



Annual Report

2016-2017



VISION

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

MISSION

To promote Early Childhood Development (ECD) for marginalised children by providing services, enhancing capacities, and influencing multiple stakeholders at national and state levels.

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CHAIRPERSON'S NOTE



Mobile Creches remains committed to the promotion of Early Childhood Care and Development (ECCD) with a focus on children below six years of age. I welcome you to read more about our efforts, directed at this most critical age, towards preventing malnutrition, ensuring early learning and paving the way for school enrolment, increasing their likelihood for a life of dignity.

2016-17 was a significant year of transition for MC. A committed team led by the Governing Council, undertook a series of deliberations to give shape to MC's strategy for 2017-22. We clearly defined that MC will work for children, rather than work with children. We resolved to build MC as a knowledge hub and a catalyst for change.

MC closed the financial year, 2016-17, with a surplus of over Rs 13 lakhs and a 20 per cent increase over the previous year's income. The Corpus Campaign, run over 2008-17, came to an end with the expiration of the 100 per cent tax exemption on all donations to the Corpus Fund. I am happy to report that we added Rs 45 lakhs this year to bring Campaign collections to Rs 408 lakhs, and the total Corpus Fund to Rs 582 lakhs.

We are grateful to PNB Housing Finance Ltd. (PNBHFL), for their increased support to help us train other service providing NGOs and extend our reach at construction sites. We remain thankful to our committed donors in years to come - UBS Optimus Foundation, Tata Trusts, HT Parekh Foundation and others, for their support to our programmes.

In 2016-17, MC reached out to 11,762 children through the day care programmes at urban construction sites and slums. MC worked in close partnership with other NGOs, construction industry members and the local community and, has now established a presence in seven states of India. MC continued its engagement with civil society organizations, issue-based networks, academia and the government and made a concerted effort to build an understanding and nudge policy change, on the issues of Unpaid Care work by women, Maternity Entitlements for all women, and Crèches for young children. MC remains focused on opening doors with State Governments, to strengthen ECCD provisioning at various levels in the system. As a result, we increased our training engagement with state governments, to five Northern states and succeeded in operationalising almost 200 Anganwadi-cum-Creches (AWCCs) in three states.

One of the most critical tasks this year was to recruit a new Executive Director for Mobile Creches. After more than 20 years of able leadership, Mridula Bajaj retired at the end of March 2017. We applaud her committed leadership to MC over this period and wish her well. Sumitra Mishra, the new Executive Director, brings her rich experience to build on the initiatives taken and lead MC forward into the future.

The outgoing GC Members have handed over the reins to the new GC, a fine mix of expertise and experience, for the term 2017-20. I warmly welcome Amrita Jain as the new Chairperson of Mobile Creches and extend all my support to her.

We thank all our donors, volunteers, well-wishers, and the entire MC team for supporting us in our mission and philosophy.

Sanjay Kaul

FROM THE EXECUTIVE DIRECTOR'S DESK

A recent global report on inequality has placed India at the 132nd position of 152 countries. One sees no real evidence of the government's intent to correct that, by investing in health, education and infrastructure, all of which are critical for poverty reduction. The challenging external context provides the backdrop to Mobile Creches' sustained commitment to the Young Child under six years, in full recognition of the foundational role it plays in ensuring a life of equity and dignity for all.



The Board members and senior management at MC devoted the better part of 2016-17 to articulate its Strategy Plan, 2017-22, 'Making the Young Child a national Priority'. The strategy reinforces the core belief that advocacy for legal and policy change must be firmly rooted in ground reality. Apart from programmatic rigor, this would require MC to strengthen its documentation and knowledge generation capacities. Simultaneously, it would be important to build partners and leaders to make our collective voice heard.

MC, today, is recognized for its leadership in the field of Early Childhood Care and Education – significant partnerships have been established with other organizations, movements and state governments, as reflected in the Annual Report. All these efforts have resulted in a stronger and more collective demand for strengthening governance of universal and quality childcare in India, and increasing the financial and human resource investments necessary, for the 'Young Child', at the global level.

MC's financial health and organizational systems have gained stability over the years and we feel better equipped, today, to tap into opportunities and take on new challenges.

I leave MC with a great sense of satisfaction and optimism and would like to thank the Board members and all my associates, who have walked with me, on this great journey, over the last two decades.

Mridula Bajaj,
Executive Director
(1998-2017)

At Mobile Creches these are exciting times as I take over the reins from Mridula. MC's credibility, as a leading voice for the right to Early Childhood Development, is unmatched – both for its pioneering intervention with young children, hard earned knowledge on related issues, and the high standards in governance in the not-for-profit sector.



As we roll out the ambitious strategy plan for 2017–2022, we embed ourselves firmly in our values: commitment to quality and connection to experiences from the ground. They will remain our guiding principles to scale up the impact of our work – with vulnerable young children, their families and communities, beyond Delhi and NCR, to identified locations in India.

Throughout this Annual Report you will read about the impact MC has created in partnership with many stakeholders - governments, civil society organisations, people's movements, corporate partners, academia, institutional donors, community organisations, individuals and others, to amplify the voice of the Young Child across India. MC looks forward to collaborating with all of them – on all interconnected issues such as nutrition, right to education, maternity entitlements, health and social security – to realize its strategic shift from working *with* children to working *for* children.

We will strengthen the capacities of our people through new learning opportunities, to enhance their skills, knowledge and use of technology. In this period of transition, there is an equal measure of hope for the future and caution about continuity. As a team leader of MC, my responsibility is to ensure stability with dynamism, and a renewal of faith in MC's work, from all its supporters, as we invest new energies in change.

MC's mandate is clearly articulated – we will share and leverage our knowledge in Early Childhood Development to influence best practices and policies affecting the overall development of the youngest citizens of India. I am grateful to the Board members of MC, team members, NGO partners, Builders, donors and others for reposing their faith in me to steer the agenda of MC into the future.

Sumitra Mishra
Executive Director
from June, 2017

ABBREVIATIONS

AWCC - Anganwadi Cum Creche

AWW - Anganwadi Workers

CBC - Community Based Creche

CBO - Community Based Organisation

CDPO - Child Development Project Officer

CRY - Child Rights and You

DWCD - Department of Women and Child Development

ECD - Early Childhood Development

ECCD - Early Childhood Care and Development

ERP - Enterprise Resource Planning

FORCES - Forum for Creche and Child Care Services

ICDS - Integrated Child Development Services

KRA - Key Responsibility Area

MC - Mobile Creches

MIS - Management Information System

MWCD - Ministry of Women and Child Development

NCERT - National Council for Educational Research and Training

NCR - National Capital Region

NFE - Non Formal Education

NGO - Non Governmental Organisation

NLSIU - National Law School of India University

NLU - National Law University

PDP - Parental Development Programme

PHC - Primary Health Centre

PMS - Performance Management System

RTE - Right To Education

RUTF - Ready-to-Use-Therapeutic-Food

ToT - Training of Trainers



"I love coming to the centre because I can play here. I like listening to the stories our Didi tells us. *Halwa* is my favourite food. I would rather not stay at home"

Nabya, 3 and a half years, Raja Bazaar Centre

CHILDREN

India is an emerging economy of the 21st Century, with one of the highest GDP growth rates in the world. It has the third highest number of millionaires and is self-sufficient in food grain production. So much to celebrate, and yet, India ranks 97th among 118 countries on the Hunger Index and of her 157 million young children, 60 million live in poverty.

