

Annual Report 2018-19



नये आसमान नयी परवाज़

VISION

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

MISSION

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

MOBILE CRECHES

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ABBREVIATIONS

ANM	---	Auxiliary Nurse Midwife
ASHA	---	Accredited Social Health Activist
ASMC	---	Anganwadi Support and Monitoring Committee
AWC	---	Anganwadi Centre
AWWs	---	Anganwadi Workers
BOCWA	---	Building and Other Construction Workers Act
CBC	---	Community Based Crèche
CB	---	Community Based Organisation
CSD	---	Civil Society Organisation
CSR	---	Corporate Social Responsibility
ECCE	---	Early Childhood Care and Education
ECD	---	Early Childhood Development
ECE	---	Early Childhood Education
ERP	---	Enterprise Resource Planning
FAC	---	Finance and Audit Committee
FORCES	---	Forum for Crèche and Child Care Services
ICDS	---	Integrated Child Development Services
MWCD	---	Ministry of Women and Child Development
NCS	---	National Crèche Scheme
NGO	---	Non-Governmental Organisation
PDP	---	Parent Development Programme
RTE	---	Right To Education
RTF	---	Right To Food
SAM	---	Severe, Acute, Malnutrition
SDGs	---	Sustainable Development Goals
SOP	---	Standard Operating Procedure
TLM	---	Teaching Learning Material
ToT	---	Training of Trainers
WCD	---	Women and Child Development

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CHAIRPERSON'S NOTE



The 50th anniversary celebrations of Mobile Creches that started in March 2018 continued through the year till March 2019. Children and childhood took centre stage at all the events, aptly reflecting the spirit and ethos of MC. Friends, colleagues, children, and their families participated in the functions with a sense of achievement and joy.

Taking a cue from what Nelson Mandela once said, "Remember to celebrate milestones as you prepare for the road ahead", we paused to celebrate, but only to renew collective energies, reach out to old and new friends, and reaffirm our commitment to the mission.

Being pioneers in setting up crèches at construction sites, MC soon realised that to reach many more vulnerable children in the country, we must join with other players. Therefore partnerships became key to the path ahead. I would like to shine a spotlight on the partnership we forged with the Daman Labour Welfare Board to run a crèche for children of construction workers. It is encouraging that a state Labour Welfare Board is utilising the cess fund under Building and Other Construction Workers Act, 1996, to support a quality crèche. It is a breakthrough which we hope will show the path other State Welfare Boards to follow, benefiting a larger number of children.

In 2018-19, MC reached out to more than 15,000 children in 8 Indian states and one Union Territory, through our multiple childcare models and partnerships with CSOs and government.

I am happy to report a steady growth of 15 percent in our income compared to last year, with a healthy balance of institutional and corporate sources, as well as Builder contributions. It is also encouraging that MC could raise 20 percent of its overall income as unrestricted funds from our committed and new individual donors.

I warmly welcome the second phase of our partnership with Grand Challenges Canada and cherish the new links forged with Echidna Giving, and look forward to working together for the cause of early childhood development. My sincere gratitude to our committed supporters – PNB Housing Finance Limited, UBS Optimus Foundation, HT Parekh Foundation, HCL Foundation, Bernard van Leer Foundation, CAF-Oracle, Tata Trusts, CRY and many others –for their belief in the cause of the young child and their partnership with MC.

A journey that started in a tent providing care and nurture for infants and toddlers to the drafting of a comprehensive report on the 'State of The Young Child in India', this year. MC has come a long way establishing itself as a forerunner in the field of Early Childhood Development.

Bon Voyage Team MC! I am sure with your dedication and spirit you will achieve what you have set out to do.

Amrita Jain

EXECUTIVE DIRECTOR'S NOTE

It is a proud coincidence for Mobile Creches that we celebrate our organisation's 50th year milestone with the 150th birth anniversary of Mahatma Gandhi. The journey of five decades encapsulates a Gandhi truism: "In a gentle way, you can shake the world". The founding members and hundreds of co-travellers, young children and their overburdened families, and our frontline workers have walked this path, persevering quietly, feet firmly on the ground, with an unwavering promise to shake the nation's attention towards its youngest citizens. And children's right to a loving, caring, healthy and safe society to develop and realise their full potential.



2018-19 was marked by reaching childcare services to children in partnership with NGOs and Builders, mobilising communities of people to demand right to early childhood education and crèche entitlements, and running campaigns with network partners. More than half of our NGO partners scaling up crèches under the tripartite model are replicating the model, independently, at construction sites in their own regions. From Kashmir to Madurai, MC team imparted training to build a cadre of trained and motivated ECD workforce for children under six years.

The title of this year's Annual Report, *Naye Asmaan Nayi Parwaaz* (new horizons, new forays), is symbolic of the organisation pushing its boundaries into uncharted territories on its journey forward, even as we celebrate the path traversed over five decades.

Joyous celebrations by a large, and growing MC family marked the past year. From children, to crèche alumni, past and current employees, volunteers and donors, GB/GC members, campaign partners and civil society peers, hundreds of fellow travellers celebrated the 'crèche movement', a profound vision behind the simple and rudimentary crèche started by Meera Mahadevan.

MC's iconic year also witnessed two other defining developments. We embarked on the ambitious production of the State of the Young Child in India Report, to bring to the fore multiple complexities affecting the young child in India and to offer practical policy recommendations for bringing systemic changes for this age group. Second, due to the deep love and generosity of hundreds of donors, friends and supporters, we had the most successful fundraiser ever, Dastan-e-Karn.

I invite you to turn the pages of this Annual Report 2018-19 and ally with the mission to guarantee a comprehensive right to early childhood development for the youngest citizens of India.

The future of our children must be built today. I remain inspired by the dedication, willingness, and hard work put in by every member of the MC team in shaping this future!

Sumitra Mishra

FOUNDER'S MESSAGE



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

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

Meera Mahadevan (1930 – 1977)
Founder - Mobile Creches

CO-FOUNDER'S MESSAGE

Fifty-years is a good span of time. It is good to pause here and ask: Do we have cause to celebrate? Without hesitation, I say 'yes'. Cause for anguish? Unfortunately, 'yes'. Cause for hope? 'Absolutely, YES'!

I am fortunate to have participated in this journey. Standing at the first crèche at the construction site of Rajghat in 1969, with our founder Meera, little did we both know how tough it would be to reach a shelter, responsive care giver, protection, and the bare essentials for health, care, nutrition, and opportunities to learn, for the countless young children, who lived in similar circumstances, across the length and breadth of our vast country!



The glimpse of poverty, neglect, vulnerability at close quarters on the construction sites of Delhi, was a wake-up call for many of us, raring to build a new India. Meera's simple call to action – collect toys, clothes and loose change in gullaks, lend a hand at the crèches, give your skills and time – called forth housewives, professors, doctors and students, to step out and translate the vision of equal opportunities, for the Free Citizens of a Free Country, into reality.

But how was this huge task to be accomplished? Only by 'doing', the MC mantra, and only by direct contact with the people, their lives and systems, which surround their children, would we know how to build relationships, acquire knowledge, understand children's needs, and develop motivation and skills of child carers. Holding this golden key in our hand, the infant organisation began to come to grips with the world of employers, contractors, labour department, laws, livelihoods, mobility, and social discrimination. The understanding on policies, programmes, budgets, and the strategies to move forward, came rapidly: no actions or problems are isolated! Awareness of the larger socio-economic and political environment began to shape our actions.

The band of early workers knocked on many doors – invites to ministers to inaugurate crèches, circulars to CPWD and DDA to allocate land in the new Resettlement Colonies, etc. The then Prime Minister was happy to visit our make-shift crèche at the Trade Fair in Pragati Maidan and signal her interest, making the employers and government officials jump to their feet!

At no point, however, was the centre of attention sidetracked. Children, their needs, the development of caregivers, and our own systems to nurture them, remained in the foreground. The Annual Report 2018-19 sees MC in full action on many fronts. We are stronger with more understanding of the situation of children and their families: poor development indicators, inferior quality of services, fragmented laws and weak implementing structures.

We have celebrated the 50th milestone of Mobile Creches' journey, this year, in many ways and also pushed to open more frontiers. There is a long way to go. But the national and international understanding of what is needed is clearer today than when the journey started. That, along with the allies we have found, give us cause for hope and the determination to go on.

Devika Singh



Celebrating Children

Art, theatre, sports and more ... In the soft November sun, all our centres in Delhi NCR, were a riot of colours – murals on the walls, masks on the faces of children, and scissors, paper, crayons and glue in the supportive hands of volunteers and crèche workers, ever ready with an encouraging smile and a hug. And always, dance and music. The icing on the cake was participating in NSD's annual 'Jashn-e-Bachpan', a children's theatre festival.

"It is exciting to draw on a big, blank wall; very different from drawing on a small sheet", said **Amit, 12 years**, at the Brookfield G1 Creche, Gurgaon.

Rita Rawat, the Centre In-charge, agreed: "The art workshop was a great break from the daily timetable. And we had fun too!"



ENSURING QUALITY CHILDCARE SERVICES



All children have the right to the best start in life. Early Childhood Development (ECD) is fundamental to the health, well-being and early learning of every child, everywhere, and is central to Mobile Creches' (MC's) reason for being. Holistic inputs during the first 1000 days, including the nine months in the womb, can improve cognitive, motor, language and socio-emotional developmental outcomes for children. It is a window of opportunity, to address the needs and rights of the child, that cannot be missed. However, despite international declarations, some legal structures, programmatic promises and scientific evidence, the children in our country suffer neglect.

Of the 1.21 billion Indians, 159 million (13 percent) are children below six years (Census, 2011). More than 116 million of these young children live in poverty – in our distressed villages, urban slums and construction sites, disaster affected areas, conflict zones, etc. (World Bank & UNICEF: Ending Extreme Poverty: A Focus on Children, 2016). They do not have access to the right nutrition, health support, and care. The result is, often, malnutrition, manifested for our under-5 children in Stunting (low height for age at 39%), Underweight (low weight for age at 36%) and Wasting (low weight for height at 21%). While the first two show some improvement over 25 years, Wasting is an alarming constant, afflicting one out of five children.

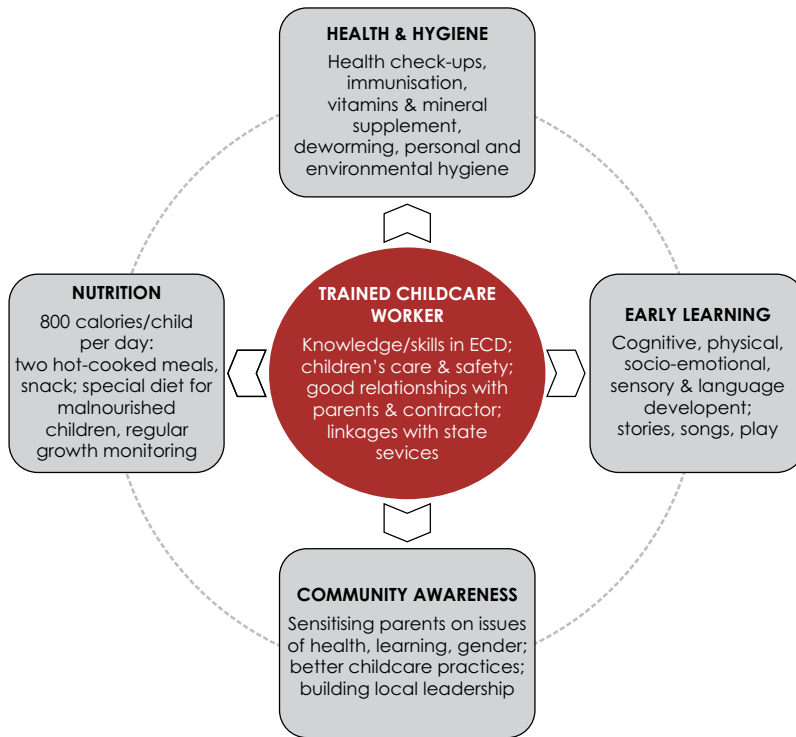
The wellbeing of young children is closely linked to the wellbeing of families, particularly, the physical, social and economic conditions of women, the working mothers living hand to mouth. Lack of skills, absence of childcare arrangements and the burden of unpaid care work (of the young, old and sick) create, for women, a vicious cycle of low work force participation predominantly in the informal sector. This cycle can be broken with childcare provisions in the neighbourhoods and at worksites, to enable women to join the labour force, improve child outcomes, and release girl siblings to go to school.

It is MC's endeavor to continue to intervene on the ground, in a variety of ways with a variety of partners, to demonstrate that children's lives can be changed and to keep the issue visible for all stakeholders.

In 2018-19, MC reached out to 13,957 children and 25,906 community members through its daycare programme and community outreach, at 76 centres across eight states and one union territory, in partnerships with NGOs, construction industry, government and communities. Of these, MC reached out, directly, to 8,217 children through its construction site based centres and 840 children through its urban slums based programmes. Refer to the Table 1 on page 17 for details.

An indirect but significant outreach, to 4500 children, was possible through our NGO partners, as they replicated the construction site model, independently at new sites, with technical support from MC. This is demonstrating the early viability of MC's scale model, to work with NGO and construction industry partners for increasing access to services for children and women linked to the real estate sector. We further supported 400 children at community-based crèches in Madurai and Chennai, through technical support to our partner NGO.

MC's Early Childhood Development Services Model



The MC Way

Trained Caregivers, Holistic Care, Protective Environment

MC's day care model combines age-appropriate interventions for underserved children, in health, supplementary nutrition and early learning, in an eight-hour programme, running six days a week, in a safe, hygienic and stimulating environment.

MC believes that success of any childcare provision is largely dependent on the quality of the trained workforce and, therefore, investing in her training – improving her knowledge, attitude and skills – is fundamental to the success of the programme. This enables the childcare worker to work with young children, talk with parents about the progress of their children, use her judgment to solve difficult situations, and develop good relationships with many stakeholders.

मेरा सम्पर्क 1970 से 1999 तक मोबाइल कैशियर से मेरा जुड़ाव नेहरू प्लेस केन्द्र में रहा। छण्ण्ण के बाद औपचारिक शिक्षा के लिए स्कूल में चला गया। लेकिन नदकल बसनइ के द्वारा मेरा सम्पर्क मोबाइल कैशियर से बना रहा। संस्था के कार्यकर्ताओं ने मेरा सही मार्गदर्शन किया और मैंने सिकंद एंड कम्पनी से मोटर मकैनिक का कोर्स किया। कोर्स खत्म होते ही मेरा सलेक्शन मारुति कम्पनी मे हो गया। मोबाइल कैश से मिले मार्गदर्शन और प्रोत्साहन के कारण आज मैं 15-20 वर्ष से कुवैत में काम कर रहा हूँ। मेरी शादी हो गई है। दो बच्चे हैं मैं अपने परिवार के साथ खुश हूँ।

ijot+elgen-t-11ko 1970 & 1999

The caregivers also ensure linkages with available government services, and enable positive childcare practices at home, encouraging parents to talk and sing to their children and

feed them right. At every site, MC has formed local community groups called 'saathi samuh' who influence employers for better childcare support and create safe spaces for fellow community members where men and women can talk about issues like domestic violence, water and sanitation, and gain knowledge on issues affecting their young children.

A set of uniform quality standards guides the crèche management protocols across all the centres. These include guidelines for setting up and running crèches at various sites, mandatory infrastructure requirements, training processes, learning materials, and safety and protection protocols.

The Partnership Spectrum

Caring Spaces for Children in Vulnerable Settings, with Different Partners

For 50 years, MC has cared for children in vulnerable and difficult settings through its holistic childcare model at construction sites and in poor urban settlements. The MC model carved out a niche, filling a small part of the yawning gap in early childcare and education needs created by inefficient laws, lack of compliance by the construction industry, and the inherent challenges of working with migratory populations. Grounded in this experience, we improvised on our crèche systems, community approaches, employer negotiations, capacity building processes, and most importantly, in the core curriculum and pedagogic approaches to ECD. This model informs the scale plan, through replication in other equally vulnerable settings, determined in MC's strategy for 2017-22:



- Running a limited number of centres at construction sites and urban slums to 'demonstrate' for purposes of replication
- Building ECD capacities and supporting partner NGOs to set up and manage centres at construction and other worksites (tea plantations, factory settings and brick kilns) to take forward the process of replication, and scale the technical model as described above
- Providing support to employers at construction sites and other vulnerable work settings to run crèches and daycare centres that provide ECD services

Workplace Based Intervention: Childcare Services at Construction Sites/Other

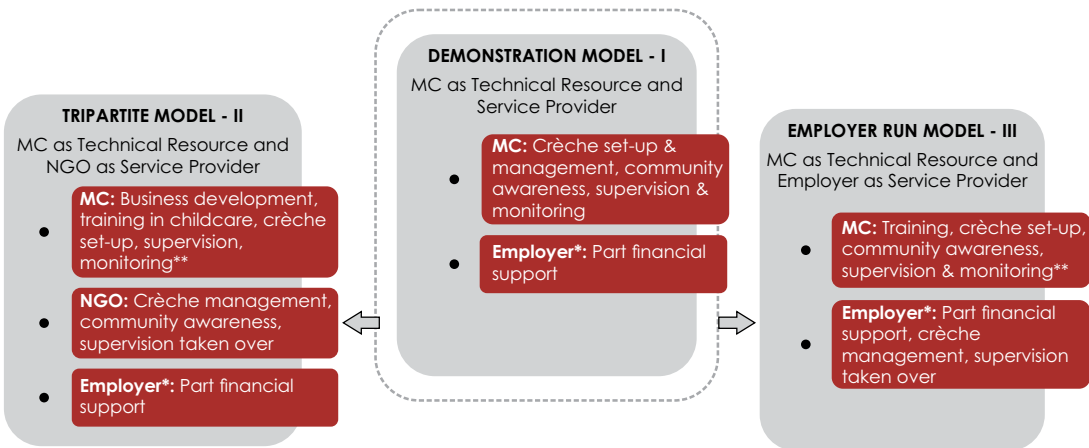
MC has witnessed the evolution of different models over a period of time, for effective delivery of daycare services at work sites. Irrespective of the three models, stated below, the one non-negotiable criterion, is the part financial contribution and infrastructural support to

be provided by the employer, the Builder in the case of construction industry, in keeping with legal compliance and ethical work practices. All three service models have evolved over years in response to the need of the hour.

