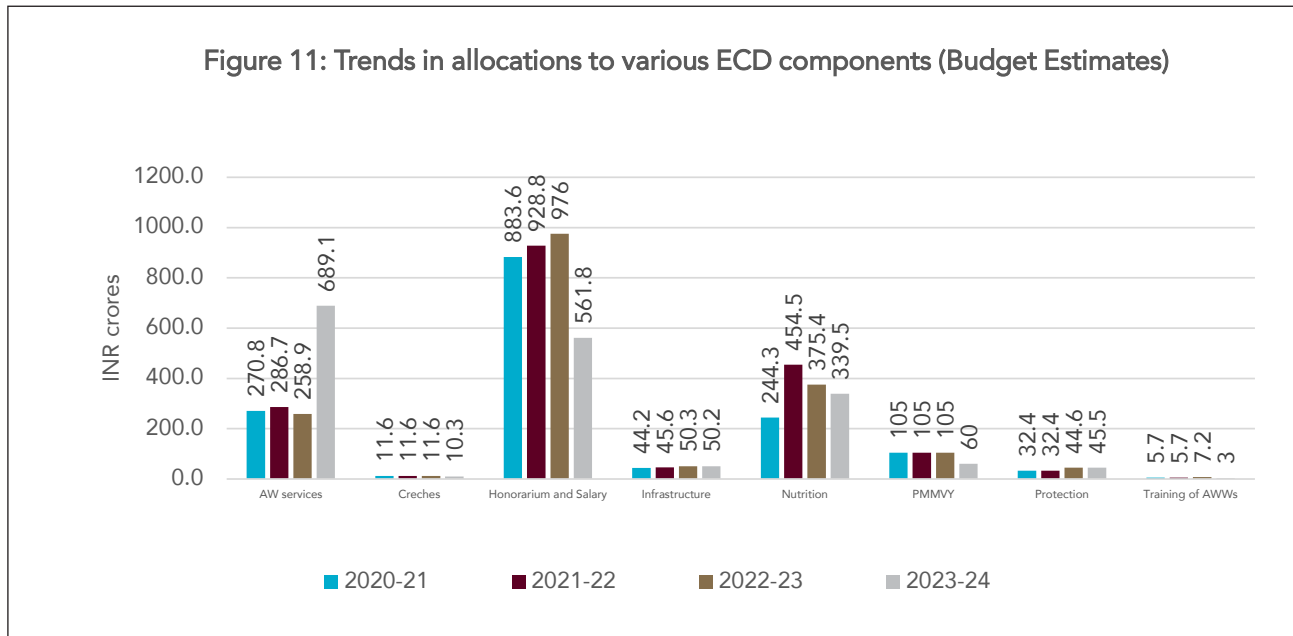
Source: Author's calculations using Karnataka state budget⁹

⁹In Karnataka, the increase in allocation towards nutrition can be attributed to certain state initiatives. One such initiative is the Mahila Supplementary Nutrition Production & Training Centres, initiated by the Department of Women and Child Development (DWCD), which aims to produce and distribute SNP (Supplementary Nutrition Programme) food items to beneficiaries. Another initiative, SRUSTI, aims to provide eggs to enhance child nutrition. The Ksheera Bhagya program also focuses on providing milk to children to combat malnutrition. The funding for ECD towards creches has increased from 5 crores to 15 crores between the financial years 2020-21 and 2023-24. This increase can be attributed to the 'Koosina Mane' scheme, which aims to establish creches in existing Anganwadi centers and other locations in and around 4000 Gram Panchayats to support women workers under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA). No funds have been allocated for the training of AWWs in the financial year 2023-24.

In Kerala, the budget allocated to Early Childhood Development (ECD) schemes is approximately 0.8% of the overall state budget in the financial year 2023-24, which is a decrease of 0.1% from the financial year 2020-21. The allocation of ECD spending as a proportion of Gross State Domestic Product (GSDP) in the financial year 2023-24 is 0.2%. From the financial year 2020-21 to the financial year 2023-24, total ECD spending increased from 1598 crores to 1759 crores.



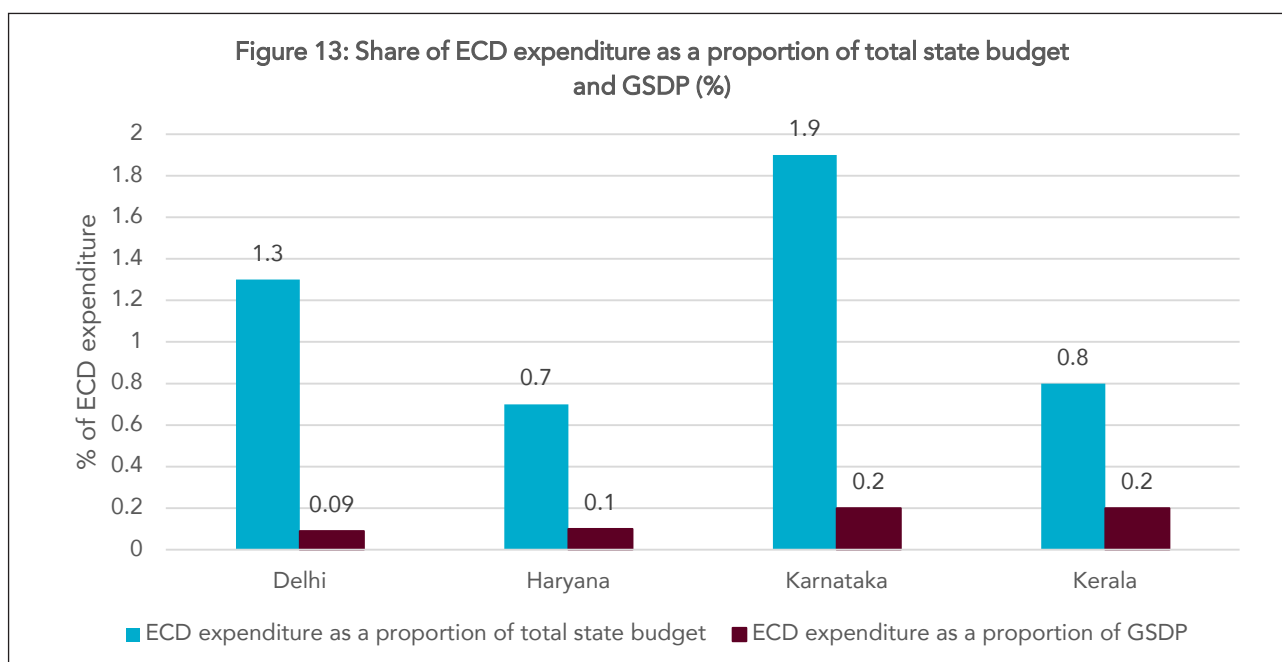
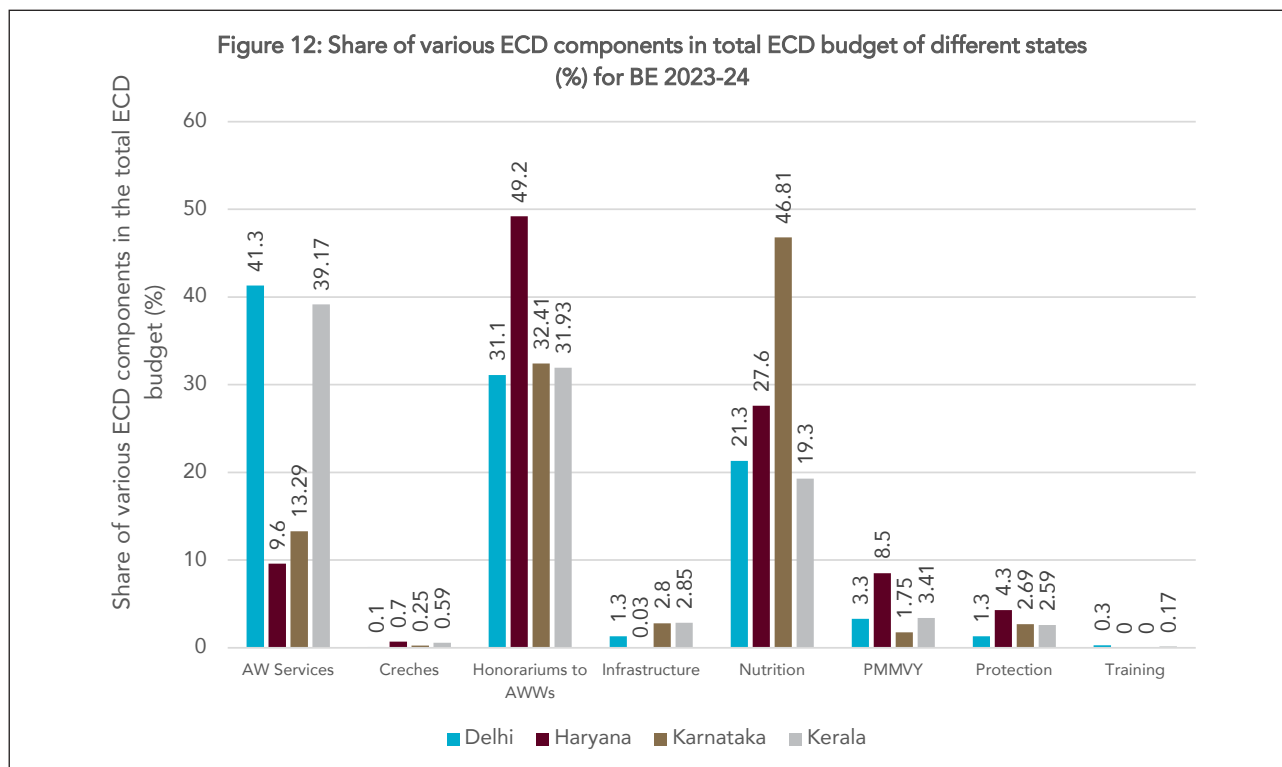
Source: Author's calculations using Kerala state budget



Source: Author's calculations using Kerala state budget¹⁰

¹⁰The budget for ECD nutrition increased from INR 244.3 crores to INR 278 crores between 2020-21 (BE) and 2023-24 (BE). This increase is due to the introduction of an exclusive program called 'Poshaka Balyam' (Nutritious Childhood), which aims to improve nutrition by providing eggs and milk twice a week to children aged 3-6.

