

ANNUAL REPORT

2011-12



Chairperson's Note

Just when the slow change process starts to test your nerve, the coming to fruition of seeds sown many years ago, spurs you on, yet again. For Mobile Creches (MC), 2011-12 was a year of some, such culminations and recognitions. The inclusion of the migrant child and the incorporation of a full day crèche under the ICDS umbrella – long advocated for by MC – are, today, policy decisions. This milestone was accompanied by an acknowledgement, by Plan International, of MC's well-designed and well-implemented programmes and, by the Asia Pacific Network of Early Childhood, of MC's noteworthy practices in Early Childhood Care and Development (ECCD).

A quick overview of the construction industry in the NCR revealed that contractors will continue to hire unskilled labour, with a steady proportion of women, and around one lakh children of construction workers will continue to wander the sites, over the next 5 years. This year, at half the sites, MC ran the traditional daycare model of providing childcare services; at the other half, however, big builders took on the responsibility of finances and management of running on-site crèches set up and staffed with MC's help. Our strategic thrust, clearly, lies with the latter. At a micro level, the challenge is to move from one-off initiatives to long-term change in company policy; at the macro level, the challenge is to institutionalize 'pro child' industry standards, like the 'green' badge for following environmental norms, for the entire industry.

In the last five years MC has invested a lot of energy in shaping the community agenda and building their stake in issues related to the 'Young Child': family-based interventions in childcare practices; community based initiatives in running crèches; formation of youth/women's group to integrate child issues with other survival priorities; linkage to state services. The action research, to understand the scale of a commonly perceived problem, and the public hearing, to give voice to those concerns, are well-used tools of grass root capacity building and advocacy today.

The stage seems set, now, to push the implementation agenda, at the state-level, while continuing to dialogue with ministries, the National Commission for the Protection of Child Rights and various GOI committees for change at the national level. A critical link in the chain consists of the capacities and strength of other citizens' groups, in ECCD, who will build on the groundwork with communities and help tap opportunities presented by the more recent policy commitments. A larger training team, with a strong training-of-trainers component and accreditation by a recognized university, will go a long way towards this goal.

With a budget of Rs 4.6 crores a year, MC is a mid-sized NGO, employing 140 people and working with almost 100 civil society partners to address the neglect of six crore under-six children living in poverty. A vibrant programme, true to the stated mission-vision, rests on the organizational dimensions of appropriate and adequate human and material resources, structures and systems. At the heart of the organizational challenge is the people challenge: getting the right people and retaining them – in the field, at the supervisory and senior management levels as well as in the governing board – to pursue a dream together.

To keep the 'Young Child' voice alive and growing in strength, MC needs new institutional donor relationships and another Rs 2 crores in its Corpus Fund, over 2012-14, to help sustain impact, committed professionals with appropriate skills, partners who will look beyond their organizational brief to create strong common platforms and a government that stays committed to promises made.

Anjali Alexander
Chairperson Mobile Creches

From The Executive Director's Desk

As one looks back at the year gone by, some achievements and milestones deserve celebrations of a culmination of MC's long fought advocacy efforts. The order released by the Ministry of Women and Child Development (MoWCD) extending Integrated Child Development Services (ICDS) to children of migrant and temporary residents, finally acknowledges the need to plan for services for "children on the move". The conversion of 5% Anganwadis into Anganwadi-cum-Creches is another landmark decision taken by the MoWCD as part of its plans to restructure ICDS. Concurrently, the norms for the Rajiv Gandhi Creche Scheme – the solitary scheme for crèches, were also revised and pilot tested by MC last year. All the above positive and enabling decisions have the potential to unleash greater opportunities for bringing about change in the situation of the Young Child from deprived communities.

At the field level, MC reached out to more than 13,000 children through its field intervention in Delhi/NCR – 70% at 50 construction sites and 30% in eight slum settlements. MC's continued efforts with the contractors to take on increasing responsibility for running and managing crèches (daycare centres) at their construction sites showed a positive trend. The increasing monetary and material contribution by them highlights the growing receptivity to not only complying with the legal provisions of having a 'creche' but going beyond to understanding the importance of providing a quality program. The successful foray of opening and supporting creches in other cities and towns is evidence of MC's growing capacities to innovate and respond to the construction boom being witnessed across India.

MC's work at the grass root level finds resonance with its advocacy efforts of highlighting the issues of 'care' and 'creches'. Last year concerted efforts were made in alliance with other networks and organizations to build evidence and mobilize communities to demand for quality childcare services. This 'crèche campaign' as it is internally referred to, will within the next two years, be further strengthened and widened by initiating and building relationships with other groups working on Women and Labour Rights. Simultaneously, MC proposes to sensitize the media and the executive and elected members on the urgent need to institute and plan for appropriate policies and program to redress the situation manifested in the low developmental indicators of the young child.

MC also undertakes periodic stocktaking and evaluations of specific components of its programme in a bid to review and strengthen them. The focus last year centered around our training activities which MC has been undertaking for the last three decades. An evaluation followed by a consultation with training partners and experts reiterated the urgent need for MC to strengthen its training functions by enlarging and building its internal capacities and getting its training programme and modules formally documented and accredited. This was necessary to respond to opportunities and challenges that were expected to be available as a result of the increasing visibility and attention that the young child is being accorded at multiple levels.

Another significant exercise which is worthy of mention is 'The Mid Term Strategy Review', which took place in Nov-Dec last year. Intense internal discussions on key strategic areas took place in the context of MC's performance and emerging external opportunities. Building contractor capacities to take increasing responsibility for creches, expansion of training with strategic partners and strengthening advocacy with local state authorities were identified as future thrust areas for the next two years. Corresponding plans were made to integrate appropriate human and financial resources to achieve the above. This provided the senior leadership with a greater sense of clarity and purpose, which it is hoped, will transcend across the organization to achieve the mandate it has set out for itself.

Mridula Bajaj
Executive Director

Vision:

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

Mission:

To ensure Early Child Care and Development of young children of economically deprived groups at urban construction sites and slums.

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Abbreviations

ANM	Auxiliary Nurse and Midwife
AWC	Anganwadi Centre
AWW	Anganwadi Worker
BOCWA	Building and other construction workers Act
BOCWFB	Building and other construction workers Welfare Board (Delhi & Haryana)
BPL	Below Poverty Line
CWG-CWC	Commonwealth Games-Citizens for Workers, Women & Children
CBO	Community Based Organisation
ECCD	Early Childhood Care and Development
FORCES	Forum for Creches and Childcare Services
FYP	Five Year Plan
GNCT	Government National Capital Territory
ICDS	Integrated Child Development Services
JSY	Janani Surakhsha Yojana
MC	Mobile Creches
MIS	Management Information Systems
MWCD	Ministry of Women and Child Development
NCR	National Capital Region
NFE	Non Formal Education
NGO	Non Government Organization
PHC	Primary Health Centre
RGCS	Rajiv Gandhi Creche Scheme
RTI	Right to Information
RTF	Right to Food
SHG	Self Help Group
SSA	Sarva Shiksha Abhiyan

1. Field Interventions



MC provides childcare services to children of construction workers, through multiple forms of partnership with the builder. In the slums, MC ensures childcare arrangements and child health through community run creches and linkages with state services. MC reached out to 14288 children through these programmes.

The last decade has seen greater visibility of child issues, a wider space for dialogue with the government and other partners in change, and a sharpening of arguments – scientific, economic and rights based – to create a sense of movement in the right direction. A hard look at the data, however, on malnutrition, mortality and morbidity in children, tells a different story. So, even as we take the long view and set about bringing changes in laws and policies, we need to continue working on the ground to demonstrate impact today, and involve communities and strengthen local processes to sustain the changes tomorrow.

The early years of a child's life

The early years are a period of maximum learning and rapid growth. It is also a period of greatest vulnerability and greatest promise. MC taps this window to bring health, education and care services when the child needs it the most. In the first 5 years, the brain grows to 80% of the adult size. Studies show that timely investment in the early years, yields benefits estimated at 13 times the cost. Research also indicates that quality early childhood education increases retention in school, improves learning and leads to gains in productivity and reduction in curative costs.

It is 43 years since Mobile Creches (MC) set up the first creche, for children of migrant construction workers at the Gandhi Darshan project site in Delhi, in 1969. With the first, major relocation of unauthorised settlements to the outskirts of Delhi, in the mid-70s, MC spread its net to include children in Delhi's slums. As our creches spread across the urban landscape in the cities of Delhi, Mumbai and Pune, what had started as a heart's response to the plight of children at one site, grew into a movement for the safety, nurture and development of children of poor working mothers in India.

Today, through the work at the field and policy levels with a range of stakeholders, MC speaks for the Young Child under six years across rural and urban settings, with a particular focus on the urban poor and the Migrant Child at construction sites.

1. Field-based Interventions with Migrant Children at Construction Sites

Mobile Creches reached out to 9514 children in 2011-12, 9000 children, in 2010-11 and 6262 in 2009-10 at construction sites. In 2011-12, MC spent 51.5% of its total expenditure on its programme at construction sites.

Notwithstanding mechanization, the Construction Industry continues to hire large numbers of workers, of which two-thirds is accounted for by unskilled labour. Given the substantial proportion of family labour in the unskilled segment, for a project of Rs 100 crores it is estimated that there would be more than 50 children at the site. With an expected turnover of Rs 20,000 crores a year in real estate over the next 5 years, there will be at least 20,000 children in Gurgaon alone, in need of safe surroundings, care, health, nutrition and education.

Why not machines? And why women?

Contractors continue to employ labour at non-infrastructure construction projects because it is cheaper than machines doing the same job. One of MC's contractor partners felt that "getting the right 'helper' and making workers work in pairs is critical to getting quality work done: a husband and wife make a good team and provide natural backups and support to each other". And in the absence of women, who will help with brickwork, plastering, cleaning and the lion's share of head-loading?

Children at construction sites are a particularly vulnerable lot: suddenly exposed to the harsh brutalities of urban poverty, they grow up amid the constant movement from site to site, in congested dwellings and unsanitary surroundings, without appropriate nutrition, health care or education. Mobile Creches steps in to address this severe neglect by providing a safe, clean, caring space for children, where they can learn, play and grow; it makes them less vulnerable to disease, exploitation and ignorance. It enables the mother to go to work, releases the older siblings to attend school and lays the foundations for the child's health and learning.

Models of Partnership with Builders/Contractors

The successful running of any enterprise depends on four critical elements: finances, technical expertise, personnel and management capability. Traditionally, to reach childcare services to children at construction sites, MC raised funds from the builder/contractor, funding agencies, corporate donors and individuals. MC was the sole

provider of the human resource and technical inputs, derived from its deep experience, insights and completely responsible for the day to day running of the crèche. This way of working, referred to as Model 1, below, had its pros and cons: it meant high quality but limited reach.

The non-implementation of most of the provisions under the BOCWA, the increasing professionalization of the construction sector and pressures for quality, the maturing of MC's relationship with some of its partners and the limited impact over the years, led MC to challenge its traditional model. In the last decade, MC has tried to change the terms of engagement with the contractors and builders: they are asked to share in the running costs, hiring of personnel and management of the crèche. The diagram, below, depicts the graduation to greater responsibility sharing and ownership by the builders, more evident in the last two years than ever before. While it may be too early to predict a paradigm shift, MC's perseverance seems to be paying off with a new generation of industry leaders, thinking differently and making a difference.

So, in **Model 1**, MC takes complete responsibility for running the day-care centre at the site with its own staff, equipment, materials and operational systems. The contractor/ developer only shares in the cost, sometimes contributing as little as 20% of it. In **Model 2**, the builder/contractor covers almost the entire operational cost and takes on greater responsibility in managing the crèche – hiring local staff trained by MC and looking into crèche quality. In **Model 3**, the builder 'owns' the crèche: the initiative to set it up, the day to day running and the inclusion into policy, of a crèche at each of the project sites. Here Mobile Creches would only play the role of a consultant for initial set up and supervision. Training workers for hire and providing technical support are common to all three models; the difference lies in financial support, management and institutionalization of the initiative.

Fig 1. Models of Partnership

Partnership Model Elements	Model 1	Model 2	Model 3
Set-up/ Initiative	MC	MC	MC/ Builder
Management	100% responsibility with MC	30% responsibility with MC	No responsibility with MC
Monitoring, Training	100% with MC	100% with MC	100% with MC
Community Awareness	100% with MC	100% with MC	None with MC
Operational Cost	20-50% from the builder	90% from the builder	100% from the builder
Type of Engagement	One-off	One-off/policy driven	Policy driven

In the three models, above, MC partners with big builders/contractors who work on large projects of at least Rs 100 crores.

The mid-rung builders, on the other hand, have been difficult to bring into the fold beyond Model 1 and that too with minimal monetary contribution. Since 2001, MC began to work in the South West region of Delhi at a cluster of smaller construction projects, using different tactics – awareness building with communities, linking them to state services and facilitating worker registration with Labour Boards for access to labour welfare provisions.

Table 1 shows MC's reach through various models: in the last two years, the increase in reach is, entirely, on account of partnerships under Models 2. While we have a long way to go, progress under Model 3 is encouraging. Ensuring reach through Models 2 and 3 will continue to be the thrust in the near future.

Table 1: Number of Children Reached at construction sites

Initiatives	Target Reach 2011-12	Reach 2009-10	Reach 2010-11	Reach 2011-12
Model 1	5500	5185	5255	5609
Model 2	1500	543	2512	2965
Model 3	-	-	35	157
Awareness building at small construction sites	800	534	1198	783
Total	-	6262	9000	9514

1.1. Day Care Program (Model 1)

MC runs an eight hour programme, six days a week, for children of ages birth to 12 years, with a trained, experienced and caring staff. The creche is on site, at the work place. The programme offers the child an opportunity for improved health, an initiation to the joys of learning, and a safe exposure to the world outside. It can translate to access to better education and livelihood options. It has the potential to break the intergenerational cycle of poverty and give greater 'choices' in their adult life. It is a proactive, preventive strategy and, hence, a cost effective one, whose long term impact far outweighs the investments made now.