Partnership Models at Construction Sites

The evolution of the three partnership models starts with Model I, the trademark MC Model, and graduates to Model II or Model III. While Models I and III are restricted to North India and account for 26% and 14% of children reached (respectively) at construction sites, Model II dominates with 60% coverage, and has taken us to western and southern cities in India.

Models at Construction Sites



Note: Financial Support is through Employer and External Donor *Employer – Contractor or Real Estate Developer
**Monitoring withdrawn when NGO/Employer ready

MC Run Demonstration Model (I)

In 2018-19, MC extended childcare services to 2190 children at 10 such centres. This was lower than last year's reach of 3,133 children at 13 centres. This is by design: MC is limiting its demonstration centres and investing more resources in its scale up plans in partnership with other NGOs. Whilst most developers contribute about 20 percent of the cost towards the running of these centres, two developers, Bestech Group and Candor Gurgaon, continue to keep the bar high, by contributing 50 percent and 100 percent of the running costs, respectively, two years in a row.

Programme Highlights - Demonstration Centres

- 100% of families were linked to the nearest government primary healthcare centres
- MC reached out to 13,964 members of the community at health camps and through street plays/ other media
- MC counselled 234 pregnant women on site to provide inputs on ECD and link them to services
- Over 99 local members took on leadership roles in the community; an even split between men and women
- 72% children, of those who stayed for minimum two months, enrolled and continued in schools

During 2018-19, as per World Health Organisation (WHO) norms, 45% of our children were under-weight, 35% wasted and another 40% stunted, way above the national average in all three respects. Of the children who stayed in the centres for a minimum of four months, 83% maintained or improved their nutritional status and all targeted children got age-appropriately immunised.

Gathering evidence on childcare practices

At the demonstration centres, one of MC's primary aims is to pilot new ideas, generate evidence and 'demonstrate' learning to other stakeholders. A recent initiative was to measure the impact of MC's Parent Development Programme (PDP), on childcare practices. MC did a pre/post assessment of 63 families, who stayed with MC for four months and above, on the Importance of Childhood, Protection, Nutrition, Health and Hygiene, Stages of Development/Age Appropriate Activities, etc. Knowledge and understanding levels improved by 60-80%, but at the practice level there was only a 20% enhancement. Clearly, behaviour change is a long term process. MC strategy needs to focus on simple messaging on everyday habits that need change now, while building local leadership and facilitating linkages with health services for longer term impact.

Enrolling and retaining children – from pre-school to formal schooling

School readiness scores at age 5 are strong predictors of success in the grades that follow. MC gets the children ready through its early childhood education (ECE) programme right up to facilitating enrollment in government schools. They are also helped to ease in to the demands of formal teaching. In 2018-19, 319 children enrolled in schools. With a focus on mainstreaming and retention, more than 80 percent stayed on for the entire academic year. MC worked with the families to ensure that the children did not drop out. Eleven children performed well ahead of their peers.



More than 100 children, across our demonstration centres, joined the 50th anniversary celebrations, over November 14-20, with theatre, art, music, movies and sports.

Tripartite Model (II)

Since the pilot in 2014, MC has supported **116 crèches till date, under this business model, reaching out to approximately 15,000 children.** This is how the model works: MC develops local NGOs working with women and children, to run childcare services at construction sites. The duration ranges from 6 months to 4 years. MC provides the initial technical and financial support and exits gradually over an agreed timeline; the phasing out depends on the strength, focus and inclination of each NGO partner.

In 2018-19 we covered Delhi NCR, Bangalore, Ahmedabad, Chandigarh and Daman. For the first time, MC is partnering with a state labour welfare board that recognises the need for crèches and is willing to invest in its running. The Daman Labour Welfare Board took the initiative to invest funds out of the cess money available under Building and Other Construction Workers Act (BOCWA), to support the set up and running of the crèche at Daman for children of construction workers. MC trained partner organisation, SAATH, to run the centre under technical monitoring of MC.

This year, MC partnered with 12 NGOs and 21 Builders to reach out to 4,957 children and 10,140 community members at 43 centres, in five states and two Union Territories under this model.

EMAAR Group, a major player under this model, pulled out suddenly due to a change of business plans in the region. Numbers of children diminished at the eight crèches, run by their NGO partners – Rasta and SANTOSH. MC continued to provide support to some of these centres, till it became financially unviable to run centres with very few children.

Programme Highlights, Tripartite Model Centres

- 83% of the children were age-appropriately immunised
- All malnourished children were given special diet
- 70% of the children who stayed for at least four months maintained/improved their nutritional status
- 38% of children above six years of age enrolled/continued in schools



In addition to the partnerships facilitated by MC, **six out of 12 NGO partners are now ECD practitioners in their own right**, successfully negotiating with developers for financial and infrastructure support, and independently opening crèches at new construction sites. In FY 2018-19, they provided services to 4500 children, running a total of 46 crèches/daycare centres. Four more NGO partners have been identified and selected this year: Saheta, Guwahati, for working at tea-plantations; Ankur Sewa Trust at Lucknow, FXB Suraksha, and Care Village Trust for constructions sites in NCR.

As the tribe of ECD practitioners grows, it becomes important to formalize relationships, standardize protocols for provisioning of ECD services, create a platform for sharing best practices and challenges, and continue to build capacities. In 2018, this thinking led to the creation of the National Consortium for Children at Construction Sites (NC3S), with membership comprising all NGO partners (above) running crèches at construction sites. Going forward, the consortium members will ensure quality childcare at the crèches, develop communication strategies to negotiate with developers, and move towards a sliding scale to decrease dependence on MC for financial support and other guidance.

Given the enthusiastic response to the tripartite model, from NGOs and Builders alike, MC has initiated another research, in partnership with the Centre for Early Childhood Development and Research (CECDR), Jamia Millia University, Delhi. It will study a larger sample to evaluate the impact of MCs interventions on various developmental dimensions and, particularly, the relationship between 'quality' and 'scale' through MC's strategy of model building through partnership. The results will come out in 2020 and will inform MC's plans for scale and replication across partnerships and worksites.

Employer Run Model (III)

The ultimate sustainability solution would be for employers to take up the responsibility of running crèches independently of MC. The early reasons to try out this model were – a remotely located site where MC couldn't be, or a willing Builder who could not 'afford' to pay for the MC quality. MC started off by providing technical support for the set-up, training, periodic supervision, community awareness and sensitisation towards ECD issues. The quality of crèches under this model did get compromised depending on the inclination and financial commitments of the Builder.

In 2018-19 we reached out to 1070 children at 13 crèches, successfully run at their sites, by seven builders. Four of these were outside NCR – in Mohali (Punjab), Sonapat, Panipat (Haryana) and Neemrana (Rajasthan). The number of children reached was lower than 1,226 from last year. Most of these centres were small in size, having an average of 15 -20 children, each. Three crèches are run by Shapoorji Pallonji Pvt Ltd. and one by a new partner, Pyramid Infrastructure, who agreed to set up and run two crèches. 99 percent children were immunised and only 24 percent children were mainstreamed in formal schools.

Path Ahead: Partnership models at other work settings

The next milestone in its scale plan will be for MC to reach out to vulnerable young children and their working mothers at worksites mandated by law to provide for crèches – Tea Plantations, Brick Kilns and Factories – in partnerships with employers, NGO partners, community and local government.

In 2018-19, MC forayed into the Tea Plantations Sector, in Assam and West Bengal to understand complexities of the tea industry, assess the situation of children and workers, observe the already running crèches and identify key players. MC commissioned a scoping study to understand the socio-economic factors that shape the industry and inform its strategies going forward. (Refer Chapter 4).

Ensuring Safe Environment and Happier Lives

A family of four migrated from a small village in Bihar to the Bestech-79 site in Gurguram, in the month of March 2018. Initially, they were happy because there was more money to be earned in the city. Alam, the father, 29 years old, was working as a mason and Hamida, the mother, 26 years old, was working as a helper. She used to load the bricks and make cement-mix. The family had enough money to feed themselves and put some away.

Soon enough, Alam started drinking with friends and entertainment turned into addiction. He stopped working; he would drink all day, and beat his young children and wife. Daughters, Sumya, 7 years, and Kirti, 2 years, stopped coming to the centre. The team noticed their absence and decided to visit their home. They found their mother with a swollen eye, and actively thinking of leaving her husband behind and going back to her village. She was out of work, her children were out of the crèche.

The MC team counselled her not to take any decision in haste; she needed to be economically independent. During the next few weeks the team reached out to this family at least twice a day and they would speak to Alam separately. This was a real challenge. Finally, with support from the site manager, the team was able to convince Alam to get rid of his habit. And think about his family.

Alam seems to have turned the corner and is taking more interest in his children's activities. And he has resumed work. Hamida, says: **MC didis saved my family! Now, my husband and I can give our daughters a happy life.**

Childcare Services in Urban Poor Settlements

According to Census, 2011, India has an urban population of about 360 million, of whom 65 million people live in the slums. Amongst them, 8.1 million are children of ages birth to six years. Most of these children do not have access to anganwadi centres or any other childcare arrangement. Families with meagre incomes have to struggle with poor infrastructure, inadequate access to public services, and unsafe and unhygienic living conditions. Women are mainly engaged in domestic work, street vending, or home-based piece-rate work, with no maternity support. The young child is often left in the care of an older sibling or an elderly grandparent.

MC works within such communities in two ways – (1) Demonstration models, to showcase best practices to government and NGO partners and provide a training ground for MC's women trainees; (2) Community based model, where community based organisations (CBOs) formed by women trained by MC, run crèches in their neighbourhood. Both strategies build the ECD capacities of local women, create employment opportunities for them and help break the pattern of neglect of young children by making childcare options available to the working mother.

मेरा मोबाइल कैंशिज में सफर शुरू हुआ सन् 1988 में। एक साल की ट्रेनिंग की और फिर यहाँ पर ही नौकरी लग गई। मोबाइल कैंशिज में रह कर बहुत कुछ सीखा। किसी ने माँ की तरह प्यार किया व किसी ने बहन, मौसी का दुलार दिया। कभी ठन्डी हवा का मज़ा लिया तो कभी गर्म हवा की तपन मिली... अपने बच्चों से ज़्यादा दुसरे बच्चों को गले लगाया, गोदी में बिठाया। उनको प्यार से चूमकर अपनापन दिया, अपने पास रखकर माँ का एहसास करवाया।

jkt fyut Mo 1989 Is

Demonstration models in urban slums

MC reached out to 305 children through three demonstration model centres in poor urban communities. All children received age appropriate immunisation and 78% children improved or maintained their nutritional grade. We reached out to 3,227 community members through street plays, health camps, parents meeting and one-to-one meetings. All targeted 702 families were linked to the nearby primary health care centres, achieving 100% coverage.

Nutrition and Nurture at the Right Time

Ravi, age 18 months, has been coming to the community based crèche in Seemapuri since he was 11 months old. At the time of enrollment, his weight was only 7 kg, far less for his age. His was a case of SAM – severe, acute malnutrition. The child hardly ate through the day and often slept without eating at night. And he cried a lot.

The team got his health check-up done at the nearest PHC and the doctor advised an immediate increase in his food intake. The team started feeding him frequently, every two hours, a locally made mixture of roasted wheat, rice, chickpea and sugar, banana and eggs, and more oil. Outside of her work, his mother couldn't give much attention but started giving a boiled potato, daily. His grandmother took responsibility of feeding him at night. Both mother and grandmother started attending the parents' meetings. After a concerted effort by the MC team and the adults at home, his weight increased to 9 kg in six months' time. Ravi has graduated to the moderate malnutrition category.

His parents are delighted at the change. *"Main crèche didiyon ki bahut bahut aabhaari hun. Na sirf mere bachhay ka vajan badha, saath hi saath puray parivaar ki samajh bhi badhi!"* - **Ravi's mother, Kanta**

Community Based Crèches (CBCs) in Urban Slums

During 2018-19, MC ran six CBCs, reaching out to 535 children under the age of six – three in Delhi (Seemapuri I, Seemapuri II and Trilokpuri) and three in Noida. MC continues to train local women, provide supervision support, and cover a part of the monthly honorarium, and educational materials costs. This year, MC revisited the CBC model to take a holistic view on – the objective of the intervention, desirable quality norms, and community's stake in the initiative. We then recalibrated the non-negotiable benchmarks, offered refresher trainings to the CBC workers and strengthened the local leadership groups.

The user-fee contributed towards the care of children that attend the crèche is not enough to sustain the CBC enterprise. Sustainability is possible only by way of support from local government funds through available schemes, failing which they will continue to require financial, technical and monitoring support from MC.

MC replicated the CBC model in the rag pickers colony in Noida last year. Men from the community mostly work as rag pickers and women as domestic workers. Rapport building with the slum residents took time and slowly they started sending their children to crèches. Families are happy that their children are getting quality services close to their home and local leadership groups have kept the small contributions coming in.

This year, MC also extended its technical support to organisations in Chennai and Madurai (Bro Siga Social Service Guild) and Bangalore (Institute of Health Management Research) for establishing CBCs in some of the most impoverished communities. MC is training the ECD teams of 8 crèches reaching out to 400 children.

MC's Reach at Construction Sites and Urban Poor Settlements

The table below summarises MC's reach across its various partnership models. Interestingly, some of our partners under the tripartite model are beginning to make substantial contribution to the overall reach, beyond their partnership with MC.

Day Care Models	Reach (%)		Reach (%)
Construction Sites		Urban Poor Settlements	
MC Run Demonstration Model (I)	2190 (26%)	Demonstration Centres	305 (34%)
NGO Run Tripartite Model (II)	4957 (60%)	Community Based Crèches	535 (66%)
Employer Run Model (III)	1070 (13%)		
Total	8217	Total	840
Total Direct Reach by MC at construction site & urban slum crèches: 9057 children			
Indirect Reach by MC through Partner NGOs running c-site crèches: 4500 children			
Indirect Reach by MC through tech. support to NGOs running CBCs: 400 children			
Total Direct and Indirect Reach by MC at construction sites and urban slums: 13,957 children			

In 2019, MC's priority is to expand our partnerships across CSOs and government agencies to increase access to crèches and daycare services at worksites in construction, tea gardens, factories and others, mandated by the labour laws. The breakthrough with the Daman Labour Department in 2018 will enable us to influence other state governments, to provide crèches for children of construction workers, under the BOCW Act 1995.



Celebrating Childcare Workers

Vidya Rao, renowned singer of thumri, dadra and many traditional forms of Hindustani music, spun her magic exclusively for the MC team as she caressed the notes and conveyed the 'bhava' of the composition to the audience. It was a treat for the ears and eyes, body and soul.

Child birth and care-giving: Contemporary meanings and universal truths

feykn dh jfr; k /kw ; s FHj bd jkt ny kjk vlor gA
 uS yk k dk l gjk l j l gS ols vgen I; kjk vlor gA
 gya us dgk t c fcL fe Yy lg] gylek us i qlik bZfy YgA
 [lp jc us dgk ek kw Yy lg] egw geljk vlor gA

"Milad organised by women on the occasion of the Prophet's birthday. Songs such as this often use the musical styles of Sohar songs, sung by women, of any religion, to celebrate the birth of a child. I like this verse because of the mention of Halima, the midwife, the carer of the baby and its mother. The song values the midwife, the childminder, invariably a woman, whose work we, in our own time, need to value as of great importance to society."

Vidya Rao

ENHANCING CAPACITIES IN ECD

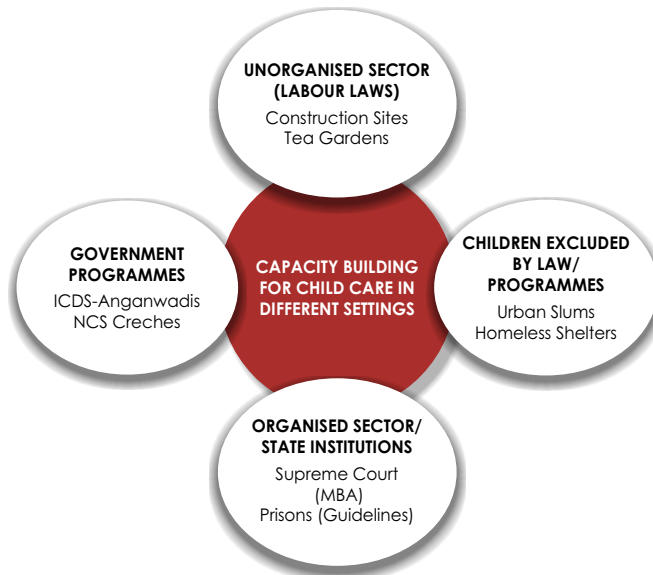


Learning begins from birth. Early childhood interventions impact the emotional, physical and social development of a young child, setting the stage for adult life. Responsive adult caregivers, especially childcare workers, play a vital role in providing a caring environment to young children. Mobile Creches (MC) focuses on building a cadre of ECD workforce, who are professionally trained to respond to children’s holistic needs, support parents in their caregiving, and work across stakeholders consisting of community members, ECD practitioners, employers, service providers and others. Training in childcare, therefore, has been central to MC’s interventions across various sectors and settings.

In 2018-19, MC trained 94 childcare workers and daycare professionals at construction sites and urban settlements, and enhanced capacities of 115 government functionaries – 19 crèche workers and 60 Anganwadi Workers (AWWs), 23 middle level functionaries, 13 state level officials. This led us to reach out to additional 1,260 children, beyond MC’s programmatic reach (Refer to Chapter 1).

Creating an ECD Workforce

In order to fulfill the promise of holistic early childhood development to children across vulnerable communities of India, MC commits to investing in the training, adequate remuneration, and continuous professional development of its ECD workforce – the lynchpin of quality childcare. Most importantly, to respect and recognise the crucial nation-building role they play.