Comparative Analysis of State Spending on Various ECD Components



Source: Author's calculations using various state budgets

4.3 Survey Findings

For analysis, we categorised the creches based on the different models - publicly funded, privately funded, and run, as well as those run in public-private partnerships. Under the publicly funded and run model - we looked at creches functioning under the Haryana Creche Policy (HCP), which is a state government initiative, the various models of creches run by the state government of Karnataka (Zilla Parishad Creches, Taluka/ Panchayat creches and MGNREGA creches, and creches run by the DWCD in Kerala.

4.3.1 Publicly Funded Creches

A. Haryana

We have studied the creches operating under the Haryana Creche Policy. Under this programme, the government aims to establish a minimum of 500 creches in the urban districts of Haryana, with a few creches also planned for the rural districts. The policy is groundbreaking because no other state has yet created an explicit creche policy. (Through this policy, children of working women aged between 6 months to 6 years can stay in the creche for 8 to 10 hours.) The creche policy has proposed new financial norms that significantly improve what the government has been following under the National Creche Scheme and even those proposed under the new Palna Scheme. The main agency

responsible for financing the establishment and operation of creches in Haryana is the Department of Women and Child, Government of Haryana. The Haryana government intends to implement this scheme in convergence with other centrally sponsored schemes, so a portion of the funding can come from the Union Government. Mobile Creches is assisting the government in determining the optimal characteristics and associated financial costs of a creche and providing training for the staff members of newly opened creches. Although the new creche policy is commendable, Haryana is still transitioning to achieve its intended goals. The publicly funded creches in Haryana operate at an annual financial expenditure of INR 11.4 lakhs (rural areas) to INR 14.6 lakhs (urban areas)

The Quality of Creches in Haryana

Our research focused on 10 childcare centres in Haryana that operate under the Haryana Creche Policy (HCP). These centres are mainly located in urban areas, as the HCP primarily targets urban areas. The selected centres in Haryana are operational for an average of 25 days per month, which aligns with the HCP standard of 26 days. The average operational time is 8 hours. The average distance between the creche and parents' homes is about 1.25 km.



The following table shows the findings from the primary survey in the selected creches in Haryana:

Haryana	Findings
Personnel	<p>Creche workers at all centres must have at least a 10th-grade education. Creche supervisors at all centres must have at least a 12th-grade education and are responsible for ensuring the effective functioning of the creches. All staff must undergo a mandatory 17-day induction/refresher training program upon joining, which is conducted by the Mobile Creche team for new staff every year. However, training for creche workers to handle children with disabilities and special needs is not provided. Due to additional responsibilities at the AWCs, supervisors may occasionally miss monthly visits but make them up the following month. They conduct monthly review meetings with workers via phone, WhatsApp, or in person.</p>
Demographics of children	<p>The enrolled children primarily come from migrant families, with most parents working as factory workers, farm labourers, and construction workers. Many women involved in domestic labour also access childcare facilities, which has enabled them to earn an income.</p>
Services provision	<ul style="list-style-type: none"> • The centres offer preschool education, growth monitoring, nutrition support, and pregnancy and maternal counselling. Health interventions are provided to children at regular intervals, with referrals made to nearby government hospitals or Health Centers as outlined in the document. Monthly growth monitoring is conducted in convergence with Anganwadi Centers. Parents are regularly updated on their child's growth and activities. Staff typically prepare 2-3 freshly cooked meals daily, and most centres follow a curriculum with clear developmental goals. • Most centres emphasise effective program and administrative planning through regular monitoring by government officers such as Child Development Project Officers (CDPOs) and Mobile Creches (MCs) to check food quality and children's activities.
Infrastructure	<p>All selected ECD centres are in rented buildings with proper ventilation. Most centres have separate kitchen facilities, provide nutritious meals, and have rest and sleep provisions. However, some centres face issues with delayed rent payments and non-functional kitchens due to the unavailability of resources.</p>
Honorarium and fee structure	<ul style="list-style-type: none"> • The honorarium is uniform across centers, with creche workers receiving INR 15,000 per month and helpers receiving INR 7,500 per month. • One key incentive for parents to send their children to these centers is that no user fees are charged in the selected centers.

B. Karnataka

We studied three types of publicly funded creches in Karnataka. **The first category is the Karnataka Zilla Parishad creches**, established under the National Guidelines for the operation of creches under the Maternity Benefit Act 2017. These creches are located in regions where the District Collector Office and Zilla Panchayat Office are concurrently situated. There are plans to establish 62 centres in 31 district headquarters to provide creche services. These centres will primarily serve Group A and B officers who work in the offices of Zilla Panchayat and the DC office. The total financial cost of operation for these publicly funded creches in Karnataka is INR 8.57 lakhs.

The **next category is Taluka Panchayat Creches**, which involves establishing centres in nearby Anganwadi Centers (AWCs) identified as needy places in the district or taluka. There are plans to establish 62 centres in 31 districts. Federations, Self-Help Groups (SHGs), or Non-Governmental Organisations (NGOs) will manage these centres. The creches will cater to low- to middle-income workers in formal and

informal sectors, and the Mobile Creches offers training for this type of creche. The publicly funded creches (Taluk Panchayat run creches) in Karnataka are operating at an annual financial cost of INR 6.77 lakhs.

The third category is MGNREGA creches The “Koosina Mane” initiative under the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) of 2005 aims to provide crèche facilities across 31 districts of Karnataka to support working mothers. This project will establish 4000 centres, operating eight hours daily, with a 1:10 adult-to-child ratio. The publicly funded creches (MGNREGA run creches) in Karnataka are operating at an annual expenditure of INR 4 lakhs.

The Quality of Creches in Karnataka

Our research focuses on 8 publicly funded creches in Karnataka. The centres operate an average of 25 days per month for 7.6 hours per day, which aligns with NCS standards. They are conveniently located, with an average distance of about 1.4 km from the parents' homes.



The following table shows the findings from the primary survey in the selected creches in Karnataka:

Karnataka	Findings
Personnel	The creche workers (Teachers) have at least a 10th-grade education and some teaching and NGO experience. In MGNREGA creches, only two workers are present, and they are concerned about their 100-day contracts. They suggest extending them to a yearly contract for stability and highlighting the need for more staff. Creche supervisors have at least a 12th-grade education and ensure the effective functioning of the creches. The Mobile Creche team provides 6 to 15 days of training for new staff every year, but many staff members feel that more training is needed.
Demographics of children	The socio-economic profile of the children being served by the ZP centres will primarily serve Group A and B officers who work in the Zilla Panchayat and DC offices. The Taluka creches cater to low- to middle-income workers in the formal and informal sectors, including those employed in the garment and small-scale industries, construction, and vegetable vendors. The MGNREGA creches cater to the children of MGNREGA workers.
Services provision	The centres offer growth monitoring, nutrition, health referrals, and preschool education. In the MGNREGA centres, health check-ups and immunizations are available through collaboration with the PHC. ANM and ASHA workers administer immunizations. In all centres, monthly monitoring and evaluation programs track children's progress. The staff provides 3 nutritious meals daily and uses age-appropriate teaching materials. Visitor entry registers and child protection policies are in place.
Infrastructure	The ECD centres vary in location, building conditions, infrastructure, and facilities. Some centres have limitations such as lack of separate clean toilets for children, water blockage issues, and insufficient kitchen facilities and are located in areas with low hygiene. Most centres have child-friendly infrastructure, continuous electricity supply, proper ventilation, and natural light. They also have provisions for breastfeeding, resting, and sleep, and are within 1 km of medical facilities.
Honorarium and fee structure	<ul style="list-style-type: none"> • Creche workers receive monthly compensation of INR 10,000. • In MGNREGA-based centres, they are paid INR 316 per day for 26 days, totalling INR 8,216 per month.

C. Kerala

This section details four childcare centres in Kerala, three in Thiruvananthapuram and one in Cochin, operated by DWCD. Two of the four creches were established in government-owned buildings, specifically the secretariat and university. Additionally, some of the creches that were surveyed receive partial funding from private sources and organisational welfare committees. 2 of the 4 creches surveyed (Kerala University Creche and Secretariat Creche)

primarily serve formal sector workers, specifically Class A and B officers, who are employed in the respective locations. The publicly funded creches in Kerala are operating at an annual financial cost¹¹ of INR 3.55 lakhs.

The Quality of Creches in Kerala

The selected centres in Kerala operate an average of 26 days per month, in line with NCS standards, and have an average

¹¹ This annual operating expenditure does not include the contribution by the parents and welfare society which partly run the creches

operational time of 8.5 hours per day, exceeding the NCS guideline of 7.5 hours. Notably, the Kurinchivilla centre operates from 7 AM to 7 PM with creche workers in rotational shifts. Accessibility for parents is a key consideration; ideally, centres should be near the children's homes or mothers' workplaces. Two centres are located within the premises of the workplace (a university and the secretariat), and the Kurinchivilla centre provides bus services for pick-up and drop-off due to its distance from parents' worksites or homes.

The following table shows the findings from the primary survey in the selected creches in Kerala:

Kerala	Findings
Personnel	The creche workers have education levels above 12th grade, with only one worker at the Cochin centre holding a certification in pre-primary teacher training. All workers exhibit child-friendly behaviour and foster an inclusive environment. However, staff training is inconsistent across centres.
Demographics of children	The university and secretariat centres cater to financially well-off families. The high court and Kurinchivilla creche serve children from lower socio-economic backgrounds, with Kurinchivilla mainly catering to the children of migrant workers in the informal sector.
Services provision	The centres provide growth monitoring, preschool education, and various services such as nutrition, health check-ups, and referrals. Monthly counselling for parents is offered at some centres, and immunisation services are available through local Anganwadi Centres. All centres have visitor entry registers and child protection policies in place. The curriculum aims to cover all developmental domains and promote social manners and discipline among children.
Infrastructure	<ul style="list-style-type: none"> • Most of the ECD centres in Kerala operate in government-owned buildings with secure premises. Only one centre, located in Cochin, is in a rented building. • All centres have multiple rooms with a minimum of 150-200 sq. ft. of space, except for Kurinchivilla, which does not meet the NCS guidelines. The centres have concrete structures, proper ventilation, and adequate toilet facilities. They have child-friendly infrastructure, including appropriately sized sinks and attractively decorated classrooms with children's work. Most centres offer indoor and outdoor play areas and provide play-based learning activities using oral methods, skits, and props for teaching numeracy and colours. All centres are adequately equipped with toys. They also have continuous electricity, proper safety measures, fans, and water tanks. Most have clean water supplied through RO systems, except the university-based creche, which has outsourced Bisleri bottles for water. All centres have kitchens; however, food preparation does not take place in the university and secretariat centres. In these centres, parents provide lunch, which the creche workers then serve to the children. A breastfeeding space is available only in the secretariat-based centre. First aid kits are provided in all centres. All centres have medical facilities within a 1 km radius and have adequate sleep and rest provisions.
Honorarium and fees structure	Creche workers are compensated from INR 4,000 to INR 7,500 per month. The university and secretariat centres charge parents between INR 2,500 to INR 5,000. No fees are charged to parents at the Cochin centre, while parents at Kurinchivilla pay INR 200-300 per month for food due to fund disbursement delays.