MC reached out to 5609 children at 24 centres at Delhi and NCR (Gurgaon, Noida, Greater Noida) in 2011-12, through this model.

The Day Care Model – The 'Care' Component

The unique features of the programme are:

- Accessibility (near the construction workers hub)
- Safe space for children to play
- Trained child care workers - MC has an in-house training division
- Appropriate adult to child ratio - 1:10 for less than 3-years & 1:25 for 3+ years
- Culturally appropriate learning materials
- Tested systems and procedures to transact the programme, and monitor the outcomes.

The Day Care Programme (Model1) addresses children's needs in a holistic fashion, in response to the needs of different age groups. While each of the four elements, in Figure 2 below, may be understood in isolation, **what makes 'holistic care' meaningful, is a combination of all four.** In the buzz around malnutrition – albeit long neglected and necessary – we forget **the 'care' element** which translates into emotional nurturance, support for feeding, cleaning, supervision, and mental sustenance. Care may be defined as an envelope containing nutrition, health, education and community awareness, delivered by **a fifth, necessary factor – the care-giver.**

Figure No.2: Day Care Program at the centre



Core Components: Health, Nutrition, Education and Community Awareness

1.1.1 Health

The health program includes a wide range of preventive, curative and promotional interventions including pre/post natal check-ups, linkages to PHCs and health melas twice a year in which dental check-ups, eye check-ups and blood tests for anaemia take place with follow up for referrals etc. Health and hygiene at the centre through simple systems make all the difference – washing hands before meals, disposable (recycled) pieces of soft cloth for wiping the children, baby cribs made of cloth (attached to a wooden stand) for easy washing, use of disinfectants and potassium permanganate water (KMnO₄) for washing toys and so on. A health card is maintained for every child at the centre, which records his/her medical history. Parents are advised to use these health cards during follow-up medical visits when they leave the site for other project or back in the village. Any condition not treatable by our panel of doctors is referred to a nearby/specialty government hospital.

1.1.2 Nutrition

This workplace based intervention enables breastfeeding of infants, the first step to laying a sound foundation of health and development. In addition, there is timely and appropriate supplementary nutrition for all children, comprising a balanced mix of nutrients – porridge, lentil-rice-vegetable gruel, sprouts/nuts/biscuits for snack – spread over three meals. Each child gets 500 calories and 12 gms protein/day through the above supplementation.

Treating Malnutrition

Close growth monitoring is critical to preventing/treating malnutrition. For the severely malnourished children (Grades 3 and 4), the frequency of feeding is increased to every 1-2 hours, with smaller meals comprising an indigenously prepared **low-cost, ready-to-use therapeutic food (RUTF)** of rice, wheat and chick pea (*chana*). Regular follow-up is done with parents to ensure that the effort is complemented at home.

Coverage and Impact

- Children reached are 5609 children in 2011-12 (5255 in 2010-11), and average number of children are 1047 (1059 in 2010-11)
- 63% of the children who stayed with MC for a minimum of six months improved their nutritional status. The longer the duration of stay at MC centres, the greater is the improvement.
- 98% of the children who stayed with MC for a minimum of two months were age appropriately immunized as compared to 91% last year.
- 40 community women/men played leadership roles - facilitated access to state services and made follow-up visits.

1.1.3 Education

More than 200 million children in India under 5 years of age fail to reach their potential in cognitive development. While early health, breastfeeding and nutrition provide the foundations for learning capacities, in addition, the MC programme focuses on 'early stimulation', culturally appropriate learning and basic values and psycho-social skills in children, with specially developed curricula for each age group. All children are assessed quarterly at the centre level to help teachers ascertain and plan for the overall progress of the children.

Creche (0 – 2 year olds) – The focus is on love, care and nurturance with opportunities for sensorial fine and gross motor development. So singing, dancing, crawling and jumping in a colorful environment - lots of toys and pictures – is the order of the day.

Balwadi (3 - 5 year olds) – All activities are woven around monthly **themes (prakalps)** designed to enhance sensory-motor skills, pre-reading, pre-writing and number concepts. Painting, pasting, cutting, stringing beads, playing with blocks, clay moulding, songs, dance, etc., are a part of the daily routine.

Non-Formal-Education (NFE, for the 6+ agegroup) – Here the focus is on basic literacy with the aim of getting the children into local Government schools. Participation in the library program, Bal Sabhas, and festivals/other helps building self-confidence and leadership. The NFE programme was reviewed over the last two years and a new curriculum with new materials/schedule are in the pipeline for implementation.

In 2011-12, 33% (486) of our 1482 children between the age of 6 to 14 years were mainstreamed into government schools as compared to 19% (357 out of 1843) in 2010-11. Forty eight children this year received scholarships from the MC Scholarship program. Access to schools is a major challenge – most schools are located far from the labour hutments and safe/affordable transport is not always available.

Big Brother is watching

Pankaj, a 4 year old boy from Bengal, moved to the Vedanta construction site in Gurgaon, Haryana, with his parents and an old brother Dheeraj (17+ years). Pankaj could speak Bangla, only, and so could not understand what was going on in his Balwadi class. He would often walk out and not want to come back. Flash cards, conversation charts, pictures – nothing seemed to help him comprehend. Finally, the staff roped in his elder brother Dheeraj, who knew enough Hindi and Bangla, for help. The MC Staff would explain to him the day's topics and he would help his younger brother speak the words in Hindi along with the Bangla equivalent. Pankaj started picking up Hindi conversation and the courage to talk to his classmates. Soon he was asking the teachers to give him the worksheets too!

The play-way approach ensures integration of fun and learning. Children's meetings (*Bal Sabhas*), theatre, storytelling, celebration of all major festivals, a minimum of two excursion per centre (Nehru Science Museum, Bal Bhawan, picnics, etc.) and the annual Sports Day enrich the daily routine. Parents and contractors participate actively on most such occasions.

1.1.4 Community Awareness

The primary objective of engaging with the community is to sustain the impact of MC interventions, beyond the 'centre' and after the community has moved on, back to the village or other sites. Community Awareness initiatives are undertaken by involving the local community in programme planning and oversight, strengthening the **Lokdoot** street theatre team to take messages to the community and building local leadership to build ownership of the interventions and the ECCD issue.

MC reached out to approximately 5194 people on construction sites through 50 street plays and 12 media on issues like importance of education, cleanliness, nutrition, breastfeeding, immunization and needs of children.

For building local leaders, the concept of *Sathi Samuh* was initiated three years ago, to enable local leaders to help sustain the interventions initiated by MC. Ultimately the best practices of child-caring need to be internalized by the care-givers – a task which *Sathi Samuh* members encourage as active members from within the community. During the past year MC worked closely with 40 *Sathi Samuh* members to facilitate change in child rearing practise. Regular meetings and training workshops contribute to strengthening these potential leaders. Most *Sathis* are now looking at a long term commitment to their work in the community.

1.2 Facilitative Models of Partnership (Model 2 & 3)

In 2010-11, 15 builders took on the responsibility of providing crèches at their sites as per **Models 2 and 3 in Figure 1 in page 3** with monitoring and technical support by MC. This year **3122 children benefitted** from the above engagement at 24 centres. Of these, 21 centres were in the Delhi NCR region and 3 were outside- Mohali, Mewat, and Amritsar.

This outreach to larger numbers of children at construction sites has its own price. With high up-front investments of time in sensitizing builders and monitoring quality of services. Some trade-off in terms of quality with the substitution freshly of trained new hires as opposed to experienced MC staff, and management by the builder staff rather than MC is expected. Community awareness building is a particular challenge as the contractors are not interested in investing in this aspect. In spite of this, MC organized mass awareness programmes on immunization, health & hygiene, education and holistic needs of children. As a result of these micro and macro interventions, 67 % of children were immunized and 14% of children mainstreamed into formal schooling.

Amrapalli Group – Moving up the responsibility ladder

MC has been providing day care facility (Under Model 1) at two construction sites of the Amrapalli Group for the last 2 years. The day care program had been running well and now it was time to move Amrapalli Group to Model 2. MC initiated the talk in year 2011 and tried motivating them to assume overall responsibility. The Amrapalli group was, first, reluctant to take on this offer. But after innumerable face-to-face meetings, MC managed to convince them to run the centres on their own with monitoring and technical support by MC. The group is successfully running such a centre at Amrapalli Sapphire in Noida and is providing proper hot cooked meals to the children.

It needs to be noted, however, that the potential and promise of this strategy goes well beyond numbers to systemic change. Going forward, MC plans to push forward the 'facilitative model of partnership' with construction companies. This will be done through proactive and informed business development (databases on builders, projects, locations), in locations more conducive (availability of local skills/state support) to such partnerships and with partners more likely to institutionalize this change as policy.

1.3 Awareness building at small construction sites—Dwarka, Southwest Delhi

MC entered Dwarka in the year 2001, in response to a flurry of construction activity in the region. MC's daycare initiative drew little response from the mid/small sized project contractors in the area. MC changed tactics: we focused, instead, on community awareness, linkages with state services and activation of state programmes. This required building rapport with multiple stakeholders – parents, workers, contractors, local NGOs and state service providers. In 2011-12, MC reached out to 783 children, 57% were immunized; 23% were mainstreamed into formal schools with the help of contractors; 70% of 643 families were linked to government facilities.

Bringing ICDS to migrant populations in Dwarka, Delhi

During our work with the community we found that only 10% children at the sites were in normal nutritional grade while the rest were severely malnourished. After the Ministry of Women and Child Development (MWCD) issued a circular that nutrition support should be made available from the nearest ICDS centre to children at all construction sites, MC sent a consolidated report to the Director of ICDS about our findings in Dwarka regarding nutritional and immunization status of children. It took 3-4 months of continuous personal meetings and correspondence to finally get the nutrition support from ICDS. With the help of contractors and the community, at least 5 sites in Dwarka received food from the ICDS centres.

The expectation in Dwarka was to enhance "access to services by the families" which has been achieved. Due to saturation of the construction sites at Dwarka, MC planned an exit over 2011-12. The phase-out process included awareness programs and identification of community leaders who will continue the work of immunization and linkages to state services.

1.4 Partnership with the State

MC's day care model in Section 1.1, page 5, implemented under Model 1, is a demonstration model for other service providers (private or state sponsored) to replicate. Our future thrust lies in activating existing programmes and legal provisions to ensure that health and childcare services start flowing to the children of migrant construction workers. In 2011-12, Mobile Creches actively engaged with representatives of both, Departments of Labour (for creches through the Welfare Board under Building and Other Construction Workers' Act (BOCWA) 1996 and Department of Education, (for the under 6's under the Sarva Shiksha Abhiyan, SSA) to ensure childcare coverage for the migrant child.

SSA - Mobile Creches completed the project undertaken last year under the SSA Bhattapathshala Scheme, launched by the Education Department of the Haryana Government, at 4 Bhatta Paathshalas (Brick Kiln Schools) and 4 construction site centres for a period of six months from Feb'11 to Aug'11. Whilst the SSA focuses on the school-going ages of 6-14 years, the idea was to highlight the importance of the early years through MC's integrated program for birth - 14 years.

BOCWA, 1996 - Mobile Creches has been following-up with the labour department, Haryana Welfare Board for provision of crèches. The tendering process - bids floated by the Labour Department for the running of creches – continues but there is no concrete outcome quite yet.

Rajiv Gandhi Creche Scheme (RGCS) – As a recognition of Mobile Creches' expertise in the field of running creches and services for the under 6's the MWCD appointed MC to the Committees set up for reviewing of the RGCS. MC gave written recommendations to the Government regarding several constraining factors in the existing scheme, including the inadequate budgetary allocations. These norms have subsequently been revised and, in December 2011, MC was requested by the Central Social Welfare Board (CSWB), to run model crèches under the revised RGCS norms on a pilot basis at two locations Swaroop Nagar and Mangolpuri. In February, 2012 Mobile Crèches accepted the request after negotiating on issues of manpower and space. A review of these centres would be conducted by the Ministry at the end of 6 months, to take a decision on the revised norms.

Integrated Child Development Services (ICDS) – It has been MC's continuous struggle at the policy level, especially, after the failure of the labour laws to address the issues of the migrant worker community, to extend programmes meant for settled populations, to the migrants. MC's small success in Dwarka (Section 1.3, above) and a few urban settlements (Section 2 below) has encouraged us to explore the same in Rohini and Jasola in Delhi but without much success.

In years to come, MC's focus will remain on the three government programs – ICDS, RGCS and provisions under the BOCWA, 1996, administered by the State Welfare Boards – to bring health, care and education services to the migrant child.

2. Field-based Interventions with Young Children in Urban Slum Settlements

As per the 2011 Census, 31.2% of the Indian population lives in urban areas, two-thirds of which live in slum bastis or poor settlements. All indices related to the health and wellbeing of women and children – nutrition, mortality, access to drinking water, etc. – are much worse in the slums as compared to the average for the respective cities. It is in this backdrop that Mobile Creches worked in eight urban slums/resettlements in 2011-12: Madanpur khadar, Khanpur, Dakshinpuri, Trilokpuri, Seemapuri, Shadipur, Kirby Place and Harolla Basti. The objectives were better health outcomes for young children and better access to NGO/state/ community based services, especially in maternity, childcare, health and education.

MC reached out to 3728 children (**2188 children under 3 and 1540 children between 3-6 years**) and 35743 community members in these eight settlements. In 2011-12, MC spent 11.75% of its total expenditure on interventions in the slum settlements.

2.1 Strengthening the demand side of ECCD services

NGO programmes are often supply driven – provision of services, dissemination of information or building of capacities – without, necessarily, a sense of what the communities need, perceive and are willing to invest their energies in. Working on the 'demand side' starts with a building of evidence and understanding of a common

problem, followed by awareness of how the problem can be addressed and the participation of communities in that process.

2.1.1 Awareness building on Early Childhood Care and Development (ECCD)

This year **55 street plays and 48 folk media performances** took place, reaching out to **4743 community members**. After each performance, feedback sessions were carried out using flash cards, games and interview schedules, with smaller groups of people. The issues raised are based on knowledge gaps identified during baseline surveys and family based interventions (below).