MC's capacity building efforts draw its guidance from the core objectives and approach as determined in its strategy for 2017-22: build a cadre of trained workforce across settings worksites and urban poor settlements, to advance ECD models that reach out to the most vulnerable young children. The strategy equally prioritizes working with state governments for strengthening systems to provide quality services to children below six years of age.

In 2018-19, MC trained ECD functionaries to run crèches in the **unorganised sector**, mandated through a clutch of labour laws such as Building and Other Construction Workers Act (1996), that prescribes worksite based crèches for children of women workers. Continuing with our efforts to strengthen the **government ICDS system** for quality ECCE services to children and their families, we worked closely with Jammu and Kashmir state government, to train ICDS functionaries.

Our focus also remained squarely on building capacities of ECD workforce, for the vulnerable urban young children, urgently requiring childcare services. We trained local partners to expand the Community Based Crèche (CBC) model at **urban slums** in Chennai, Madurai and Lucknow. In partnership with Aman Biradri, MC trained women from **homeless shelters** in Delhi, to work as childcare workers, running crèches at these shelters. The experience from this pilot project aims to influence policy makers to provide for crèche facilities for young children exposed to at-risk childhoods, living with homeless parents in the government supported shelter homes.

In 2018-19, MC also joined as a knowledge partner to enable quality childcare services in two new settings. We initiated a partnership with India Vision Foundation (IVF) for quality ECD for children of prison inmates, attending crèches within the **prison complex**, as per in the Model Prison Manual Guidelines. Secondly, MC extended its technical support to the crèche team at the Supreme Court of India, to facilitate a quality crèche. This crèche runs as per the provisions of the Maternity Benefit Act (MBA) 2017 that mandates public institutions and companies in the **organised sector**, employing more than fifty workers, irrespective of the gender of their employees, to provide for crèches.



जब मैं मोबाइल कैमिज में आई... किसी भी तरह की, कोई जानकारी नहीं थीय न अपने बारे में सीख, न बाहर के माहौल के बारे में, न घर से कभी निकले थे। घर का माहौल ही ऐसा था: बड़ों के आगे बोलना नहीं, भाई का डर बहुत ज्यादा। लेकिन मोबाइल कैमिज के लोगों ने ऐसा पारिवारिक रिश्ता बनाते हुए कार्य सिखाया, और इतने प्यार से हमारी समझ बनाई कि आज 28 साल कहाँ बीत गये पता ही नहीं लगा।...इन सालों में हमें बच्चों के बारे में, बाहरी दुनियादारी के बारे में इतना होशियार बना दिया।

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Training Overview: 2018-19

Crèches/Daycare in Different Settings: Construction Sites and Urban Slums				
S No.	Type of Training	Purpose	Target group	Outcomes/ Observation
1	In-service Training for MC teams	To enhance MC teams' knowledge, confidence and skills	Direct Delivery model; 4 workshops; 1 day each Employer-run model; 2 workshops; 1 day each Community Based Crèches model; 1 workshop, 1 day	Enhanced skills, knowledge and confidence in transacting age appropriate activities at services run by MC.
2	ECD orientation and crèche management	To enhance the knowledge of partner NGOs and sensitise them on ECD	4 NGO heads/managerial/supervisory cadre (Care Village, Ankur, IVF & PHRS)	Knowledge of crèche concept and its management, for NGOs working at construction sites
3	Pre- service training for crèche/ daycare	To develop a pool of childcare workers.	94 local community women at Construction Sites 16 workers from Supreme Court 6 trainings; 12 days each	Enhanced skills and attitude on crèche running and management. Led to setting up new crèches: 2 at construction sites 4 at Urban poor settlements 1 at Daman for construction site 1 at Supreme Court
4	Incremental Trainings	To identify gaps and provide handholding support to the workers running crèches.	18 trainings: 4 days each (crèche teams with NGO partners in Madurai, Chennai, Daman, Delhi, NCR)	Enhanced the workers' skills in crèche management and record keeping.
5	Training on Supportive Supervision (Construction Sites)	To strengthen skills for supervision and mentoring of frontline workers	7 mid-level functionaries trained 1 workshop: 5 days	Enhanced skills on effective supportive supervision
6	Refresher Trainings (CBCs)	To identify gaps and provide handholding support	15 workers 6 workshops: 1 day each	Workers enhanced capacity to plan age and developmentally appropriate activities for fostering children's participation and creativity

"The board members and staff of BSSSG are proud to receive training from Mobile Crèches team for building our capacity in ECD, especially of our crèche teachers. The 12 days, follow-up incremental trainings, and guidance to develop TLM, has helped our staff easily understand and practice childcare work in Chennai and Madurai centres."

M. Sundaramoorthy, Founder Secretary, Bro Siga Social Service Guild, Chennai

1. Facilitating Childcare Services in Different Settings

MC's fundamental aim in our work across each of the settings, you read below, has been to ensure quality childcare at the foundational age for the most vulnerable young children are met in a holistic and integrated manner. In doing so, we align our capacity building endeavours with existing government systems, in order to ensure quality ECD through public provisions, such as in the ICDS programmes. And where that is difficult at the outset, MC implements capacity building programmes with CSO partners to influence public policies and programmes affecting young children and working mothers and their childcare entitlements.

1.1 At Construction Sites

Since 2014-15, MC is committed to developing other NGOs and service providers to run quality crèches at construction sites in Delhi NCR and other cities.

MC trained a pool of 46 local community women as childcare workers for working at construction sites in Daman, Delhi, Noida, Gurgaon (Refer to chapter 1). NGO partners employed 13 trained workers from this group and MC employed one person. Nine incremental trainings were organised with new and current partners to enhance skills and knowledge of the workers. Through MC's internal review of the existing cadre, we learnt that knowledge and skills on community engagement was a gap and we organised two additional workshops with NGO partners to address the same.



In order to help expand quality childcare programmes at construction sites, MC planned to identify and train selected NGO partners as ECD resource organisations. An external ECD expert reviewed our existing training resources to help us customize it as a 'Train the Trainers' module, in a manner that trainers outside of MC can use the materials effectively in their future training programmes. In 2019-20 we plan to launch the Train the Trainers programme, starting with the identified partners.

1.2 At Tea Plantations

In order to increase access to quality childcare provisions at other worksites, as mandated by law, MC explored potential partnerships in the tea industry in Assam and West Bengal in 2018. We visited tea gardens to interact with estate managers and other staff, interacted with people living in the labour colonies to understand the living conditions, especially of women and children, and observe existing crèche facilities and other welfare provisions provided by the company and government. In 2019-20, we plan to build upon this understanding and expand crèche interventions in the region.

1.3 At Urban Settings

Community Based Creches

MC trained the teams of Bro Siga Social Service Guild in Madurai and Chennai, to contextualise and set up **community-based crèches** (Refer to Chapter 1). Ten incremental

trainings were organised to build capacities of middle level NGO functionaries on supportive supervision, and for frontline workers on community engagement. Language was a barrier which sometimes led to transaction loss and delays. We tried to overcome this with ongoing translation support from local partner teams and by translating resource materials in Tamil to make it easier for the local teams. We observed that when MC is engaged purely as a technical resource, with no involvement in the financial modelling of the crèches, it is challenging to guarantee the minimum benchmarks for infrastructure, nutrition, educational materials, and community engagement requirements. As a result, impact of the training is diluted and there is a delay in reaching desirable quality benchmarks.

Shelter Homes

In 2018, MC partnered with Aman Biradari to provide childcare services in **shelter homes** for children of homeless women, who are, amongst the most vulnerable urban poor in Delhi. MC trained ten women residents of these shelters, two of whom are now employed and running a crèche within a shelter home. Whilst training homeless women as childcare workers, we realigned our training pedagogies to be sensitive to their traumatic experiences. Throughout the training and handholding support, we focused on trust and empathy building exercises, grounding the training curriculum upon their lived experiences. In 2019, MC plans to extend this partnership to other cities, to develop a childcare model at Shelter Homes to sensitise urban planners and local governments for proactive policies affecting homeless women and their young children.

Prison Settings

In 2019, MC worked with India Vision Foundation (IVF), as a knowledge partner, to enhance quality of crèches for children living within **prison settings**. As per the Model Prison Manual 2003, updated 2016, by Bureau of Police Research and Development (BPRD), women prisoners and under-trials are allowed to keep their young children (under six years) with them in the prisons. And jail authorities are mandated to provide crèche and nursery school services for children, when their mothers are busy with the prescribed daily chores. As a part of this partnership, MC will develop crèche guidelines and ECCE curriculum, relevant for running crèches in prisons. We will train a group of trainers for IVF, who in turn will train childcare workers within seven prison complexes during this period to facilitate crèches, and scale it across other prisons in India in the future.



2. Engaging with Government: Developing ICDS Functionaries

2.1 Interventions in Jammu and Kashmir for ECCE

MC continued its partnership with Jammu and Kashmir Association of Social Workers (JKASW) and state government of J & K with the objective to strengthen the quality of ECCE in 60 AWCs. This included the formation of community groups, in Baramulla district. 60 AWWs were trained for 11 days (in two sessions) for enhancing transaction of the preschool curriculum in their respective AWCs. As per MC's training measurement indicators, 60 percent improvement was observed in ECD knowledge acquisition and 50 percent improvement in their transactional skills.

Sounds of childhood in Mubashir's life

Mubashir, 6 years, a hearing impaired child, from Malpora Hanjiweera Payeen village in J&K was always restless, especially when his mother was away from home. The nearby AWC did not function, and the family was too poor to send him to a private school. During the project intervention, his village AWW underwent training and the AWC started opening regularly. Mubashir enrolled at the AWC and began engaging in many activities along with other children. He started communicating with his friends and the AWW with his unique gestures, signs and vocalization, and became confident and active. According to his grandmother, Mubashir, now enjoys doing activities at home and the restlessness has reduced.

Strengthening community participation in ICDS functioning is an important tool for sustaining the quality of AWCs. In order to do this, we continued to build capacities of field facilitators of our local partner with four TOTs of four days each on community engagement tools and processes. Of the 60 community groups that were formed in the area, 40 percent continue to function effectively. Success of this methodology is witnessed in the improved functioning of the AWCs. Children's attendance and regularity at the AWCs increased. Age and developmentally appropriate activities as per the ECCE curriculum are conducted in 75 percent of the AW centres and appropriate learning material is available in all the centres.

S No.	Type of Training	Purpose	Target group	Outcomes/ Observation
Government Partnership: Jammu & Kashmir				
1	Consultations	Sensitizing state officials on early childhood years and importance of ECCE	21 ICDS mid-level functionaries (J&K) 1 Consultation: 1 day	Better ownership and support from the State to bring systemic changes especially for provisioning of Supplementary Nutrition and AWWs' placements
2	ECD orientation and basic understanding on quality ECCE	To sensitize and enhance knowledge of partner NGO on importance of ECCE	JKASW 1 workshop: 6 days	Knowledge on quality ECCE enhanced
3	ECCE Trainings	To strengthen pre-school component under ICDS	60 AWWs 4 Supervisors, 1 Helper and 2 State Officials 2 workshops: 5/6 days each	Enhanced skills and knowledge on growth monitoring and ECCE activities Age and developmentally appropriate ECCE activities conducted and State ECCE curriculum was introduced in AWCs
4	Centre Review and Refreshers	To assess the impact of training, identifying gaps and handholding support	30 AWCs 5 days visit	Follow up and refresher training to meet gaps in knowledge and strengthen transaction skills
5	Training on Community Engagement	To strengthen community engagement for better support and monitoring of local AWCs	5 field facilitators and 1 coordinator 4 Workshops: 4 days each 1 workshop: 2 days	60 community groups formed. Enhanced knowledge of JKASW team in process for creating and supporting groups.

MC's wonderful team of trainers has developed our in-depth knowledge in ECCE through training and demonstrations. We really appreciate the well-prepared measurement formats as it provided guidance to us for tracking progress under the project with respect to child's growth and knowledge/skills of AWWs. We thank the MC team for facilitating this partnership".

Ambreen, JKASW Coordinator

The state ICDS mission demonstrated its commitment to the programme by ensuring timely employment of AWWs, launching the state ECCE curriculum that was introduced in the 60 AWCs, and streamlining the preparation and supply of hot cooked meals daily. With a trained local partner in JKASW and a willing state department, MC is ready to replicate this intervention in another district, Ramban, in Jammu region.



3. Engaging with Organised Sector: Setting up models

3.1 Supreme Court

The amendment of the Maternity Benefit Act (MBA) 2017, provided an opportunity for MC to respond to training requirements for quality childcare provisions in the formal sector. In April 2018, MC extended technical support to the Supreme Court of India, by training their personnel, and helped set up a crèche on the court premises. We initiated the process by regularly engaging with parents, to understand their perspectives and develop shared understanding about crèche facilities and the role of crèche team, over a one-year period. As a result, parents are involved in the crèche activities, such as following a meal plan and daily schedules. Despite initial challenges, the crèche team is equipped to run a well-managed crèche, ensuring systems for quality, safety, and protection are practiced. Further work is required to develop a fully participating parents' group to support and sustain quality, and importantly, relationship with the crèche teams.

The learning from this experience led us into a partnership with Ministry of Women and Child Development (MWCD), government of India to develop the 'National Minimum Guidelines for Crèches under MBA 2017 (Chapter 4) that provides the quality framework for crèches in the organised sector. Whilst MC may selectively respond to requests for technical support for crèches in the formal sector, the organisation remains committed to reaching out to the most vulnerable young children, in the poorest regions, to ensure quality ECD programmes.

मेरी नज़र में मुझे मोबाइल कैशियर एक जौहरी की तरह दिखाई देता है जिसने कई हीरो को तराशा। जिनकी रोशनी में छोटे-छोटे बच्चों के चमकते चेहरों के साथ-साथ स्वयं भी इस चमक को महसूस करती हूँ। बरसों पहले मैंने कभी सपना देखा था कि मेरे संपर्क में जितने भी बच्चे हैं उनके लिए कुछ कर सकूँ। उन्हें एक अच्छे व्यक्तित्व वाला इंसान बना सकूँ। सभी बच्चों में आत्मविश्वास बढ़े और जिंदगी में वे हमेशा आगे बढ़ते रहें।

Child Rights Foundation India 1992 | s



Including the Young Child

Mobile Creches hosted the 2nd Anita Kaul Memorial Lecture on the Right to Education, delivered by Dr Amita Dhanda, Professor at Nalsar University of Law. The session was chaired by Aruna Roy, Founder Member of the Mazdoor Kisan Shakti Sangathan.

"... Unlike directive principles, which are non-justiciable, fundamental rights are subject to judicial review... The entitlements of the under-sixes were severed from the purview of the fundamental right to education... Without early child care and education, the time and resources required (for)... making children ready for school are only relegated to the realm of discretion. This is like erecting a building without laying the foundations."

Prof. Amita Dhanda



ADVOCATING FOR THE RIGHTS OF YOUNG CHILDREN



Mobile Creches (MC) has come a long way in its endeavour to ensure developmental rights for the youngest citizens of India. In 2018-19, in the run up to the national and state elections, MC ran two campaigns on the ground: demanding crèches as childcare entitlements for women working in the unorganised sector; and ensuring early childhood care and education (ECCE) for all children under six years, by amending the Right to Education (RtE) Act 2009. These campaigns were a good opportunity for collaborating with a range of stakeholders – local, state and national elected representatives, political leaders, union leaders, campaign partners, CSOs, government agencies, and community groups.

MC continued to hold the secretariat for its national-level network, Alliance for Right to ECD (Alliance). The Alliance is a policy network, guided by a rights-based approach, advocating for the rights of children under six years, and the overlapping issues of pregnant and lactating mothers. MC also hosted the secretariat of the Delhi chapter of Forum for Crèche and Child Care Services (FORCES), known as Neenv, Delhi FORCES. It is a network of 43 grassroots organisations dedicated to raise community voices and increase their advocacy with state government for improving public provisions for young children.

Highlights for the Year 2018-19

Law and Policy - (i) Drafting of a comprehensive report, 'State of the Young Child in India' to strengthen evidence based advocacy (ii) Support to 'Delhi Commission for Protection of Child Rights' (DCPCR) and Vidhi Centre for Legal Policy in drafting a whitepaper for a comprehensive Right to Early Childhood Development (ECD), along with Alliance.

Community based advocacy - (i) Piloted a structure for a bottom-up approach in governance, a 'base unit', in Delhi (urban) and Karnataka (rural) settings. (ii) Worked directly in two of Delhi's most vulnerable areas - VP Singh Camp, and Shahbad Dairy, to support the community in increasing their access to maternity and childcare entitlements.

Mobilisation on the ground - (i) Joint Campaign with Right To Education Forum (RTE Forum) and Campaign Against Child Labour (CACL) on 'Education for All – Birth to 18; No Child Labour' at national and state levels (ii) Crèche campaign in Delhi, in partnership with Right to Food (RTF) Campaign and Women in Informal Employment: Globalizing and Organizing (WIEGO), and Neenv Delhi FORCES, to demand for childcare as a social protection entitlement of women working in the informal sector, and much needed care and protection provisions for their young children.

Grass Root Networking and Community Participation

MC's presence in vulnerable communities and close engagement with grassroots organisations has remained a source of learning from ground realities and challenges. This has strengthened MC's interventions in laws, policies and programmes directly affecting communities of people.

Community mobilisation with Neenv - Delhi FORCES

MC, along with partners of Neenv Delhi FORCES, focussed on gathering evidence and mobilising community voices to reverse the continued neglect faced by young children of Delhi.

Evidence Building

A study was commissioned by DCPCR to map care and protection needs of children who reside in the urban slums of Delhi, and their mothers who are engaged in the unorganised sector. Neenv Delhi FORCES played an important role by providing on ground support in the form of access to the households and field data collection. Indo Global Social Service Society (IGSSS) offered technology enabled solutions for data collection and analysis. ISST (Institute of Social Studies Trust) conducted the research study.

The final report, to be launched in 2019, will provide substantial evidence about the exclusion of young children and their working mothers from the social protection systems of the state, pointing towards stronger advocacy plans to secure safe childcare provisions, such as crèches, that support both children and their working mothers (Refer to chapter 4).