4.3.2 Privately Funded Creches - Not-for-profit

The next category of creches is Privately run and funded creches in urban Delhi and Bangalore. In Delhi, the creches cater to children from poor families in urban slums and construction sites. The creches are run by Mobile Creches and partner organisations and are funded by corporations, Corporate Foundations, Philanthropists, and donor organisations. The annual operating expenditure of privately funded creches in Delhi and Karnataka are INR 11.7 lakhs and INR 9.2 lakhs, respectively

A. Delhi

This section examines 12 privately funded centres in Delhi, located in two settings: 8 at construction sites and 4 in urban slums. The centres near construction sites primarily cater to children of construction workers and are temporary setups. All the centres operate for an average of 25 days per month for 8 hours per day. The average distance between the centres and parents' homes or worksites is about 1.1 km.

The following table shows the findings from the primary survey in the selected creches in Delhi:

Delhi	Findings
Personnel	The creche workers have at least an 8th-grade education and if there's a staff absence, retired workers are called in and paid INR 500 per day. The Mobile Creches training team provides training for new workers within two months, but they haven't provided training for children with special needs. Creche supervisors have completed at least 12th-grade education and are responsible for the efficient operation of the creches.
Demographics of children	The selected ECD centres mostly serve children from migrant families, providing a safe environment for the children of labourers and women working in the unorganized sector.
Services provision	Centres offer growth monitoring, nutrition, health check-ups, preschool education, and parental counselling. They also provide hygienic and nutritious food, basic medical support, and vaccination services. Age-appropriate teaching materials, clear curriculum, visitor entry registers, and child protection policies ensure safety.
Infrastructure	Due to high enrollment, the ECD centres in urban slums and at construction sites face space constraints, indicating a need for more such centres. In some of the centres, unhygienic surroundings, cracked walls, and waterlogging pose health risks for the children. Most centres have at least two rooms with room areas of at least 150-200 square feet, but some exceptions exist. At the construction sites centres have tin roofs, which become extremely hot in the summers and cold in the winters, discomforting the children.
Honorarium and fees structure	Workers are paid between INR 10,000 to 19,000 per month. In some urban slum centres, parents pay an admission fee of INR 100 and a monthly fee of INR 300. Fee exemptions are available for families in need and for families with four children, fees are charged only for two children.

B. Karnataka

This section focuses on two centres in Bangalore. These centres are operated by Mobile Creches and its partner respectively. The Tata-run centre is located on private property and has a single room approximately 150-200 sq. ft. in size. The MC-run centre, situated inside a government

school, has more than two rooms, with an area larger than 150-200 sq. ft., providing ample space for activities and resting. Both centres have proper ventilation and natural light. The average distance between the crèche and parents' homes is about 1 km. The following table shows the findings from the primary survey in the selected creches in Karnataka:

Karnataka	Findings
Personnel	Creche workers have education beyond the 12th grade, some prior work experience, and basic computer skills. Creche supervisors have at least a 12th-grade education and are responsible for ensuring the daily operations run smoothly. Despite their extensive responsibilities, supervisors effectively manage to supervise all the centres monthly. Staff training usually lasts up to 12 days and is conducted by the Mobile Creches training team. Training for caring for children with special needs is also provided.
Demographics of children	The centres cater to children from migrant families and for working women engaged in the unorganised sector.
Services provision	The centres provide monthly growth monitoring, nutrition, health facilities, preschool education, and pregnancy and maternal counselling. They have program planning, monitoring, evaluation, administrative procedures, and supervision practices. Both the centres have meal plans, provide extra nutrition for malnourished children, and maintain growth faltering charts. The Tata-run centre offers immunisation facilities and monthly health interventions, while the MC-run centre offers disability screening. Both centres follow a curriculum with clear developmental goals, maintain visitor entry registers, and have a child protection policy in place.
Infrastructure	The ECD centres are situated in safe locations near parents' homes. They provide child-friendly facilities. However, the Tata-run centre faces space constraints and does not have a designated breastfeeding area. Both centres have play areas, but the MC-run centre also has an outdoor play area. The Tata-run centre is located 4 kilometres away from a primary health centre, while the MC-run centre has one within 1 kilometre. It is important to note that neither centre has fire protection, which poses a risk.
Honorarium and fees structure	<ul style="list-style-type: none"> • Creche workers earn a monthly salary ranging from INR 16000 to INR 16500. At the TATA-run centre, parents are charged an admission fee and a monthly fee of INR 1000. The funds collected cover utility bills, set-up costs, and maintenance expenses. • Fee exemptions are available for parents who cannot afford the payments. Additionally, families with more than two children receive discounts on their fees.

4.3.3 PPP Model

Delhi

These centres, located in urban slums, cater to children of migrant families and provide significant support for working mothers in the unorganised sector. They operate for 26 days per month, aligning with NCS standards, and have an operational time of 7 to 8 hours per day, also in line with NCS standards. Another important point is the accessibility of the creches from the parents' homes or worksites. The average distance between the creche and parents' homes is about 1 km, which is within the range suggested in the NCS guidelines (0.5-1 km from home or worksite). The PPP creches in Delhi are operating at an annual expenditure of INR 11.7 lakhs.

The following table shows the findings from the primary survey in the selected creches in Delhi:

Delhi	Findings
Personnel	The creche workers have at least a 5th-grade education, and the creche supervisors must have at least a 12th-grade education and oversee the efficient operation of the creches. All staff receive training from the Mobile Creches training team, but no training has been provided for caring for children with special needs.
Demographics of children	These centres, located in urban slums, cater to children of migrant families and provide significant support for working mothers in the unorganised sector.
Services provision	The centres provide growth monitoring, nutrition, health check-ups, preschool education, and parental counselling. They also offer balanced meals, responsive feeding, immunisation, and additional diet for malnourished children.
Infrastructure	The ECD centres in Seemapuri are located in private or rented buildings near the parents' homes, in safe and hygienic surroundings. Seemapuri 1 has more than two rooms, while Seemapuri 2 has just one room, all with an area of over 150-200 sq. ft. They have concrete floors and roofs, proper ventilation, and natural light. These centres have toilets and kitchen facilities inside the rooms, and water is sourced from Bisleri bottles. A very small space for breastfeeding has been designated. Seemapuri 1 centre has provisions for sleeping and resting, though the same room is used for sleeping and activities. Medical facilities are within 1 km, but there is no fire protection, posing a potential safety risk.
Honorarium and fee structure	<ul style="list-style-type: none"> • Creche workers receive a monthly compensation of INR 10,000. • Both centres charge an admission fee of INR 100 and a monthly fee of INR 300 to parents. • Fee exemptions are available for parents who cannot afford to pay.

5. Estimation Exercise

For the exercise, we have segmented the needs of children. The identification of these non-negotiable needs has been informed by national and international standards, the needs and expectations of parents, and the concerns and challenges of childcare workers. The segmentation of needs based on all the sources mentioned above is as follows -

A. Basic Provisions

The most critical physiological needs are access to food, water, shelter, and rest. The following are imperative requisites for children enrolled in childcare centres. Moreover, we must prioritise safety and security, as these are the primary factors most parents consider when selecting childcare centres. In addition to these fundamental needs, ensuring a clean and hygienic environment is essential to mitigate the risk of illnesses spreading among children. We have also included the physical and cognitive needs in the foundational needs of the children. Physical, cognitive, and social changes equip

the children to join the schools soon after. The children between the ages of 3 and 6 learn to read and write. They also learn to sit still and concentrate on the work given to them. Parents are keen that their children receive adequate educational and play materials. We have considered these essential needs, and the facilities and infrastructure required to address them are considered indispensable and non-negotiable.

B. Supplementary Provisions

Human needs go beyond basic physical and safety requirements to include aesthetic and cognitive needs and personal growth in individuals' physical, cognitive, social, and emotional capacities. The facilities to fulfil these are included in the supplementary provisions. It also includes more sophisticated facilities to meet some of the first-order needs. Access to digital technology and provisioning for the same is also included in the supplementary provisions.



C. Family and Community Engagement

These can only be achieved in a nurturing home and daycare environment. To achieve these, we must ensure that parents not only take up the creches but also know their roles and responsibilities as primary caregivers. To achieve this, the creche must serve specific objectives, including educating and empowering parents/caregivers for better childcare. We have also included Monitoring and Evaluation in this part because they are essential to ensuring that creches perform their work effectively and efficiently.