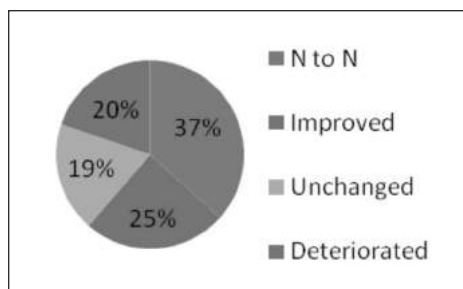
Trilokpuri: Two years back, when Savita (aged 27 years) became pregnant, she and her in-laws were contacted for the baseline survey. Despite making many efforts, Savita and her family did not get her registered at the anganwadi or the nearest government hospital for immunization and check-ups. Savita got home delivery done during which the child died.

When Savita became pregnant again, the family approached MC for advice. After many sessions on the importance of nutrition, safe delivery, no pre-lacteals, etc., she got herself immunized and registered herself for delivery in a hospital. She gave birth to a healthy baby boy of 3kg, accessed benefits under the Janani Suraksha Yojana (JSY) and also fed her child colostrum. This change had been possible only due to close contact of her family with MC.

2.1.2 Family-based-intervention with families with pregnant women and under-3 children

The process begins with a baseline survey to understand their perceptions and practices with respect to immunization, nutrition, adult-child interaction, birth registration, etc. Based on the findings, age specific interventions are carried out. This year MC reached out to **2723 pregnant women, and children under 3**, through one-to-one interaction, during which with various supportive aids like flash cards, growth charts, etc were used.

Fig 1: Improvement in Nutrition Status



Regular growth monitoring was done with families of **2188 under 3 children**. In the course of one year, We found, 37% children retained normal grade and 25% improved nutritional grades. This has been achieved through nutrition counselling (breastfeeding, weaning practices, etc) community awareness and demonstration of locally made ready-to-use therapeutic food as also linking the children to the ICDS programme.

2.1.3 Building Community Groups

MC believes that mobilizing communities around young child issues on the ground is as important as building common platforms for dialogue at the policy level. Over the last five years MC has also focussed on building youth and women's groups to demand quality State services. Today, there are **six community groups** in place, four of them registered as CBOs under the Society Registration Act, 1860.

Exposure Visit to Child in Need Institute (CINI), Kolkata CINI is an organization working on health and nutrition of pregnant women and young children in West Bengal. The CBO groups visited villages around Murshidabad where community led action was being taken to track malnutrition in pregnant women and children and to prevent child trafficking in their area. The salient features of this programme were: capacity building of SHG members on community mapping, convergence between the National Rural Health Mission (NRHM), ICDS and Panchayat and budget allocation for nutrition of young children in the Panchayat budget.

To equip the community groups to drive the ECCD agenda, the following workshops were conducted:

- Rights, policies and programmes for the young child, like, ICDS, JSY, Ladli scheme, RGCS, etc.
- Universalisation of Quality ICDS and quality indicators for monitoring of anganwadis
- Child Rights and Gender, to sensitise them about the critical issues impacting children and women.
- Financial management and accounting procedures with CBO members
- Elections of CBOs in Kirby Place and Trilokpuri
- Annual Plans for CBOs to identify focal areas of work

Child Rights Week is celebrated around Children's day in November, every year, to build awareness on the Young Child issue. This year the theme chosen was 'Quality ICDS', during which: 9 street plays reaching out 850 people ; 27 galli meetings, Wall-painting, slogan-writing and rallies by youth group members and meetings with the CDPO, Supervisor and Workers of ICDS took place.

In each of MC's intervention areas, **youth groups** have been formed since 2001 to develop skills and build leadership among the young men and women, some of them alumni of the MC daycare programme. It is important that young people start to connect ECCD to larger issues that concern the communities by participating in awareness activities and, over the years, leading the change process. This year **405 young people** participate in community activities like celebration of festivals, creating awareness by performing folk media, organising rallies, Organising activity filled Summer Camps and raising funds for the same, a workshop on "Life skills" at Vishwa Yuvak Kendra and Youth Safety by Jagori were conducted. To help participants understand the causality of exploitation, harassment and violence due to the inequalities that exist in our society.

2.1.4 Building a network of local NGOs to work as partners

There are several NGOs working on different issues affecting the Urban Poor, thus networking is important to build a strong front and carry a common voice to the policy fora. About **28 NGOs** have been participating in NGO Network meetings at Kirby place, Madanpur Khadar, Dakshinpuri and Seemapuri, for widening outreach and strengthening each other's interventions. International Women's day was celebrated in Kirby Place on March 2nd, 2012, and attended by 800 people of Jhareda Vilage and Kirby Place (Delhi Cantonment), NGOs, CBOs and the MCD Councillor and local MLA.

2.2 Strengthening the supply side of ECCD services

2.2.1 Activation/Extension/Enhancement of ECCD state programmes/other basic services

The strengthening of the demand side – building of pressure from below – is clearly reflected in positive changes on the supply side, admittedly, with a time lag. This takes the form of greater access to decision makers, extension of coverage to hitherto neglected areas and improvement in quality where services did exist in some, token form. Some examples:

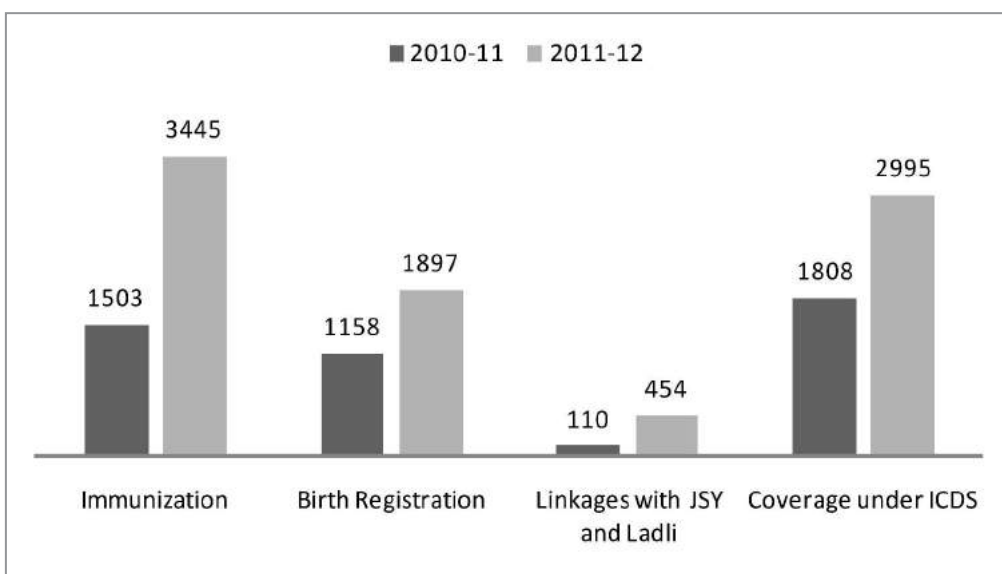
- **Opening of anganwadis:** Jagriti Samiti initiated a signature campaign to demand opening of Anganwadis of B-2 blocks at Madanpur Khadar. The application was submitted at CSWB and DCPCR which resulted in the immediate opening of 8 anganwadis.

A 10-year struggle for an Anganwadi pays off

Kirby Place is an unauthorized slum where MC has been working for the last 10 years and providing support to the local CBO, Basti Vikas Samiti (BVS), in its fight for childcare services. After consistent efforts made by the community members over 4 years, Kirby Place finally received a sanction of 10 Anganwadi Centres (AWCs). With BVS's leadership the new AWCs managed to cover each and every under-six-child in the basti. An event organised by BVS in August 2011, to celebrate this accomplishment, was attended by the Director, ICDS with CDPOs, Health officials, MLA and Councillor. Such occasions can be used as opportunities to build bridges with local decision makers.

- **Monitoring the ICDS programme:** CBO members have been using what they learnt at various workshops to monitor quality of the local anganwadi. They meet with the CDPO, Supervisors and anganwadi workers and helpers, on specific issues like growth monitoring, immunisation.

Figure No. 3 - Linkages to Government Services



Due to the proactive monitoring of local services, there has been a remarkable increase in ICDS coverage, immunizations and linkage to the Ladli scheme (scheme to promote education of the girl child) and JSY (maternity benefit scheme for women belonging to BPL families). Refer Figure 3

- **Clean drinking water:** In Khanpur, the Perna Samiti filed an RTI, conducted a signature campaign and met with the MLA and officials of the Jal Board to, finally, get a tube-well installed in C- block for provision of adequate drinking water. Similar efforts by the Jagriti Mahila Samooh in Trilokpuri led to the repair of pipelines, laying of new pipes and installation of 20 hand-pumps for provision of clean potable water. MC was in the forefront to facilitate the process.
- **Community meetings with Nominees for Councillor Elections** were conducted with 22 candidates in which 560 people took part. These meetings help put the young child issue on the larger political agenda.

2.2.2 Capacity building in ECCD of community women/ NGOs/state agencies

ECCD workshop for ICDS workers: Anganwadi Workers (AWWs) from Kirby Place, Purani Nangal, Jhareda, and Mehraam Nagar were trained by MC to improve 'impact' of ICDS. Through this training it would be possible to see some impact. Baseline and endline information will be collected to assess change.

Training of Community Women in childcare: Nine community women of Trilokpuri were trained to run community based crèches; five of them are now working as Creche workers in Trilokpuri.

New ECCD Players - Mobile Creches believes in developing other players to promote the ECCD agenda. This year NIPUN, a grassroots NGO, working at Meera Bagh basti was approached for replication of our Urban Settlement Program model. NIPUN, previously working mainly with older children, agreed to work with the under 6s, especially the under 3s. All the four strategies – awareness building, one to one intervention, linkages with GOs and NGOs and building community groups around ECCD issues – were adopted by them

Over the last one year, Mobile Creches supported NIPUN by developing their project team, preparing design for situational analysis of the area, awareness building on ECCD, building linkages with ICDS and training the community leadership group. Through this strategy 590 children were reached and 10 anganwadis were opened in the area. This year was devoted towards orienting the NGO to internalize the issue of young child and its importance and also developing them to actively look for financial support and take-up the issue in their community.

2.2.3 Community based childcare arrangements

Community based crèches/balwadis are being run where MC has community spaces available, in the eight urban settlements of Delhi. In 2011-12 there were 46 community-based crèches/balwadis reaching 1046 children. MC trains local women and provides monetary and supervisory support to help run these crèches.

2. Advocacy and Training



In 2011-12 MC put the spotlight on the 'Care' element and a trained 'Caregiver' for children's health, nutrition, safety and development, by building evidence on the need for 'care', pushing the creche agenda under ICDS and RGCS and building long term partnerships with trainee organization.

MC stays committed to raising the issues of Early Childhood Care and Development (ECCD) with communities, governments and partners in development. Despite MC's perseverance with strengthening current crèche schemes, provision of childcare services in challenging conditions and drawing attention to the 'crèche gap' in ICDS, the 'Care' element – the second 'C' in ECCD – has been missing in policy and practice. And the neglect of Care has a natural corollary: undermining the role of the Caregiver. MC continued its struggle to reinforce the criticality of crèches and underscore the importance of the crèche worker.

In 2011-12, Mobile Creches spent Rs 45.58 Lacs on Advocacy and Training: 12% of the total expenditure amounting to Rs 382.83 Lacs. There was a small decline, both in absolute and relative terms, as compared to 2010-11, largely because MC could not undertake a planned research on 'Gender and Care' on account of funding issues and a planned, large-scale community mobilization event had to be postponed in response to the ground situation.

1. Advocacy

I.I National Advocacy

1.1.1 Advocacy for Crèches: Strengthening Provisions under Policy, Law, Programmes

Substantial strides were made in making visible the huge gap between need for crèches and their availability. Key components necessary to provide quality services and the flexibilities in Schemes required to make them responsive to the diversity of women's needs have been accepted in principle by the government and other stakeholders.

- **Revisiting Rajiv Gandhi Crèche Scheme (RGCS)** - RGCS is the only Central Government Scheme on crèches, which addresses the full daycare needs of children under six years. However, it covers a meager 5 lakh children as against the need of 8 crores. Ministry of Women and Child Development (MWCD) set up a committee to revisit the scheme based on an evaluation conducted by the National Institute of Public Cooperation and Child Development (NIPCCD). MC was invited in 2010-11 to the committee and has suggested an increase in per child allocation, inclusion of set up costs (equipment), rent for adequate space, nutritional expenses and salaries for crèche workers.

Milestones 2011-12:

1. **Extension of ICDS** to the children of migrants – A Circular Order to this effect was issued by the MWCD, on 13th April, 2011. This is the outcome of the Supreme Court Order on Universalization of ICDS and years of work by MC to make migrant children visible.
2. 5% of all Anganwadi Centres (AWCs) will be converted into **AWC-cum-Crèche** - MWCD has proposed that this be implemented in a phased manner.
3. **MC input on ICDS** sought in planning and policy – MC has been invited to various committees of the National Advisory Council (NAC), MWCD and the Planning Commission.
4. **Revised Norms for the RGCS** - MC assisted in the proposed revision of norms and has been invited to be a part of the pilot for implementation.

- **AWC-cum crèches** – MWCD finally acted on the proposal of converting some AWCs to AWC-cum-Crèches. MC participated in the deliberations on the operationalization and logistics of setting them up and worked on the financial norms and other guidelines. This was in response to the continuous lobbying for importance of crèches as an intervention in malnutrition, and as a critical support for breastfeeding and the overall development of young children.
- **Multiple Crèche Models** – A recommendatory note on different models and proposed sources for funding those models was presented to the Secretary, MWCD.
- **Crèches and the Right to Food (RTF) Bill** - As participants in the RTF Campaign, MC wrote to the Standing Committee of Parliament examining the National Food Security Bill on the importance of including Crèches as an essential service in the Act.