Mobile Creches (MC) is committed to the promotion of Early Childhood Development (ECD) of young children, defined as children below six years of age. MC believes that the needs of children during the critical period of their lives, from conception to the age of six, start with intra-uterine needs for adequate nutrition and attention to the mother's health during pregnancy, and go on to safe childbirth, followed by exclusive breastfeeding for the first six months, immunization and complementary feeding. This is possible through a series of measures involving health, nutrition, and education. These needs are fundamental to the survival and development of the child and, if addressed appropriately and on time, will lay the foundation for a life endowed with capabilities and choices. Neglect in the early years is equivalent to denying the rights of our youngest citizens to grow to their full potential.

About 10 million children of migrant workers across construction sites of India and almost 100,000 children in the slums of our Capital City, Delhi, are in desperate need of care. Their parents are part of the informal workforce, working for a daily wage, without social security from employers or the state or access to healthcare, childcare or education services. Micro studies, in tandem with macro statistics, draw a dismal picture demanding urgent action.

MC's ECCD program is an attempt to break the cycle of poverty by making investments during this most critical period, of the early years, to prevent malnutrition, ensure early learning and pave the way for school enrollment, thereby increasing the likelihood for a life of dignity. Today, the MC strategy is a considered mix of ensuring daycare services for young children, capacity building of community women, organizations and networks, and advocacy for change in State policies and programmes.

Till date, MC models have been a source of rich evidence for advocating holistic childcare provision for the most neglected children of India. Addressing the situation is not only an issue of rights but of stopping a squandering of the nation's precious human resource and social capital.

In 2016-17, MC reached out to 11,762 children through its daycare programme at urban construction sites and slums. MC worked in partnership with other NGOs, members of the construction industry and the local community and today has a presence in seven states of India.

The MC Focus: Comprehensive Care for the Young Child

The MC intervention of providing crèche services for children of migrant construction workers, at urban construction sites, is folklore in the NGO world today. Set up in 1969, it was a first in many ways – the target population was migratory, children ranged in age from birth to 14 years, the programme ran in partnership with the construction industry – where one challenge reinforced the other. Delhi was in the throes of its first wave of urbanization and, very soon, the programme spread from construction sites to slum settlements, and from Delhi to Mumbai and Pune.

Today MC reaches out to children in need through the provision of daycare services that include health, nutrition, learning, care and protection for 8 hours a day, 6 days a week. The services are located at construction sites, increasingly on the periphery of the city, or housed in rooms/buildings of Delhi's slums and unauthorized colonies. It is the care component – physical care, mental stimulation, emotional nurture, and psycho-social bonding – through a warm relationship with the caregiver, which is the glue that holds all the developmental components together. Its holistic approach includes an integrated set of interventions. The framework encompasses guidelines regarding infrastructure, adult to child ratios, training of childcare workers, culturally appropriate learning materials, and systems and protocols for monitoring quality and ensuring safety.

Of the **11,762 children reached**, MC reached out to **10,884 children at 70 construction sites** in Delhi NCR and other cities, (Bangalore, Ahmedabad, Mohali and Chandigarh), and **878 children in the slum settlements** in Delhi.

1. MC's Daycare Model

The four fundamental components – **Nutrition, Health and Hygiene, Education and Community Awareness** – constitute the core elements of the MC Daycare Model. The developmental inputs fall under the umbrella of '**care and protection**' and are mutually reinforcing. This integrated package, translated into practice by a team of childcare workers, equipped with appropriate attitude, knowledge and skills, holds the key to making the model effective and, under certain conditions, sustainable.

1.1 Nutrition



MC's nutrition and health programme has been developed over the years in consultation with experts in the field. A nutritious diet for young children needs to be sufficient, appropriate (in texture and mix) and administered at frequent intervals. Our focus on the under 3s – regular growth monitoring, managing at-risk and malnourished children and early stimulation, to help the young brain grow, in a nurturing and caring environment – is fundamental to the holistic and preventive approach.

Breastfeeding – The infant's first food is breast milk; mothers are advised and enabled to follow through with six months of exclusive breastfeeding for the infants.

Supplementary Diet – At MC, a minimum of 500 calories for each child is ensured as nutrition supplementation. Hot cooked meals are prepared at the centre and three meals are served to the children: milk and halwa/kheer (with semolina) in the morning, khichri (porridge/ rice and lentil gruel with seasonal vegetables) for the mid-day meal and a chikki /roasted channa(jaggery-peanut brittle/roasted gram dal) snack in the evening. It is desirable that we give fruit and eggs to all children; currently it is confined to the malnourished children.

Special Diet for Malnourished Children – Children who weigh below the norm for their age are given a special diet comprising eggs, banana, Ready-to-Use-Therapeutic-Food (RUTF) and extra oil. Under-weight children, under three years of age, are fed soft foods at frequent intervals and an in-house, high protein RUTF.

Growth Monitoring – Close monitoring of height, weight and food intake, especially, after the child is weaned from breast milk is critical to prevent the setting in of chronic deficiencies. The child is weighed every month and the information shared with the doctor for remedial action.

When Mamina beams with joy!

Mamina, 2 years old, and her two older siblings, were left to their own devices while their parents worked at a construction site in Greater Noida. Finally, the grandmother was sent for, from the village, to look after the children. She was very old and could not manage child rearing and other household chores. They were at their wits end.

One day, the MC staff at the centre spotted Mamina, playing outside along with other children, covered in mud. They brought her in, cleaned her up and tried to persuade her grandmother to send all three kids to the centre. She would have none of it. After many visits to Mamina's house, Kasim, the father, agreed.

Mamina was enrolled in the crèche in December 2016. Initially, it was difficult to break the ice: she was very quiet and would keep to herself. She was given special attention in the crèche and with the staff's persistence and nurture she started to respond: she would listen to songs, repeat the poems, and play with blocks. Now she loves to dance to the beat of the *dholak* and you can spot her beaming face amongst the little ones.