Partnering with RTF Campaign

- **Fact finding mission** - Following the death of three children (aged eight, four and two) due to starvation, in Mandawali (East Delhi), in July 2018, Neenv Delhi FORCES joined hands with RTF Campaign to investigate the matter. The report submitted to Delhi government pointed to clear gaps in the inclusion of the young children and their mother under the ICDS and maternity benefits umbrella. In response, the government announced that state rules should be formulated for National Food Security Act (NFSA), 2013. The government also announced a state level census survey to map the most marginalised people and ensure their access to public services. Neenv Delhi FORCES partners are following up on the promises made.
- **Consultation for maternity benefits to women working in the unorganised sector** - Along with the RTF campaign and Neenv Delhi FORCES, MC organised a consultation in January 2019, to advocate for expanding the Maternity Benefit Act 2017, to include childcare provisions, for covering women working in the unorganised sector.

Campaign to Demand Crèches

Partners of Neenv Delhi FORCES organised 48 area meetings attended by more than 2000 community members, four zonal events, and one collective event to mobilise demand for crèches for young children. Seven Members of Legislative Assembly (MLAs) attended these meetings. Three MLAs raised the issue of quality Integrated Child Development Services (ICDS) and need for crèches in the lower house. They asked concerned ministries to take action on better services for young children.



Community members submitted a demand charter for quality creches to the manifesto committees of various political parties and the issue found its way into the the BJP and INC manifestoes.

Community Based Advocacy by MC

Direct engagement in urban slums of Delhi

MC's engagement within the communities has kept us grounded and relevant in our advocacy initiatives. This year, MC worked in two new vulnerable areas in Delhi - V.P. Singh Camp (South-East District) and A-block Shahabad Dairy (North-West District) - selected due to low or no access to ICDS services, high numbers of working mothers, and high rates of abuse, violence and neglect among children. According to DCPCR data on 'Cases of Highest Missing Children (2014 to 2016)', Shahabad Dairy registered the highest number of missing children in Delhi. Through the year, MC mapped the community and conducted awareness programmes on childcare, safety and protection. We enabled the process for forming community groups, and supported through capacity building and facilitation, for the community groups to represent themselves in asking for better public provisions for their children and themselves.

Sonali, 30 years, migrated from Rajasthan in 2014. She lives in Shahabad Dairy with five children, all below ten years of age, and her husband. Sonali works in a factory, 3 km away from her house for a nine hours shift. She is forced to leave her children locked alone at home, when she is away at work. Earning Rs. 7,500 per month, her income supports the entire family. Her husband is an alcoholic, spending his wages on alcohol. Safety of children is a big concern in her area. Her younger son had fallen in a drain and was grievously injured. He remained in critical condition for many months, putting more pressure on Sonali's expenditure. And the added risk of she losing her job. Sonali had never imagined that she could rightfully ask the state to support her childcare requirements. After attending the area meetings, all Sonali wants now is a crèche where she can leave her children behind, in a safe and protective environment, while she is away at work.



Highlights from the household survey - VP Singh camp and Shahbad Dairy

Majority of the population living here do not have access to basic public services. The safety and security of children is a major concern of parents. Children are often left in the care of their older siblings, neighbours or elderly family members. Or even alone at home, increasing their susceptibility to abduction, sexual abuse and accidents.

Demographic profile of direct engagement areas:

Total Population: 10,979
Total number of women: 2,165
Women working in unorganised sector: 35.7%
Number of children under six years of age: 1,326

- There were no Anganwadi Centres (AWCs) in V.P. Singh Camp. After a signature campaign and a series of meetings with the community, the community groups approached the MLA and WCD department and demanded for opening AWCs. Within six months of community pressure, three AWCs opened and are now operational. A similar process has been initiated in Shahabad Dairy to open one more AWC as per the norms applicable to the area.
- Six Anganwadi Support and Monitoring Committees (ASMCs) were formed to strengthen community participation in AWCs. The ASMC members were selected on the basis of government norms.
- 663 young children and 470 parents celebrated Children's Day in November 2018, at 30 AWCs, including the newly opened ones at VP Singh camp. The ICDS functionaries and ASMC members took on the responsibility to develop and implement the celebration plans, signaling their joint ownership of the activities for children. The WCD department made financial allocations to cover these celebrations.



Policy Networking on Interconnected Issues

Alliance for Right to ECD comprises partners from academia, legal experts, practitioners, campaigners and others, who are determined to expand the understanding for the need for a justiciable, legal right for young children. Alliance collaborates to develop a legal framework that addresses the holistic rights of the young child, and the overlapping rights of the mother. In 2018-19, MC continued to hold its secretariat, providing the much required leadership and resources to respond to state and national level opportunities for influencing policies affecting young children.

Campaign: 'RTE for all Children from Birth to 18 years, and No Child Labour'

- **Collaborative efforts with RTE Forum and CACL** - Continuing our partnership with RTE Forum and CACL, during the pre-election period, Alliance drafted the demand charter to include all children from birth till six years, for a justiciable right to education. The demand charter draws from the international instruments, legal levers in India, and non negotiable set of integrated rights to ensure quality early childhood care and education for children under six years. The overall campaign drew attention of communities, movements, activists, policy makers, media and others to demand for an amendment to the RTE Act 2009, to guarantee education as a legal right of all children till the age of 18, and ensure no child is pushed into labour.
- **Perspective building of RTE Forum partners in six states** – Done at workshops organised by RTE Forum partner NGOs in Chhattisgarh, Jharkhand, Orissa, Maharashtra, Madhya Pradesh and West Bengal.
- **Demand Charter to political parties** – Submitted to the manifesto committees during the pre-election days. Five local print media and two electronic media houses covered the list of demands.

- **Representation at national and state-level events** – Alliance highlighted the importance of the continuum of learning from birth to 18 years, and the interconnected needs of health, nutrition, care and protection to promote optimal learning from early childhood, at the national and state launch platforms in Delhi and Lucknow, respectively, and at the national stock-taking meeting of RTE Forum in March 2019.
- **Development of communication materials** – MC and other Alliance partners developed campaign materials in the form of songs, slogans and posters for partners in different states to translate and use during campaign activities. This reiterated the belief that a campaign to demand changes in laws, policies and programmes is only effective when people on the ground are central to the movement.



“Advocacy in Mobile Creches revolved around engaging with three stakeholders – the State, the employer and the right-holders ... Vibrant debates resonated in Alliance meetings ... and spilled over onto the lunch tables, and the staircases ... The “state” to MC was the constitutional state ... (though we were) always aware that the “local state” was deeply influenced by economic, social and cultural structures ... The “state” we aspired for had started to take shape in our thoughts and found expression in policy recommendations and sections of documents we wrote as Members of Government Committees ... It’s a long road ahead, and the journey continues ...”

**Sudeshna Sengupta, Association with MC:
2007 - 2017**

Campaign Building: Childcare Entitlements for Women in the Unorganised Sector

As Alliance partner, MC joined WIEGO and National FORCES, to be a part of the steering group, to run the ‘Quality Childcare For All’ campaign, focusing on childcare entitlements for women working in the unorganised sector, and push the agenda for quality creches, for children under six.

During regional workshops in Hyderabad, Bhubaneswar, Lucknow and Ahmedabad, the campaign partners prepared a clear road map to take the messages to the Panchyat level. The six identified campaign messages were: quality childcare for all children; full day, free, quality, holistic and integrated early childhood care for all; fund allocation at central and state level for quality childcare; recognise childcare work as decent work; maternity entitlements for all women; and appropriate and participatory mechanisms for implementation, monitoring and evaluation.

Child rights experts, trade unions, and 120 NGOs were part of these workshops. As a follow-up, partners organised meetings to submit the demand charter to national and regional political parties.

Engagement with the Government

1. Legal Structures

Drafting a whitepaper for a legal framework for ECD in Delhi – In 2018, DCPCR initiated the process to introduce a legal framework for ECD, with expertise from Vidhi Centre for Legal Policy that will enable government to set standards and regulate the preschool sector. It invited MC and other Alliance members to contribute towards the drafting of a whitepaper that will form the basis for future regulatory systems. This was a good opportunity to influence DCPCR to broaden the ambit of the framework to cover a comprehensive set of rights and duties for young children, its complementary implementation architecture, and an enabling regulatory framework.

Highlights of the whitepaper:

- It will guarantee the right to early childhood development, to all children of Delhi, up to the age of eight years
- It recognises, provides, and facilitates quality services to expectant and lactating mothers and young children in the areas of health, nutrition, care, protection, early stimulation, education and early intervention for children at-risk, and children with disabilities
- It uniformly covers government and private run services - anganwadis, balwadis, crèches, play schools, preparatory, pre-schools, and similar other service providers

This process also helped Alliance members to sharpen their understanding about an enabling regulatory framework whose functions will include accreditation, monitoring, and grievance redressal mechanisms, in a decentralised process. This exercise will be invaluable in influencing other state agencies to act upon delivering a comprehensive right to early childhood development law for its youngest citizens.

2. Decentralised Governance Structures

Conceptual framework of base unit – Following the documentation of best practices in decentralised governance mechanisms, affecting young children in Kerala (2016), Alliance had expanded this study to three states, Delhi, Odisha and Jharkhand (2017), to understand the extent of decentralised planning and implementation systems at the ground level.

Based on evidence gathered from the state reports, in 2018, Alliance partner - National Law School of India University (NLSIU), Bangalore, developed a conceptual framework for 'base-unit' or decentralised governance systems that will finally ensure that rights of young children are realised on the ground, by frontline people, operating within established systems and structures.

What does a Base Unit entail?

A 'base unit' is the lowest unit in the governance hierarchy, with direct interface and participation by the ground level stakeholders. Its effectiveness is contingent on empowered decision making in local bodies, drawing from decentralised democratic processes, accountability at local, ward/panchayat level, allocation of adequate resources, capacity and motivation of personnel, especially at the frontline. When put to practice, it ensures that physical infrastructure, human resources, and processes, enable efficient delivery of services to young children.

In advocating for a comprehensive law for young children, it is important to have evidence based norms in place, including those for a bottom-up governance mechanism. This motivated MC and NLSIU to pilot the base unit framework in 2018.

- **Piloting base unit structures in Delhi** – The pilot in Shahabad Diary and V. P. Singh Camp was kicked off with trainings on decentralised governance and base unit implementation process, with ICDS functionaries and ASMC members, leading to:
 - Action plan for non-budgeted activities related to opening and closing of 10 AWCs, quality check of nutrition, community participation in ECCE day, children's day celebrations
 - Sharing the action plan with community leaders
- **Piloting base unit structures in Karnataka** – NLSIU initiated the 'base-unit' implementation in Bannikuppe (B) panchayat in Ramanagra district. Discussions on the roles and responsibilities of members of village and panchayat level committees like *Balvikasa Samiti*, School Development and Monitoring Committees, Village Health and Sanitation Committee, and frontline workers – ANM, ASHA, AWW, in implementing the base unit structures in four villages was useful to establish the concept. Ground level committees were formed, simplified resource material is available for committee members, and a tool to document the success and challenges of the pilot project is underway.



The modelling of the base unit is a slow process. It needs consistent intervention, social transformation and political will through meaningful participation of ground level stakeholders, who are empowered to raise their demands and be part of the decision-making process.

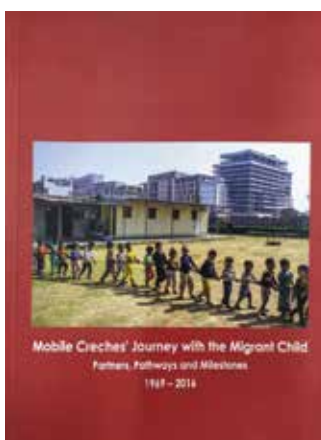
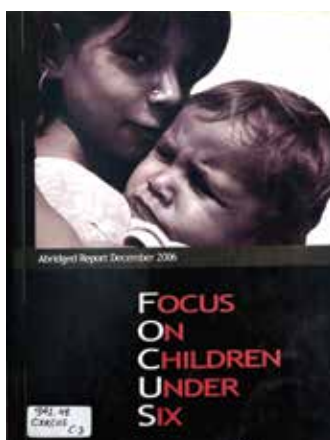
In 2019-20, MC will remain rooted in the ground, form and empower community groups, engage with local governance systems to strengthen people's participation, and run campaigns that bring forward the rights and entitlements of young children, in partnership with networks and movements.



Knowledge, the Instrument of Change

Never let the issue become invisible! That was the collective cry, at the round table organised by MC, towards its publication planned for 2019-20, *The State of the Young Child in India*. A cross section of thought leaders came together to share their insights on the content and key messaging in the report.

The one single recommendation emerging from the discussions was an overhaul of the ICDS, with an emphasis on creches, increased remuneration and capacities of anganwadi workers and upgraded infrastructure. The primary audience would be government, at all levels, and other players in the ECD market. Data on women and children, gender and caregiving, and the women, work and care connection, will contextualise the dissemination strategy – to bring public awareness, media visibility and political commitment to the cause.



CONSTRUCTING AND SHARING KNOWLEDGE



Mobile Creches' knowledge springs from its sandbox of grassroots practices. In its five decades of leading the ECD movement in India, MC has remained steadfast in its commitment to early childhood development of the most vulnerable children. Working with children, their families, builders, local women's groups and other players, it is the experience of the overlapping complexities and solutions affecting the young child, the older sibling and the working mother, that forms the bedrock of MC's knowledge position.

At the centre of this web of stakeholders and relationships stand the childcare workers. Entwined to their roles as carers, giving responsive and nurturing care to young children, they continuously urge the organisation to learn from their experiences and the interplay of theory and practice.

Knowledge Development - Integral to the MC Mission

The continuous learning within the organisation has equipped MC to improve upon its practices – through the detailing of processes, quality standards, curriculum for children and training curricula for ECD workforce – documented over the years in the form of rich print, audio and video materials. This knowledge has lent itself to enriching our partnerships across CSOs, networks and movements, government agencies, and others, to put the young child at the centre of planning for quality service provisions.

Yet, what has been the intent and vision of MC towards learning and knowledge development, from its inception? The ability to influence laws, policies, programmes and public opinion on the holistic rights of the young child – for health, nutrition, education, care and protection, and the overlapping rights of the mother – has been MC's firm commitment. MC's knowledge through practice lends to evidence based models for public provisioning. The position papers and policy briefs developed alongside network and academic partners draw upon periodical action research, mapping exercises and stories from the ground, to lend credence to negotiations with state actors to place the young child at the highest levels of policy discussions.

Knowledge Positioning in 2017- 22

The Sustainable Development Goals (SDGs) have included ECD in Goal 4, Target 4.2: "By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education." The G20 countries, in what is seen as a landmark moment for early childhood development, committed in 2018, not only to addressing the issue as a 'high priority' but also highlighting its potential to end the cycle of poverty and inequalities. There is global attention on the critically of adequate policy, systemic changes and budget investments to leave no child behind.

In this period of great opportunities and failing state systems, MC reaffirmed its commitment in its strategy for 2017 - 22, towards constructing and sharing knowledge on ECD as a substantive push to build a collective voice of influence, for a comprehensive right to ECD for all young children of India.

Multidimensional Knowledge Development, 2018-19

Through the year, MC worked on the following knowledge pieces that will help the organisation and its network of partners to strengthen ECD interventions and influence local, state and national policies and programmes.

State of the Young Child in India Report

Coinciding with MC's 50th anniversary, we have undertaken the onerous responsibility – a natural culmination in the knowledge building process, after five decades on the ground and in the policy arena – to produce the State of the Young Child in India Report. The report is unique as it seeks to centralise the young child otherwise overlooked in reports and policies that focus on "children" or tend to fragment children into various sectors. It brings to the fore the pressing and urgent need to provide primary focus for policy and programme action to this most vulnerable and critical stage of human development.

The Report is a collaborative effort with many partners, academic writers and policy advisors. Divided into six chapters, the report dwells on the state of the young child in relation to its overlapping rights with the mother, in the areas of Health and physical wellbeing; Early Learning; Childcare worker; etc. The most unique chapter is on the two "young child indices" that facilitate a comparison of different states. In identifying indicators for the indices, the Report points to serious data gaps that hinder a holistic understanding of challenges.

In October 2018, MC organised a roundtable consultation in Delhi with diverse partners to discuss the draft recommendations emerging out of the Report. A strong recommendation emerging from the discussions was an overhaul of the ICDS, with an emphasis on creches, increased remuneration and capacities of anganwadi workers and upgraded infrastructure.

Positioned as an authoritative resource for varied stakeholders from policy makers, child advocates, to elected representatives, and the media, this report may also be viewed as the unheard voice of the young child in India that calls for informed collective action on multiple fronts. It critiques government policies and systems but also suggests ways to move forward, including desirable practices and policy recommendations. The report is scheduled for a 2020 launch.



Impact of ECD interventions on child and family level outcomes

MC partnered with Centre for Early Childhood Development and Research, Jamia Milia Islamia University, New Delhi in 2018, to conduct an impact evaluation study, across different models of ECD interventions. The results of the study will indicate to MC and interested stakeholders, the impact of MC's tripartite model on child, family and community outcomes. The results of the study will help to understand the further scalability of the model in construction sector and other worksites. The recommendations of the study will propose steps to plug the gaps in the model (if any) that adversely affect child and family outcomes.

The study employs a mixed method approach, using both qualitative and quantitative data. It will cover a sample size of 600 children, at more than 25 centres, across MC's service models (refer to chapter 1), more than 50 family members and caregivers through structured

interviews, focus group discussions and case studies. The study will collect quantitative data through standardised tools like School Readiness Instrument (SRI) and Early Learning and Development Standards (ELDS), and MC's Centre Quality Checklist. The proposed methodology includes baseline survey of the sample group, already begun in 2018-19, followed by an end-line survey next year. A research advisory committee is guiding the study. The final study report is expected in mid 2020.

"I first encountered Mobile Creches in 1991. I had just moved to Delhi ... and started working with Save the Children ... I was keen to document some of the best practices ... and I chose MC as the first of the five to document. I spent a couple of months observing the work and documenting the processes in the crèches at the construction site for what is today the India Habitat Centre! A few months later, I moved to the UK, joining Save the Children in London, fully convinced that I wanted to dedicate myself to children, and especially ECD."