1.1.2 Advocacy on ICDS

On different platforms and along with a range of partners, the advocacy on ICDS continued - for ICDS-with-quality, need for restructuring, norms for urban areas and inclusion of excluded groups.

Restructuring ICDS – in Mission Mode

MC'S recommendation included:

- Quality guidelines including infrastructure norms
- Two worker model: Adequate allocation for universalisation
- Quality implementation of Pre-school education
- Anganwadi cum Crèche and provision of Maternity Entitlements

ICDS in the Urban Slums MC was invited to develop a paper for National Advisory Council (NAC) on 'Making ICDS work in Urban Slums'. This was an opportunity to feed our experience of the ground situation and the gaps in coverage and design of current programmes. Apart from drawing attention to implementation issues that mark the running of ICDS across India, the recommendations, below, focused specifically on the urban context:

- **Daycare and Creches:** ICDS and RGCS, as of now, are an inadequate response. We need flexible programmes to address the varying childcare needs of women in urban poverty, living with uncertain wages and poor access to basic services.
- **Space and Safety at the AWCs:** Realistic budget allocations for rentals and safe premises are needed to ensure safe and adequate space to run AWCs in the cities
- **Preventing and Treating Malnutrition:** Improved quality and supply of food and urgent identification and management of cases of acute malnutrition, as per protocol.
- **Coverage of Special Needs Children:** Street Children, Migrants, Children with Disabilities
- **Need for disaggregated data:** For better planning and coverage, build a database on the numbers and needs of children in urban poor settlements.

1.1.3 Inputs into Plans and Policies

Serving on the Sub-Group formed by the MWCD for the 12th Five-Year Plan – Of the five Sub-Groups formed, MC participated in three – Survival and Growth, Child Protection and Early Childcare Education. MC also shared their perspective on how facilities for crèches could be expanded and suggested possible partnerships between state and non-state players.

National ECCE Policy and our Response – MWCD took a historic step in taking a decision to formulate an ECCE Policy. MC was part of a drafting group formed under the aegis of the Ministry. In the final Draft, however, the 'pre-school' element overshadowed the 'care' element.

1.1.4 Networking with National/International Partners

In 2011-12, MC actively took part in three campaigns/networks: Forum for Crèches and Childcare Services (FORCES) Right to Food (RTF), Wada Na Todo (WNT) and the India Alliance for Child Rights (IACR).

FORCES – (1) MC led the process of developing the FORCES operational plan for 2012-13 and identifying the focus areas: strengthening the State Chapters through capacity building and materials for advocacy; primary research on assessing the need for crèches; community mobilization around the issue of crèches and ECCE as a Fundamental Right. (2) MC facilitated a series of workshops for FORCES' partners, to build a common understanding on ECCD; Laws, Policies and Programmes for Children and Advocacy tools to bring about change.

WNT/IACR – MC participated in the intense civil society process led by Wada Na Todo and the India Alliance for Child Rights to provide recommendations on the young child under the 12th Five Year Plan, from 2009 through 2011.

Right to Food and Creches

The Working Group for Children Under Six (a group formed from the RTF Campaign and Jan Swasthya Abhiyan) convened a national meeting in **Bhopal - Convention on Children's Right to Food and State Accountability** - on inclusion of children's issues in the RTF Bill. MC conducted a workshop on Crèches and Children's Right to Food, as well as on using Jan Sunvais (public hearings) as an effective advocacy. MC strongly voiced the demand for Maternity Entitlements and flexible models of crèches as important institutional mechanisms to tackle malnutrition.

At the plenary session, the issue of crèches was flagged with the testimony of the Basti Vikas Samiti (a CBO set up by MC) on continuous efforts made by them to set up a crèche facility for children of working women in Kirby Place. MC advocated for crèches at **other forums** too: UNESCO Consultation on Migration; Consultation on Malnutrition, Dr. Reddy's Foundation, Hyderabad; Asia Pacific Conference, Singapore.

SAFE on Construction sites – The Harvard School of Public Health (HSPH) collaborated with MC in 2010-11 to pilot test their qualitative tool on child protection called the Safety Access Family and Education (SAFE) tool. Mobile Creches provided the field for testing and inputs on how to make it more user friendly. In 2011-12, a meeting with a few eminent builders was organized for them to understand the builders' perspective regarding child protection issues on the construction sites as HSPH is planning to fine tune their tool and pilot it at a number of sites.

1.2 Advocacy at State Level

1.2.1 Networking

Neenv, Delhi Chapter FORCES – Neenv is a network of 40 grassroots NGOs, working on the needs and rights of young children in Urban Poor Settlements of Delhi, for over a decade now and Mobile Creches have been convening this network. The Neenv strategy revolves around building community awareness on Young child issues, building evidence by conducting surveys and conveying urgent concerns of the community to decision makers through public hearings, and consultations .

Neenv Activities

- **Public Hearings** – This year Neenv organized its third Jan Sunvai in West Delhi, Bindapur, on “Health, Education, Nutrition, Safety and Care of Women and Children in the Urban Poor Settlements of Delhi”. It has been a major activity of the Network. People had the opportunity to place their problems before the Delhi Commission for Protection of Child Rights (DCPCR), officials from the health and water departments and a distinguished Jury. The hearings focused attention on individual cases: each case threw up the poor quality of life of young children in Delhi, and pointed to the urgent need for redressal and systemic change. The box, below, reflects a small beginning.

Public Hearing – Voice, Visibility and Change

- Community demand for opening AWCs led to opening of 10 AWCs in the Kirby Place
 - Six AWCs have improved in terms of punctuality of AWWs and quality of nutrition at Khanpur, Lalkuan, Madanpur Kadar and Bindapur.
 - The garbage dump has been shifted from the settlement to the outskirts of Bindapur
 - In Khanpur, a water pump was installed to address the acute water shortage
 - Two children with special needs were admitted to the Government School at Okhla Phase III.
- **Public Distribution System (PDS) and children’s food security:** MCs’ Lokdoot Team and Neenv collaborated with the Rozi Roti Adhikar Abhiyan Yatra on developing a street play to highlight the debate around ‘Cash vs Food’ for Delhi’s citizens, particularly, children. The play was performed at 20 places, 680 members of MC community groups joined a rally organized to highlight the issue and a memorandum was submitted to the Chief Minister of Delhi. Local opinion strongly opposed the substitution of food rations with cash, as cash gets used for other pressing needs, further compromising the nutrition of families and, particularly, young children.
 - **Grassroots Advocacy on Childcare Needs of Working Women** - Neenv undertook a Survey in bastis and resettlements of Delhi, to identify children under six and the status of their care in 1380 households. Twenty-eight partners of the Neenv Network participated in this Survey, including CBOs from three MC communities.
 - **Community Awareness** - Fifty community meetings were organized to share the findings of the survey, discuss the needs of women and facilitate the process of articulating their thinking about solutions.
 - **Linkages with National Level Networks** –Neenv worked with the RTF Campaign, the National Secretariat FORCES and the State Chapters in Ahmedabad and Kolkata.

Neenv members gave particular attention to strengthening the network: decentralized functioning, clear definition of member roles and well-articulated network identity, a new brochure with a logo and statement of objectives and strategies.

1.2.2 MC field programme and state level advocacy

ICDS for Children of migrant families – In response to the Circular, issued by both the Central and the State Ministries, MC got to work in Dwarka, South-West Delhi. After discussions with the Director-ICDS, food distribution from local AWCS has successfully been extended to cover children at two sites in Dwarka, since June 2011.

Right to Food (RTF) - 70 community Women participated in a dharna outside Shahstri Bhawan staged by the RTF Campaign, for raising the issue of increasing malnutrition among children.

Participation at Neenv Delhi FORCES: CBO members from three CBOs - Jagriti Mahila Samiti (Trilokpuri), Prerna Mahila Samiti (Khanpur) and Basti Vikas Samiti (Kirby Place) - have been regularly attending Neenv meetings and participating in advocacy initiatives.

1.3 Evidence Building

MC's experience over the last four years at the field and policy levels is invaluable in spreading the ECCD word, building capacities of other players and advocating for change. Information materials, micro studies and reports are strong tools for advocacy.

1.3.1 Studies and Surveys

MWCD Study on Need Assessment for Childcare Services and Status of Implementation of ICDS in six states – MC was responsible for data collection in Delhi. The major findings of the study were: Women were not aware about the various government schemes; all respondents expressed the need for crèches, but preferred different timings. Quality and coverage of ICDS was highlighted as an issue.

Neenv Survey – This survey on childcare needs covered 1380 families (with children under six), across 22 slums. It yielded the following: 70% of women worked in the unorganized sector; 62% wanted a crèche; 20% of the children were cared for by their older siblings; only 20% of the children were accessing AWCs and 10% any form of preschool education.

Study by Social Services Management (Soservman), California – The Soservman Team from St. Mary's College, University of California undertook a research project on Public Private Partnerships (PPP) in the delivery of child-care, children's healthcare, nutrition and pre-school education. The objectives were to look at best practices, in other emerging economies and enhance our understanding of how it could apply to India in the ICDS context. The team did rigorous desk research and interviews in India, Indonesia, Thailand and Vietnam. One of the major findings was that community owned and community implemented solutions worked best.

1.3.2 Reports/Materials Developed/Reprinted

Jan Sunvai Report: A combined report of the Jan Sunvais (refer Section 1.2.1, above) held in Bindapur, Shadipur and Krishna Colony was printed. MC also compiled the voices of the people who participated in the Public Hearings, above, in a publication, "Ignored and Unheard". Both documents were disseminated to various government functionaries in the field of ECCD and other NGOs.

Materials Developed/Reprinted – *Gunje Swar Humara*, CD - a collection of motivational, child rights songs; *Aadhi Dilli*, Video/DVD - a documentary film highlighting the absence of basic services in Urban Poor Settlements of Delhi; *Tackling Malnutrition*, a monogram by Dr. Vandana Prasad .

2. Training

Childcare, in an institutional setting, requires trained human resource: childcare workers who can provide informed care, with the right attitude, adequate knowledge and appropriate skills. Mobile Creches' training capacities have been rooted in and shaped by years of grassroots experience and honed with advice from professional experts. MC's Training Programme is particularly important given the neglect of the young child and the 'care' element in policies and programmes and the absence of other major players with the necessary technical expertise.

Apart from training people in institutions or networks, MC also builds a pool of trained community women who can either take employment or become entrepreneurs and run child care services independently. The profile of the trainees may range from non-literates to 12th pass and appropriate training methodologies are employed to address the challenge this poses.

Over the years MCs training has evolved from the focus on services for children to one of engaging with a larger set of stakeholders. The 'orientation and sensitization' module helps to build the trainees' perspective on ECCD, in a socio-political context, whilst the 'community communication' module readies them to communicate effectively with the community.

The training design is specifically customized based on detailed analyses of the requirements, context and profile of the trainees and remain a mix of practical (70%) and theoretical (30%). Emphasis is laid on long-term sustainable partnerships and hence more time and energy invested in developing the same.

2.1 Training for organizations

With trainee organizations, the action starts with a need assessment and is followed by training workshops, on the job supervision, follow up problem solving sessions and refresher courses. A long-term partnership is usually recommended for best results. **This year MC engaged with 8 organisations on a long-term basis and trained 242 participants.** For organizations with a focus other than children - livelihood, health or women's empowerment – MC builds their perspective on the young child so they may understand the connections and incorporate the childcare agenda in their organizational plans. **This year MC trained seven such organizations with 194 participants.**

NIPCCD invited MC as a resource for training of ICDS functionaries (CDPO'S, Supervisors, AWWs) for quality improvement of the ICDS programme. This year 2 such sessions were organized.

No. of Trainings	Organization	Participants	Children Outreach
Long term partnerships with organizations	BKS, Sewa Mandir, World Vision- Delhi, World Vision-Gurgaon, IVF, Samerth Trust, Chetanalaya, YMCA	242	2,504
Orientation and sensitization and skill building workshops	SBMA, Hope World Wide, YMCA-UNHCR, AV Baliga, Alamb, Navsrishi and Vaish	194	NA
Training for institutions	Trust NIPCCD	75	NA

Some Highlights

Crèche at Tihar Jail, run by India Vision Foundation, Delhi – MC conducted a six-month training for workers who were inmates of the jail. Some outcomes include – elimination of bottle-feeding; monthly Growth Monitoring; Corners for free play and display of children's work; a daily diary and timetable; poems, storytelling and physical exercises for crèche children.

Samerth Trust (ST), Chhattisgarh: ST has been working with the Bega community from the tribal belt in Bilaspur where they run 78 "Bal Mitra Kendras" (BMKs). MC worked with a group of 30 'Bal mitras' to enhance their skills on conducting stimulation activities with children for their holistic development.

Some highlights

The remote location and the multiple responsibilities loaded onto the Bal Mitras made MC's task – of reaching the trainees and their full attention – a huge challenge. Despite that -

1. Bal Mitras have a better understanding of ECCD today
2. Teachers of schools in the area reported that children from BMKs were better prepared for school than those who had never been to a pre- school.
3. Children became more confident and participated in all the activities enthusiastically.
4. Parents have started sending their children to the BMKs on a regular basis.

Sewa Mandir, Udaipur runs 200 balwadis in remote areas surrounding Udaipur. Since it was not possible to reach all their balwadi workers, MC designed and conducted a Training of Trainers (TOT) – from an original team of 25 only 7 succeeded – so they could undertake training for the others.

World Vision, Delhi – This year MC worked with trainees who are rag pickers, street vendors, balloon sellers and beggars, By the end of the year, five women were trained and four crèches were functional, reaching out to 110 children.

Training organizations operating/enhancing AWCs –This year MC was invited by 5 such organizations *Bhartiya Kisan Sangh (BKS)*, *Navshrsti*, *Alamb*, *Dr. AV Baliga Trust* and *Shri Bhuvaneshwari Mahila Ashram (SBMA)*. The impact on quality improvement was only marginal as these trainings were not conducted at the behest of the Government, leading to a lack of ownership for the program by the ICDS functionaries.