Today, Kasim is a proud father: "I had tears in my eyes when I saw her performing at the Republic Day celebrations. My children have found love and care here. I am glad I decided to send them to the centre."

1.2 Health and Hygiene

Health enabling environment at our centres includes daily rituals like hand-washing and the use of disposable nose-wipes, regular check-ups by medical professionals and record keeping by our staff, and all the other inputs, below, that are essential for the well-being of our children. The crèche staff is also trained in the administration of first aid (in case of accidents) and rehydration therapies (in cases of diarrhoea) as an immediate response to health situations. For other complications we make referrals to local hospitals.

- **Health Check-ups** – The doctor conducts a medical check-up for each child within a week of his/her admission to the centre. A Health Card, with a record of immunizations, illnesses, weight, etc., is maintained for every child, and parents are advised to use them during follow-ups. Dental check-ups, eye check-ups and blood tests for anaemia are conducted at the health camps, every six months, at every centre.
- **Immunizations** – The staff makes efforts to link the community to the nearby primary healthcare centres.
- **Vitamin and mineral supplementation** – Vitamin A and Iron are given on alternate days to children and on the advice of the doctor. Deworming is also done for children who are above one year.
- **Personal and Environmental Hygiene** - Hygiene and cleanliness guidelines are followed with respect to cooking, personal hygiene of the child and play materials at the centre. Toys are washed; swatches of old, soft cloth, easily disposable, are used to wipe children's noses; the cloth tied to either ends of the wooden stand of a crib, and sheets to cover the children, are regularly washed (these are white in colour to make it easy to spot stains and soiling).

1.3 Education: Early Learning and School readiness



In each centre, there are three separate sections: a Crèche, for children from birth to 3 years; the Balwadi, for the 3 to 5 year olds; non-formal Bridge Course for children 6 and above. Each group has a planned, thematic curriculum with components that balance structured and free-play time. Children are encouraged to explore, ask questions and gain confidence in multiple activities that enhance their cognitive, social and emotional development. The sandpit corner, doll's house, and the building blocks are top choices!

Charcha ka Samay (Quality Circle Time) - All our Balwadi and Bridge course classes start with *charcha ka samay*. The children sit in a circle and the Childcare worker sets the tone of discussion with a certain theme in mind. Children take the cue from their Didi and are encouraged to express their opinions and feelings. The child tries to connect her daily routine, what she observes around her or an experience she remembers, to the theme. The themes may range from 'me and my family', to plants, animals and birds. Articulating those thoughts into words is a release for children's imagination and works wonders with language development. They learn that the common sparrow has different names in Malda and Bilaspur! Amid all of this, the child is learning to give a patient hearing to others and bond with her peers. It touched a common chord with all when, during the 'me and my family' discussions, seven-year-old Janak, from the 'Ajnara Le Garden' centre in Gurgaon, reminisced about his grandparents and said he missed his village.

Crèche (under 3 years)	Balwadi (3-5 years)	Bridge Course (6-12 years)
<ul style="list-style-type: none"> • Focus – love, care and nurturance, one-on-one interaction of caregivers with children, opportunities for fine/gross motor and sensory development skills, language, socio-emotional competencies • Activities – Playing with toys and pictures for stimulation, building blocks, scribbling on paper, singing, moving to the beat of the 'dholak' 	<ul style="list-style-type: none"> • Focus – Developing pre-reading, pre-writing and pre-mathematical concepts for school readiness, fine/gross motor skills, language and socio-emotional competencies • Activities – Experimenting with materials, cutting, pasting, stringing beads, building with blocks, painting and drawing • Pre and post assessments of children 	<ul style="list-style-type: none"> • Focus – School readiness to mainstream them into formals schools; building life skills, personality and self-confidence • Activities – Tutorial support (after school) to prevent dropping out; general support for settling into class and performing well; excursions to build confidence and connect to the world outside

Stepping Out - "*Mainay kabhi itnay saare jaanwar nahin daykhay thay. Unki aawaazon ko sunkar aur pehchaankar bahut mazaa aaya*" (I had never seen so many different animals. I enjoyed listening to the sounds they made and then trying to recall and recognize them").
-A child, in awe after a visit to the Delhi Zoo

Children from MC centres go on excursions twice a year, and the typical destinations are the Science Museum, Dolls Museum, Rail Museum, etc. It is a welcome break from the routine,

for both students and teachers, and is an opportunity for a completely different visual and sensory experience. And the benefits go well beyond information enhancement: it builds confidence and provides for a fun, bonding experience for everyone involved.

1.4 Community Awareness

MC strongly believes in maintaining a close link with the community with which it works; long-term impact on the child, beyond the MC intervention, depends on this critical factor. The parents have little time or resources, outside their daily struggle, to pay attention to time bound issues of child nutrition and early learning. MC's community outreach programme, therefore, invests a lot of energy in building local community capacities for a better understanding of the young child's needs, improving childcare practices at home, and facilitating access to local government services in health and education.

Awareness building is done through street plays, media presentations, monthly meetings, film screenings and Focus Group Discussions (FGDs) with parent groups and community members. The staff at the centres follow the guidelines for content and methodology of community interaction laid down under the Parent Development Programme (PDP) Module. The module addresses the importance of 'care' in the first six years, age-appropriate needs of children, child-safety, nutrition, cleanliness, developmental milestones, activities focusing on holistic development of children, and common diseases in children.

MC has instituted systems to enable comprehensive planning and follow-up of community interventions, in close collaboration with local leadership groups. For details please see *Sathi Samuh in the chapter on Community*.

2. Daycare in Multiple Modes and Settings

The MC daycare model comes to life in different ways –

- MC sets up a crèche and its staff delivers childcare services as described in the section above
- MC helps set up a crèche, trains others (organizations or individuals) to run it and makes an exit
- MC helps set up a crèche, trains the service provider, and continues to provide supervisory and quality inputs
- MC guides others purely in the capacity of a technical resource

MC's objective is to join hands with a range of partners, through different partnership models, in a variety of settings – to reach childcare services to children in need. The underlying business model may vary in that the funds to run the enterprise may come from the Builder, government, other NGOs, the community, extraneous funding agencies or a combination of all of the above. The 'service provider' could be the employer (Builder/other), government, NGO or members of the community. The setting may well be a construction site, an urban slum settlement or a factory.



Current partnership models, and how they work on the ground, are detailed below to illustrate the general point.