Shireen Vakil, Associated since 1991

Mapping Vulnerabilities of Children of Women Workers in Delhi

Delhi Commission for Protection of Child Rights (DCPCR) partnered with MC for a research study that aims to bring the situation of marginalised children of birth to six years, whose mothers are working in the unorganised sector of Delhi, to the forefront. The study aimed to identify and assess the access to health, nutrition, learning opportunities, and safe and protective environment in the immediate surroundings.

Through extensive field work, using both quantitative as well as qualitative research methods, the study captured responses from 441 mothers across Delhi having at least one child under the age of six, doing paid work in any one of the unorganised sectors - domestic work, construction work, waste picking, street vending or sex work. It acknowledges that the mother continues to be the primary caregiver of her family and young children, and investigates the vulnerabilities faced by children due to lack of government-run comprehensive childcare and protection provisions for mothers working in the unorganised sector.

The final study report will be launched in mid 2019. This study will be an advocacy tool for MC and its partners to influence state governments for recognising quality childcare centres, in urban poor communities, as a public good. And to ensure this entitlement of young children and their families through a justiciable Right to Early Childhood Development.

Scoping Study on Tea-plantations

MC commissioned an external study of the tea industry in Assam and West Bengal, to understand in particular the social indicators of migrant labour working in the tea gardens, and the status of their children under six years. The study aimed to answer questions about the status of crèches run by employers as mandated under Plantation Labour Act 1951, availability of government services within the tea gardens, and need for quality ECD interventions to improve child and family outcomes.

The secondary data based study highlights the dismal situation of women and children of the tea gardens trapped in a vicious cycle of poverty, illiteracy, malnutrition and ignorance about their rights and entitlements. The health and wellbeing outcomes of children in the tea gardens are below the national average. Child labour rates are high. Child marriages and child trafficking are common practices.

Majority of the large tea gardens have crèche rooms for children of their women tea pickers. Yet, these crèche rooms are basic, staff is untrained, linkages with government anganwadi centres are non-existent, and quality care, nutrition, health, and early learning are missing. Clearly pointing out the need for holistic intervention through a crèche programme, for children below three years of age.

The study additionally highlighted the economic crisis faced by the tea industry due to falling tea procurement prices, higher taxes and complex labour laws. Bigger companies are struggling to stay afloat, and there is a resurgence of small tea growing companies in the region. The small tea growers do not fall under the complex regulation system. They hire mostly local or family based seasonal workers, and are not mandated by the PLA 1951 to provide for crèches.

As MC plans to expand its work in this region, the results of this study will be vital in informing our consultations with stakeholders in this area, and further decisions about crèches for children in the tea gardens.



MC's Experience in the Organised Sector - Process Documentation

In 2018, MC was requested by the Supreme Court of India to train its staff for setting up and running a crèche at the court premises for young children of judges, lawyers and administrative and support staff of the court. MC completed the training in three phases, over a one year period: needs assessment; knowledge, attitude and skills training; quality monitoring support. This was MC's first foray into the organised sector, after the amendment of Maternity Benefit Act, 2017. (refer to Chapter 2).

MC undertook an exercise to document its experiences, learning and challenges from this partnership, as a useful reference material for future interventions in organised settings.

The document captures initial results from the needs assessment phase. Primarily describing the high quality infrastructure available, parental expectations, assumptions of crèche team about their roles and responsibilities and court management's vision behind providing a crèche on the premises. The document goes on to capture MC's experience in training the crèche teams, support in setting up the crèche, protocols and guidelines for quality services, safety, and maintaining records of individual children.

National Minimum Guidelines for Crèches under MBA 2017

The experience at Supreme Court, combined with MC's practical experience from the ground, its thought leadership position during the drafting of the National ECCE Policy 2013, recognition by Ministry of Women and Child Development, government of India, as a 'technical resource for Early Childhood' in the 12th Five Year Plan, led MC to be invited by MWCD to develop the 'National Minimum Guidelines for Crèches under MBA 2017'.

In collaboration with Lady Irwin College and Delhi WCD, MC drafted the guidelines after making appropriate modifications to the quality standards as determined in the National ECCE Policy 2013. The set of guidelines were approved by MWCD and are put up on the official website for public reference.

However, the challenge with any such guidelines, without an accompanying government order to relevant institutions, makes its compliance possible only on a voluntary basis. As a result, guidelines have limited impact on ground implementation.

MC shares its experiences with wider audiences: Webinars in 2018-19

MC led a series of webinars on ECD and related issues:

'The Working Conditions of Early Childhood Workforce – MC was invited by Early Childhood Workforce Initiative by International Step by Step Association (ISSA) and Results for Development Initiative to conduct a webinar in January 2019. We shared varied experiences about the pivotal role childcare workers play in MC's programmes, the challenging circumstances of their work, their capacity building processes, ways to keep a motivated workforce, and the difficulties around lack of recognition, accreditation and decent work and pay status of childcare workers in India.

Scaling Up: Partnering with the Private Sector – The Saving Brains Platform of Grand Challenges Canada, requested MC team members to conduct a webinar in March 2019. The webinar explored industry and NGO partnerships to scale up services for marginalised children and communities, in the context of the construction industry.

In 2019, MC team looks forward to working on a research to map the need for crèches, ToT modules for NGO partners, process documentation, and policy briefs that will help improve upon our own learning, share knowledge with partners, and add useful evidence for policy discussions.



Buland Awaaz

Kamla Bhasin, feminist, activist and long-time believer in the work of MC, ignited the pride in our work, yet set the tone of urgency for working much harder to create a world where the poorest young child blossoms in a society of equal opportunity and access.

A New MC Tradition

In the spirit of MC@50, we hosted a lunch for family members of all MC staff members, starting a new annual tradition at MC. More than 200 guests – spouses, young and adult children, parents, nieces and nephews and siblings – came together, to share in the immense pride and celebrate the perseverance and accomplishments of all members of the extended family towards the mission of MC.



"I felt proud and lucky to be Suja's husband, when I attended the lunch programme at Mobile Creches. I experienced the extraordinary commitment and dedication of the organisation towards their work with children. I was really touched by the warm welcome and personal attention given to all guests. It was a memorable day."

Saji Samuel

STRENGTHENING PEOPLE AND PROCESSES



Over Mobile Creches' fifty years journey, MC has valued its people and processes as core tenets of the organisation. MC's workforce has played a critical role in shaping the organisation. Their immersion in the vision, mission, and core organisational values has helped to continuously grow the organisation.

When we stepped up to celebrate our iconic year, one thing was clear – celebrate, acknowledge and applaud the thousands of small and big ways in which our people have enriched this journey. And we did just that, as you have read throughout this report. This year also proved to be the perfect occasion to infuse energy, bring the MC team together, and renew an organisation-wide sense of purpose and pride, that no externally facilitated organisational development exercise could have matched.

Events and Engagements

Thumri Performance

In June 2018, MC organised a musical morning for its people, with a performance by Vidya Rao, singer, scholar and writer, in the ambient environs of Sri Ram School, Vasant Vihar, Delhi. She sang a variety of traditional compositions – *savan*, *jhula*, *sohar* – touching on universal human emotions and relationships. It was delightful to watch her 'converse' with the audience, appreciate her co-musicians and inspire in all a sense of camaraderie and joy.

Among the songs on *saas-nanadiya* and separation from the beloved, the one that resonated most was the *sohar*, sung at the birth of a child. *"Many of these songs underline the fact that every child carries within a spark of the Divine. My deep gratitude to Mobile Creches for providing a space where children -- and their hardworking mothers -- are cared for and where this Divine spark can be recognised and nurtured,"* said Vidya Rao. She added that most of these songs tend to be sung for male babies and that we needed to remedy the situation! The afternoon was a tribute to the MC team, particularly our courageous and dedicated frontline colleagues.

Annual Retreat

Like every year the MC staff retreat was the perfect opportunity to step back from the day to day and rejuvenate relationships. Ninety-five team members travelled to Jaipur in December 2018, in two batches. Apart from the fun around sightseeing, an outing like this helps to melt boundaries across teams and hierarchies, and create shared memories. This year, the Retreat was one of many events where team-mates rallied together to commemorate MC's journey, culminating in the Founding Day anniversary celebrations.



Family Lunch

In March 2019, in the spirit of MC's 50th year celebrations, we started the first family connect programme and welcomed more than 250 guests. It was an occasion to enjoy the conversations, entertainment and lunch with family members. Each team member personally invited another colleague's family with beautiful handmade cards. Families toured the MC office, visited every workstation and expressed generous appreciation of MC's standing, and pride in the work of their family members (and our colleagues).

में और मेरे बच्चे 3 मार्च को फ़ैमिली लंच में आए थे। मेरी बेटी तो अक्सर सेन्टरों में जाती रहती हैं और सभी स्टाफ से मिलती-जुलती रहती है परन्तु बेटे ने शायद ही कभी मेरे स्टाफ व सेन्टरों को देखा होगा। जब वह मेरे साथ फ़ैमिली लंच पर आया तो उसे बड़ा ही आश्चर्य हुआ की हमारी संस्था में इतने सारे लोग हैं जो इतने मिल-जुल कर रहते हैं, और एक-दूसरे को इतनी अच्छी तरह से जानते हैं। उसने कहा मम्मी मुझे अच्छा लगा और खुशी हुई की मेरी माँ एक ऐसी जगह काम करती है जहाँ पर संस्था का हर व्यक्ति उन्हें जानता है और उनकी पहचान है।

I qirrk jlor

Founding Day Anniversary

We celebrated our anniversary on a bright sunny morning, on 16th March 2019 – heralding the culmination of 50 years of MC's determined efforts to bring the nation's spotlight on its youngest citizens. Every guest was welcomed with a scarf, as a badge of honour, symbolising the decade they joined the MC caravan. It was a riot of colours!

More than 300 guests – crèche and youth group alumni, MC team members, founders, believers and co travellers – spanning five decades of this eventful journey, came together at Meghdoot Amphitheatre, Sangeet Natak Academy, New Delhi. Current/past team members received a token of affection, a silver coin inscribed with the MC logo, to thank them for their years of dedicated service. After many well-choreographed presentations by MC staff and our children, and a scrumptious lunch, the Founder's Day ended with a ceremony to felicitate employees of the best performing crèche and daycare centres: Brookfield G1 Crèche at Gurgaon and Hemisphere Crèche at Greater Noida came in the First and Runners Up categories, respectively.

Buland Awaaz Nayi Parwaz, a special publication capturing the story of MC, through the voices of more than 150 contributors, was released during the anniversary celebrations. It retells the story of MC through personal experiences, with the backdrop of major landmarks and transformative events in the journey of the organisation. Throughout this report, you will read snippets of people's voices and a recapturing of the MC Timeline in Annexure I.



"... it has always been MC's endeavor to be fair to its employees. Every legal requirement, like sudden hikes in minimum wages ... increase in maternity leave, gratuity ... and Provident Fund ... been taken into cognizance and implemented. There was no attempt to find ways to circumvent it ... MC also had a complicated set of Service Rules, tailor made to the needs of its, largely, female workforce."

Kali Vohra, Associated since 1981

MC's Policies and Practices

MC values the professional needs and expectations of its employees. This year we introduced the following changes:

- Non-field team's annual leave adjusted to enable a five-day week
- Travel Policy revised
- Formalisation and adoption of a Promotion Policy, towards ensuring a fair career path
- Extension of health insurance benefit to family members of employees (4 employees, and 7 family members have benefitted)
- Creation of a Critical Illness Fund for employees
- Long Association Award to acknowledge employees who have worked for five years or more

Various levels of new positions were created within the organogram to match the growing need for skills and competencies required in MC. A new system for 'Internal Job Postings' will encourage current employees to apply for new roles. New field staff positions were created, and people recruited, in our attempt to develop a pipeline of trained and motivated field teams – most critical to provide quality support to children at our centres. A total strength of 114 employees, three advisors and three project consultants, helped MC achieve its goals for the year.

Snapshot of Workshops attended by MC Staff in 2018-19

In-Service Trainings:

- For our teams in the Direct Delivery Programme: Balwadi curriculum transaction, creative storytelling and music engagement, understanding disability and identification of children under three years with developmental delays/disabilities
- For non-field teams: Orientation on ECD, IT & ERP related functions
- For entire MC team: Prevention and redressal of sexual harassment at work, and Self-Defense

MC team members participated in a variety of **External Trainings** and Workshops on selected subjects for their learning and development: 'Education of Migrant Children', by American India Foundation, 'Every Child's Right to Early Childhood Development: Evolving Inclusive Practices', by CECED, 'Ocean in a Drop' by Pravah, and many others.

"Two things about MC struck me as extraordinary. The first is its commitment to good governance – a rarity in the NGO world where board members tend to be ornamental and often abdicate. MC is very selective about who it invites ... board colleagues are a bunch of very experienced, thoughtful and perceptive individuals who make board meetings vibrant and constructive. The second is its commitment to processes ... without being a slave to them."

Shankar Venkateswaran, Associated since 2009



Nayi Parwaaz

The 50th Founding Anniversary celebration wove together, seamlessly, MC's past, present and future: Photo collages of our children and landmark buildings; the banyan tree festooned with trademark MC paper mobiles; a paper wishing tree of hopes and aspirations for MC and her children!

There wasn't a dry eye at the gathering, as hundreds of guests – comrades from the early days of struggle, babes in arms from our creches now grown into confident men and women, colleagues of a few months or many decades, donors and cheerleaders, volunteers of all ages and travel companions from various stages – milled around, hugging, exchanging war stories, asking after one another's health and family, just soaking in the warmth and excitement.



All who came left with a spring in their step clutching a book of memories and milestones, and the determination to work towards a new world for our youngest citizens.

BUILDING A MOSAIC OF PARTNERSHIPS



The cornerstone of Mobile Creches' (MC) philosophy has been its conviction in building true partnerships. One act of compassion by our founder, Meera Mahadevan, to provide a safe place for children of workers at Gandhi Smriti in 1969, has led to many mobile crèches that provide the scaffolding of care and love to hundreds of young children, as their mothers work in challenging conditions. A grand canvas of partnerships, over fifty years, is etched with myriad hues of courage, perseverance, knowledge, strength and solidarity, towards one vision – a just and caring world for the most vulnerable young children of India.

Our golden jubilee celebrations in 2018-19 were the perfect occasions for looking back and taking pride and encouragement for the future, from our achievements and challenges, and our partners and co-travellers. Throughout this report you will read the numerous ways in which MC remains indebted to its invaluable partners - CSOs, construction industry, government, institutional and corporate donors, individual donors, and volunteers.

Civil Society Organisations (CSOs) bring significant value in multiplying the efforts of MC to scale early childhood initiatives across settings (Refer to Chapter 1), by building their capacity in ECD to further train and ensure quality childcare (refer to Chapter 2), and influencing stakeholders across communities, local, state and national government, to prioritise issues of the young child (Refer to Chapter 3). Our network partners, like Neenv Delhi FORCES, Alliance for Right to ECD, Right to Food campaign, RTE Forum and many others, made substantial contributions, by synergising their movements to include the young child and working mother in their agenda. In 2018-19 MC collaborated with more than 130 CSOs (including national networks and academic institutions (refer to Annexure IV).

"Thirty years ago, I was invited by Mobile Creches (MC) to see their work. I was then the Field Director of OXFAM. One fine morning ... I arrived at the Trilokpuri Colony Creche, in East Delhi, to shouts of children singing rhymes ... What struck me most was the dedication of the staff ... actually, such organisations make our task very simple: we just give the money and forget about Program Monitoring and Evaluation!"

Mathew Cherian, Associated since 1998

...मोबाइल कैंशजि किस तरह पिछले एक दशक में एक बढ़ती हुई संस्था के रूप में उभरा है, जो कई नई दिशाएँ अपना रहा है। ऐसी ही एक दिशा थी कैंश को दूसरे शहरों के निर्माण-स्थलों पर कियाचित कर पाने की, वह भी अन्य N.G.O पार्टनर द्वारा। मुझे खुशी है कि मैं इस नयी दिशा का एक पात्र थी। मोबाइल कैंशजि ने डोनर्स और बिल्डर्स को समझाया कि कैंश क्वालिटी में कोई कमी नहीं आएगी व MC पूरी ट्रेनिंग और अन्य निगरानी के साथ पीछे खड़ा है। मोबाइल कैंशजि ने अपने 49 वर्ष के कैंश चलाने के ज्ञान को मानक संचालन प्रक्रिया में समेटा ताकि प्रशिक्षित N.G.O पार्टनर कैंश स्वयं चला पाएं। MC ने निगरानी उपकरण भी बनाए व अपने सिस्टम पुरखा किए।

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Construction industry partners have helped ensure childcare provisions at worksites. MC's partnerships with industry players enabled the organisation to present a one of its kind model, a symbiotic civil society - business industry partnership. From the days of exhorting individual *thekedars* to provide for space to run a crèche at their sites, today we have some Builders covering hundred percent of the running costs of crèches at their site, and opening crèches at new sites. Builders are running 17 percent of our centres independently. It is a reflection of long years of collaboration, and commitment to a common cause – wellbeing of young children and their working mothers. Our experiences from construction companies give us

the impetus to influence other industry partners such as brick kilns, and tea plantations. This year we partnered with 36 real estate developers (refer to Annexure IV).

Government partnerships have been the fulcrum of our efforts for prioritising the young child and overlapping issues that promote the survival, development, protection, and participation of children under six years. In 2018-19, we collaborated with Ministry of Women and Child Development (MWCD), Government of India, to develop the National Minimum Guidelines for Setting up and Running Crèches, under the Maternity Benefit Act, (MBA) 2017 (Chapter 4); partnered with Jammu and Kashmir state department to strengthen the ICDS systems (Chapter 2); signed an MoU with labour department of Daman, to run crèches for children of construction workers (Chapter 1); and collaborated with DCPCR to initiate a study in Delhi for mapping the vulnerability of young children of mothers working in the informal economy (Chapter 3). These initiatives underscore the pivotal role such partnerships have played in building knowledge and evidence, and creating models, to influence better policies and programmes for young children.