Training for Communitycommunication – While engaging with partners for long-term training, MC recommended adding a module on building community awareness, as it plays a key role in monitoring the quality of childcare services. BKS and World Vision agreed and the same was incorporated in their training, Some of the IEC materials were also contextualized and translated into the local language.

2.2: Community Women's Training

In a bid to expand the pool of trained human resource on ECCD and to make 'local' recruitment possible, MC trains community women to run and manage day care centers at construction sites and in Urban Settlements. In 2011-12, more women were trained at construction sites: out of **34 women trained this year**, 16 are employed at construction sites. At urban settlements 5 women are running crèches out of the 9 trained.

Childcare – its honorable work

Archana, a trainee who worked as a domestic help is now a childcare worker. She said she found this job more secure and respectful. She expressed “*mujhe crèche main chhote bachchon ke saath kam karna bahut achcha lagta hai, log didi kahte hai aur kafi respect milti hai*”. *Gharon main kaam karne se paise to jyada mil jaata tha par koi izzat nahi thi*’.

2.3 Enhancing MC Training

To stay true to MC's mission – of ensuring quality childcare services by enlarging the base of trained childcare professionals and demonstrating sound training strategies – it is important to evaluate the process and impact of MC's training, address the challenges that arise in different situations, and consult with partners for feedback, problem-solving and the way forward.

Overall challenges in Training for ECCD:

1. Limited funding available to potential trainee organizations for training on ECCD.
2. Few organisations with programmes in ECCD.
3. High turnover of trainees due to low pay, difficult tasks; more lucrative, other options.

Evaluation of our training programme – In 2011-12, an external consultant evaluated MC's Training through observations, interviews and field visits to 6 trainee organizations. Some of the recommendations were – a) improving documentation and analyses of the need assessments; b) inclusion of training outcomes in the design; c) developing training modules; d) developing formalized mechanism for consensus building with partner organisations on the proposed training design to meet the objective and show larger impact. Action has been initiated on the first three fronts.

Training Consultation - As a follow-up activity of evaluation, a training consultation was conducted in 2011-12.

Lending Urgency and Visibility to ECCD

A training consultation was organized in March 2012 with trainee partners, donor agencies, network partners, training institutes and ECCD experts. The objectives were:

- To assess the current ECCD environment: challenges and opportunities.
- To identify training needs and challenges of organisations working for child care.
- To identify and project a national perspective on ECCD.

Recommendation – MC should formalize its training modules and align with other organizations/institutions to enhance the training capacities for holistic childcare.

3. Organizational Building



The energy, skills and commitment of our people are critical to ensure continued leadership of the ECCD movement and bring about change in the situation of the young child. In 2011-12, building better governance processes, need-specific Human Resource Development (HRD) and resilient systems continued to draw attention.

1. Institutional Building

Mid Term Strategy Review: One of the major activities undertaken during the year was the Mid Term Review (MTR) of the Five Year Strategy Plan (2009-14). The idea was to assess performance and ponder key strategic choices facing the organization. Meetings with the staff, managers, consultants and Strategic Plan Committee/Board members revealed that, broadly, MC was on track. The clear, consistent gap was in the arena of developing and building other ECCD players to strengthen MC's hands across all initiatives, especially, grass root and policy advocacy.

MC also took cognizance of the fact that, in the wake of changes in the external environment vis-à-vis the construction industry and the policy environment for the young child, meticulous data gathering and analysis of the 'ECCD landscape' – providers and users of services, donors, Civil Society players, etc. – are required for sound strategies over the next five years. The decisions that emerged from the MTR have already led to preparatory action and will be translated into concrete initiatives – including its HR and financial implications – in the next FY.

2. Human Resource Development

A comparator survey on salary compensations in the development sector revealed that MC's salaries are in line with other organizations of similar profiles. In the next FY, MC will pursue non-compensation and proactive professional development strategies to ensure high motivation levels and retention of people recruited. The Performance Management System was reviewed and appropriate changes made to ensure a fairer system of acknowledgements.

The Annual Retreat (Nov 2011) was attended by 130 MC staff and led by Ajit Chaudhry, a resource person from Sparsh Natya Rang. This year, the focus was to build a common understanding of challenges in the external environment for the young child and, in the process, strengthen bonds between the old and new staff.

Mobile Creches 43rd Founder's Day (March 2012) was celebrated with the usual fanfare, music and laughter. Staff, volunteers, alumni and community members came together to commemorate the journey and to make new promises to continue the endeavour, for a just and caring world for children.

Field personnel were provided 17 refresher trainings (with average attendance of 25-30 participants in each workshop) on areas where skill gaps were evident. Some of the topics covered were – Non Formal Education, media presentations, preparing case studies, developmental milestones, worker's role in conducting Bal Sabhas, etc. Special attention was given to improve quality at the facilitation centres.

Apart from the in-service training, external exposure is encouraged to provide food for thought and opportunities of development. Some of the issues discussed include – the Union Budget, Displacement and Rehabilitation, Urban Poverty Alleviation, Child Protection, under-nutrition, social audits, fund raising and social media.

3. Systems

Constant efforts are made to bring in changes for greater efficiency

- Customized donor management software was installed
- A Purchase Manual, in keeping with the Purchase of Assets, Goods & Services Policy was prepared as a ready reckoner for staff
- Revised service rules were incorporated in the personnel manual
- MC website was redesigned and updated - MC, now, has in-house capability to make changes in content.

4. Governance

On April 1, 2011, the new Governing Council (GC) took office: nine members elected from the General Body (GB, which has membership by invitation) and four others bringing expertise and experience in different areas, invited as co-opted members, from outside the GB.

Recognition for Mobile Creches:

1. The FICCI Ladies Organization awarded Devika Singh, our founder member, for outstanding social work, in 2011.
2. Credibility Alliance accredited MC under Desirable Norms for Governance, as defined by them.
3. Asia Pacific Network of Early Childhood (ARNEC) selected MC, from among 27 others, for noteworthy ECCD practices.
4. Plan International acknowledged the MC programme as the best amongst all globally supported Plan Projects, in terms of design and implementation.

The Governance Handbook – in the making for the last few years – was completed and presented to the GC. It contains details of Society’s Rules and Regulations, Governance structures, roles and responsibilities of GB/GC/committees, laws governing MC, summary version of all policy documents, statutory compliances, FAQs and so on. It was a major exercise in building transparency and institutional learning in all matters relating to governance.

All Committees – on HR, Audit and Accounts, Strategic Planning, Resource Mobilization and Investment – continued to meet and focus on their respective agendas.

3. Financial Highlights



2011-12 was marked by better oversight of expenditures as well as forays into new ways of raising funds. Development agencies and corporate donors dominated on the income side, while the daycare programme had the lion's share on the expense side.

Financial sustainability of the organization is critical to ensuring sustainability of its impact. It's a two-fold challenge: mobilizing resources to ensure timely and adequate funds for different programme initiatives; utilization of resources in a timely and efficient manner, in keeping with the stated purpose. The ongoing challenges are matching MC needs to donor specifications while raising sufficient unrestricted funds to retain some flexibility in usage.

MC raised Rs.418.55 Lacs, in 2011-12, compared to Rs.392.05 Lacs last year, an increase of 6.76%. This increase can largely be attributed to higher contributions from the corporate sector and builders, and better fund management resulting in higher interest yields. The total expenditure went up from Rs.374.16 Lacs to Rs.382.36Lacs in 2011-12, showing a marginal increase of a little over 2.19%, reflecting effective oversight and control of expenditures.

4.1 Income – Raising Resources

MC partners with a diverse group of donors: from PSUs to corporates, institutions to contractors and individual donors big and small, all of them making an invaluable contribution to sustain MC's work with children.

4.1.1 Programme Funds

- **Institutions** – MC gets most of its funds in this category from development agencies. These agencies have a clear strategic thrust and are, normally, supportive of initiatives that focus on longer-term processes. Support to MC's efforts in advocacy, training and research and documentation, comes mainly from this source. In 2011-12, the top two donors were Plan India and Bernard van Leer Foundation. The challenge, today, is to build medium to long-term relationships with at least two such institutions: it goes a long way towards longevity of intervention and depth of impact.

Fig.1 : Summary of Income 2010-11 & 2011-12

Financial Resources	2010-11 (Rs in Lacs)	%	2011-12 (Rs in Lacs)	%
General Donation (Indian)	7.77	1.98	7.64	1.83
General Donation (Foreign)*	13.27	3.38	11.14	2.66
Earmarked Donation (Indian)*				
Institutional	9.73	2.48	11.78	2.81
Corporate	18.66	4.76	31.22	7.46
Corporate Foundation	15.21	3.88	13.32	3.18
Others			1.02	0.24
Earmarked Donation (Foreign) *				
Institutional	98.87	25.22	84.29	20.14
Corporate	44.53	11.36	31.52	7.53
Corporate Foundations	85.02	21.69	110.62	26.43
Fund Raising Events and Child Sponsorship	4.79	1.22	2.01	0.48
Contractor/Builder Contribution	51.46	13.13	56.02	13.38
Government Aid *	1.72	0.44	5.82	1.39
Interest (Indian) **	15.16#	3.87	15.57#	3.72
Interest (Foreign) *	6.43	1.64	19.45	4.65
Others (Resource Collection, Donation in kind etc.)	4.65	1.19	5.66	1.35
Total	377.27		407.08	
Special Funds (Interest & Income)***	14.78	3.77	11.47	2.75
Grand Total	392.05	100.00	418.55	100.00

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

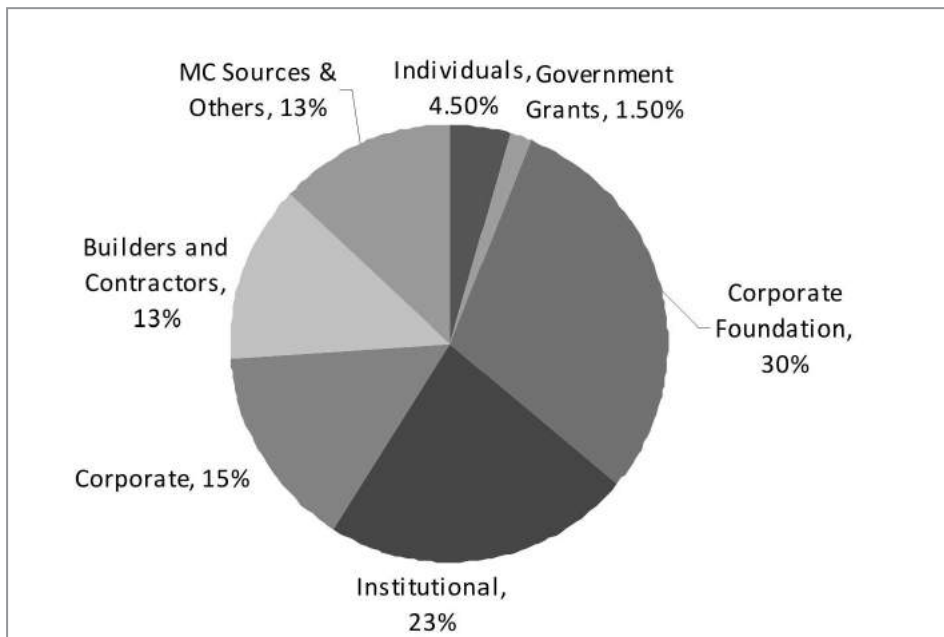
**Interest earned on Investment (Accrued & Receipts) of Corpus Fund (including the Corpus Fund received u/s 35AC of the Income Tax Act) and General Fund.

***This reflects income from training/consultancies which is put into the Special Project Fund and interest earned on investments of all funds -

Includes interest earned on investment of Corpus Fund(received u/s 35 AC of Income Tax Act). Was not reflected in the AR 2010-11 income summary.

- **Corporate Foundation Partners** – Corporate Foundations are set up by for-profit companies and are driven by a pre-specified, strategic goal to work as an independent entity, with a specified amount deployed by the parent company. The share of total income generated from this source, in the year 2011-12, was 29.61% of total income, with the major portion coming from Google Inc. Charitable Giving Fund of Tides Foundation and KPMG Foundation.
- **Corporate Partners** – Corporate partners, through their Corporate Social Responsibility (CSR) cells located in the HR or Corporate Communication divisions, support the more concrete initiatives undertaken by NGOs: for MC it is, largely restricted to the day-care and urban slum interventions. The top two corporate donors were The Boeing Company and SAP Labs India Pvt. Ltd.

Fig: 1 Break-up of Income in 2011-12 Rs. 418.55 Lacs



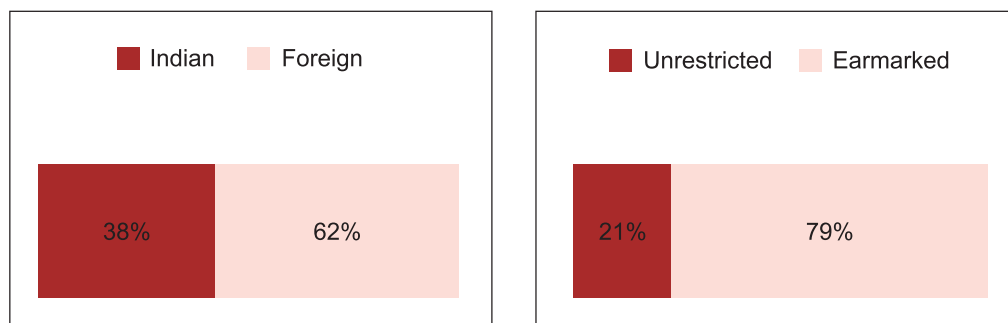
- **Builder/Contractor** – The day-care programme at construction sites accounted for half of MC's total expenditure in 2011-12; monetary support from the builders, was less than a third of it or only one-seventh of the total income. In 2011-12, the top three builders were Bestech Group, Raheja Builders and Amrapali group.
- **Individuals** – Income raised from Child Sponsorships or events feeds into the daycare programme while monies received under the General Donation category go into an unrestricted, common pool of funds which helps meet the unsupported needs of the organization. For program functioning, this share is under 5%.
- **MC Sources** – MC generates some income through interest earned from investments made (as per existing government guidelines) of its funds. This also includes interest earned out of our corpus funds and income generated through donations in kind and sale of assets.