Table 1: Children reached at Construction Sites and Urban Slums through MC's Day Care Programme

Age Group	Children reached in 2015-16			Children reached in 2016-17		
		(2)	(3)	(4)	(5)	(6)
	Construction Sites	Urban Slums	Total	Construction Sites	Urban Slums	Total
Under 3 (Crèche)	2391	678	3069	3119	459	3578
3-5 Years (Balwadi)	2666	750	3416	3144	379	3523
6-12 Years (NFE)	3561	24	3585	4051	25	4076
Children at Municipal Schools	432	28	460	570	15	585
Total	9050	1480	10,530	10,884	878	11,762

*Urban slum numbers include outreach from urban day care centres and Community Based Crèches (CBC)
 Note: The children reached are those who were enrolled at the centres.

2.1 MC run centres

2.1.1 Day Care Direct Delivery at Construction Sites

The construction industry employs 4.4 crore workers in India at present; Delhi has more than 600,000 of them. Living and working conditions at construction sites have improved only marginally. Drinking water is more easily available, electricity supply is less erratic and more workers are wearing hard hats and boots. Yet, families continue to live in temporary shacks at the worksites: there is lack of family support systems, unsanitary conditions and the threat of constant movement of the families, looking for regular work. This takes a toll on young lives. It denies children exclusive breastfeeding, disrupts immunization and schooling, delays developmental milestones, and weakens foundations in health and learning.

The 8-hour daycare facility at the place of work was exactly what the working mother ordered: she could go to work and safely leave her children behind, breastfeed the infant during nursing breaks, look in on the sick child, and watch her older one get ready for school. The on-site location ensures participation and responsibility on the part of the 'employer', whilst covering most children from the on-site labour camp.

In 2016-17 MC was able to reach 3133 children through 16 such centres at construction sites. The reach was less in comparison to the 3233 children reached last year, through 12 centers. A possible reason for this decline could be the general slowing down in the construction industry exacerbated by the government's demonetization decision in November 2016. Fewer workers were employed by the Industry and wage payments were slower and more erratic than usual.

Highlights: Nutrition and Health 2016-17

- 515 targeted malnourished children were given special supplementary diet
- 82% of the children who stayed in the centres for at least 4 months improved their nutritional status
- 99.8% of the children who stayed in the centre for least 4 months received age appropriate immunization.

2.1.2 Day Care Direct Delivery at Urban Slums

Less than 30% of the 380 million urban Indians (Census 2011) live in the big cities. Home to 17 million people, Delhi has the highest inflow of migrant labour today, taking in 300,000 more every year (Internal Labour Migration Report, Migration Policy Institute, 2013), with a large

part going to the surrounding towns of the National Capital Region (NCR). Many of them find casual work at a construction site and, after moving initially from site to site, they settle down in one of the slums of Delhi and surrounding regions.

Initially MC entered the slums to provide childcare services to children of erstwhile migrants, the new slum dwellers, through its fully loaded, traditional daycare model. Overtime the daycare centres gave way to Community Based Crèches (CBCs) – crèches run by trained community women in their own homes, in rooms rented from neighbours or in a shared space where the MC programme was running earlier.

The most recent initiative was the opening of three daycare centres, at Kalyanpuri, Madanpur Khadar and Dakshinpuri, on the lines of the Direct Delivery Model (refer Section 2.1.1), but with **a view to demonstrating to the Delhi Government the implementation of childcare provisions in the urban context**. This was preparatory to intervening in the stated Anganwadi cum Crèches (AWCC) agenda of the State, under the Restructured Integrated Child Development Services (ICDS). These centres would also serve as a training ground for current Anganwadi Workers (AWWs) or potential ECD workers.

2.2 Implementation in Collaboration with Partners

MC has worked with different stakeholders, over the last four decades, and different partnership strategies have evolved with the purpose of reaching more children and enlisting the support of new players along with developing a larger pool of players to reach more children in different locations.

ECD services for children – does it make a difference?

MC commissioned the Centre for Early Childhood Education and Development (CECED) at Ambedkar University, Delhi, to conduct a research on the impact of ECD interventions in a variety of situations. Standard tools – the Ages and Stages Questionnaire (ASQ) and the School Readiness Instrument (SRI) – were used for child assessment.

Preliminary findings revealed that at construction sites the group of children who were part of the MC Programme for at least six months (Group A: the intervention group) performed better than those who were newly enrolled (Group B: the control group) in most domains.

Surprisingly, the difference in ASQ scores between the two groups was not significant in the programmes located in urban slums. And, unsurprisingly, 'Teachers' Disposition' turned out to be a significant predictor of children's performance in various domains of the ASQ.

The Report also went on to say: "*Case studies suggest that the model of daycare centre for construction sites can be scaled up. The quality of programmes operated by the NGO's (trained by MC) was comparable to programmes operated by Mobile Creches... Finally, the findings of the study imply that the model developed by Mobile Creches for construction sites can influence child outcomes. The model can be strengthened further by improving the school readiness component of the preschool curriculum and examining the workload of the childcare workers.*"

2.2.1 Employer run Centres at Construction Sites

MC works with the Employer, in this case the Builder (the definition ranges from a leading contractor to a real estate developer), who takes on the responsibility to finance and manage the day-to-day operations of the centre. This is in addition to provision of space and physical infrastructure. MC provides a trained worker, technical guidance and supervisory support. MC undertakes the responsibility of community awareness and sensitization towards ECD issues. Often the quality varies, in comparison to the daycare model run by MC. The level

of quality depends on the proactive approach by the Builder, and their investment in the best practice quality standards.

This model is a workable solution for small to medium Builders, especially in distant locations. A withdrawal of MC's supervisory support does affect quality, but there are Builders, like Bestech, who are running centres in remote locations, to the best of their ability, with minimal support by MC.

In 2016-17, nine Builders ran 19 such centres, of which five were outside Delhi/NCR (Sonipat, Panipat, Neemrana, Bawal and Mohali). MC was able to reach out to **2294** children, much lower than 3299 in 2015-16. Six centres of the Amrapali Group, a very supportive partner for over 15 years, were closed due to a funding crunch in the sector. Eldeco Infrastructure Ltd. is running four centres on its own, with monitoring and technical support by MC.

2.2.2 NGO run Centres at Construction Sites

Referred to as the Tripartite Model – with MC as the facilitator bringing Builder and NGO partners together – it is the most recent addition to MC's portfolio of partnership models. And this is where the future lies. Here, we address questions of scale and sustainability by developing many more players in the field of ECD. These new players will provide childcare services at construction sites, like MC, while adding to the pool of practitioners and, possibly, ECD advocates.

During the year 2016-17, MC trained 10 NGO partners to run daycare centres at construction sites. MC has been able to operationalize 38 such centres, in partnership with 23 Builders, and reached out to 5457 children and 4770 community members. Under this model, MC has succeeded in establishing a footprint well beyond Delhi NCR, in Bangalore, Ahmedabad, Chandigarh and Mohali. MC has been successful in linking two of our oldest NGO partners (Rasta and SANTOSH) from Delhi NCR, to Emaar MGF Land Limited, to open daycare centres at all their sites. The Builder is directly funding the NGO.