The 50-year milestone is reason for celebration without slipping into self-congratulation. More importantly, it is reason for self-introspection without excessive self-deprecation. Above all, it is good reason for taking cognizance of what middle age brings: an aversion to change and risk, on the negative side, but also the confidence, having come this far, in our capabilities, the insights gained, and the rich network of partners, from our communities, civil society, businesses and governments.

Anjali Alexander, Associated since 1993

Institutional donors have consistently helped MC in strengthening the organisational systems and its strategic impact. We are excited to welcome Grand Challenges Canada (GCC) back to MC as a key institutional funder. In 2014, GCC helped pilot our scale strategy by successfully establishing the Tripartite Model. In the current partnership period from 2018-20, their support will enable MC to deepen its scale and impact in the construction industry and replicate the model across other work settings with multitude partners.



In December 2018, Parliamentary Secretary Kamal Khera, Government of Canada, along with members from Canadian High Commission, New Delhi, and colleagues from GCC and CanWaCH visited Mobile Creches to interact with our children, team, and Governing Council members.

Another old-time supporter, Bernard van Leer Foundation (BvLF) returned to MC, offering to support the creation of the State of the Young Child in India Report. MC is pleased to enter into a partnership with Echidna Giving in 2019 to give a boost to our knowledge mandate and advocacy plans across local communities, network partners, and government. TATA Trusts continues to be a big support in helping us improve the ICDS systems, through government and CSO partnerships across states like J&K. UBS Optimus Foundation provides steady support towards MC's programmatic and monitoring and evaluation initiatives. In 2018-19 MC benefitted from 12 institutional partners (refer to Annexure II) in moving its strategic commitments forward.

Corporate foundations and CSR donors have been a mainstay of MC's ambitions to spread its work across communities, service models and partners. PNBHFL has been a key partner in operationalising our services, under the Tripartite Model, across construction industry players, cities and NGO partners. HCL Foundation is a valuable partner enabling us to enrich our CBC Model and contribute as a technical partner in setting up crèches in urban poor communities, in cities outside of Delhi. HT Parekh Foundation, a consistent partner, is helping us guarantee quality childcare services through the Demonstration Model, and improve upon best practices. CSR funds from Oracle have always helped us add value across our programme and community based work. Gulshan Chemicals joined MC in 2018, through its CSR support for our day care centres in Delhi NCR. In 2018-19, we expanded our work and remained steadfast in our commitment to quality of services through the support of 11 corporate foundations and CSR donors.

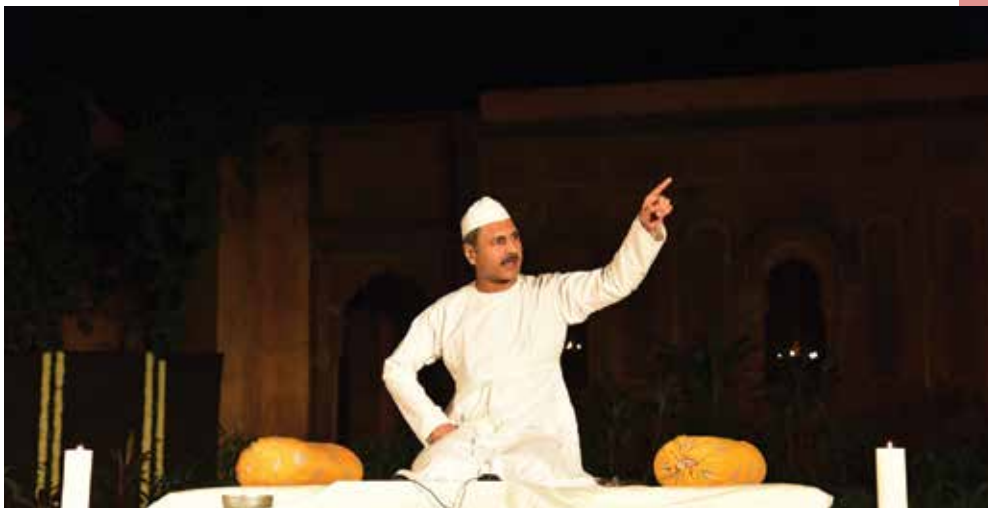
Individual donors have been the highlight of our engagements in 2018-19. Thanks to the grand celebrations of our golden jubilee year, many faithful individual donors came back to us and numerous new ones joined the MC caravan, reposing their faith and funds in promoting MC's mission of making this world a safe and caring place for young children. Through the year more than 210 individual donors (refer to Annexure II) contributed towards MC's corpus and general funds.



Dastan E-Karn Az Mahabharata, Mahmood Farooqui's *Dastangoi* presentation drew upon a wide variety of sources: Sanskrit Mahabharata, its Persian translation, *Razmnama*, and its 200-year-old Urdu verse rendering by Tota Ram Shayan, among many others. Farooqui's retelling of the story was inspired by the writings of the Hindi poet Ramdhari Singh Dinkar and Marathi writers Shivaji Sawant and Irawati Karve, and others.

The mood of the evening was defined by a sense of camaraderie amongst MC's guests, shared pride at the long road travelled, hope and optimism in securing a safe and caring world for young children.

More than 20 corporate partners and 108 individual donors contributed generously in the form of CSR funds, advertisement revenue, and general donations to help us raise Rs.66,95,200 and surpass our fund-raising target!



MC's 50th Year Fund Raiser: Dastan E-Karn

Dastan E-Karn, a Dastangoi presentation by writer-scholar Mahmood Farooqui, on the life and times of Karna, the great warrior from the epic Mahabharata, was a fitting tribute to the spirit of Meera Mahadevan, and one of the finest examples of our pluralistic traditions.

The cold December evening and the verdant venue of Sanskriti Kendra, came alive with Farooqui's charged performance, meticulous organisation and warm hospitality by MC, and a deeply felt, large hearted show of support by fellow travellers from all stages of MC's 50-year journey, to make the event MC's most successful fundraiser to date.

"I would like to thank you and congratulate you and your team for organising such an impeccable event. The art form, ambience and hospitality warmed the heart and touched my soul. Would like to wish you all the best in your endeavours"

**Priyadarshini Roy, Director Programs
Antara Foundation**



RESOURCING THE MC MISSION

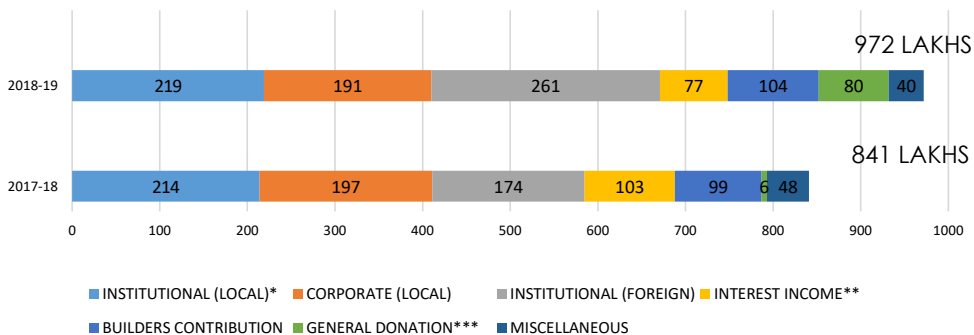


In 2018-19, MC demonstrated a steady growth of 15 percent in its income compared to FY 2017-18 and 11 percent growth in its expenditure against the same period. MC mobilised Rs. 972 lakhs as income in FY 2018-19, as against Rs. 841 lakhs in the previous year. The total expense this year was Rs. 942 lakhs, compared to Rs. 849 lakhs in 2017-18. As in 2017-18, we raised more at home than abroad: 69 percent of our income came from Indian sources (Rs. 667 lakhs), and 31 percent from foreign grants (Rs. 305 lakhs) in 2018-19.

Summary of Income

MC's income composition reflected a healthy balance of Institutional (49 percent), Corporate (20 percent), MC unrestricted income (20 percent), and Builder's contribution (11 percent). MC unrestricted income included 9 percent income from individual donations. Whilst corporate grants help us effectively run our well-established daycare programmes, the overarching support of institutional grants enables us to strengthen our advocacy efforts and test unchartered territories, such as introducing technology-based tools in our programme for better monitoring and evaluation. MC's unrestricted income from interest income on our corpus and other funds, and general donation funds, provided us the flexibility for organisation building exercises, like the year long celebratory events to mark our 50th year milestone.

Figure 1: Sources of Income 2018-19 (Amount in lakhs)



* Includes Government Grant (7-Lakhs)

** Includes Local and FCRA Interest (including earmarked interest-3-lakhs)

***Includes Local & Foreign donations

**** Includes income on redemption of Mutual Funds and sale of fixed assets etc.

Despite a low period for the real estate industry in India, there was a slight increase in Builders' Contributions to MC (Rs.104 lakhs) in 2018-19, compared to last year, demonstrating a slow, albeit steady growth in companies committing to provide crèches at their worksites through their project budgets and CSR funds. On the occasion of MC's 50th year celebrations, we organised what some called 'a world class' fund-raising event, *Dastan- E- Karn*, by Mahmood Farooqui, to raise Rs. 67 lakhs, overachieving our target. This income was raised primarily through individual donations, advertisement and sponsorship support. This helped us to

substantially increase our general funds, compared to previous year, as shown in Figure 1 above. International institutional grants showed spectacular growth of 51 percent over previous year as Grand Challenges Canada recommitted its support to MC's scaling model by granting funds for the second time, under its Transition to Scale portfolio.

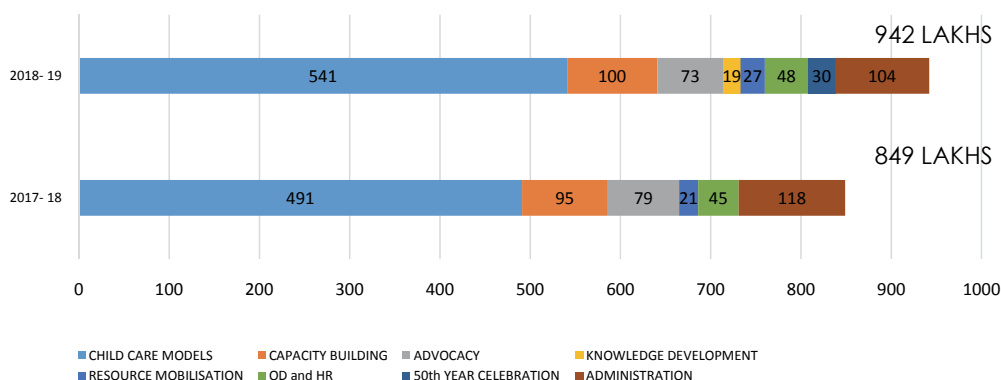
“... Initially, for MC's friends and well-wishers, 'fundraising' meant (the 'sale' of) masalas and greeting cards ... In the early 80's, an annual, fundraising event was introduced: a film premier, a musical evening or a dance performance ... These events needed sponsors and advertisements for the event brochure ... With the allotment of a plot in Raja Bazaar ... our first, big fundraising challenge presented itself ... We knocked on many doors for help. Some current and some new donors came to the rescue and we managed to reach the target ... MC, finally, had a permanent home.

Asha Chaudhri, Association with MC since 1977

Summary of Expenditure

MC's total expenditure witnessed a growth of 11 percent over previous year, though the overall share of expenses between the three main programme verticals remained the same. Childcare delivery programme through different models continued to dominate MC's expenditure with 57 percent (Rs. 541 lakhs) of total expenses. Training and capacity building at 11 percent (Rs. 100 lakhs) and Advocacy at 8 percent (Rs. 73 lakhs) remained at similar levels as in 2017-18 (Figure 2). A small but important expenditure of two percent (Rs. 19 lakhs) of overall expenses was towards developing knowledge, in the form of State of the Young Child in India Report, signaling a shift in MC's current strategic period. Equally significant was the expense of Rs. 30 lakhs covering various 50th year anniversary celebrations throughout the year. It is also encouraging to note that our administration related expenses came down to 11 percent (Rs. 104 lakhs) of total expenses this financial year, from 14 percent last year.

Figure 2: Details of expenses 2018-19 (Amount in lakhs)



“Every donated item was, and is even now, used to its fullest: old newspapers for children's drawings, magazines for cutting out the pictures to decorate the centres with ... used materials received in donation for making *jhablas* for the children, *katran* for wiping kids' noses and bottoms ... And the tea for staff was never made from the milk powder that came in donation for the children; instead, milk and sugar bought for tea were accounted for separately at each centre.”

Manju Vaish, Association with MC since 1980

Detailed breakdown of MC's Income and Expenditure Account, 2018-19, in Table 1 below.

Table 1: Details of Income and Expense (Amount in lakhs)

INCOME (As per Income & Expenditure)	Amount
General Donation (Indian)	75 (8%)
General Donation (Foreign) *	5 (0%)
Earmarked Donation (Indian)*	
Institutional	212 (22%)
Corporate	191 (20%)
Earmarked Donation (Foreign)*	
Institutional	264 (27%)
Contractor/Builder Contribution	104 (11%)
Government Aid *	7 (0%)
Interest (Indian)**	38(4%)
Interest (Foreign)*, ** & ***	36 (4%)
Others (Resource Collection, Donation in kind etc.)****	40 (4%)
Total	972 (100%)
EXPENSES	
Childcare at Construction Site: MC Run Centres	208 (22%)
Childcare at Construction Site: Employer Run Centres	2 (0%)
Childcare at Construction site: NGO Run Centres (Tripartite Model)	220 (23%)
Childcare in Urban Slums	111 (12%)
Training & Capacity Building For ECD	100 (11%)
Advocacy	73 (8%)
Resource Mobilisation	27 (3%)
Organisational Development & Human Resource Development	48 (5%)
Knowledge Development	19 (2%)
50th Year Celebrations	30 (3%)
Administration*	104 (11%)
Total	942 (100%)
Transfer to General Fund	30
Total	972

Figures in Brackets reflect the percent share of total amount

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

**Interest on Funds (On actual basis)

***Interest earned on investment of FCRA Corpus Fund & Un-utilised grants etc. (to the extent of amounts utilised)

****Received from resource collections, sale of assets & income on Special Project Funds, redemptions , donation in Kind and 3 lakhs Transferred from HRD & SPF Fund

EXPENSES - * Includes written off amount due from Contractor contribution -0.29

Balance Sheet 2018-19

Our balance sheet reflects the sound financial health of MC (Table 2). The Corpus Fund grew by Rs. 29 lakhs confirming the trust reposed in MC by new and current supporters. Our General Funds also grew by 30 lakhs this year mainly due to gains in Mutual Fund investments accrued over last four years. Rs. 342 lakhs of unutilised grants was mainly due to advance receipt of high value international grants in March 2019, spread over a two-year project period. Overdue amounts from contractors reflected in Amount Receivables continue to grow in absolute terms, which is a cause for concern, although as shared above, corresponding incomes from Builders/Contractors has shown a small increase. Our investments at Rs. 1306 lakhs include unutilised and advance grants of Rs. 342 lakhs. MC's investment of funds and reserves continue to remain stable around Rs.1000 lakhs. These consist mostly of monies from core funds, such as Corpus Fund, General Fund, Special Project Fund, Staff Welfare Fund and unutilised project grants.

Table 2: Balance Sheet (Amount in Lakhs)

Liabilities	Amount	Assets	Amount
Corpus Fund	234	Fixed Assets	29
Corpus Fund 35 AC	408	Investments **	1306
General Fund	321	Stock in Hand	10
Property Equipment Fund	28	Cash and Bank Balances	23
Human Resource Development and Staff Welfare Fund	37	Debtor Deposits and Advances	
Special Project Fund	25	a. Grant Receivables	4
Advance/ Unutilised Grants	342	b. Loan and Advance	2
Current Liabilities and Provisions*	65	c. Amount Receivables	43
		Other Assets***	43
Total	1460	Total	1460

*Sundry Creditors, Provision of Gratuity (Contribution payable to LIC) and Leave encashment.

** Investment includes Corpus Fund, General Fund, SPF, HRD Fund, and unutilized grants

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

Setting Standards and Raising the Bar

Audited at half yearly intervals by both Internal and Statutory Auditors, MC has been able to maintain high standards in transparency and efficiency. ERP based accounting system, and MSBI based reporting has helped MC to develop strong internal controls over our financial and other organisational systems in FY 2018-19. MC's credibility as a good practice organisation is further validated through the GuideStar Platinum Certification for 2018-19, and Credibility Alliance Certificate for FY 2016 to FY 2021. MC is committed to the highest standards in transparency and accounting practices for itself and to raise the bar as a part of the not for profit sector in India.





MOBILE CRECHES TEAM

GOING FORWARD

What is the future we are creating for the citizens of tomorrow? Does this future promise children their basic freedoms - from hunger, fear, and indignity? Does the future guarantee justice, through their basic right to health, nutrition, education, care and protection?

The work for MC is cut out – for 2019 and beyond.

People

The determination to create a just and caring world for the most vulnerable children is powered by MC's own people. Our goal is to be curious about different approaches and solutions, be agile to respond to children's needs in a fast changing world, to challenge self and others to dismantle the poverty and exclusion that traps children and their families. We will do this through regular learning and development experiences, listening to members with diverse views and abilities, and working in an open and supportive environment. We will recruit, respect, and motivate new crèche teams to care for children in the most difficult settings.

Practice

MC will respond to the unmet needs of migrating families working in construction sites, tea gardens, factories, and unorganised work, for childcare entitlements. We will do this by scaling up crèches and day care services at such worksites, negotiating with employers to deliver on their obligations, empowering communities to care for their young children, and building capacities for a professionally trained ECD workforce. Our commitment to the dignity of all stakeholders, and adherence to quality standards, will remain central to our practices.

Policy

Situating young children within a set of integrated rights at the foundational age, and the complex overlapping issues that affect the realisation of these rights, has been the grounding framework of MC's influence and advocacy efforts. This will continue to be the fulcrum of our plans to influence and/or develop policy briefs on 'rights of the youngest'; position papers on intricately linked issues such as tackling malnutrition, maternity entitlements, women's workforce participation, girls' education, supportive parenting, and others; campaigns with communities on the ground asserting their rights; research to generate evidence for legal entitlements.