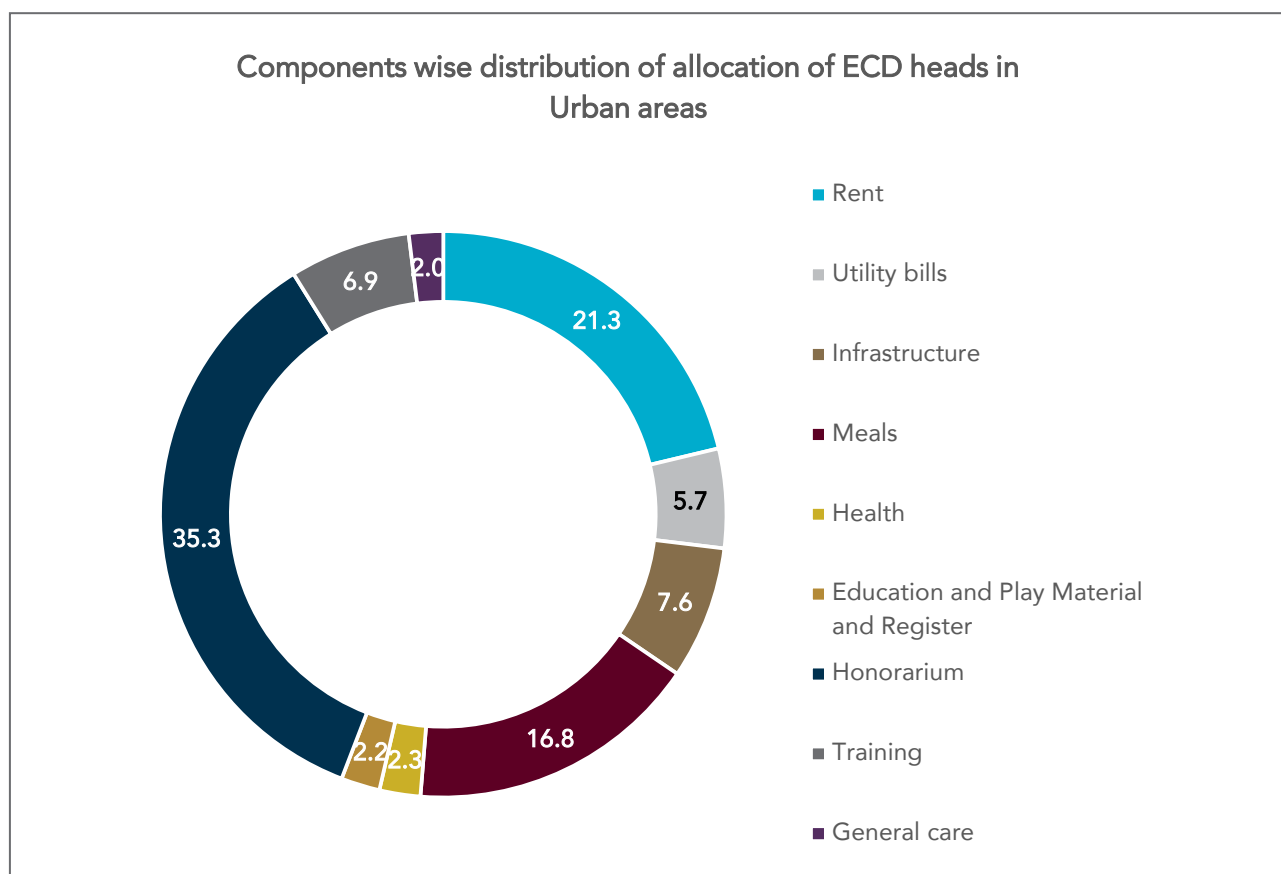
A. Basic Provision

Basic Provision	Annual operating expenditure in INR				
	Palna	Urban	Peri-urban	Rural	
Total- first year	384600	563880	919300	695300	633600

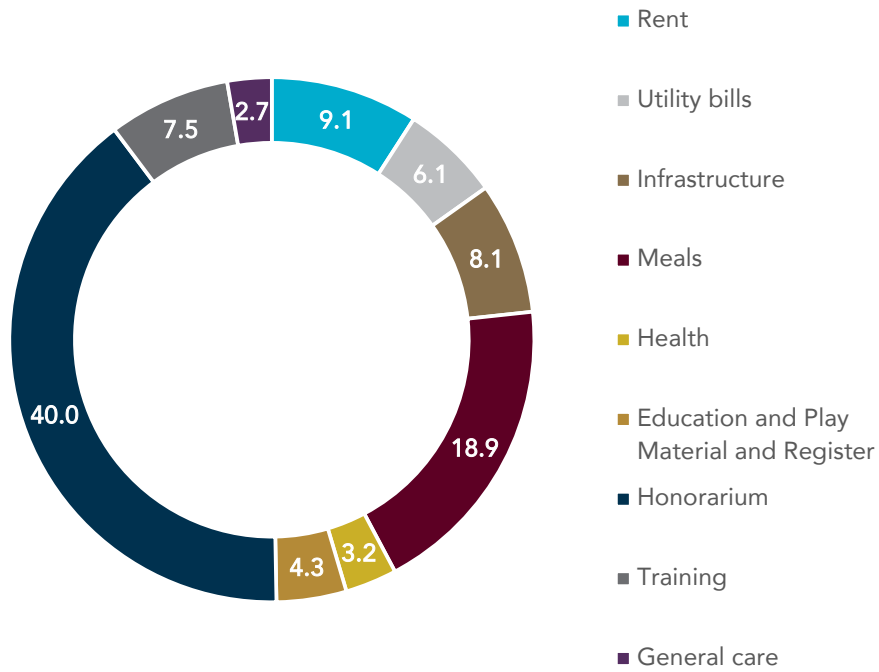
5.1 Annual Operating Expenditure for Creches in Urban, Peri-urban and Rural Areas

The annual operating expenditure estimates provided below are for a creche that can accommodate 25 children and operates 8 hours a day, 26 days a week.

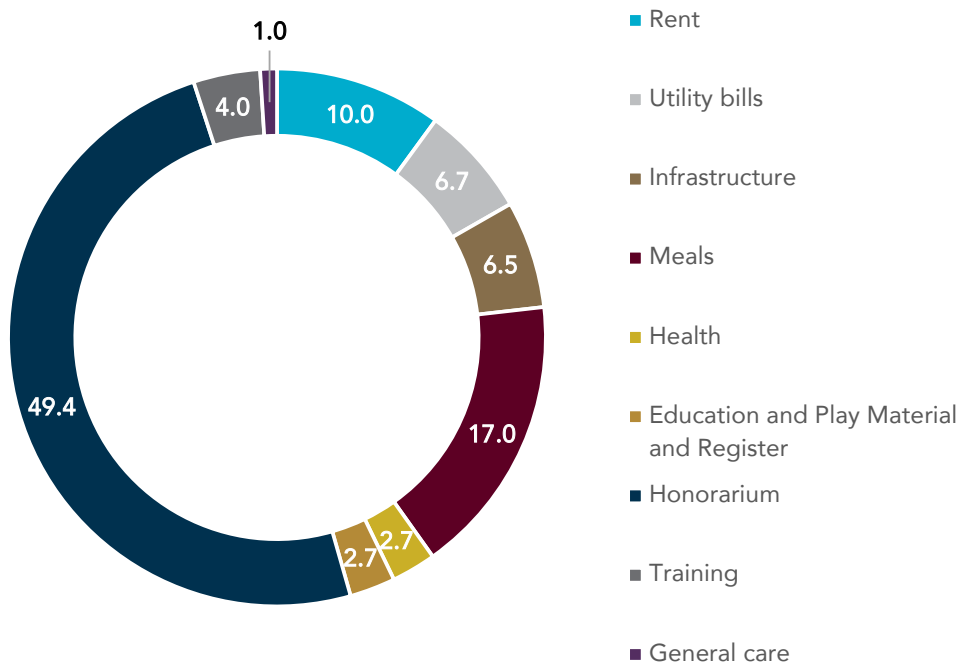
The below cost has been calculated on the basis of following assumption (See Annexure, Table 4 and 5).



Components wise distribution of allocation of ECD heads in peri-urban areas



Components wise distribution of allocation of ECD heads in rural areas



B. Supplementary Provisions (Additional Costs)

Supplementary Provisions (Additional Costs)	Annual operating expenditure in INR		
	Urban	Peri-urban	Rural
Total	157700	211700	190100

C. Family and Community Engagement (Additional Costs)

Family and Community Engagement [Additional Costs]	Annual operating expenditure in INR		
	Urban	Peri-urban	Rural
Total	23400	65400	7800

D. Disability Friendly Infrastructure

	Annual operating expenditure in INR			
	Urban	Peri-urban	Rural	
Total	95294	209294	149294	127694



6. Discussions and Way Forward

A robust childcare ecosystem is necessary for strengthening the care economy and advancing women's ability to participate in income-generating activities. Across all centres, the mothers of the children availing of creche facilities attested to the fact that they have been able to work only because they have the option of leaving their children in a safe environment. Even mothers with childcare support at home preferred sending their children to the creches as it provided for cognitive development, peer learning and nutrition.

Experts have consistently argued that there is a need for enhancing budgetary provisions to strengthen the childcare infrastructure in the country. However, there is a lack of a comprehensive understanding of the quantum of allocations required to meet the childcare needs of parents. Through this study, we have tried to plug this gap by leveraging evidence from existing models and policies across four states in India to provide unit costs for the operation of creches. Based on this exercise, we now provide tangible action points and policy insights for decision makers and implementers.

6.1 Enhancing Central Support for Financing of Creches

The number of creches operating under the National Creche Scheme has decreased significantly from 25,000 in 2013 to 3,900 in 2023.¹² Initially, the central government was responsible for implementing the NCS. However, due to policy changes and a revised cost-sharing formula, the responsibility for implementing the scheme gradually shifted to the state governments. The introduction of the Palna scheme further reinforced the reduced role of the central government. Unfortunately due to reduced central support, many resource-starved states are under-capacitated, causing challenges to the smooth functioning of the creches. We found that this is true even in the case of states like Kerala, which have shown policy

commitment and will to strengthen the ECD ecosystem. In this context, the steady decline in the Union Budget allocations for ECD schemes and sub-schemes under the central government (reflected in the stagnant or reducing budgets for Saksham Anganwadi & POSHAN 2 and SAMARTHYA, which includes Palna) is concerning. The Union government must play a central role in ushering in the universalisation of childcare across rural and urban areas providing financial resources supplemented by the state coffers.

Action Agenda: Childcare should be recognised as a public good, with the Union government driving the policy vision, providing tangible objectives and a robust regulatory framework, supported by a body such as a care council. This can be an independent body with representatives from state, academia, and CSOs, who have expertise in the area. The Union budget allocations towards the provisioning of ECD infrastructure and services must be increased.

6.2 Ensuring Effective Implementation of the Palna Scheme

The Anganwadi-cum Creches under the Palna scheme can prove to be an important initiative since Anganwadi Centers are located across the country, even in remote rural geographies. It is a scalable and sustainable model since the infrastructural costs and ECD service provisioning costs will be minimised. As our study findings have revealed, across creches, there is a need for at least three personnel in every creche at any given time. The co-location of AWCs and creches will provide for added personnel at the same cost. A report by the Development Monitoring and Evaluation Office (DMEO), NITI Aayog¹³, also mentions that state departments prefer AWCCs to separate stand-alone creches as the latter increases their financial, HR and administrative burden.

¹² Rema Nagarajan (Jan 17, 2024) From 25,000 in '13, creches for poor kids down to just 3.9 thousand. The Times of India. (http://timesofindia.indiatimes.com/articleshow/106602747.cms?utm_source=contentofinterest&utm_medium=text&utm_campaign=cppst)
¹³ Response to Lok Sabha Question (<https://sansad.in/getFile/loksabhaquestions/annex/1715/AU1328.pdf?source=pqals>)

In the first phase of the Palna scheme, only 17,000 AWCCs are planned. This is not adequate, given the number of children requiring creche facilities. The scheme also proposes 170 stand-alone creches with a budget of INR 3,55,000 each. However, our study shows that this figure is insufficient to meet the basic minimum requirements since the normative running costs (indicated in the table below) are higher than the current budget allocations.