Highlights of NGO run centres

- 86% of the children who attended the centres were age-appropriately immunized
- 1749 malnourished children accessed special diet
- 79% of the children who attended the centre for a minimum of four months improved upon their nutritional status or maintained their normal nutritional status
- 46% of the 260 local women trained were employed at the centers

2.2.3 Community run centres in urban slums

Community Based Crèches

There are two options that work best for mothers, who need to leave their children in a crèche, when they are at work: at the place of work or some place near their homes. The former is possible in a factory or construction site setting. If, however, the mother works as a vegetable seller, a domestic worker, or is engaged in home-based work for a garment manufacturer, the second option would be logical and convenient.

To meet the needs of women shouldering the responsibility of paid work and unpaid care work, in situations of poverty and distress, crèches are a fundamental requirement.

For childcare facilities to be accessible to the poor working woman it is important to decentralize crèches through options available in the neighbourhood – in the homes of other

women and/or in government run facilities (AWCCs for instance). Community Based Crèches (CBCs) – run by the community and based in the locality – provide an affordable, accessible and flexible childcare model in poor urban settlements. Whilst such crèches are owned and run by community members, to be fully sustained they will continue to need additional technical and financial support.

Tackling Malnutrition

Sonu and Aarti, parents of twin daughters, Anshika and Anushka, enrolled their children when they were more than a year old in the Seemapuri CBC. At the time, Anshika weighed 6 kilogram (severely malnourished) while Anushka weighed 8 kilogram (moderately malnourished). Anshika was so weak that she could not even sit by herself. She was highly anaemic and her body colour was yellow. The mother was employed as a domestic help and their father worked in a factory. Her parents could not give much time to the children and had lost all hope of any improvement in their condition.

The crèche worker from Seemapuri took charge of the situation: timely nutrition to the children and regular counselling on childcare practices to the parents. The crèche workers would massage the children twice a day, for muscle development, and demonstrate the technique to the parents for follow up at home. A whole year of perseverance by all bore fruit: Anushka weighed 13 kgs and Anshika 12 kgs, in the 'normal' range as per WHO norms. These girls are now one of the more active children at the centre who participate in all types of activities.

With her mind at ease about the care and nurture her children were receiving the mother decided to take up work, with better pay, in a beauty parlour. She acknowledges that she can concentrate on work as her children are in caring hands. After attending parent awareness meetings she and her husband are spending more time with the children.

In 2016-17, 30 such crèches, reaching out to 441 children, were running in four locations in Delhi (Seemapuri, Trilokpuri, Khanpur and Dakshinpuri), all housed in community spaces given to MC in the mid-70s. Each unit consisted of 15-16 children. More focus was given to streamline the systems and introduce the PDP module.

Highlights of CBCs

- 97% complete immunization among all children reached
- 80% children had age appropriate weight, of which 24% children had improved their health status from under-weight to normal
- Parents of children lagging behind age appropriate growth milestones were counselled on healthy/food habits and preparation of low cost nutritious food

CBCs, in poor communities, are not an economically viable option if left entirely to the devices of the resident community. It needs financial support from the State/corporate sector (read employers) as well as contributions from the parents to encourage ownership.

To foster Early Childhood Development, MC clearly sees its way forward by developing other CSOs to deliver services on the ground or train them as resource in the near future. MC plans to invest regularly in training and, thereby, equip its CSO partners to run crèches and daycare services for young children at construction sites and urban slums, particularly, in cities marked by rapid urbanization. MC will also continue to use its experience and insights to influence governments for effective implementation of statutory provisions available for children from birth to six years of age.



"I used to come to the centre in Seemapuri to drop my child or pick him up ... that's all. After many interactions with the staff and participation in information sessions at Mobile Creches, I have understood the importance of the early years in a child's life. Now, I am not only sharing what I have learnt with the community, but also supporting the Mobile Creches team to build awareness on ECD in the community, in other localities like Sonia Camp and Kalandar Colony as well. Now I consider myself as a community ambassador on the issue of young children."

– Lakshmi, Community Leader, Seemapuri

COMMUNITY

Raising a child can be the most challenging and rewarding experience for parent and child; the period from conception to six years, particularly so. For the child to reach her full potential, as an adult, it is important that she grows up in a conducive environment at home and outside – the family follows the right childcare practices with respect to feeding and early learning; communities are aware of and make the effort to access quality services for their children; and the state puts in place policies and programmes for their youngest citizens. MC believes in the constructive role communities must play, to ensure early childhood development for their children, and works to empower them as participants in the process of change.

Citizens are 'engaged' when they play a meaningful role in the social, economic and political life of their community and their country. At the community level, they need to come together around issues of common concern and work with local stakeholders to make their voice heard. MC has been drawing their attention to the importance of Early Childhood Development (ECD) – the rights of the Young Child, the foundational role of the early years and the health and education services they are entitled to from the State – and enabling them to use this knowledge to build better lives for their children.

1. Community Engagement at Construction Sites

1.1 Developing Local Leadership

At construction sites MC has, on an average, a window of three to six months to catalyse change in the life of a child. It is very important, therefore, to ensure that the parents and the larger community are in step with the rationale of the MC initiative. Since 2009 MC has tried to build understanding and ownership of the issue, among a local leadership nurtured by MC, in the migrant communities at various sites.

A Change Maker for a Better Community

Sunita, 41 years, a victim of child marriage, came to the city nine years ago, after the demise of her husband. She left her village in West Bengal with the sole motive of earning a living and supporting her 8 member family in the village. She kept to herself and barely spoke to anyone. One day, at the Bestech Site in Gurgaon, she saw the MC staff performing a play on the importance of childhood. She made some enquiries and was encouraged by the staff to attend more such sessions. Since then she is an active member of the local leadership group, Saathi Samuh (group of friends). Once a loner and an introvert, she is quite assertive now, especially, on the issue of early childhood and voices her opinion in the community in shaping the lives of young children.

Every year 3-4 'leaders' are identified from each site to constitute a *Sathi Samuh*. Their capacities are built on young child issues through regular on-site meetings and workshops at the office. They undertake community surveys, conduct follow-up with parents, negotiate with the contractors for minimal amenities at the site, and play a key role in linking the families to the nearby health centres. We take the group on an annual excursion outside Delhi; the off-site exercise serves the purpose of recreation, bonding with their peers and recognition from MC for their continued efforts. Sometimes, when workers are moved by the contractor, en masse, to another site, the leaders often ask for a crèche facility at the new location. For instance, one of our community leaders, Pradeep Kumar, approached MC and connected us to the new Builder, the Atlas Group, when he moved to another site. He took the initiative

to speak to the local contractor about the crèche facility for children at his previous site, run by Raheja Developers, and his efforts bore fruit.