Partnerships

MC's promise to ensure a nurturing childhood, to the most vulnerable young children of India, will be fulfilled only through its rich partnerships with people, causes, organisations and sectors. As we step into the future, we will constantly collaborate with movements and networks, governments and CSOs, businesses and employers, individual donors and funding organisations, volunteers, and all those who believe that early childhood is the best time for investing in foundational abilities, leading to the social and economic progress of India.

ANNEXURE I

1969 – 2019: Major Milestones in MC's 50 - Years Journey

1969: Remembering Gandhi, Celebrating Childhood

Birth of an idea, a movement – On the **12th of March, 1969**, Mobile Creches was born, as an idea, under the leadership of Meera Mahadevan, during the construction of the Gandhi Darshan complex at Rajghat, New Delhi. The Gandhi Centenary festivities, amid the rubble and dust of the worksite, also became a unique celebration of childhood, the beginning of a movement.

Pioneering an intervention in the lives of children – The first creche began its life to the rhythms of sledge hammers and cement mixers. It had some children, a rather lost creche worker, a few toys, a *charpai* and a tent that kept falling down. From this simple act sprang the exploration of a small group of women into the lives of migrant, unskilled workers and their children.

Leap of faith – In **October**, the Centenary Sub-Committee for Women and Children wound up the crèche programme as the year came to a close. Meera was not deterred: she immediately constituted an Executive Committee of MC's field based volunteers, opened a bank account and got to work!

It's official – MC was registered, as a Society, on **16th of December 1969**, with seven members signing the Memorandum of Association, which included, at that early stage, extension training of childcare workers.



1970 – 1980: Caring for Children, Recruiting a Workforce

Early struggle – Securing entry on worksites and getting financial support and the barest amenities from the contractor: MC asked for a temporary shelter with a roof, for 80-100 children, and Rs 500/month to cover salaries of four creche workers

Building from scratch – Addressing the needs of children in harsh circumstances, in their most vulnerable years; recruiting field workers; seeking partners in the construction industry; establishing links with the community

Extending the health/education spectrum – Crèche for babies was followed, soon after, by medical check-ups and immunisations, schooling for older children and adult literacy for the parents

The 'MC Model', 6 days/week, 9-5 – With the help of doctors, pedagogical experts, child development and nutrition specialists, a Daycare programme evolved that integrated nutrition-healthcare-education-community awareness

Giving voice to the Child, 1973 – The journal *Ekalavya* was MC's first knowledge product: it raised the issues of neglect of young children, the socio-economic context of the parents and inadequacy of current laws and policies



MC goes to Mumbai/Pune, 1974 – MC set up a branch in Mumbai, with an extension unit in Pune

Giving wings to the older children – Apart from non-formal education, art and craft with their beloved Mukherjee Masterji and summer camps in Simla and Ranikhet, the older siblings acquired skills in cycle, stove and auto repair, carpentry, etc.

Recruiting a workforce – MC workers took care of the babies, created a safe and cheerful environment in very little space, and established rapport with the families and the contractor

Dotting the Delhi landscape – Some early projects with MC footprint were Vikas Minar, the US Embassy Apartments, St Stephen's Hospital, Taj Mahal Hotel, Triveni Kala Sangam and office complexes at Nehru Place and Rajendra Place

Impacting law/policy – MC's efforts led to the provision of a crèche for workers' children in The Contract Labour Act, 1970, and effecting the Scheme of Assistance to Crèches for Working/Ailing Mothers, under CSWB in 1975-76

Extending services to the slums, mid '70s – With a relocation of slum *bastis* by the Delhi Government to far-flung Seemapuri, Mangolpuri, etc., MC set up 'permanent' daycare centres in these resettlements

People's messenger, 1976 – **Lokdoof**, the street theatre unit comprising MC staff/others, used music, dance, and folk forms, to create awareness among the worker community on dowry, gender, superstition, health and hygiene

1981-1990: Building an Institution, Investing in People

Awards for MC – The Sanskriti Pratishthan Award, 1979; Manav Seva Gold Medal, 1981; National Award for Child Welfare, 1984

First crèche funded by government – The Central Social Welfare Board lent support from 1980-1984; the amount was small and norms rigid

MC Staff participation, welfare and identity – Id Cards to all staff (it helped with running our centres during the 1984 troubles and children's entry to local hospitals); maternity leave of three months; institution of issue based task forces for inputs into salary structure, promotion, etc.



Retail fundraising – Word about MC spread through the sale of *masalas* and pickles made by our staff; art objects and greeting cards made by our children; fundraising events organised by our volunteers

Skill building in childcare – MC started the 2-year Bal Palika Training Programme, 1985; Extension Training to other NGOs followed (Urmul, Siddh, Chirag, SEWA, etc.), to enable them to run/enhance their childcare programmes

Research and documentation – Building a library (books, journals, AV aids), documentation of children's activities, studying the field situation to identify areas for research, etc.

Building an Institution in the – An organisation leading a movement needed to look after itself: we developed service rules, internal assessments and capacity building processes, within an organisational structure and the framework of an HR policy and legal compliances.

MC has a home, Raja Bazaar, 1988 – Joshua Benjamin and Mahendar Raj were the architects; Sardar Gurbaksh Singh was the contractor; Dr. Sone Bhatia led the fundraising; IGSS, Lala Hemraj Charitable Trust, Vijaya Bank were among the funders; on Dec 5, 1988, we moved in!

Garnering FORCES, 1989 – A national network, co-founded by MC, to advocate for childcare and maternity support for poor working women, and highlight the neglect of children, poor health indicators, and gaps in law and policy

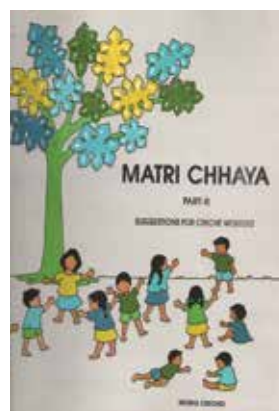
1991-2000: Rethinking Programme, Restructuring Organisation

Reflection and restructuring, early '90s – Separation of operations (re-merged after 5 years) in Delhi: MC Delhi focusing on field programme and MC India focusing on Advocacy, Training and Research; induction of paid professionals, alongside professional volunteers

Documenting the 'How' of the MC Model – Crèche/Balwadi Manuals, crèche set-up film, Teaching Aids kits, *Balgeet*, NFE Module, etc., to institutionalize knowledge and train others

Communication and Fundraising Department, mid '90s – Systematizing donor communication and database; first Art Fundraiser, first MC website, first MC newsletter *Prerna* (Hindi, later bilingual)

Leading and learning – MC housed the Secretariat for FORCES from 1995. With the 84th Amendment, we had the Fundamental Right to Education; while the under-sixes were excluded 'ECCE' gained entry to the Constitution.



Mandating creches at construction sites – Thanks to advocacy by MC and allies, the Construction Workers Act, **1996**, included the provision of a crèche; formation of Rules, collection of monies, and disbursement of benefits took another decade to start.

Rethinking intervention in the bastis – MC's traditional day care programme gave way to a strategic focus on community work – awareness, mobilisation, group formation – in some existing/new, poor, urban locations

Mission-Vision – Organisation-wide exercises with all staff, to reaffirm the values that MC brought to the care of children, map the road ahead, redefine priorities and diversify donor base

MC Alumni come of age – Our children, reared on sports days, trips to Bal Bahvan, and scholarships to the school-going, formed kishor-kishori clubs, which grew into the *Lakshya* youth group; some joined *Lokdoot*/MC staff!

Localised, need-based training in childcare, late '90s – Evaluation of the Training Programme and a new thrust towards training local, semi/literate women, to provide skilled workers for creches at the sites/slum bastis

Redefining MC-Builder partnership – New non-negotiables, of minimum wage to childcare workers and financial and management support from the Builder, for opening centres at construction sites

The Dwarka Model, 2000 – MC's one-to-many partnership with middle to lower rung Builders: small contributions; pooled funds and children from many sites; linkages with ICDS; workers' registration with the Labour Welfare Board

2001-2010: Mobilising Communities, Advocating Change

Grass root advocacy – MC helped set up and convene the Delhi Chapter of FORCES in **2002**, to create awareness on young children's health, nutrition, early learning, care and safety, and map the ground; first action research on Sibling Care: *Bachchon ko sambhalte bachche*

Community based creches, 2003 – At Khanpur, and then other locations, MC's 'permanent' daycare centre was replaced by creches run by local, MC-trained women, to build community ownership of the issue and make quality childcare accessible by many

ICDS for ALL – After the Supreme Court order on the 'universalisation of ICDS', in **2003**, MC joined the Right to Food Campaign to lobby for nutrition and care in the early years, and ICDS for *all children*

New look, 2004 – The 35th Year milestone saw MC's new logo and website, followed by MC branding of communication materials (fonts, house colours), the FR Bulletin, a new film, and the Yearly Planner

Training breaks new ground – From skill building to an integrated mix of skills-knowledge-advocacy; from Delhi to Jharkhand, U.P., Rajasthan and Karnataka; with Pradaan, Swa-Shakti Project (empowerment of women in SHG's) and others.

Giving wings, 2007 – Mumbai branch of MC, and its Pune unit, set up in the mid-70s, became independent, sister organisations, in a common cause

Network of networks – MC intervened in the RTF Campaign, to include breastfeeding and nutrition as the right to food for children under 6 years, and the Jan Swasthya Abhiyan, to put the focus on child health

State funds for creches – After a gap of 20 years MC received funds to run creches from the government: under the RGCS in **2006** for six units in slums/c-sites, and from the Labour Welfare Fund in **2009**, for the JN Stadium centre

Programme quality – Development of curricula, systems and protocols, with materials for different age groups and a focus on quality of programme delivery, from the perspective of accountability, sustainability and effectiveness

Investing in the MC Team, systematically – Rationalisation of salaries every five years, performance management and professional development, role clarity and job descriptions, annual retreats and payday celebrations

Breaking even – Stable finances with steady institutional donors, new corporate partners, multi-site and multi-year support from big developers, and two huge windfall gains



IT metamorphosis – From stand-alone desktops to networked laptops, few centralised emails to 50 personalised ids, outdated software to the latest, virus-ridden to secure data, centralised access to monitored decentralisation.

For a rainy day – The 100% tax exemption, on all donations to MC's Corpus Fund, starting in **2008**, set off a decade long initiative to build a nest egg, and release unrestricted income from interest earned, for our programme

Sathi Smooh, 2009 – Building leadership in migrant communities, by awareness on child issues and linkages with local services, to sustain impact post-MC. Today, with 100 members, it pervades all partnership models at c-sites.

New location, new intervention – When Nehru Place slum dwellers were 'resettled in Madanpur Khadar, MC switched from provisioning daycare to ensuring state services; by 2009, sustained advocacy led to opening of 60 Anganwadi centres!

Two connected firsts – First crèche fully managed by the Builder, and more would follow, with initial set-up and training of local women by MC; located in Dharuheda (70 kms from Delhi), it was the first one outside Delhi-NCR.

The CWG Campaign 2007-2010 – MC hosted a network of 15 organisations, to push for minimum wages, decent living conditions and creches on sites, and nudge state agencies to register workers, collect the cess and disburse benefits

2011-2019: Constructing Knowledge, Leading a Movement

Mid Term Strategy Review, 2011 – After taking stock of the MC Strategy Plan, 2009-14, with senior staff, GB/GC, experts, the thrust areas identified were: Build contractor capacities to take more responsibility, train strategic partners, and advocacy with local state authorities

ICDS net widens – MC advocacy yields results: ICDS extends services to children of temporary settlements (migrants); 5% Anganwadis to be converted to Anganwadi-cum-creches under Restructured ICDS, 2013

AWC-cum-Creche arrives – MWCD identified MC as a technical resource to pilot and set up AWCCs in M.P., Rajasthan and Delhi and build a pool of organisations as local resource agencies

Change on the ground – With grass root advocacy by MC and Delhi FORCES, 10 AWCs opened at Kirby place, **2011**; 2 Primary Health centres in Madanpur Khadar, **2014**

Rallying around ECCE, 2013 – MC led consultations with many organisations and individuals, on the Draft ECCE Policy, to make recommendations to the MWCD (many accepted); it grew into the Alliance for Right to ECD.

More recognition – 2013: 'Most Committed NGO of the year' (Early Childhood Association), 'Asia-Pacific Health Award' (STARS Foundation, UK), etc., Credibility Alliance Certificate; **2018-19:** Platinum Certificate (Guidestar)

Build-operate-transfer – At MC's (lower cost) 'facilitation' centres, we had hot cooked meals, minimum wage to workers, Doctors' visits, links to PHCs; we compromised on adult-child ratios and community awareness

Tripartite arrangement, Builder-MC-NGO, 2014 – Strategic choice by MC to identify NGOs, train and connect them to builders as childcare service providers, and expand its reach beyond Delhi/NCR to Gujarat, Punjab, Karnataka.

First Governance Manual, 2014 – Formalising institutional knowledge: Governance processes (GB, GC, Committees), organisational policies (Child Protection, HR, RM, etc.), compliance schedules, draft notices, membership lists.

ECD matters, 2016 – According to the MC commissioned study by CECED: Children in the MC Programme, enrolled for at least six months, performed better than the newcomers, in most domains. "*The (MC) model can be strengthened further by improving the school readiness component of the preschool curriculum ...*"

MC inputs at many forums (2014-16) – Law Commission, Expert Group of NCW, Curriculum Drafting Committees of MWCD, NUEPA and NCERT and the National Creche Policy.

Knowledge domain: Documenting learnings and methodologies; mapping the ground for evidence; formalising curricula and training manuals; drafting policy briefs; setting up the MEL function to inform programme



Right to ECD – The Alliance, with active participation by MC, to develop a 'bottom up' legal framework, with non-negotiable elements for framing Rules and structures needed on the ground, towards a justiciable Right to ECD.

Training goes national, 2014-2019 – Training partnerships for day care cum creches in vulnerable settings (brick kilns, shelter homes) in Rajasthan, Telangana, Delhi; strengthening preschool education under ICDS in Uttarakhand, Delhi and Srinagar.

All in sync, 2015-17 – MC introduced Enterprise Resource Planning to integrate Accounts, Supplies, Programme MIS and Resource Mobilisation; no duplication now and availability of real-time child data for analysis and feedback

MC's State of the Young Child Report – Preparations from early 2018; first consultation, Oct 2018; release planned, late 2019. The Report aims to influence policies, laws and programmes to ensure the rights and needs of young children.

MC@50, 2018-19 – The launch at the 49th Anniversary, March; Quarterly E-Newsletter, April; Vidya Rao's music concert, June; Anita Kaul Memorial Lecture on RtE, October; Children's Month (art, theatre, sports), November; *Dastan-e-Karn* fundraiser, December; first ever Family Day for staff, March 2019

50th Founding Anniversary, 16th March 2019, Meghdoot Amphitheatre, Sangeet Natak Academy – 50th Yearbook released with almost 150 contributions from the extended MC family; over 250 staff, ex-staff, GB/GC members, alumni and friends of MC attended the celebrations that included performances by the MC Team and our children, poems and stories by Kamala Bhasin, distribution of mementos and awards, a trip down memory lane, and fun, and games and camaraderie ...