Action Agenda: The study recommends

- Establishing practical unit costs for essential elements of early childhood development programs in rural, peri-urban, and urban areas, which could be used as a basis for updating the budget standards.
- Expanding the number of creches under the Palna scheme - both AWCCs and stand-alone creches- and improving corresponding budgetary allocations

Annual Operating Expenditure for Stand-Alone Creches

Based on our financing exercise conducted using an assessment of budgets for existing creches and accounting for the basic minimum requirements, the annual expenditure ranges are

- INR 5.6 lakh to INR 9.1 lakh in urban areas
- INR 6.95 lakh in peri-urban areas
- INR 6.33 lakh in rural areas

6.3 State Governments' Role in Identifying Needs and Corresponding Financing Requirements

States of Haryana and Karnataka have made concerted efforts to go beyond the provisions under NCS/Palna and other central schemes to develop a more effective plan for ECD interventions. These interventions suggest that the state governments are best suited to map out the needs specific to the region in order to

formulate a policy that identifies ECD priorities and addresses gaps. This should be backed by a thorough needs assessment, which will also give a more accurate understanding of the financing required. This exercise should also involve local self-government institutions and the CSOs working in this field.

In order to build an effective childcare ecosystem, state governments have been mobilising financial and human resources through multiple departments to provide childcare. Deepening the convergence between different departments like health, education, and urban and rural development can further improve the availability of finances. As seen in the case of Karnataka, drawing resources from the budgets of local bodies such as gram panchayats should be considered. Moreover, in Kerala and Karnataka, the governments are mobilising funds through the gender budgets of several other departments, which will be used to set up creches in these respective department offices.

Action Agenda: State governments must

- Conduct a thorough needs assessment to identify estimates of target beneficiaries and the number of creches required.
- Develop a dedicated policy with a clear vision and targets to have a long-term plan around creche provisioning.
- Entrust nodal departments like the WCD to set monitoring indicators and assessing progress both in terms of infrastructure and service provisioning as well as ensure effective utilisation of funds

6.4 Provisioning of Public Infrastructure for Creches

Rents for creche spaces comprise a huge proportion of the creche running cost. In most instances, it is either not budgeted for in the creche budgets or budgeted inadequately. Since infrastructure requirements, including set-up costs and rent payments, bump up budgets, state provisioning of creche space is crucial. The provisioning of public infrastructure for running

the creches is a significant advantage since they are in better shape, safer, and located in more accessible areas.

Action Agenda: Identify possible usage of public infrastructure as a creche space.

6.5 Investing in Creche Workers

To ensure decent wages for creche workers and helpers, their wages should not be less than the minimum wage for semi-skilled and unskilled workers in the state. The Haryana Creche Policy has done this, and other states must follow suit. This is particularly important for the creche workers under the Karnataka government's MGNREGA scheme, who are paid MGNREGA daily wages to undertake the labour-intensive role of creche workers and helpers.

Creche workers also need to be equipped with skills required to meet cognitive, emotional, health requirements of the child- going beyond custodial care. This demands for the creation of a robust training plan at regular intervals and adequate financial resources.

Action Agenda: Follow standardised metrics to ascertain the honorarium for creche workers—for example, the minimum wage for semi-skilled workers. Invest in training and upskilling creche workers to ensure services meet the nurturing childcare framework. Adequate resources must be allocated to the training of creche workers and helpers.

6.6 Plugging the Resource Gaps in Childcare Provisioning

Our primary survey reveals that there is no fee being charged by the creches across the states and business models. State governments are in the process of creating fee slabs based on the annual incomes of the parents both in Karnataka and Haryana. This seems like a progressive plan as the parents, who can pay more, will eventually subsidize the childcare for children from poor

families. The contribution from the parents, however, has been kept at minimal.

Governments play the central role in the provisioning of ECD financing, more as enablers for quality child care service provisioning for all women with children whether working or not. Creches run by organisations like Mobile Creches are integral to closing the ECD needs gaps caused by the dearth of government-run creches, especially in the urban areas. While the public provisioning of creches is necessary, we found that CSO and private players are critical to addressing the existing capacity and financing challenges. As observed in the case of NCS-run creches in Delhi, the deficit funding is being fulfilled by the Mobile Creches through its private donors. In cases where state funding is falling significantly short, exploring private mobilisation of funds can be considered. The state's role in incentivising private sector investments must be explored.

Action Agenda: Identify financing channels including mobilising private sector funds through CSR initiatives, philanthropic organisations, national and international organisations to close the fund deficits

6.7 Strengthening Data & Monitoring Systems for ECD Interventions

The financing of ECD is complex as it involves multiple actors, varied service providers, and a high degree of regional variations, so the government, both at the national and sub-national levels, should work towards consolidating data on ECD provisioning. Also, disaggregated financial data is crucial for effective planning, budgeting, and monitoring early childhood development (ECD).

Action Agenda: Making disaggregated financial data on ECD provisioning at each level of governance available.

7. Annexure

Table 1: Financing evidence from primary sources

Models	State	Govt. Structure	Setting	Funding Source	Annual Expenditure of operation (in INR)
Standalone Publicly Funded	Haryana	Operated by DWCD	Rural (1)	Haryana Govt under HCP	1146000
			Urban (9)		1466000
	Karnataka	RDPR	Rural- NREGA (4)	Karnataka govt	400000
		DWCD	Rural- Taluka (2)		677000
			Semi urban- ZP (2)		857000
	Kerala	DWCD	Urban (2)	DWCD + Welfare Society	355200
Urban (2)			DWCD		

Models	State	Govt. Structure	Setting	Funding Source	Annual Operating Expenditure (in INR)
Stand alone Privately Funded	Karnataka	Mobile Creche-partner run	Urban Slum (1)	TATA	921500
		Mobile Creches	Construction site (1)	Azim Premji foundation	
	Delhi	Mobile Creche	Urban Slum (4)	Funding partners of the MCs	1172620
			Construction site (8)		

Models	State	Govt. Structure	Setting	Funding Source	Annual Operating Expenditure (in INR)
Public Private Model	Delhi	Under the National Creche Scheme	Urban Slums (2)	Gol and Mobile Creches Funding Partners	1172620

Table 2: Operating expenditures of creches across states**2a. Haryana**

Components	Haryana Creche Policy (in INR)
One Time Establishment Cost	500,000
Anganwadi Worker Allowance	-
Anganwadi Helper Allowance	-
Honorarium* for creche worker	1,80,000
Honorarium* for creche helper	90,000
Creche worker and Helper Training	200000-400000
Monitoring cost	120,000
Additional Supplementary Nutrition @18 per child per day	140,400
ECCE Study Material + Play Material	15,000
Doctor visit	Through ICDS
Rent Component	60000-180000
Yearly grant for replacement/purchase of equipment/ sports material	6,600
Medical Kit	2000
Other Expenses	-
General care expenditure	12,000
Total	1146000-1466000

2b. Karnataka

Particulars	Zilla Panchayat (in INR)
Teacher @10K per month	120000
Creche worker @10K per month	120000
Helper 1 @6K per month	72000
Helper 2 @8K per month	96000
SNP @15 per child/month	117000
Doctor's visit	12000
Medical Kit	6000
Miscellaneous for cleaning material	18000
Toys and Play Material	4000
Educational Material	12000
Non-recurring Expenditure	50000
Supervision cost @5K per month	120000
Monitoring and supervision cost @5K per month	60000
Training cost @16500 per worker for 36 days of training	50000
Total	857000

Particulars	Taluks (in INR)
Teacher @10K per month	120000
Helper 1 @6K per month	72000
Helper 2 @6K per month	72000
SNP per child @ INR 15	117000
Doctor's visit	12000
Play Materials	4000
Rent	60000
Non recurring expenses	50000
Other expenses	60000
Monitoring and supervision @5K per month	60000
Training cost @16500 per workers for 36 days	50000
Total	677000

Particulars	NREGA (in INR)
Child care centre takers (caretakers)	197184
Diet @12 per child for 26 days	93600
Doctor visit- 2 visits per month	-
Medical kit @500 per month	1000
Cleaning material @500 per month	6000
Educational material @500 per month	6000
Community engagement	3000
Parents meeting	2400
Monitoring and supervision	1680
Total Recurring Expenditure	310864
Toys and Play Material	5000
Pre service Training @100 for 8 members for 8 days	6400
Refresher Training @100 for 8 days for 2 workers	1600
One time centre set up cost	35000
Infra modifications	30000
Miscellaneous*	11136
Total non-recurring cost	89136
Grand Total	4,00,000

Components	Karnataka- Private (in INR)
One Time Established Cost	54,000
Honorarium for creche worker	192,000
Honorarium for balwadi worker	198,000
Honorarium for creche helper	72,000
Additional Supplementary Nutrition	163,800
ECCE Study Material	-
Doctor visit	24000
Rent Component	120,000
Creche worker and Helper Training	85,200
Medical Kit	Included in One time set up cost
Monitoring cost	-
General care expenditure	12,500
Total	921,500

2c. Delhi

Components	Delhi - Private (in INR)
One Time Established Cost	242,500
Honorarium for creche worker	228,000
Honorarium for balwadi worker	228,000
Honorarium for creche helper	72,000
Additional Supplementary Nutrition	38,220
ECCE Study Material	44,500
Doctor visit	7,000
Rent Component	120,000
Creche worker and Helper Training	172,900
Medical Kit	-
Monitoring cost	18,000
General care expenditure	1,500
Total	1,172,620

2d. Kerala

Items	Proposed Financial Norms	Annual Operating Expenditure (in INR)
Honorarium to creche workers	INR 6500 per month	78000
Honorarium to creche helper	INR 3250 per month	39000
Honorarium to doctor	INR 250 per visit per quarter	1000
Supplementary Nutrition @14 per child/day	INR 9100 per month	109200
Rent	INR 5000 - Rural areas INR 10000 - Urban areas INR 15000 - Metropolitan areas	120000
Medicine Kit	INR 1000 six monthly	2000
PSE Kit	INR 2000 per year	2000
Monitoring by AWC supervisor	INR 1000 per year per creche	1000
Establishment cost for establishment/ Upgradation of infrastructural facilities	INR 3000 per creche per year	3000
Total		3,55,200