In 2016-17 MC was engaged with **330 members** of *Saathi Samuh* groups, across sites, which included 160 men and 170 women.

1.2 Community Outreach

Community members reached at construction sites, 2016-17

Media	People Reached/Performances
Street theatre	8078 through 78 plays
Health camps	6951 through 70 camps
Folk media and Focused Group Discussion (FGD)	3254 through 195 presentations
Parent meetings	8042 through 549 meetings
Saathi Samuh workshops	337 through 8 major workshops
Linkage to PHCs	5067 community people
Sensitization on <i>Rashtriya Swasthya Bima Yojna</i> (RSBY; financial literacy)	10,249 through 226 meetings

MC reaches out to members of the community through different mediums of engagement: parent meetings, health camps, *Saathi Samuh* workshops, and so on. In 2016-17 MC's community outreach at construction sites covered 41,978 members of migrant families. Over the years, MC has developed audio-visual aids and street plays around critical messaging on these issues. People pay attention to the stories built around their own context. MC works to ensure that the key messages are being translated into action on the ground.

Measuring Behaviour Change

MC initiated a study to measure the impact of its awareness building interventions with families. We did this by collecting evidence of change in the childcare practices adopted by parents of children under six.

In consultation with external experts, we designed and administered a Pre and Post assessment questionnaire on a sample of 172 parents, over a period of three months. Some of the indicators included: choice of health care provider, participation in maintaining cleanliness, adoption of cooking techniques to retain nutrition, nature of interaction with children in the early years, safe-environment for children.

The rapid study recorded evidence of some change in nutrition and health practices. More importantly, it enabled us, at MC, to develop a system to measure change in childcare practices. We reviewed the Behaviour Change Measurement tool, based on the experiences from the study, to introduce it as an ongoing monitoring practice at all our centres.

2. Community Engagement with the Urban Poor

MC is deeply committed to engaging with the community in more meaningful ways. MC had introduced the Learning Labs approach in 2015-16 – to assess and compare what works and what doesn't – in order to develop a more informed framework for community engagement. In 2016-17 MC used this approach to tackle the issue of group formation – rallying point, leadership, collective action and sustainability. MC's ultimate objectives for the group were:

to play the role of a watchdog to ensure quality of services and be able to demand ECD related services from the State.

MC initiated the exercise by, first, starting to understand the ground: a rapid survey of 3706 families in four new areas in the East, North-East and South Districts was conducted, to understand the socio-economic profile of the community. **The major findings were:** 50% women are engaged in domestic work in the neighbouring areas; women spend 2-3 hours/day to fetch water; 30% population go for open defecation; 33% parents leave their children alone while at work; another 15% leave them with the older sibling or grandparents (too young or too old to look after children). **For the community, access to potable water is a major concern, sanitation is a huge gap and crèches are the need of the hour.**

The findings were shared in the four communities and the group formation process initiated, to form four groups - two around what members considered their urgent 'needs', and two on ECD issues. The set of indicators to assess group performance included the following: Process indicators for the first six months, like regular attendance at meetings, record keeping, etc. and outcome indicators for the next six months, like articulation of issues, actions taken, diversity of issues and membership, etc.

After eight months of working with the Groups, MC had learnt the following:

- **Groups with a Need Based Agenda:** Initially, these groups gathered more easily around its articulated 'needs'; however, it was difficult to incorporate ECD in its agenda, thereafter, and sustain the momentum. Action taken was limited to two RTI (Right to Information) applications filed on the provisioning of potable water as per norms. Outcome: a water tanker does the rounds now.
- **Groups with an ECD Agenda:** ECD Groups were more successful on all indicators, above, especially on 'action taken': members assessed the quality of 4 ICDS centres in their area and shared their findings with the CDPO (Child Development Project Officer); a signature campaign was followed by a demand letter given to the WCD and local MLA to open crèche facilities in the area. Outcome: the Helper and the Anganwadi Worker are regularly visiting the centre now.



Chandni, 30 years, from Kalandar Colony, came into contact with MC during the formation of the ECD Groups, in August 2016. She is married, with two kids, and stays with her husband. She is a member of the ECD Group and actively participated in capacity building sessions on ECD. She had not thought about child issues seriously or realized that concerns of young children are as important as the other issues. She was instrumental, along with other women, in assessing Anganwadi services in their area and visited the ICDS project office to submit an assessment report and a demand letter for a crèche. She raised the demand for quality ICDS and also supported the department in finding spaces for opening a crèche in their area.

MC's expertise and experience in ECD has equipped us to guide groups in the direction of ECD related actions; for other urgent concerns, like drinking water for instance, MC needs to collaborate with, and depend on the buy-in from other NGOs to take the matter forward. Group formation is a complex issue, which needs intensive engagement to build understanding and catalyse action. An early exit can prove counter-productive. After the intervention with all groups, they were sensitized on ECD and its inter-linkages with other issues. Lessons learnt here were discussed with the WCD Department while forming 13 Anganwadi support groups, from among the 23 locations, where AWCCs have been made operational in Delhi.



“The workshop helped us to understand that birth to 6 years is the foundation age in the development of a child. I wish I could have had this training earlier. It would have been so helpful. Now we will raise our children well and take whatever we learn into the crèche, near-by community people and society in general.”

Creche worker, Kota, Rajasthan

“Earlier, I had no idea about crèches. The information about crèches is going to help me a lot in my work. The training has helped me to develop a different perspective towards childcare. It will be great if the training is extended to include skill development as well.”

**Pushpa Johri, Supervisor,
Department of Women and Child Development, Delhi**

Childcare Worker

Early years, the first six, are the most critical in a person's life, when maximum growth and development take place. A child who is unable to lift her head during the initial months gets ready to stand in one year's time and is ready to run by the age of two. The baby's weight doubles in the first six months and triples by the time she is one year old. This is a natural process, but only if the growing infant receives the love and nurturance along with the basic needs of nutrition, physical care and learning opportunities. So who can ensure that these developmental milestones are reached, on time? The answer: an adult, responsible, and informed Care Giver. This Care Giver can be present at home within the family domain, or in an institutional setting, like a daycare centre, in charge of providing care to the children.

Creating a Workforce for Childcare

Six crores of India's young children live in poverty. Their parents are busy earning a daily wage in the city or working in the fields; they do not have the resources or the time to attend to their children. There is a crying need for informed caregiving at home, as well as access to quality childcare arrangements – ensured by the community, the employer or the State – and a *workforce of Childcare Workers* to run them.