Indian vs Foreign; Earmarked vs Restricted

As compared to last year, the Indian component of our funds grew from 32.4% to 38%.

The relative balance between unrestricted/free and earmarked funds continues to be at the same levels i.e. 20:80.

Fig 2: Source and Destination of Funds



4.1.2 Building the MC Corpus Fund

In 2009, MC launched a campaign to raise donations in India for its Corpus Fund. The objective was to build a nest egg that earns enough to help cover around 10-15% of MC's annual budget, in years to come. A 100% tax exemption on INR donations to the Corpus, u/s 35 AC of the Income Tax Act, granted in Oct 2008 and extended to March 2014, was perfectly timed to boost the campaign.

In 2011-12 MC raised Rs 28.85 Lacs under the campaign, a major decrease from last year's Rs. 42.85 Lacs. To spread its risks, MC decided to reach out to individuals - for smaller donations on a much larger scale - through the tele-calling process.

Today, the total funds in the Corpus Fund – foreign and Indian contributions – stand at Rs 288.34 Lacs, of which Rs 147.23 Lacs were raised under the campaign. The overall impact can be seen in the interest income earned: more than 8% of total income.

4.2 Expenditure – Utilizing resources

Mobile Creches total expenditure increased by a mere Rs.8.20 Lacs - from Rs.374.16 Lacs last year to Rs.382.36 Lacs in 2011-12.

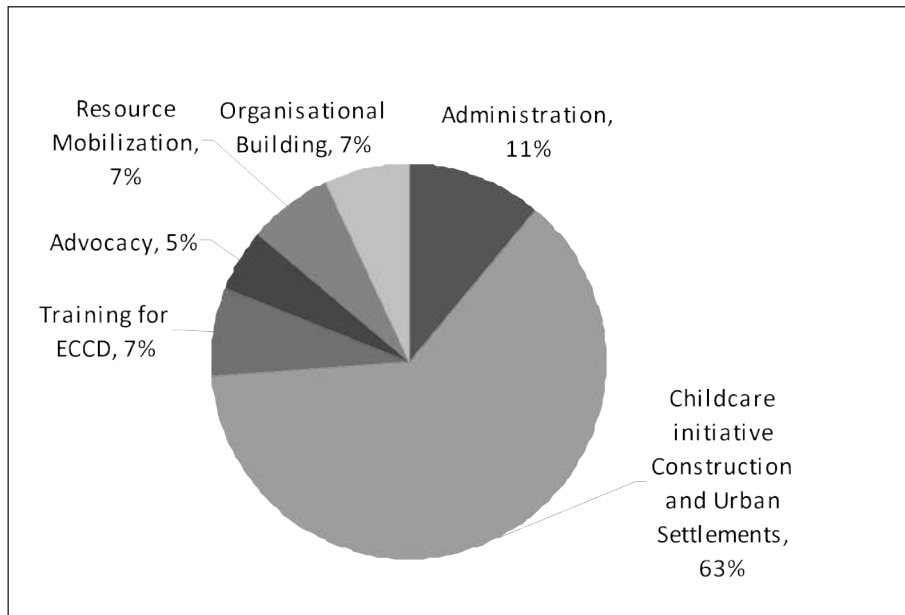
The field operation component of Mobile Creches continues to absorb the largest chunk, approximately 63.24% of the total – 51.51% on the daycare programme at construction sites and 11.73% on the interventions with communities at urban settlements to improve the demand for and the supply of ECCD services. A slight increase, in absolute and relative terms, was observed in the area of facilitating contractors to run the daycare centres, restricting MC's role to one of supervision and technical support.

Summary Of Expenditure (In Lacs) 2010-11 & 2011-12

Area of Expenditure	2010-11				2011-12			
	Expenses (Income and Expenditure)	Expenses out of accumulation/Funds	Total	%	Expenses (Income and Expenditure)	Expenses out of accumulation/Funds	Total	%
Field Operations Child Care Initiatives- Const Day Care	161.2	7.58	169.20	45.22	171.54	2.68	174.22	45.56
- ConstFacilitation	18.12		18.12	4.84	22.74		22.74	5.95
- Urban settlement	49.73		49.73	13.29	44.86		44.86	11.73
- Training for ECCD	19.21	3.46	22.67	6.06	24.33	1.06	25.39	6.64
- Advocacy	31.30	-	31.30	8.37	20.19	-	20.19	5.28
- Resource Mobilization	24.48		24.48	6.54	25.38		25.38	6.64
- Organisational Development & HRD	16.88	0.78	17.66	4.72	25.49	1.65	27.14	7.10
- Administration	37.66	3.34	41.00	10.96	41.89	0.55	42.44	11.10
Total (B)	359.00	15.16	374.16	100.00	376.42	5.94	382.36	100.00

The overall spread in the various components of MC's expenses stayed largely stable except for Advocacy, despite a greater organizational thrust and visible impact manifested in the narrative report. The reduced expenses are because of activities that couldn't take place – under research and community mobilization – on account of a lack of funds or in response to ground realities.

Fig.3: Break up of Expenditure in 2011-12 RS. 382.36 lacs



Expenditures under Organizational Development and HRD heads increased by approximately Rs.10 lacs due to an increase in liability for the gratuity requirements for larger number of employees. Resource Mobilization hovers around the lower limit – 7% of the total – of what is considered a pro-active investment for the future.

4.3 Building relationships – beyond the balance sheet

What the balance sheet cannot capture are the people-to-people connections, so vital to keeping the MC machinery oiled and reaching the Child in meaningful ways. Besides the staff and Society members, the MC family includes in its fold volunteers of all ages and backgrounds, who come and go through the year and bring with them new ideas and energy. Corporate employees, as volunteers, are a new addition to this motley crew. This has grown into, what we formally call, the Employee Engagement Programme. The idea is, going forward, to enhance the visibility of MC, in the corporate sector, especially young professionals.

Donations-in-kind may just be the beginning ...

1. Students from Vasant Valley School, VasantKunj, created 600, beautiful rakhi cards, which were sent to all our friends as our token of appreciation towards them.
2. Members of the Japanese Women's Volunteer Group donated two motorbikes to MC to facilitate easy travel to centres near and far.
3. The American Embassy School collected Laptops for the office and one-side-used papers for MC children to paint on.
4. The Unitech CSR group organized a week-long donation drive during Diwali across all their offices and collected 40 cartons of toys, clothes and footwear for the children.
5. KPMG donated 1200 sweaters to the children at all the day-care centres

.... of a long-lasting relationship

Accountability to all MC's partners translates to timely, open and regular communication – through meetings, newsletters and reports and field visits. In 2011-12, the communication package included the Annual Report, Planner, the quarterly FR Bulletin and Regular Reports to our donor partners and friends. MC is listed with Give India, which provides MC a platform to showcase its work to a larger donor audience base. The partnership is strictly reviewed every year and this process has helped MC to continually streamline its systems.

Continuous interaction with the volunteers groups, corporate partners, students and experts is ensured in order to bring in more hands, voices, funds and goodwill to our programme and, ultimately, benefit the young child.

Balance Sheet as on 31-3-2012

Liabilities	2011-2012 Amount (Rs. in lacs)	Assets	2011-2012 Amount (Rs. in lacs)
Property / Equipment fund	36.96	Fixed assets	37.82
General Fund	167.29	Investment	858.17
Corpus Fund	141.16	Stock in Hand	10.32
Corpus Fund - u/s 35AC Income Tax Act	147.81	Cash & Bank Balances	12.52
Human Resource Development Fund (1)	15.19	Debtors, Deposits & Advances	
Staff Medical Fund (1)	15.24	- Grants Receivables	7.43
Scholarship Fund (1)	1.49	- Loans & Advances	0.23
Special Project Fund (1)	17.18	-Others (2)	57.25
		Sub total	983.74
		Less Liabilities : -	
		- Unutilized Donations/ Grants	438.06
		- Sundry creditors	3.36
Total	542.32	Total	542.32

(1) Includes interest earned on Investment (Accrued & Receipts) of the Funds & any additions during the year.

(2) Interest accrued but not due & due amount of Tax deducted at source(TDS)

Statement of Income and Expenditure Account for the Year Ended 31st March'2012

INCOME (As Per Income & Expenditure)	2011-12 (Rs in Lacs)	%
General Donation (Indian)	7.64	1.88
General Donation (Foreign) (1)	11.14	2.74
Earmarked Donation (Indian) (1)		
Institutional	11.78	2.89
Corporate	31.22	7.67
Corporate Foundation	13.32	3.27
Others	1.02	0.25
Earmarked Donation (Foreign) (1)		
Institutional	84.29	20.71
Corporate	31.52	7.74
Corporate Foundation	110.62	27.17
Fund Raising Events and Child Sponsorship	2.01	0.49
Contractor/Builder Contribution	56.02	13.76
Government Aid (1)	5.82	1.43
Interest (Indian) (2)	15.57	3.82
Interest (Foreign) (1)	19.45	4.78
Others (Resource Collection,Donation in kind etc)	5.66	1.39
Total (3)	407.08	100
EXPENDITURE		
Child care initiatives-construction sites & urban settlement program	239.14	63.53
Training for ECCD	24.33	6.46
Advocacy	20.19	5.36
Resource mobilization	25.38	6.74
Organizational development	25.49	6.77
Administration	41.89	11.13
Total (4)	376.42	100.00
Excess of income over expenditure	30.66	

- (1) To the extent of amounts utilised.
- (2) Interest earned on Investment (Accrued & Receipts) of Corpus Fund,Corpus Fund- (u/s 35AC) and General Fund.
- (3) & (4) Income does not include sum of Rs.11.47L received as interest and income in Special Funds and expenditure does not include Rs. 5.94 L against the same

MOBILE CRECHES FOR WORKING MOTHERS CHILDREN
 BIZ AREA, SECTOR-IV, P.O. BOX 62/48, NEW DELHI
 RECEIPTS & PAYMENTS ACCOUNT
 FOR THE PERIOD FROM 1ST APRIL 11 TO 31ST MARCH 12

RECEIPTS	AMOUNT (Rs.)	(in Rs.)	PAYMENTS	AMOUNT (in Rs.)	AMOUNT (in Rs.)
TO OPENING BALANCE (01.04.2011)					
Cash & Bank Balances	143,367.00		Administrative & Utility Services Expenses		1,915,274.20
- Cash in Hand	2,152,077.49		Field Programme Expenses		2,918,079.34
- Current Bank Bal - 11625	64,607.00		Expenditure Corpas-SBAC		1,939,699.93
- Standard Chartered SBAC No. 58425	1,146,074.00		Expenditure out of Govt Grant		811,209.00
- HDFC Bank-0031110004378	53,961.25		Expenditure out of Specific Funds (R & W)		5,732,438.00
- HDFC Bank-0031110004603	1,315,194.22		- Donation India		
- Standard Chartered SBAC No. 60417			- Expenditure out of Foreign Specific Fund		
IN BANK	1,712,000.00		- Project Foundation	340,489.00	
- Axis Bank Fund Deposits (Corpas Fund)	250,000.00		- The Jay Foundation/Corpsa Inc.	11,643,915.00	
- Standard Chartered Bank- Fund Deposits (PHD Fund)	1,000,000.00		- Bonding Company LM -Jan 11 to Dec 11	2,552,394.00	
- Standard Chartered Bank- Fund Deposits	2,500,000.00		- Bonding Company LM -Jan 12 to Dec 12	648,609.00	
IN PUBLIC DEPOSITORSHIP & FINANCIAL INSTITUTIONS	6,000,000.00		- New Prashantropic Capital - (Underwritten TR Profile)	441,015.00	
- ICICI Ltd. - Fixed Deposits (SME Med. Fund)	1,000,000.00		- Plan International (Jan 11 to June 11)	2,286,693.00	
- HDFC Ltd. - Fixed Deposits (Sponsorship)	137,000.00		- Plan International (Jan 11 to June 11)	1,021,826.00	
- HDFC Ltd. - Fixed Deposits (Corpas Campaign)	2,839,000.00		- Bharati Veda Veda Foundation	431,710.00	
- Saurav Saraya Namdas Alpan Ltd. - Fixed Deposits/Corpas Fund	1,000,000.00		- Bryan Calshaw	113,700.00	
- Saurav Saraya Namdas Alpan Ltd. - Fixed Deposits (PHD Fund)	2,000,000.00		- Charities Aid Foundation - Day Care Program	83,174.00	
- Andhra Pradesh State F.C. - Fixed Deposits (Corpas Campaign)	33,500,000.00		- Charities Aid Foundation - Computer Learning Program	26,650.00	
- ICICI Home Finance Ltd. - Fixed Deposits	2,976,000.00		- Charities Aid Foundation - Brochery	9,026.00	
- LIC Housing Finance Ltd. - Fixed Deposits	10,000,000.00		Expenditure Against Start Medical Fund		164,650.80
- PHD Housing Finance Ltd. - Fixed Deposits	1,950,000.00		- Premium paid for insurance policy		
IN BONDING	1,800,000.00		Expenditure Against Human Resource Fund		15,401.90
- Govt of India Savings Bonds - 2005 (Corpas Fund)	400,000.00		- Motivational Faculty of Staff		
- Govt. of India Savings Bonds - 2005 (Staff Med Fund)			Expenditure Against Special Project Fund		18,400.00
Advances	31,500.00	64,081,745.98	- Day care Support, Stipend & Others		
- Staff Advances			Expenditure Against Day Care Programme		1,413,898.00
To Foreign Grants - Estimated	3,064,826.00		Exp-Sp-Right Day Care Prog., Stc. of Youth Clubs/Others		1,843,393.72
- Ford Foundation	370,650.00		Fixed Assets Purchased/PHD Own Sources		97,902.00
- Botteg Consigiani LM (Jan 12 to Dec 12)	4,342,711.00		Expenditure out of Funds		261,642.20
- New Prashantropic Capital - Handwritten TR Profile	1,406,628.00		- Corpsa Fund - SBAC	86,000.00	
- Plan International (July 11 to June 12)	500,000.00		- Charities Aid Foundation - Day Care	8,000.00	
- Plan International (July 10 to June 11)	59,507.00		- Scholarship Fund	9,000.00	
- Bryan Calshaw			Donation In Kind		50,000.00
- Charity Aid Foundation - Day Care	109,620.00	11,487,002.73	- Vehicle & Computers (M/R)	10,560.00	
- Charity Aid Foundation - Computer Learning Program			- Office Equipment (Fare & Chables)		69,600.00
To Foreign Grants - Institutional	879,479.00		Payment Against Payable P.Y.		233,324.00
- Ford Foundation	210,794.54		- Expenses Payable	194,136.00	
- FC - Interest on Fixed Deposits/Saving Bank A/c	4,176,419.93		Term Deposits		16,285,000.00
To INDIAN GRANTS	418,000.00				
- United Way of Delhi Day Care Programme	182,000.00				
- Carpal Trading Ltd. - Mobile	199,333.00				
- Charity Aid Foundation - Library Programme	100,000.00				
- Charity Aid Foundation - Day Care Programme	81,501.00				
- Concern India Foundation	652,000.00				
- Dr. Reddy Foundation	12,277.00				
- MIRC - Day care Programme	150,000.00				
- Prashantropic Capital - Day Care Programme	500,000.00				
- KPMG - Day Care Programme	100,000.00				
- KPMG - Comm. Material	100,000.00				
- KPMG - Tata Solar	15,442.00				
- KPMG - Sweets	662,750.00				
- SAI - Day Care	213,248.00				
- CWS	80,000.00				
- Jaganmou Vidyalaya Group	5,000.00				
- SWS Shiksha (Excursion)	5,000.00				
- Mohan Tiwan (Excursion)	8,000.00				
- Owa Foundation - Salary of NFE Worker	48,000.00				
- Owa Foundation - Computer	48,000.00				
- Owa Foundation Day Care Stipend	181,000.00	4,876,054.99			
			Balance CF		85,840,583.29
			Balance CF		85,184,833.27