Table 3: Checklist across states

3a. Delhi

	Construction Site								Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14
Physical environment and infrastructure														
Building type	Provided by builder	Provided by builder	Provided by builder	Provided by builder	Provided by builder	Provided by builder	Provided by builder	Provided by builder	Government owned	Rented building	Rented building	Rented building	Provided by builder	Private property
Location of the creche	Near worksite	Near worksite	Near worksite	Near worksite	Near home	Near worksite	Near home	Near home	Near home	Near home	Near home	Near home	Near home	Near home
Number of rooms	>2	>2	2	2	1	>2	>2	2	>2	2	1	2	1	>2
Room area	>150 - 200 sq.ft.	<150 - 200 sq.ft.	150 - 200 sq.ft.	< 150 - 200 sq.ft.	< 150 - 200 sq.ft.	> 150 - 200 sq.ft.	< 150 - 200 sq.ft.	150 - 200 sq.ft.	> 150 - 200 sq.ft.	< 150-200 sq.ft.	150 - 200 sq.ft.	150 - 200 sq.ft.	> 150-200 sq.ft.	> 150 - 200 sq.ft.
Quality of floor	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete
Roof structure	Tin shade	Tin shade	Tin shade	Tin shade	Tin shade	Tin shade	Tin shade	Tin shade	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete
Child friendly infrastructure	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ventilation and natural light	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Toilet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sink/ Wash basin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kitchen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kitchen Garden	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Electricity supply	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inverter					✓									
Water supply (Safe drinking water)- RO/ Water purifier			✓	✓	✓	✓	✓		✓	✓		✓	✓	✓

	Construction Site										Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14		
Water Tank	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Store room	✓		✓		✓				✓							
CCTV																
Organisation and management																
Effective and continuous programme planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Monitoring and Evaluation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Frequent supervision	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Effective leadership fostering communication, respect, and teamwork	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Effective administrative procedures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Timings of centre	8:30 - 4 PM	9 - 5 PM	8:30 - 3 PM	9 - 5 PM	8:30 - 5 PM	9 - 5 PM	9 - 5 PM	8:30 - 4:30 PM	9 - 5 PM	9 - 4:30 PM	8:30 - 4:30 PM	9 - 4:30 PM	9 - 4:30 PM	9 - 4:30 PM		
Health and Nutrition																
Written Diet/Meal plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Space for Breastfeeding practices	✓	✓	✓		✓	✓	✓	✓	✓							
Dedicated space for Meal Preparation facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Hygienic meal handling and serving	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		

	Construction Site										Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14		
Responsive and Supervised Feeding	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Immunisation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Growth monitoring and Anthropometry (Weight, Height, BMI) Registers and Maintained	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Extra Diet to Malnourished Children	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Identification of Growth Faltering (Underweight, SAM, MAM)- whether they have prepared any chart	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Action on severe malnutrition – Referrals to Nutritional Rehabilitation Centre (NRC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Health check-up (Health Card)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Referral to Health Facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
First Aid Kit	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		
Distance from the nearest medical facility (in kms)	1	5	8	1	1.5	1	5	1	1	1	1	1	1	1		

	Construction Site										Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14	
Hygienic surroundings and environment	✓			✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	
Regular developmental and disability screening (Disability referrals)	✓	✓		✓	✓	✓	✓	✓			✓	✓	✓			
Rest and Sleep provision	✓	✓			✓		✓			✓					✓	
Childcare (Early Learning) Transactions																
Space for Indoor and Outdoor play	✓			✓	✓	✓	✓	✓	✓	✓					✓	
Play-based learning activities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Adequate toys/ play materials	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Curriculum with clear goals and covering all domains of development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Workers and child interactions: Frequent, warm, and responsive interactions between the caregivers and the children, good communication between them	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

	Construction Site										Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14	
Organisation of Culturally appropriate activities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Does the staff encourage social interaction among children	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Child-friendly behaviour	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Inclusive environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Safety and Protection																
Building Safety (Surrounding, Roof and Wall)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Fire Protection	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Visitors Entry Register	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Child protection policy/guidelines and measures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Electric safety	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Supporting Parents																
Providing appropriate childcare knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Enhancing skills of nurturing care, responsive and conscious parenting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

	Construction Site								Urban Slums				NCS	
	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10	Centre 11	Centre 12	Centre 13	Centre 14
Other														
Children perspectives – happiness, willingness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organisation of Community events for engagement and awareness of the community members	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

3b. Haryana

	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10
Physical environment and infrastructure										
Building type	Rented building	Rented building	Rented building	Rented building	Rented building	Rented building	Rented building	Rented building	Rented building	Rented building
Location of the creche	Near home	Near worksite	Near home	Near home	Near home	Near home	Near home	Near home	Near worksite	Near home
Number of rooms	2	2	2	2	2	2	>2	2	>2	2
Room area	150 - 200 sq.ft.	150 - 200 sq.ft.	150 - 200 sq.ft.	150 - 200 sq.ft.	> 150-200 sq.ft.	150 - 200 sq.ft.	150 - 200 sq.ft.	< 150-200 sq.ft.	150 - 200 sq.ft.	150 - 200 sq.ft.
Quality of floor	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete
Roof structure	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete
Child friendly infrastructure	✓					✓	✓	✓	✓	✓
Ventilation and natural light	✓	✓		✓	✓	✓	✓	✓	✓	✓
Toilet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sink/ Wash basin	✓		✓	✓	✓	✓	✓	✓	✓	✓
Kitchen	✓	✓	✓	✓		✓	✓	✓	✓	✓
Kitchen Garden										
Electricity supply	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inverter					✓					
Water supply (Safe drinking water)- RO/ Water purifier	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water Tank	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Store room					✓	✓	✓	✓	✓	✓
CCTV										
Organisation and management										
Effective and continuous programme planning	✓	✓	✓		✓		✓	✓	✓	✓
Monitoring and Evaluation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Frequent supervision	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10
Effective leadership fostering communication, respect, and teamwork	✓	✓	✓	✓	✓	✓		✓		✓
Effective administrative procedures	✓	✓	✓	✓	✓					
Timings of centre	9 - 4 PM	9 - 4 PM	9 - 4 PM	9 - 3 PM	8:30 - 2:30 PM	8:30 - 2 PM	9 - 2 PM	8:30 - 3 PM	8:30 - 3 PM	8:30 - 3:30 PM
Health and Nutrition										
Written Diet/M meal plan	✓					✓		✓	✓	✓
Space for Breastfeeding practices	✓				✓	✓	✓	✓	✓	✓
Dedicated space for Meal Preparation facilities	✓					✓	✓	✓	✓	✓
Hygienic meal handling and serving	✓	✓		✓	✓	✓		✓		✓
Responsive and Supervised Feeding	✓	✓		✓	✓	✓			✓	✓
Immunisation							✓			
Growth monitoring and Anthropometry (Weight, Height, BMI) and Registers Maintained	✓	✓	✓	✓	✓		✓	✓	✓	
Extra Diet to Malnourished Children						✓				
Identification of Growth Faltering (Underweight, SAM, MAM)- whether they have prepared any chart										
Action on severe malnutrition – Referrals to Nutritional Rehabilitation Centre (NRC)										
Health check-up (Health Card)					✓		✓			
Referral to Health Facilities							✓			
First Aid Kit	✓	✓	✓			✓				
Distance from the nearest medical facility (in kms)	1	1	1	1	2	1	1	5	1	5

	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10
Hygienic surroundings and environment	✓	✓		✓	✓	✓	✓	✓	✓	✓
Regular developmental and disability screening (Disability referrals)										
Rest and Sleep provision	✓				✓	✓	✓	✓	✓	✓
Childcare (Early Learning) Transactions										
Space for Indoor and Outdoor play	✓	✓			✓		✓	✓	✓	
Play-based learning activities	✓		✓	✓	✓	✓	✓	✓	✓	✓
Adequate toys/play materials							✓			
Curriculum with clear goals and covering all domains of development	✓	✓	✓	✓	✓	✓				
Workers and child interactions: Frequent, warm, and responsive interactions between the caregivers and the children, good communication between them	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organisation of Culturally appropriate activities	✓	✓	✓	✓	✓		✓		✓	
Does the staff encourage social interaction among children	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Child-friendly behaviour	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inclusive environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Safety and Protection										
Building Safety (Surrounding, Roof and Wall)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fire Protection	✓				✓	✓	✓	✓	✓	✓
Visitors Entry Register										
Child protection policy/ guidelines and measures										
Electric safety	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

	Centre 1	Centre 2	Centre 3	Centre 4	Centre 5	Centre 6	Centre 7	Centre 8	Centre 9	Centre 10
Supporting Parents										
Providing appropriate childcare knowledge	✓	✓	✓	✓	✓		✓	✓	✓	✓
Enhancing skills of nurturing care, responsive and conscious parenting	✓	✓	✓	✓	✓		✓	✓	✓	✓
Other										
Children perspectives – happiness, willingness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organisation of Community events for engagement and awareness of the community members				✓						
Family counselling	✓	✓	✓		✓		✓	✓		✓

3c. Karnataka

	ZP office 1	ZP office 2	MGNREGA 1	MGNREGA 2	MGNREGA 3	MGNREGA 4	Taluk 1	Taluk 2	TATA	MC
Physical environment and infrastructure										
Building type	Government owned	Rented building	Government owned	Government owned	Government owned	Leased by Panchayat	Government owned	Rented building	Private property	Government owned
Location of the creche	Near worksite	Near worksite	Near home	Near home	Near home	Near home	Near worksite	Near home	Near home	Near home
Number of rooms	1	2	2	2	>2	>2	>2	>2	1	>2
Room area	<150 - 200 sq.ft.	>150 - 200 sq.ft.	>150 - 200 sq.ft.	>150 - 200 sq.ft.	>150 - 200 sq.ft.	150 - 200 sq.ft.	>150 - 200 sq.ft.	>150-200 sq.ft.	150 - 200 sq.ft.	>150 - 200 sq.ft.
Quality of floor	Wooden	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete	Concrete
Roof structure	Half Wood and Half Concrete	Concrete	Concrete	Concrete	Concrete	Tin shade	Concrete	Concrete	Concrete	Tin shade
Child friendly infrastructure	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Ventilation and natural light	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Toilet	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Sink/ Wash basin	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kitchen	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Kitchen Garden			✓	✓						✓
Electricity supply	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inverter										
Water supply (Safe drinking water)- RO/ Water purifier	✓	✓		✓	✓	✓	✓	✓	✓	✓
Water Tank		✓		✓		✓	✓	✓		✓
Store room					✓					✓
CCTV									✓	