Mobile Crèches (MC) believes that the Childcare Worker (or Care Giver) is central to ensuring the quality of care, which depends on the skills, knowledge, attitude and motivation she brings. To inculcate these elements, it is very important that we invest energy and resources in their training, ensure appropriate remuneration, and give respect and recognition to the role they play. Training in childcare, therefore, has been central to MC's interventions.

The content and methodology have evolved over the years, in response to a more diverse target group. Apart from training its own childcare workers, MC also organizes trainings for community women, government functionaries with the Integrated Child Development Services (ICDS), and Non-Government Organizations (NGOs). For sustained results, MC works at different levels, vertically and horizontally, within the available system and, based on need and circumstance, sensitizes the community through awareness trainings, so that they go on to influence and enlist stakeholders, as an integral part of all partnerships.

MC's basic training module for crèche set-up and management consists of 36 days of theoretical training along with on the job placements for a hands-on experience. This generic module can be modified as per need, especially for outstation centres, with a reallocation of time and energy between theory and practice.

In 2016-17 MC trained **121 local women** (at construction sites), **39 Crèche workers** and **60 Anganwadi Workers** (AWWs), across locations in six states of India. The trainings resulted in an outreach to **2232 children**.

1. Strengthening MC's daycare programme at construction sites

In 2016-17 MC ran 16 crèches at construction sites, set up, staffed and managed by MC childcare workers. This year MC focused on strengthening its Balwadi programme for the 3 - 6 year olds: the curriculum was reviewed and new components, like 'circle time' and 'project period', were added. Five themes – for stories, songs, activities, etc. – have been revised and training workshops conducted with the MC Balwadi workers so it can be transacted effectively at the centres.

2. Capacitating NGOs to run crèches at construction sites

Reaching out to more children through ECD programmes can be possible only with more trained practitioners on the ground. The scale may come through State run programmes or employer supported crèches at the place of work. Three years ago MC decided to train other NGOs to run crèches at construction sites, in partnership with Builders – exactly replicating MC’s tried and tested Daycare Model. The idea was to a) Build the organisation’s knowledge on Early Childhood Care and Development (ECCD); b) Develop a workforce to run crèches; c) Transfer MC’s business operations, with its protocols and quality norms. The long-term goal is to build new practitioners and future advocates, to work for and speak on behalf of the Young Child. You can read more about this initiative in the chapter titled Children.

Trainings Organized in 2016-17: An Overview

	Type of Training	Purpose	Whom/Where	Days	Outcomes/Observations
For Daycare at Construction Sites: Delhi, Bangalore, Chandigarh					
ROW 1	In-service Training	To enhance knowledge and skills on the revised Balwadi curriculum	MC Balwadi workers	4 days	Enhanced workers’ confidence and skills
ROW 2	Pre-service training on ECD (Tripartite Model)*	To develop a pool of childcare workers at construction sites	121 local women, recruited by NGO partners in Delhi NCR, Bangalore, Chandigarh	12 days	55 women were employed by MC’s Builder partners
ROW 3	Crèche management (Tripartite Model)*	To develop partner NGOs to run crèches at construction sites	12 Heads and Supervisors from 3 NGOs	4 days	ECD was new to these NGOs working in related fields with children. Sensitization to the needs/rights of the young child was important.
For AWCC Programme/ECCE in the States: Delhi, Rajasthan, MP and Uttarakhand					
ROW 4	Crèche Training	To develop skills and knowledge on running and managing AWCCs**	40 Crèche workers: 23 in Delhi; 17 in Rajasthan	4-12 days	The Rajasthan Government covered costs as per norms
ROW 5	ECCE training (preschool)	To strengthen preschool component under ICDS	60 AWWs in Uttarakhand	11 days	Improved skills and knowledge; enhanced motivation
ROW 6	Training of Trainers	To develop skills in community communication on ECD issues	15 coordinators and facilitators from 2 NGOs, Uttarakhand	16 days	90% improved attitude, knowledge; 63 AW support groups (803 members)
ROW 7	Follow-up Visits	To assess the impact of state trainings organized by MC in 2015-16	On site observation - M.P. and Rajasthan	6-12 days	Systemic challenges, lack of interest and priority needs

*Under this model of partnership, MC identifies and trains NGOs to run crèches at project sites, and enlists support from the Builders to work with the NGOs and partly finance the running costs

**Anganwadi-cum-Crèches under Restructured ICDS

To link service providers (other than MC) to Builders at specific project sites, three new NGOs were trained during the year – bringing the tally to 10. The NGO Heads and Supervisors' training included administrative tasks, stock taking, reporting and MIS. The more important task was the hiring and training of childcare workers to run the crèches. New and current NGO partners identified 121 local community women – under guidance from MC on minimum qualifications and what makes a trainee more likely to learn and stay on – who were trained by MC. Transferring values, work culture and skills for community interventions, however, remains a challenge, and MC will focus on these through regular visits and meetings. Rows 2 and 3 of the Table above give details. MC provided intensive supervision



and handholding to the partner NGOs through six incremental trainings, for each of the operationalised centres. The focus for NGO Supervisor trainings were on areas of quality monitoring, problem solving and community engagement.

The real challenge, in the coming years, is the transference of softer skills – to teams of NGO partners – for negotiating with builders, raising supplementary funds from other donors, and converting one-off relationships to long-term partnerships.

3. Engaging with Government: Developing ICDS functionaries

Over the last few years MC has focused on opening doors with State Governments, wherever an opportunity presented itself, to ensure a better understanding and strengthen ECD provisioning at various levels in the system. After persistent efforts, there was a breakthrough in 2015-16, with Madhya Pradesh (MP) and Rajasthan, thus increasing our training engagement with state governments, in 2016-17, to five Northern states.

Crèche training in Madhya Pradesh: MC's experience has revealed, time and again, that pre-school trainings (for children 3-5 years) are frequently sought and easier to initiate. MP was the first State where MC introduced its crèche training (for children below 3 years), in 2015. We worked in two districts, Dhar and Singrauli, having different contexts, and facilitated the setting up of 91 Anganwadi cum Crèches (AWCCs), under the Restructured ICDS. A second phase of partnership was established in June 2016, to conduct refresher trainings and the setting up of five demonstration centres as exemplars. Prior to this, MC visited all 91 AWCCs to assess their quality. The observations showed a lack of interest in the programme.

Operationalization of AWCCs in Delhi: Efforts by MC and its partner networks continued to nudge forward the agenda of AWCCs with the Women and Child Development (WCD) Department, Delhi. The promise of opening 30 AWCCs was partly delivered, by way of a damage control exercise, in response to cases of child abuse. An order was issued to

immediately open 15 crèches in the North East District. MC customised its 12-day pre-service training, with reduced expectations to enable the same. Of the other 15 crèches sanctioned, eight were set up in the South Delhi District, with the full 12-day pre-service training package. In comparing the quality of the two cohorts, the latter showed better results and reinforced MC's position: there is no shortcut to building a cadre of sensitive, skilled and knowledgeable childcare workers. Refresher trainings and setting up of demonstration centres are proposed, pending interest and willingness by the state government.