	Balances B/F		BY	Balances B/F	
To	Scholarship - Schwabik Charitable Trust			674,400.00	Cholera balances as on 31.03.2012
To	Government Grants			294,185.00	Cash In Hand
To	Donations / Contributions & Others			9,877,648.00	Cerala Bank SB A/C - 11659
To	Deposits In Kind				HSBC Bank A/C 0031110004973
To	Vehicles & Computers (NR)				HSBC Bank A/C 0031110004379
To	Office Equipment (Furn & Coirers)				Standard Chartered SB A/C No: 88425
To	Interest on TFC/Schwabik Bank A/C & Profit on Redemption			88,550.00	Standard Chartered SB A/C No. 88417
To	Sale of Assets			4,397,615.89	Investment
To	Special Project Fund			40,453.00	- Staff Allowance
To	Income Tax Refund Credit			897,625.21	In Banks
To	Corpus Fund SBAC			344,748.00	- Standard Chartered Bank - Fixed Deposits
To	Human Resources Development Fund-Interest			2,885,285.00	In Public Sector Undertakings & Financial Institutions
To	Staff Medical Fund - Interest			100,299.61	- HFC Ltd - Fixed Deposits(Corpus Fund)
To	Scholarship Fund -JRT			113,414.67	- HFC Ltd - Fixed Deposits(Staff Med. Fund)
To	FDR's Matured			10,771.00	- HFC Ltd - Fixed Deposits (Sponsorship)
				9,006,895.74	- HFC Ltd - Fixed Deposits (Corporate)
					- State Sarcos Neerams Nagaril Ltd - Fixed Deposits(Corpus Fund)
					- State Sarcos Neerams Nagaril Ltd - Fixed Deposits (HRD Corp)
					- Andhra Pradesh State Fin. Corp - Fixed Deposits
					- ICICI Home Finance Ltd - Fixed Deposits
					- PNB Housing Finance Ltd - Fixed Deposits(Staff Med Fund)
					- PNB Housing Finance Ltd - Fixed Deposits(HRD Corp)
					- PNB Housing Finance Ltd - Fixed Deposits(Corpus Fund)
					In Bonds
					- BSNL Govt of India Saving Bonds - 2003 Corpus Fund
				193,820,026.82	
					Total Rs.
				193,820,026.82	

TO THE MOBILE CRECHES

[Signature]
Finance Manager

[Signature]
Executive Director

MOBILE CRECHES
For Working Mother's Children

Treasurer

On the basis of books of account produced & examined by us & explanation given to us & accordingly the Receipts & Payments Accounts Mobile Creches For Working Mother's Children for the period 01.04.2011 to 31.03.2012 to be true & correct.

Place : - New Delhi
Date **19 OCT 2012**

Thakur Vaidyanath Aiyer & Co.
Chartered Accountants
Firm Registration No. - 000038N



[Signature]
K.N. GUPTA
(PARTNER)
M.No. -9169

ANNEXURES

Annexure - I

Mobile Creches Partners

The listing below is but a sampler of friends who joined Mobile Creches on its journey over 43 years. We sincerely thank all of you for stepping up to challenges, hailing the small successes and keeping faith in our efforts. We apologise for any inadvertent omissions .

General Donations / Child Sponsorships

Less than Rs. 10000

Abha Nanda	Interact Modern School	Ratan Dayal
Aditi Aggarwal	Jai Prakash	Ravi Vohra
Aditi Samarth	Jatinder Singh	Ravindra Singh
Alejandro Group	Kanta Rani	Renu Kumari
Alvira Tripathi	Kosha Mayank Vora	Reva Dayal
American Express Services India Ltd.	Krishna Bansal	Rina Chaudhuri
Amit Bhalla	Krishna Kishore	Rofikul Kalam
Amit Jivan Joshi	Kushal Kumar Mathur	Ruchi R Jain
Amit Mittal	M Hari Menon	Ruchir Jain
Anand Gupta	Madhu Verma	Sanaul Haq
Andrea Corbo	Madhuri Sondhi	Sandeep Chopra
Anil Bhalla	Madhusudan	Sandhya Iyer
Anil Kumar	Mahinder Bhargava	Sanjay Chakravarty
Anjali Alexander	Man Mohini Rastogi	Sanjay Chatterjee
Anjana Somani	Manjula Agarwal	Sanjeev Bhatnagar
Ann Minu Jose	Manjushree	Sanjeev Kumar
Anuj Srivastava	Manvinder	Satwad Mehta
Aparna Singh	Martand Prakash Singh	Saurabh Gupta
Arjuna Fintrade Pvt. Ltd.	Mavis E Jain	Seema Paul
Arun Kaul	Metores Trust	SGC Logistic Solution Ltd.
Arun M Anandaiah	Mohit Agarwal	Shatanjay Dhamija
Ashok Manglik	Mridula Bajaj	Shri Govindlal Charitable Trust
Ashwani & Associates	Narendra Wadhwa Foundation	Shyama Malhotra
Bishamber Das Bimla Kapur	Naresh Gupta	Sneha Keshari
Memorial Trust	Neena Narayan	Sudershan Madhok
Community The Youth Collective	Nirmal Manchanda	Sudha Jain
Debasis Behura	Om Wadhwa	Suman Ahuja
Dhan Pal	Oren Ridenour	Sundara Raman
Dip and B Merchants Pvt. Ltd.	Padma Upadhaya	Swechha
Doarshi Chadha	Padmanabhan Nair	Tushar Ghosh
Frederick R Ludke	Pankaj Gupta	Usha Kumar
Gautam Ray	Pankaj Nagpal	Usha Pratap Singh
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Tarun Rohatgi
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Rs.1 Lakh to less than Rs 10 Lakhs

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Orient Exports
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Rajeev Ranjan (Dr.)
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Shree Bharat
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Suman Ahuja
Suman Pundir
Superna Saxena
Suresh Rana
Swarcha
Swati Singhania
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Vandana Prasad (Dr.)
Veena Bhatia
Vera Garg
Vidya Training Institute
Vijaya Bansal
Vikram Advani
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Youth Reach

Volunteers

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Ridhima Rastogi

Samiksha Khanna
Sara Kruse
Shaivya
Shifali Kohli
Shruti Joshi
Shubham Sharma
Tanuja Sharma
Thomas Jan Westhot

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American Embassy School
American Express Bank Ltd.
Boeing International Corporation
India Pvt. Ltd.
Cargill India Pvt. Ltd.
Clowns Without Borders
Cross Cultural Solutions
Delhi School of Social Work

Delhi University
Japanese Students Group
Japanese Women's Volunteer Group
Johnson Controls (I) Pvt. Ltd.
KPMG
Lady Irwin College
Microsoft Corporation (India) Pvt. Ltd.
Modern School, Barakhamba Road

SAP Labs India Pvt. Ltd.
School of Inspired Leadership (SOIL)
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Unitech Group
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Youth Reach

Doctors who volunteered services at daycare centres

Arun Kumar (Dr.)
Ashwani Kansal (Dr.)
Avneesh Aggarwal (Dr.)
B. Kapoor (Dr.)
Gajendra Singh (Dr.)

Mala Dutt (Dr.)
Meera Malhotra (Dr.)
Mohammad Ashafaq (Dr.)
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Prasanjit Panda (Dr.)
Rakesh Ranjan (Dr.)
Sandeep (Dr.)
S. K. Garg (Dr.)
Sadhna Mehta (Dr.)

Annexure - II

Daycare centers run by Mobile Creches in Delhi/NCR

1. Ahluwalia Construction, 3C Lotus Project, Noida Sector-100, Near Bada Mahadev Temple, Noida, Uttar Pradesh
2. Vipul World Limited, Vipul Apartments Tatvam Village, Sector-100, Opposite Omaxe Mall, Sohna Road, Gurgaon, Haryana
3. EMAAR MGF Land Limited, Palm Drive Project, Sector-66, Near Vatika city, Sohna Road, Gurgaon, Haryana
4. Unitech, Uniworld Resort Project, Sector-33, Sohna Road, Near Subhash Chowk, Gurgaon, Haryana
5. Raheja Developers Private Limited, Atharva Project, Sector-108, Dharampur, Near Nanak Heri Village, Palam Vihar, Gurgaon, Haryana
6. Raheja Developers Private Limited, Vedanta Project, Bajira Phatak, Opposite Church, Sector-109, New Palam Vihar, Gurgaon, Haryana
7. Spaze Towers Private Limited, Spaze Palazo Project, Sector-69, Sohna Road, Gurgaon, Haryana
8. Bestech India Limited, Park View Spa Project, Sector-47, Near DPS, Subhash Chowk, Sohna Road, Gurgaon, Haryana
9. Bestech India Limited, Park View Spa Next Project, Sector-67, Badshah Pur, CRP Road, Gurgaon, Haryana
10. Amrapali Group, Amrapali Village Project, Gyankhand-2, Near Kala Pathar, Indiarapuram, Ghaziabad, Uttar Pradesh
11. Amrapali Group, 5, knowledge Park Project, Tech Park -II, Near Balak Inter College, Khushiyana Village, Greater Noida, Uttar Pradesh
12. Raheja Developers, Navodaya Project, Sector - 119, Pataudi Road, Sohna Road, Near Manesar, Haryana
13. B. G. Shirke Construction Technology Private Limited, Rohini Sector-34, DDA (Principal Employer), Near Prahlad Pur Village, Delhi
14. Vatika India Ltd, Vatika India Next Project, Opposite Apno Ghar, Manesar, Haryana
15. Vipul Limited, Lavanya Apartments Project, Sector-81, Gurgaon, Haryana
16. Ansal API, Essencia Project, Sector-67, Gurgaon, Haryana
17. Supreme, Sahyog Constructions, Ramprastha Project, Sector-37 D, Village Gadauli Kalan, Gurgaon, Haryana
18. Bestech Group, Park View Grand Spa Project, Sector-81, Gurgaon, Haryana
19. NBCC Construction, E Block, Netaji Nagar, Near Sarvodaya School, New Delhi
20. Shapoorji Pallonji & Company Limited, Grand Venezia Mall (GVM) Project, Plot no. SH-3, Site-IV, Surajpur, Greater Noida
21. JMC Construction Company New Maharashtra Sadan Project, Near Baroda House, New Delhi
SSA Brick Kiln Pilot Project, Hariyehera Village, Sohna Road, Gurgaon, Haryana
22. BPTP (Business Park Town Planners), Park Floors Project, U Block Sector - 76, Parklands, Faridabad

23. Orchid Infrastructure Developers Private Limited, Orchid Petals Project, Sector -49, Near South City II, Sohna Road, Gurgaon, Haryana

24. Raja Bazaar, DIZ Area, Sector- IV, Near Gole Market, New Delhi

25. Block G, 85/86, Mangolpuri, Near Peeragarhi, Delhi

26. Block- G, Lane no. 9, Khasra No.8/22/2, Near Police Station, Swaroop nagar Delhi

Daycare Centres facilitated by Mobile Creches at Construction sites

1. Shapoorji Pallonji, Tata Housing, Sector-55, Near Behrampur Village, Gurgaon, Haryana

2. Krishna Construction Company, S. R. Ashoka Estate, Sector - 96, Noida, U.P.

3. DLF, JMD Megapolis Project, Sector-48, Near Galleria Mall, Sohna Road, Gurgaon, Haryana

4. Bestech Group, City Park View Delight Project, Dharuhera, Sector-7, Near Petrol Pump, Gurgaon, Haryana

5. Unitech, Unibuild Homes, Sector - 117, Near Sarfabad Village, Noida, U.P.

6. Amrapali Group, Sapphire Project, Sector- 45, Near Sadarapur Village, Noida, U.P.

7. Vascon Construction Company, Sector-37 D, Near Basai Garhi village, Gurgaon, Haryana

8. Spaze Towers Private Limited, Boulevard Project, Sector-47, Sohna Road, Gurgaon, Haryana

9. Spaze Towers Private Limited,

10. Privy Project, Near Vipul World, Sec-100, Nearby Omaxe Mall, Sohna Road, Gurgaon, Haryana

11. Shapoorji Pallonji Construction Company, IMT Manesar, Godrej Company, Sector-80, Near Naurangpur Village on NH8, Gurgaon, Haryana