	ZP office 1	ZP office 2	MGNREGA 1	MGNREGA 2	MGNREGA 3	MGNREGA 4	Taluk 1	Taluk 2	TATA	MC
Organisation and management										
Effective and continuous programme planning	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitoring and Evaluation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Frequent supervision	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Effective leadership fostering communication, respect, and teamwork	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Effective administrative procedures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Timings of centre	9:30 - 5:30 PM	10 - 5:30 PM	9:30 - 3 PM	9:30 - 4:30 PM	9:30 - 4:30 PM	9 - 5:30 PM	9:30 - 5 PM	9 - 5:30 PM	9 - 5:30 PM	8:15 - 4 PM
Health and Nutrition										
Written Diet/Meal plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Space for Breastfeeding practices		✓		✓	✓		✓	✓		✓
Dedicated space for Meal Preparation facilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Hygienic meal handling and serving	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Responsive and Supervised Feeding	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Immunisation										
Growth monitoring and Anthropometry (Weight, Height, BMI) and Registers Maintained	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Extra Diet to Malnourished Children		✓		✓	✓	✓	✓	✓	✓	✓

	ZP office 1	ZP office 2	MGNREGA 1	MGNREGA 2	MGNREGA 3	MGNREGA 4	Taluk 1	Taluk 2	TATA	MC
Identification of Growth Faltering (Underweight, SAM, MAM)- whether they have prepared any chart	✓	✓		✓	✓			✓	✓	✓
Action on severe malnutrition – Referrals to Nutritional Rehabilitation Centre (NRC)	✓	✓		✓	✓			✓	✓	
Health check-up (Health Card)	✓					✓		✓	✓	✓
Referral to Health Facilities	✓	✓		✓		✓	✓	✓	✓	✓
First Aid Kit	✓	✓		✓	✓		✓	✓	✓	✓
Distance from the nearest medical facility (in kms)	1	1	1	0.5	0.4	1	0	1	4	1
Hygienic surroundings and environment	✓	✓		✓	✓	✓	✓	✓		✓
Regular developmental and disability screening (Disability referrals)	✓								✓	
Rest and Sleep provision		✓	✓	✓	✓	✓	✓	✓	✓	✓
Childcare (Early Learning) Transactions										
Space for Indoor and Outdoor play	✓	✓		✓		✓	✓	✓	✓	✓
Play-based learning activities	✓	✓		✓	✓	✓	✓	✓	✓	✓
Adequate toys/play materials	✓	✓		✓	✓	✓	✓	✓	✓	✓
Curriculum with clear goals and covering all domains of development	✓	✓					✓	✓	✓	✓

	ZP office 1	ZP office 2	MGNREGA 1	MGNREGA 2	MGNREGA 3	MGNREGA 4	Taluk 1	Taluk 2	TATA	MC
Workers and child interactions: Frequent, warm, and responsive interactions between the caregivers and the children, good communication between them	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organisation of Culturally appropriate activities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Does the staff encourage social interaction among children	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Child-friendly behaviour	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Inclusive environment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Safety and Protection										
Building Safety (Surrounding, Roof and Wall)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fire Protection								✓		
Visitors Entry Register	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Child protection policy/guidelines and measures	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Electric safety	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Supporting Parents										
Providing appropriate childcare knowledge	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Enhancing skills of nurturing care, responsive and conscious parenting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

	ZP office 1	ZP office 2	MGNREGA 1	MGNREGA 2	MGNREGA 3	MGNREGA 4	Taluk 1	Taluk 2	TATA	MC
Other										
Children perspectives – happiness, willingness	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Organisation of Community events for engagement and awareness of the community members	✓							✓	✓	✓
Family counselling	✓	✓		✓	✓	✓	✓		✓	✓

3d. Kerala

	Centre 1	Centre 2	Centre 3	Centre 4
Physical Environment and Infrastructure				
Building type	Government owned	Rented building	Government owned	Government owned
Location of the creche	Near worksite	Near home	Near worksite	Near worksite
Number of rooms	>2	>2	>2	>2
Room area	>150 - 200 sq.ft.	150 - 200 sq.ft.	<150 - 200 sq.ft.	<150 - 200 sq.ft.
Quality of floor	Concrete	Concrete	Concrete	Concrete
Roof structure	Concrete	Concrete	Concrete	Concrete
Child friendly infrastructure	✓	✓	✓	✓
Ventilation and natural light	✓	✓	✓	✓
Toilet	✓	✓	✓	✓
Sink/ Wash basin	✓		✓	✓
Kitchen	✓	✓	✓	✓
Kitchen Garden	✓	✓		
Electricity supply	✓	✓	✓	✓
Fan	✓	✓	✓	✓
Inverter			✓	
Water supply (Safe drinking water)- RO/ Water purifier		✓	✓	✓
Water Tank	✓	✓	✓	✓
Store room	✓		✓	
CCTV			✓	
Organisation and Management				
Effective and continuous programme planning	✓	✓	✓	✓
Monitoring and Evaluation	✓	✓	✓	✓
Frequent supervision		✓	✓	✓
Effective leadership fostering communication, respect, and teamwork	✓	✓	✓	✓
Effective administrative procedures		✓	✓	✓
Timings of centre	9:30 - 5:30 PM	9 - 4 PM	9:30 - 5:30 PM	7 AM - 7 PM

	Centre 1	Centre 2	Centre 3	Centre 4
Health and Nutrition				
Written Diet/Meal plan		✓		✓
Space for Breastfeeding practices			✓	
Dedicated space for Meal Preparation facilities	✓			
Hygienic meal handling and serving	✓	✓	✓	✓
Responsive and Supervised Feeding	✓	✓	✓	✓
Immunisation				
Growth monitoring and Anthropometry (Weight, Height, BMI) and Registers Maintained	✓	✓	✓	✓
Extra Diet to Malnourished Children		✓		
Identification of Growth Faltering (Underweight, SAM, MAM)- whether they have prepared any chart		✓		
Action on severe malnutrition – Referrals to Nutritional Rehabilitation Centre (NRC)		✓		
Health check-up (Health Card)				
Referral to Health Facilities		✓		
First Aid Kit		✓	✓	
Distance from the nearest medical facility (in kms)	0.5	1	0.2	0.5
Hygienic surroundings and environment	✓	✓	✓	✓
Regular developmental and disability screening (Disability referrals)		✓		
Rest and Sleep provision	✓	✓	✓	✓
Childcare (Early Learning) Transactions				
Space for Indoor and Outdoor play	✓	✓	✓	
Play-based learning activities		✓	✓	✓
Adequate toys/play materials	✓	✓	✓	✓

	Centre 1	Centre 2	Centre 3	Centre 4
Curriculum with clear goals and covering all domains of development	✓	✓	✓	
Workers and child interactions: Frequent, warm, and responsive interactions between the caregivers and the children, good communication between them	✓	✓	✓	✓
Organisation of Culturally appropriate activities		✓	✓	✓
Does the staff encourage social interaction among children	✓	✓	✓	✓
Child-friendly behaviour	✓	✓	✓	✓
Inclusive environment	✓	✓	✓	✓
Safety and Protection				
Building Safety (Surrounding, Roof and Wall)	✓	✓	✓	✓
Fire Protection			✓	
Visitors Entry Register	✓	✓	✓	✓
Child protection policy/guidelines and measures	✓	✓	✓	✓
Electric safety	✓	✓	✓	✓
Supporting Parents				
Providing appropriate childcare knowledge	✓	✓	✓	✓
Enhancing skills of nurturing care, responsive and conscious parenting	✓	✓	✓	✓
Other				
Children perspectives – happiness, willingness	✓	✓	✓	✓
Organisation of Community events for engagement and awareness of the community members		✓		✓
Family counselling			✓	✓

Table 4: Explanatory Note on the Financing exercise**4a. For Meeting the Basic Needs**

S. No.	Parameters	Urban	Peri - Urban	Rural	Source	Assumptions/ Remarks
1	Rent	@ INR10000 p.m - INR 15000 pm	@INR 5000 p.m	@ INR 5000 p.m.	Palna and HCP (Urban), Karnataka Zilla and Taluka Budget (Peri - Urban) and HCP (rural)	There is no separate budget for rent in the MGNREGA creches as they are to be co - located in panchayat buildings.
2	Utility Costs (Gas, Water, Electricity Charges)	@ INR 40000 per annum	@ INR 40000 per annum	@ INR 40000 per annum	Based on primary findings	A range of INR 38000 - INR 42000 was provided to us by the primary findings. We have taken an average of the two figures. There were no separate allocation for utility in the peri urban areas and rural areas so this cost may vary depending on the context.
3	One time set up cost (furniture, RO systems, water tanks, taps, exhaust fans, tube lights, fans, coolers, kitchen appliances, fire extinguishers, and storage boxes, space for breastfeeding)	@ INR 50000	@ INR 50000	@ INR 35000	Palna (Urban), Zilla and Taluka Budget (Peri - Urban) and MGNREGA Budget (Rural)	
4	3 meals for 20 normal children	@INR 18 per child per day	@INR 15 per child per day	@INR 12 per child per day	HCP (Urban), Zilla and Taluka Creche Budget (per- Urban) and MGNREGA budget (Rural)	At any given point, out of 25 children in a creche, there are 20 normal children.

S. No.	Parameters	Urban	Peri - Urban	Rural	Source	Assumptions/ Remarks
5	3 meals for 5 malnourished children	@ INR 23 per child per day	@ INR 20 per child per day	@ INR 17 per child per day		At any given point, there will not be more than 5 malnourished children in a creche, and an additional cost of INR 5 per day per child.
6	Health Check up	@ INR 500 per visit and 2 visits per month	@ INR 500 per visit and 2 visits per month	@ INR 500 per visit and 2 visits per month	Based on primary findings (Urban), and Based on ZP and Taluka Budget (Peri - Urban).	The budget for rural areas is not provided in the MGNREGA budget as the health check up will be conducted in convergence with the health department. We have assumed the same cost for peri urban and rural areas in this case. This cost will be variable depending on the actual costs in the other rural geographies and the level of government support.
7	ECCE material	@ INR 7500 - INR 15000 per annum	@ INR 2000 per month	@ INR 1000 per month	Palna and HCP (Urban areas), ZP and Taluka Budget (Peri - Urban), and MGNREGA budget for rural areas	
8	Play Material	@ INR 4000 per annum	@ INR 4000 per annum	@ INR 4000 per annum	Based on primary findings (urban), Zilla and Taluka Budget (peri - urban), and MGNREGA budget (rural areas)	

S. No.	Parameters	Urban	Peri - Urban	Rural	Source	Assumptions/ Remarks
9	General Care - Basic Cleaning Material	@ INR 12000 - INR 15600 per annum	@ INR 18000 per annum	@ INR 6000 per annum	Based on HCP and Palna (urban), ZP and Taluka Budget (Peri - Urban), and MGNREGA (Rural)	
10	Salary for 1 worker (Semi skilled)	@ INR 5500 per month - INR 15000 per month	@ INR 10000 per month	@ INR 8200 per month	Palna and HCP (Urban), ZP and Taluk (Peri - Urban) and MGNREGA budget (Rural)	While we have taken policy documents for the financing exercise, the salary must not be less than minimum wages for semi-skilled workers in case of creche workers and unskilled workers in case of helpers of a given state. In case of rural areas the Karnataka Government is paying a MGNREGA daily wage rate for all personnel.
11	Salary for Helper 1 (Unskilled)	@ INR 3000 - INR 7500 per month	@ INR 6000 per month	@ INR 8200 per month	Palna and HCP (Urban areas), ZP and Taluka (Peri - Urban) and MGNREGA budget for rural areas	While we have taken policy documents for costing, the salary must not be less than minimum wages for semi skilled workers in case of creche workers and unskilled workers in case of helpers of a given state. In case of rural areas the Karnataka Government is paying a MGNREGA daily wage rate for all personnel.