ANNEXURE II

Mobile Creches Partners

General Donation

Less than INR 10,000

Alka Singhal Pathak
Anand Shankar G
Anil Bhalla
Anurag Jain
Archana Varmani
Asha Chaudhri
Asha Singh
Ashish Sabharwal
Ashok Kumar Singal
Ashwani Pandey
Badri Agarwal
Bhuwan Rudra
Bishamber Das Bimla Kapur Memorial Trust
Bit Giving
Dhanesh Logani
Give India Foundation
Hari Kishan
Harpreet Bakshi
Himmat Singh
Ishaan & Akanksha Bindal
Jawahar C Alexander
K Krishna Moorthy
Kanta Rani
Madhu Suri
Madhur Bhargava
Manan Asri
Manender Mann
Manjushree Talukdar
Mannika Chopra
Minakshi Bahadur
Mridula Bajaj
Nitya Krishna Moorthy
Pooja Mehra
Priya Satyam
Priyadarshini Roy
Puneet Kapoor

R Rajagopalan
Rahul Rana
Rajeev Vohra
Rajika Anand
Raman Mohan
Renu Mathur
Rohini Krishnamoorthy
Rohit Abhichandani
Ruchi Rastogi Jain
Sage Publications India Pvt Ltd.
Sham Lal Gupta
Shubhika Sachdeva
Sitakant Mishra
Smita Anand
Suman Ahuja
Sumitra Mishra
Sunil Kumar Dwivedi
Sweta Bhattacharjee
Uma Shankar Jha
Vidya Training Institute

INR 10,000 to INR 40,000

Amit Khanna
Ajay Sanghi
Ajay Wadhwa
Ajit Bansal
Akanksha Malhautra
Alika Parashar
Amrita Jain
Anisha Mittal
Anjali Alexander
Annie Mathew
Anup S Khosla
Anupam Dhawan
Arti Rajkumar
Aruna Mehta
Ashwani & Associates
Bomi F Daruwala
Bryan Godwin Noronha

Deepak Chopra
Devika Singh
Durga Indramani Foundation
Eena Parashar
Ena Mehra
Goutam Jain
Gordon Rajamohan
Gurmanak Singh
JRA Associates
Jyoti Sethi
Kali Vohra
Kangan Kohli
Karan Bhalla
Kavita Nayar/ Pawan Nayar
Kavita Bhatia
Krishnan Pallassana
Madhurima Singh
Mallika Vinod Rajkumar
Man Mohini Rastogi
Mayank Jain
Meera Malhautra
Meeta Bhatla
Megha Chopra
Mefores Trust
Mira Singh
Mohan Bhatnagar
Mohini Prakash
Naveen Talwar
Neeraj Kumar Jain
Nisha Mehta
Pavan Behl
Piyush Mehra
Prabha Rao
Prudent Advisory Services Pvt. Ltd
Rajan Sinha
Rajendra Nalam
Rajiv Agarwal
Raman Ahuja

Ranjana Agarwal
 Reenu Uppal
 Reva Dayal
 Ritu Mal
 Rohit Jain
 Sanjay Grover
 Sanjay Kapoor
 Sanjay Kaul
 Sanjiv Sapra
 Sharad Terway
 Shree Krishan Multani
 Shyam Malhotra
 Sitaram Jindal Foundation
 Sujatha V
 Sunit Arora
 Sumita Lahiri
 Tarun Rohatgi
 Urvashi Dhamija
 Urvija Shukla
 Vinay Vaish
 Vipul Sabharwal
 WRAPD Pvt Ltd. (Neeraj Wadhera)

Yamini Telkar
 Yousmann Bazaz Memorial Society
INR 40,000 to INR 1 lakh
 Anand Automotive Private Limited
 Deepankar Sanwalka
 Emerging Securities Pvt Ltd
 Gaurav Mehndiratta
 Leonie Broekstra
 Nascomm Foundation
 Raman Sobti
 Ravi Sikka
 Rohit Bhasin
 Satyavati Berera
 Small Change
 Vera Garg
INR 1 lakh Above
 Abhishek Manu Singhvi
 Acme Cleantech Solutions Pvt Ltd
 Anurupa Sehgal
 Ashiana Dwelling Pvt Ltd
 Ashok Alexander
 Bhilai Engineering Corporation Ltd

Eicher Group Foundation
 HCL Corporation Pvt Ltd
 Hero Motocorp Ltd
 ISGEC Heavy Engineering Ltd
 ITC Limited
 M3M India Private Limited
 Minda Management Services Limited
 Mukul Sahu Jain
 Pioneer Client Associates
 Powell Craft
 PNB Housing Finance Ltd.
 Rambagh Palace Hotel Pvt Ltd
 RBL Bank
 Rico Auto Industries
 Sanjay Kaul
 Satyavati Berera
 Select Infrastructure Private Limited
 Sita Devi Malhotra Charitable Trust
 Sleepwell Foundation
 Today Homes and Infrastructure Pvt Ltd

Earmarked Donations/Grants

INR 10000 to less than INR 1 lakh

Estee Advisors
 Kartik Subramanian

INR 1Lakh to less than 10 Lakhs

DLF Educational Charitable Trust
 Department of Women & Child Development
 Give Foundation
 Godrej Properties Ltd
 India Infoline Foundation

Manju Vaish
 National Collateral Management Services Ltd
 Rossell India Ltd
 Tata Relief Committee
 World Bank
 WEIGO Limited
INR 10 Lakh Above
 Bernard Van Leer Foundation
 CAF Oracle
 CRY- Child Rights & You

Gulshan Chemicals Ltd
 Grand Challenges Canada
 HT Parekh Foundation
 Jamset Ji Tata Trust
 PNB Housing Finance Ltd.
 HCL Foundation
 Rockefeller Philanthropy Advisors Inc
 TATA Relief Committee
 UBS Optimus Foundation
 UNICEF

Donations to the Corpus Fund

Less than INR 10,000

Anjali Alexander
 Ashita Nair

INR 10,000 to less than INR 40,000

Aditya Vohra
 Amitab Manchanda
 Aruna Sanwalka

Col Jaideep Singh Dang
 G S Iyer
 Hemant Puthran
 Katgara Foundation
 Priti Sanwalka
 Purnima Singh
 Reeta Sondhi

Sandeep Babbar
 Sarita Sharma
 Sukarm Charitable Trust
 Sumitra Mishra
 Usha Sairam
 Vinod Kumar Sanwalka

INR 40,000 to Less than INR 1 lakh

Arvind Wadhwa
Asha Nehemiah
Drawmet Wires Pvt Ltd

INR 1 lakh Above

Ajay Vohra
Indra Bhatia
Jaypee Powergrid Ltd

Rita Vohra
Select City Walk Charitable Trust

Donations in Kind

Abby Thomas
Ajanta Kafley
Anjali Alexander
Anjana Shroff
Dr. N S Rawat & Pushp Lata
Gaurav Mehndiratta

Gopal Nathani
Gazala
Lalita Khanna
Manish Jain
Manju Vaish
Radha

Sheetal
Suparna Saxena
Sushil Makhija
Vidya Training Institute
World Bank

Crowdfunding Donors (through Small Change)

Akhil Paul
Akshay Trivedi
Amit Srivastava
Anjani Grover
Ankit Vaid
Anshul Yadav
Anukriti Goel
Anusha, Ananya
Ashish
Bhola Muraw
Bhuwan Pandey
Bipul Kumar
Deepika Gupta
Deepthi Madan
Dinesh Pathak
Gaurav Saini
Gopal Marimuthu
Harshita Pathak
Himanshu Pant
Jitendar
Kali Vohra
Madan Lal

Manisha Gupta
Mukesh Tomar
Nabeel Aslam
Nandika Handa
Navya Moghe
Neeru Bhatnagar
Neha Bansal
Neha Rawal
Nishu Rai
Oorja Mishra
Padam Nahata
Paramita SB
Peeush Sah
Pooja Mehra
Pradeep Verma
Priya Satyam
Radhika Sharma
Ramit Bansal
Ritesh Srivastava
Ritu Solanki
Sangeeta Khera
Sanjay Grover

Santosh Srivastava
Sarita Verma
Seema Rai
Shaila Malhotra
Sham Lal Gupta
Shariq Mohd
Shobhit Bareliya
Sitakant Mishra
Sonali Singh
Sonia Kaur
Soumya Jha
Suchitra Mishra
Suman Pandey
Sumitra Mishra
Swati Roy
Sweta Bhattacharjee
Uma Shankar Jha
Usha Rawat
Vijay Kumar Sharma
Vinod Salaria
Vipul Aroh
Vishal Sharma

Exposure Visits, Employee Engagement and Volunteers

Exposure Visits

Ambedkar University
Jamia University
Mumbai Mobile Creches
OP Jindal University
Vidya Trust

Employee Engagement

1. Employees from Brookfield visited G-1 Creches, Gurgaon for a storytelling session with children gifts to children.

Consultants

Amita Tondon	India Social Studies Trust
Anubhuti Patra	National Law School of India University, Bangalore
Asmita Jaldli	
Divya Khanna	Tejinder Singh Bhogal

Panel of Doctors at Construction Sites

Dr. Devender Prakash Gupta	Dr. Prabhat Sinha	Dr. N. P. Verma
Dr. Gayatri Dewan	Dr. Pradeep Tandon	Dr. Sandeep

Pro Bono Advice

Aiyar & Company
DKM Online

ANNEXURE III

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

ANNEXURE IV

Childcare Initiative at Construction sites

1. Demonstration Centres staffed and managed by MC: Delhi, Haryana, Uttar Pradesh (10 centres)

Aar Cee Contracts Pvt. Ltd., Sierra & Marina, Sector-68, Tikli, Akleempur Road, Gurugram, Haryana

Bestech India PVT Ltd. Bestech Park View Altura, Sector 79, Gurugram, Haryana

Candor Gurgaon Two Developers & Projects Private Ltd., G1 Creche, Sector 48, Tikli Village, (Behind Unitech), Gurugram, Haryana

V Care Trust, Vatika India Next Project, Sector – 83, Near Apno Ghar, Gurugram, Haryana

Ajnara Group, Ajnara Le Garden Project, Noida Extension Sect-16 B, Near Roja Yakub, West Greater Noida

The Hemisphere Life Curated, Royal Golf Link City Project Pvt. Ltd., Plot No. REP-2, Sector 27, Block B, Jaypee Greens, Pari Chowk, Greater Noida, Uttar Pradesh.

B.G Shirke Construction Technology Pvt. Ltd., LIG/ EWS (11a) Housing Project for DDA, pocket 13, Narela Delhi

B.G. Shirke Construction Technology Pvt. Ltd. EWS & Cat 11 Hosing Project for DDA, Sec A1 -A4, G-6, Narela, Delhi

B.G. Shirke Construction Technology Pvt. Ltd. EWS & Cat 11 Hosing Project for DDA, Sec A-1 to A-4, A-4, Narela, Delhi

B.G. Shirke Construction Technology Pvt. Ltd., EWS & Cat 11 Housing Project for DDA Sec A1-A4, G-9, Bawana, Delhi

2. Employer run Centres set up and facilitated by MC: Haryana, Punjab, Rajasthan, Uttar Pradesh (12 centres)

ATS Group, ATS Pristine, Sec 150, Noida, Uttar Pradesh

Bestech Group, Bestech Park View Residences, Sec-66, Mohali, Punjab

Eldeco Group, Eldeco Amantaran, Sector -119, Noida, Uttar Pradesh

Eldeco group, Eldeco County, Sec.19, G. T. Karnal Road, Sonipat, Haryana

Eldeco group, Eldeco Eden Park, Japanese Zone, Neemrana, Rajasthan

Eldeco group, Eldeco Estate One, Sec-40, G.T. Karnal Road, Panipat, Haryana

GD Buildtech Pvt Ltd, Paras Dews, Dwarka Expressway, Sec-106, Gurugram, Haryana

Shapoorji Pallonji Group, AllMS Cancer Institute, Tehsil Badli, Jhajjar District, Badsa, Haryana

Shapoorji Pallonji Group, Capital Tower, Sector 26, MG Road, Gurguram, Haryana

Pyramid Infratech Limited, Pyramid Urban Homes 2, Sector 70A, Gurugram, Haryana

Pyramid Infratech Limited, Pyramid Urban Homes, Sector 86, Gurugram, Haryana

JDM Foundation, Prakriti School, X Way, Sector 128, Noida, Uttar Pradesh

3. Tripartite Centers staffed are managed by NGOs trained by MC: Gujrat, Haryana, Karnataka, Punjab, Uttar Pradesh, Daman (UT) (42 centres)

Ajnara India Ltd, Ambrosia, Sector-118, Noida, Uttar Pradesh

Ansal Properties & Infrastructure Ltd, Esencia, Sector – 67 Gurugram, Haryana

Ashiana Dwellings Private Ltd, Ashiana Mulberry, Adjacent to GD Goenka World School, K.R. Mangalam University,

Gurugram, Haryana

Ashiana Homes Pvt Ltd, Ashiana the Centercourt, Sector 88A, Gurugram, Haryana

ATS Greens, Happy Trail, Sector 10, Greater Noida (W)

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

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

ATS Greens, Rhapsody, Greater Noida West

Bakeri Group, Sarvesh, Bakeri City, Close to Prahladnagar, Vejalpur, Ahmedabad, Gujarat

Bakeri Group, Sivanta, Gauravpath, Ranip, Ahmedabad, Gujarat

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

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

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

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

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

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

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

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

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

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

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

EMAAR MGF Land Ltd, Palm Drive, Sec-66, Near Vatika City, Sohna Road, Gurugram, Haryana

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

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

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

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

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

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

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

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

Rise Builder, Resort Residences, Sector-1, Techzone-4, Greater Noida (West)

Savvy Infrastructures Private Ltd, Savvy Swaraj, Off SG Highway, Opposite Godrej Garden City, Jagatpur Road, Ahmedabad, Gujarat

SG Estates Limited, SG Grand, Near A K Children Academy School, NH 58, Raj Nagar Extension, Ghaziabad, Uttar Pradesh

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

Shri Laxmi Archcon Builders, Shri Laxmi Celebration Residency, Sector 2B Vasundhara, Ghaziabad.

Signature Global Private Limited, The Roselia, Sector 95A, Gurgaon

Signature Global Private Limited, Grand Iva, Sector 103, Gurugram, Haryana

Suncity Projects, Suncity, Ibluru, Surjapur, outer ring road, Ibluru, Bengaluru, Karnataka

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

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

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

Labour Welfare Board, Daman, Old Age Home, Nani Daman, Daman, Union Territory of India

NGO Tripartite Partners managing the centres in Section 3 above

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

(Started in Feb, 2018; managing two centres)

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

(Started in 2015; managing four centres)

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

(Started in 2015; managing 4 centres)

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

(Started in Nov, 2014; managing 5 centres)

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

(Started in 2015; managing 5 centres)

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

(Started in Nov, 2014; managing 8 centres)

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

(Started in 2015; managing 3 centres)

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

(Started in 2015; managing 5 centres)

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

(Started in 2017; managing 2 centres)

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

(Started in 2015; managing 2 centres)

FXB India Suraksha, D - 60, Second Floor, Kalka Ji, New Delhi - 110019, India

(Started in 2018; managing 2 centers)

Childcare Initiative in settlements urban poor

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

Amrapali Centre, Amrapali Jhuggi, Sec.-76, Noida,

Barola Centre, Hanuman Vihar, Sec.-48, Barola, Noida

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

Seemapuri- II Centre, Block-A, DDA community center, New Seemapuri, Delhi

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

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

2. Demonstration Centres staffed and managed by MC: Delhi

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

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

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

ANNEXURE V

Credibility Alliance Norms Compliance Report

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. DLI © (I-49)/73-74 dated 26.09.73.
- Section 80G of the Income Tax Act 1961; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.07, valid till perpetuity.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The registration has been renewed w.e.f 1st Nov 2016 and deemed to be valid for a period of 5 years (up to 31st October 2021), as per revised FCRA 2010.

- 2. Vision, Purpose, Aims and Objectives, Achievements:** Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. A Strategic Review exercise is done, for the purpose of defining the Strategic Plan for the next 3-5 years. 2018-19 was the second year of the Strategy Plan 2017-22. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organisation's performance against its stated objectives.

3. Governance

(a) General Body (as on 31st March, 2019)

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

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

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

*Term ends 31st march, 2020

** Expired in March 2019

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statements of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 22nd September, 2018. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3-year term. Devika Singh and Anjali Alexander, Members GB, were paid an honorarium for their inputs, as Advisors, to the Advocacy and Communications functions, respectively, at Mobile Creches

(b) Governing Council (Board)

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

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

Governing Council (Board) as on 31st March 2019

Sr. No.	Name	Age	Gender	Occupation	Position in the Board
1	Amrita Jain*	61	F	Advisor, Grassroots Advocacy & Training, Mobile Creches	Chairperson
2	Anup Khosla*	68	M	Director, Oxfam India	Secretary
3	Priiti Sanwalka*	50	F	Chartered Accountant, Volunteering with various NGOs	Treasurer
4	Vera Garg*	60	F	Teacher in American Embassy School	Joint Secretary
5	Ritu Mal*	63	F	Director with EM3 Agri Services Pvt. Ltd., an agricultural services company	Member
6	Satyavati Berera*	59	F	COO, PricewaterhouseCoopers Private Limited, India	Member
7	Rajan Sinha*	63	M	CEO, Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
8	Amitabh Behar*	48	M	Chief Executive Officer, Oxfam India	Member
9	Ved Arya*	61	M	CEO of SRIJAN, an NGO promoting rural livelihoods across India	Member
10	Adarsh Sharma**	72	F	Visiting Professor in CECED, Ambedkar University of Delhi, Former Director NIPCCD	Member
11	Manas Satpathy**	52	M	Integrator at PRADAN, a leading civil society organisation	Member
12	Rohit Bhasin**	59	M	Former partner in the Financial Services Practice in PwC.	Member
13	Renu Karnad**	66	F	Managing Director, HDFC Ltd	Member

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

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

(c) Details of Governing Council meetings held in 2018-19

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

S. No.	Date of the meeting	*No. of Members Present	Business conducted
1	June, 30 2018	9	Approval of Annual Statement of Accounts 2017-18; Update on ED's performance and KRAs for next year; Approval of fund for critical illness for all employees and immediate family members
2	September 22, 2018	8	Recommendation of statutory auditor for FY 2018-2019; Appointment of Nominations Committee for next GC term; Approval of Promotion Policy
3	February 23, 2019	9	Approval of Annual Operational Plan 2019-2020; Approval of Annual Budget for 2019-20; Approval of HR Plan for 2019-20; Appointment of Auditor for Internal Review; Approval of Travel Policy

*Six members constitute a quorum

(d) Committees:

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

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

Details of Committee Membership – 2017-20

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

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

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

(e) Meetings of Committees:

The leadership and guidance from MC's HR Committee were valuable in strengthening people oriented policies, service rules, and HR practices. The Finance and Audit Committee (FAC), Strategy Planning Committee (SPC) and MC's 50th Year Committee met at stipulated intervals to provide support to the management team in its functions across these areas. The newly constituted Nominations Committee in 2018-19, met regularly to deliberate on recommendations for inviting new members to MC's General Body and Governing Council for the 2020-23 term, with a vision to include diverse experiences and insights at the highest levels of governance at MC.

4. Operations

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

5. Accountability and Transparency

(a) Audited Financials

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

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

(b) Annual Report

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

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

(c) Staff Details

Table 1 (Annex V): Highest, 2nd Highest and Lowest Paid Staff Members (As on 31 March 2019)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organisation	Sumitra Mishra	Executive Director	2,50,000/-
Highest paid staff member after Operational Head	Varsha Sharma	Head Advocacy and Knowledge Management	1,25,000/-
Lowest paid staff member in the organisation	Mamta Pandey	Helper	15,680/-

Table 2 (Annex V): Distribution of Staff according to Salary levels and gender (As on 31 March 2019)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	-	-	-
5,000-10,000	-	-	-
10,000-25,000	8	62	70
25,000-50,000	6	25	31
50,000-1,00,000	2	8	10
1,00,000 - above	-	3	3
Total Staff	16	98	114

(d) Auditors, Bankers and Investment Advisors

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

Internal Auditors: Rohatgi & Associates, Flat No. 201, 51, Daryaganj, Emca Chambers, First Floor, New Delhi -110002

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

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

(e) Travel details:

Name	Designation	Purpose	Amount	Sponsored By / Expense from project
Sumitra Mishra	Executive Director	To attend 2018 Global Business Summit on Early Childhood in New York organized by Ready Nation, US	Rs.2,22,169/-	Council for a Strong America





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

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1970-80



1990-2000



1980-90



2000-10



2010-19



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