12. Shapoorji Pallonji, Mewat Medical College Centre, Near Nuh, Near Village Nalhar, Mewat, Rajasthan

13. Shapoorji, Trillium Project, Akaash Avenue, Ratan Singh Chowk, Near Mental Hospital, Amritsar

14. Bestech Group, Park View Apartments, Sector-66, Mohali, Chandigarh

15. Vascon Construction Company, Amstoria Project, Sector-102, Dhankot Village, Gurgaon, Haryana

16. Ahluwalia Construction Co., Tata Housing Development Company Ltd., Primanti Apartments, Sector- 72, Gurgaon, Haryana

17. ATS construction company, ATS Township, Sector-104, Noida, U.P.

18. Hines Developers, Shapoorji Pallonji Construction Company, Skyview Corporate Park Project, Sector-74 A, Narsinghpuri Village, Near Haldiram, Gurgaon, Haryana

19. Shapoorji Pallonji Company, JayPee Greens Project, Near Pari Chowk, Greater Noida, U.P.

20. Krishna Company, Park Place Project, DLF, Phase-V, Gurgaon, Haryana

21. JMC Construction Company, New Maharashtra Sadan Project, Near Baroda House, Delhi

22. Supertech Developers, Eco Village 1 Project, Noida Extension, U.P.

23. B.L. Gupta Construction Co., Magnolia Project, Sector-53, Near Golf Course, Gurgaon, Haryana

24. J.M.D Group, JMD Garden Project, Sector-33, Near Islampur Village, Sohna Road, Gurgaon, Haryana

25. Unitech, G.R.P.L (Gurgaon Recreation Park Limited), Near Toll Bridge, NH8, Gurgaon, Haryana

Interventions at Urban Settlements in Delhi/NCR

Khanpur
Community Centre
C-51, Near Nagar Nigam School,
Delhi

Tripokhuri
Block -13
DDA Community Centre
Delhi

Seemapuri
Block – D,
DDA Community Centre
Delhi

Seemapuri
Block A
Delhi

Harhola basti
Jhuggi No-A/39
Near water Tank and Ice factory
Noida Sector – 5
U.P.

Dakshinpuri – Block-C
DDA community centre,
Ambedkar Nagar
DDA community centre
Delhi

Dakshinpuri- Block D
DDA community centre,
Near Virat Cinema Hall
Ambedkar Nagar
Delhi

Madanpur Khadar
Room No-1332
Jalebi Chowk
Near Aggarwal Sweets
Delhi

Shadipur
Community Centre
Katpuli basti (Kalakar Trust office)
Near Pandav Nagar,
Sabzi Mandi
Delhi

Kirbi Place
Basti Vikas Kendra
Dhobi Ghat
Near MES Godown
Delhi Cantonment
Delhi

Annexure - III

Credibility Alliance Norms Compliance

1. Registrations and Certifications

Credibility Alliance is a consortium of voluntary organisations committed towards enhancing accountability and transparency in the voluntary sector through good governance. Mobile Creches has successfully completed the Peer group Review (PGR) and is now a PGR member with CA. The membership is valid till date. The information furnished below is in keeping with transparency requirements of CA memberships.

Identity

- Mobile Creches is registered under the Societies Registration Act, 1860; Registration Number S-4392, dated 31.12.1969
- Mobile Creches is registered under Section 12A of the Income Tax Act, 1961; Registration No. DLI © (I-49)/73-74 dated 26.09.73
- Mobile Creches is registered with DIT under Section 80 G valid till perpetuity; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.07
- Mobile Creches is registered with DIT under Section 35 AC and 80GGA; Notification No. S. O. 2370 (e), dated October 3, 2008; File No. NC 270/237/2007 valid till March 31, 2014.
- Mobile Creches has FCRA Registration; Regn. No. 231650048 dated 8.3.1988

2. Governance

2a. List of General Body (Society) Members of Mobile Creches as on March 31, 2012

Founder Members		
Devika Singh	Indu Balagopal	S. Anandlakshmy
Indra Bhatia	Jolly Rohatagi	Shanti Ghosh
	Kali Vohra	Saurabh Prakash
Core Members	Lakshmi Krishnamurthy	Shashi Kiran
Ajay Vohra	Manju Vaish	Shankar Venkateswaran
Amrita Jain	Mathew Cherian	Vera Garg
Anjali Alexander	Mina Swaminathan	Venita Kaul
Archana Kumar	Mohini Prakash	Yashwanti Rana
Arvind Wadhwa	Mridula Seth	
Asha Cahudhri	Mrinalini Kochar	Associate Members
Asha Singh	Nisha Mehta	Diana Benjamin
Anupama. S. Awasthi	Ranjana Aggarwal	Kulsum Dubash
Brinda Singh	Renu Mathur	Kim Jain
Doll Singh	Ritu. K. Mal	Padma Sahdev
Eva Runganadhan	Rajan Sinha	

2b. Details of Governing Council (Governing Board) Members of Mobile Creches as on March 31, 2012

Name	Age (Years)	Qualification/Occupation/Special Focus	Designation
Anjali Alexander	57	M.A. (Economics) Former Lecturer (Economics), Indraprastha College Delhi Special focus on Communication, Board Development and Policy Advocacy at Mobile Creches	Chairperson
Kali Vohra	50	B.A. (English) L.L.B.Special focus on Personnel, Legal and Board matters at Mobile Creches	Secretary
Sanjay Kaul	58	M.A. IAS (retd.) 30 years+ experience at district, state and country levels in development administration of which 15 years in education, health, nutrition, water supply and sanitation related programmes; Currently MD and CEO, National Collateral Management Services Limited (NCMSL)	Treasurer
Ritu Mal	55	B. Com.(Hons), MBA., 30 years of experience with the corporate sector and as a management consultant. Experience in HR and general consulting.Currently HR Consultant with SMEs and Volunteer with Scope Plus	Jt.Secretary
Shankar Venkateswaran	54	B Tech., PGDMMany years of experience in senior managerial/ consultancy positions in the Corporate Sector and also in the development sector; Currently designated Director Social Policy at 'Sustainability' and oversees the India activities; is also on the Board of other NGOs.	Member
Arvind Wadhwa	70	M. Sc in Food & Nutrition Former Reader, Lady Irwin College, Delhi University (Retd)	Member
Vera Garg	52	M.A. History, M. Phil (Mod Indian History), Taught in colleges in India and in a High School in Singapore. Currently, teacher Social Studies and Community Service Coordinator at American Embassy School, New Delhi	Member
Venita Kaul	65	I.I.T, Delhi and PhD, Educational Psychology, 1978-1981. Has extensive experience in the areas of Elementary Education, Early Childhood Education and Integrated Child development. Was Senior Education Specialist World Bank 1998-2008. Currently Professor at Ambedkar University, Delhi	Member
Jolly Rohatgi	67	B.A., Delhi College of Arts; M.A., University of Manitoba Canada Founder member Ashray Adhikar Abhiyan, Earth Matters Foundation and Dastkari Haat Samiti. Worked with Oxfam India Trust, Oxfam Wereledwinkle, and UNDP.Currently teaching at Pearl Academy, Delhi and is Treasurer, Janmadhyan New Delhi	Member
Amitabh Behar	40	M.Phil. Political Science, JNU. Has diverse and rich experiences in rights based campaigning, people centered advocacy, coalition building, networking and grant making. Was Executive Director of the National Centre for Advocacy Studies (NCAS); Currently Executive Director, National Foundation for India (NFI)	Co-opted Member
Biraj Patnaik	38	Post-graduate in management from IRMA; Chevening Gurukul Scholar at the LSE in 2005, Worked in ActionAid for close to a decade; Co-founded the Mitani programme (upscaled nationally as the ASHA programme later) in Chattisgarh that trained and deployed over 60,000 women health volunteers in the State. Currently Principal Adviser to the Commissioners of the Supreme Court in the Right to Food Case	Co-opted Member

Satyavati Berera	51	B.A. (Economics) Hons, FCA; Has over 25 years of experience in carrying out audits and business advisory work. Has been with PwC since 1980 and was admitted to the partnership in 1995. She currently heads the Internal Audit Practice for the firm in India, Executive Director, Pricewaterhouse Coopers, India.	Member
Sanjay Gupta	52	FCA; Till Feb'2010 was the Senior Executive and India Leader providing leadership oversight for American Express in India. Earlier based in Singapore and responsible for the company's operations in the Japan, Asia Pacific and Australia regions. Currently Chief Executive Officer, English Helper Inc.	Co-opted Member

2c. Number of Governing Council meetings held in 2011-12

Serial No.	Date	No. of Members Present*
1	23 rd July 2011	7 Members
2	17 th Sept 2011	13 Members
3	7 th Jan 2012	7 Members
4	11 th Feb 2012	9 Members
5	24 th March 2012	8 Members

* 6 members constitute a quorum

Committee Members 2011-12

Resource Mobilization	Strategic Plan	Audit & Accounts	Investment	Human Resource
Anjali Alexander Chairperson	Anjali Alexander Chairperson	Sanjay Kaul Treasurer	Kali Vohra Secretary	Ritu Mal Jt. Secretary
Vera Garg	Shankar Venkateswaran GC member	Amrita Jain GB member	GC/GB (decided not to fill for now)	Rajan Sinha GB member
Dir. RM – MC	Mridula Bajaj ED	Mridula Bajaj –ED	Mridula Bajaj - ED	Mridula Bajaj -ED
Kunal Verma External expert	Ved Arya	Sr.Mgr. Finance	Mgr. Finance - MC	Mgr. HR – MC
Not identified yet External expert	Not identified yet External expert	Preeti Sanwalka External expert	Sanjay Gupta External expert	Decided not to fill as Ritu & Rajan are both HR experts
		Sanjay Gupta External expert	Devraj Singh External expert	

3. a) Distribution of Staff According to Salary (As of 31st March'12)

Annual salary & benefits			
Executive Director	Rs. 791991		
Three highest paid staff members (Mridula Bajaj, Harish Gosain, Bineesh EM (6 months))*	Rs. 791991, Rs. 485000, Rs. 420606		
Lowest paid staff member (Meenu)	Rs. 60525		
Monthly salary & benefits	Male staff	Female staff	Total staff
Less than Rs. 5,000	-	-	-
5,000- 10,000	16	63	79
10,000- 25,000	12	49	61
25,000 – 50,000	01	04	05
Above 50,000	01	01	02
	30	117	147

*Designations (Hierarchy Wise)

Name	Designation	Annual Salary
Mridula Bajaj	Executive Director	Rs.791991
Bineesh EM	Senior Manager, RM	Rs.420606 (for 6 months)
Harish Gosain	Manager, RM	Rs.485000

Gender	Full Time	Part Time	Paid Consultants	Unpaid Volunteers
Female	117	-	2	-
Male	30	-	0	-

4. International Travel

Executive Director, Mridula Bajaj and Advocacy Consultant, Amrita Jain attended a global conference on "Noteworthy Practices on ECD" organized by ARNEC in Singapore. The total expenditure was Rs.45426 reimbursed by PLAN.

5. National Travel

Total cost of National Travel by all MC staff and Board Members is Rs. 4,83,022

Names and Addresses of Bankers, Auditors and Legal Advisors

Auditors:

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

Bankers:

Canara Bank, Gole Market
New Delhi-110001

Standard Chartered
10, Sansad Marg New Delhi-110001

HDFC Bank Ltd.G-3/4, Surya Kiran Building
19, Kasturba Gandhi Marg, New Delhi-110001

Legal Advisors:

Mr. P. N. Mehta
Aiyar & Company
26, A Barakhamba Road
New Delhi-110001

7. Accounts are prepared both on accrual basis

8. Audited Financials of 2011-12

Balance Sheet (audited), Receipts and Payments account, Income and Expenditure account and Auditor's Report can be made available on Request. For summarized versions see Chapter – Financial Highlights

Help Mobile Creches to give the child a childhood

Mobile Creches works with children in the birth – 12 years age group, living on the construction sites and slums of Delhi NCR (Delhi, Noida, Faridabad, Ghaziabad, Gurgaon).



Daycare services comprise health, nutrition and education. Advocacy initiatives cover training to childcare workers and lobbying for better programmes and policies.

Our partners include the building industry, corporate sector, government, NGOs, diplomatic communities and schools.



You can help too !

- **As an individual**
 - Sponsor a Mobile Creches Child
 - Become a Mobile Creches Volunteer
 - Spread the Mobile Creches message
- **As a member of an organization**
 - Facilitate access to decision makers
 - Initiate collection drives in kind/cash
 - Refer Mobile Creches to your staff/clients
- **As an organization**
 - Sponsor an event/training/daycare centre
 - Introduce employee volunteering/contribution
 - Share people, infrastructure and expertise

Every Child has a
Right to the Joys
and Promise of
Childhood....



and you can make it happen



Mobile Creches
D.I.Z. Area, Sector-IV, Raja Bazar,
New Delhi - 110 001
Phone : 91-11-23347635, 23363271
Fax : 91-11-23347281
E-mail: mail@mobilecreches.org
Website: www.mobilecreches.org

Help Mobile Creches to give the child a childhood



I attach cash/cheque of Rs..... payable to "Mobile Creches" (check the right box)

- Rs. 10000 for day care of a child for one year (health, nutrition and education)
- Rs. 5000 for day care of a child for 6 months (health, nutrition and education)
- Rs..... as General Donation
- Rs..... to the Corpus Fund

Signature _____

Please fill in the information in block letters

Name:.....

Address:

.....

.....

Email.....

Mobile

Phone (R).....

(O).....

How did you hear about MC?

.....

.....

Donations to the Corpus Fund of Mobile Creches are 100% exempt from Income Tax under section 35 AC & 80 GGA of the Income Tax Act, 1961

Note: Donations to Mobile Creches are 50% exempt from Income Tax under section 80-G of the Income Tax Act, 1961.