S. No.	Parameters	Urban	Peri - Urban	Rural	Source	Assumptions/ Remarks
12	Salary for Helper 2	@ INR 3000 - INR 7500 per month	@ INR 6000 per per month	@ INR 8200 per month	Palna and HCP (Urban areas), ZP and Taluka (Peri - Urban) and MGNREGA budget for rural areas	In case of rural areas the Karnataka Government is paying a MGNREGA daily wage rate for all personnel.
13	Training Cost per personnel	@ INR 16000 - INR 16500 per annum per personnel	@ INR 16500 per annum per personnel	@ INR 8000 per annum per personnel	Primary findings (Urban), ZP and Taluka Budget (Peri - Urban) and MGNREGA budget (rural areas)	Total training cost has been arrived at by considering training of 3 personnel.
14	Medical Kit	@ INR 1000 per annum - INR 2000 per annum	@ INR 6000 per annum	@ INR 1000 per annum	Palna and HCP (Urban areas), ZP and Taluka Budget (Peri - Urban) and MGNREGA budget (rural areas)	Both Palna and HCP have budgeted less probably due to the fact that they work in collaboration with the health department
15	Emergency Travel cost	@ INR 50 per visit For 4 visits per month	@ INR 50 per visit For 4 visits per month	@ INR 50 per visit For 4 visits per month	Based on primary findings	
16	Register for entry and exit	@ INR 50 for 4 registers	@ INR 50 for 4 registers	@ INR 50 for 4 registers	Based on primary findings	One register will be required per quarter
17	Growth Monitoring	@ INR 600 per annum	@ INR 600 per annum	@ INR 600 per annum	Based on primary findings	One time cost
18	Register for Growth Monitoring	@ INR 50 for 4 registers	@ INR 50 for 4 registers	@ INR 50 for 4 registers	Based on primary findings	One register will be required per quarter
19	Construction of a toilet for children (one for adult and two for children)	@ INR 36000 per toilet	@ INR 36000 per toilet	@ INR 36000 per toilet	Based on primary findings	One time set up cost
20	Child friendly toilets	@ INR 3600 per annum	@ INR 3600 per annum	@ INR 3600 per annum	Based on primary findings	One time cost

4b. Supplementary Provisions

S. No.	Parameters	Urban	Peri - Urban	Rural	Sources	Assumptions/ Remarks
1	Internet Facility	@ INR 3600 per person per annum	@ INR 3600 per person per annum	@ INR 3600 per person per annum	Primary Findings	The internet facility will be availed by 2 people in a creche
2	5 meals	@ INR 10 (Cost of 2 additional meals)	@ INR 10 (Cost of 2 additional meals)	@ INR 10 (Cost of 2 additional meals)	Primary Findings	Children will get 2 additional snacks as they stay there for 8 hours
3	Outdoor play equipments	@ INR 5000	@ INR 5000	@ INR 5000	Primary Findings	One time set up cost
4	Security Guard for 8 - 10 hours	@ creche worker wage rate	@ creche worker wage rate	@ creche worker wage rate	Based on the above sources (see basic needs section)	
5	CCTV	@ INR 1500	@ INR 1500	@ INR 1500	Based on primary findings	One time set up cost
6	One additional toilet for children	@ INR 36900 per toilet	@ INR 36900 per toilet	@ INR 36900 per toilet	Based on primary and secondary findings ¹³	One time set up cost
7	Led and Modern teaching tools	@ INR 40000 per creche	@ INR 40000 per creche	@ INR 40000 per creche	Based on primary and secondary findings ¹⁴	One time set up cost

¹³ <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1943759>

¹⁴ <https://pib.gov.in/PressReleaseIframePage.aspx?PRID=1943759>

4c. Community and Family Engagement

S. No.	Parameters	Urban	Peri - Urban	Rural Areas	Sources	Assumptions/ Remarks
1	Parental Counselling	@ INR 200 per month	@ INR 200 per month	@ INR 200 per month	Based on primary findings	The meeting will happen once a month
2	Community Engagement	@ INR 1500 for each event	@ INR 1500 for each event	@ INR 1500 for each event	Based on primary findings	2 events in a year
3	Monitoring and Evaluation	@ INR 18000 per annum	@ INR 60000 per annum	@ INR 2400 per annum	Based on primary findings (Urban), ZP and Taluk budgets (peri - urban) and MGNREGA (rural areas)	

4d. Additional Costs for Disabled Friendly Creches

S. No.	Parameters	Urban	Peri - Urban	Rural Areas	Sources	Assumptions/ Remarks
1	Disabled child friendly toilet	@ INR 4298	@ INR 4298	@ INR 4298	Primary Findings	One time set up cost
2	Handrails and ramps	@ INR 24996	@ INR 24996	@ INR 24996	Primary Findings	One time set up cost
3	Additional Personnel for disabled child	@creche worker wage rate	@creche worker wage rate	@creche worker wage rate	Based on the documents referred above	

Table 5: Annual Operating Expenditure in urban, peri-urban and rural areas for basic, supplementary provision, family community and engagement, disability friendly infrastructure

5a. Annual Operating expenditure in urban, peri-urban and rural area

S. No.	Basic Provisions	Annual operating expenditure in INR				
		Palna	Urban	Peri-urban	Rural	
1	Rent	120000	120000	180000	60000	60000
2	Utility bills (electricity, water, gas)	0	40000	40000	40000	40000
3	Register for record keeping (Visitor entry)@INR50 per quarter - Entry and Exit	0	200	200	200	200
4	Register for record keeping- medical history, growth monitoring @50 per register		200	200	200	200
5	One time set up cost (furniture, RO systems, water tanks, taps, exhaust fans, tube lights, fans, coolers, kitchen appliances, fire extinguishers, and storage boxes, space for breastfeeding)	50000	50000	50000	50000	35000
6	3 Meals- Normal child for 20 children	52500	52500	112320	93600	74880
7	3 Meals for 5 malnourished children	0	35880	35880	31200	26520
8	Health check-up- Doctor's visit	In convergence with ICDS	12000	12000	12000	12000
9	Educational material	7500	7500	15000	24000	12000
10	General care - Basic Cleaning Material	15600	12000	15600	18000	6000
11	Growth Monitoring (weighing scale+inch tape)	0	600	600	600	600
12	One toilet for children	0	36000	36000	36000	36000
13	Play materials and toys - Indoor	0	4000	4000	4000	4000
14	Child friendly toilet seat and sink (1 toilets for 25 children)	0	3600	3600	3600	3600
15	Salary of worker 1 (Semi skilled)	66000	66000	180000	120000	98400
16	Salary of helper 1 (Unskilled)	36000	36000	90000	72000	98400
17	Salary of helper 2 (for cooking and cleaning) (Unskilled)	0	36000	90000	72000	98400
18	Training cost- worker+helper	0	48000	49500	49500	24000
19	First Aid Kit	1000	1000	2000	6000	1000
20	Emergency Travel cost @50 PER VISIT	0	2400	2400	2400	2400
	Total- first year	384600	563880	919300	695300	633600

5b. Supplementary Provisions (Additional Costs)

Supplementary Provisions (Additional Costs)	Annual operating expenditure in INR		
	Urban	Peri-urban	Rural
Internet facility @3.6k per person per year	7200	7200	7200
Additional toilet for Children	39600	39600	39600
LED and Modern teaching Aids	40000	40000	40000
5 meals @ INR 15 (Cost of 2 additional meals)	78000	78000	78000
Outdoor play equipments	5000	5000	5000
Security Guard @ creche worker wage rate	66000 - 180000	120000	98400
CCTV	1500	1500	1500
Total	237300 - 417300	291300	269700

5c. Family and Community Engagement (Additional Costs)

Family and Community Engagement [Additional Costs]	Annual operating expenditure in INR		
	Urban	Peri-urban	Rural
Parental counselling/ PTM @INR 200 per month	2400	2400	2400
Community engagement @1500 each for 2 events	3000	3000	3000
Monitoring and evaluation	18000	60000	2400
Total	23400	65400	7800

5d. Disability Friendly Infrastructure

	Annual operating expenditure in INR			
	Urban	Peri-urban	Rural	
Child friendly toilet seat (one of which should have handrails for disabled children)	4298	4298	4298	4298
Handrails and ramps for disabled	24996	24996	24996	24996
Remuneration- Personnel for the cognitive development of a child	66000	180000	120000	98400
Total	95294	209294	149294	127694

Sampling Strategy

The study uses purposive sampling and includes daycare centres run by NGOs, the government, and public-private partnerships in various locations, including but not limited to rural areas, urban slums, construction sites, and MGNREGA sites (**see the table below**). These varying models and settings enabled the identification of the states to be studied - Delhi, Haryana, Karnataka, and Kerala. The creches studied were operated either by Mobile Creches (either alone or in partnership with the government, except Kerala).

Location Visited

Setting/ Geography	Rural	Urban
Slums		4
Construction sites		10
NREGA	4	
MB Act	2	2
NCS		2
State initiative	1	13
Subtotal	7	31
Total		38

Tools

The research team created a detailed checklist to identify all components present in childcare centres (creches). This has helped us identify any gaps in the existing facilities and infrastructure, and evaluate the functioning of various childcare centres under survey. The team developed a survey tool combining quantitative and qualitative questions for the childcare centre workers and supervisors.

The interviews were conducted using semi-structured interview guides in Hindi, Kannada, and Malayalam in Delhi, Haryana, Karnataka, and Kerala, respectively. Focus group discussions were similarly held using a guide in appropriate local languages. The data obtained was transcribed and translated from the local languages of the study sites to English and coded using NVivo, a qualitative data analysis software. We used a deductive coding process aligned with the research's key themes. Coded data was thematically categorised and analysed to develop critical findings for the report.



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