Observations during the MP assessment visit

- 87 crèches were functioning; there were 7-8 children in each crèche
- No additional nutrition was provided to crèche children
- Centres were not accessible to the community. More than 50% were 2-3 kms away.
- There was no provision of drinking water
- Crèche material – for cleaning, serving food, sitting, resting and play – was inadequate
- Monthly honorariums of crèche workers were irregular and inadequate

The challenge of under-resourced centres and a lack of political will to make change, are common to all states

Mixed experience in Rajasthan: On the eve of the FY 2016-17, 54 AWCCs had been operationalized in the state. Thereafter, the whole process slowed down due to a change in key officers. The priority seemed to have shifted to strengthening of ECCE and rolling out its curriculum. MC persisted with its efforts: we visited 10 AWCCs spread over 5 districts and organized community meetings in the respective villages. To reach a target of 100 AWCCs, by year-end, another 17 women from 11 districts were identified by State WCD and trained by MC. The cost of training was borne by the State as per Government norms. Now, 74 AWCCs are operational in Rajasthan. Follow-ups are in process with the State for ECCE training and setting up of 5 to 10 demonstration centres for exposures and trainings while scaling up.



Interventions in Uttarakhand for ECCE:

MC entered into a tripartite partnership in Uttarakhand for strengthening ECCE: The WCD is an implementing partner, Tata Relief Committee (TRC) a funding partner, and MC the technical partner. The objective is to improve the quality of ECCE in 63 Aanganwadi Centres, in two districts, Rudraprayag and Pithoragarh, by building capacities of ICDS functionaries and strengthening partnership with the community. Local partners have been identified in both the districts for follow-ups and the development of a local resource

for sustainability and scale up. The Overview Table reflects the positive impact of our trainings- the AWWs have started opening the centre for at least 4 hours. The formation of Anganwadi Support Groups with a membership of 803 was particularly encouraging as it reaffirms that the community sees a positive impact of the AWCC services in the development of their young children.

MC worked closely with the WCD Department to plan and conduct activities on the basis of a mutually agreed training calendar. The project helped MC be responsive towards changing priorities of the government and develop insights into flexible programming, in a variety of situations.

Activating Anganwadis and energizing the Anganwadi Worker (AWW)

MC found that one of the AWCs was dysfunctional for more than a year. Due to MC's intervention, efforts were made by the community members, in Khetikhan at Pithoragarh districts (Uttarakhand), along with the NGO facilitator to activate the centres. As a result it is opening on a regular basis now. The AWW was part of all the trainings and is motivated enough to work towards the holistic needs of children.

AWW: Narmada Devi, Pithoragarh

Going Forward:

MC will seek new partnerships with new States, adapt current partnerships based on opportunities, and bring innovation and flexibility in its proposals/plans to make them better suited to the State Governments, without compromising on the primary principles of MC.



“Mobile Creches is doing wonderful work by taking care of labourers’ children who otherwise are ignored badly. Not only their education, but complete nutritional and cultural aspect and medical checks are being taken care of. I sincerely acknowledge and appreciate their work.”

Gaurav Gupta, Hon. Joint Secretary, CREDAI, Director SG Estates Limited

CONSTRUCTION INDUSTRY

The construction sector in India, which employs more than 4.4 crore people, is the second largest employer, next only to agriculture. As per industry predictions, the sector will continue to expand over the next 3-5 years, with increased investments in residential, infrastructure and energy projects. In the coming decades, rapid urbanization will drive construction and direct the investment levels and types of products. Nearly 60 crore people will live in the cities by 2030, compared to 38 crores in 2011, and by 2050 the urban population will cross the 80 crore mark to exceed its rural counterpart.

Construction is dominated by the Infrastructure sector; residential and commercial Real Estate — where MC's intervention with children is located — accounts for only 10% of the sector. The dichotomy in the industry is that the growth of this sector, valued at Rs.12,600 crores and much celebrated and invested in, far outruns the pace of change in the situation of the workers and their children.

Of the 4.4 crores employed in the industry, 98% work under 'informal' arrangements. In 1996, the Building and Other Construction Workers [BOCW] (Regulation of Employment and Service Condition) Act was passed specifically for construction workers to provide basic social security and improve working conditions, by setting up a Welfare Fund and a Welfare Board, in every state. This was some cause for hope since the existing laws on Contract Labour and Inter-State Migrant Workers, passed in the 70s, had proven to be ineffectual. The Report Card, below, belies that hope.

Implementation of the BOCW Act, 1996 – A Report Card

The Welfare Boards, vested with the responsibility of implementation – **collection of a Cess from builders, registration of workers, disbursement of welfare provisions** – have failed, particularly, on the last two counts.

- Only 23% of the 4.4 crore workers in the country are registered with the state Welfare Boards
- Only 21% of over Rs. 2,547 crore collected, as Cess for workers' welfare, has been utilised
- MP tops the list with 2.6 crore registrations, Maharashtra comes first (thanks to Mumbai) with Rs 3580 crore in collections, Kerala leads in disbursements, having given out 93% of its collections
- **Delhi has registered over 3 lakh workers, collected Rs 1536 crore, disbursed 11% in benefits**

Source: Affidavit of Union Labour Secretary, Jan 2016, filed in the Supreme Court

Relationship with Builders

MC has worked with 'Builders' of all shapes and sizes and our entry to the worksites was, and is, fully a function of our relationship with the people who matter, at different levels, in the business entity. MC's Annual Reports show a long list of Builder Partners – more than 200 – who worked with MC over the decades. There is a distinct change in the nature of partners as well as partnerships and the late nineties provided the turning point.

In the pre-2000 phase, MC worked with leading Contractors rather than Real Estate Developers (Unitech is the exception); support from a Builder was restricted, typically, *to one centre at a point in time* (Ahluwalia Contracts and Chawla Techno were, at times, the exception); and length of the association did not always mean an easy relationship.

The period 2000-2015, however, was characterised by known names with a pan Indian presence in Real Estate Development (e.g., Vatika Group, Vipul Infrastructure, Bestech, Orchid Infrastructure, Shapoorji Pallonji Construction Company, etc.); more formalized engagements with bigger financial contributions; a clearer sense of the non-negotiable components of the intervention. Most of the new players have, on an average, 3-4 centres at a point in time, scattered through various project sites. Most importantly, as the first chapter showed, Builders have experimented with the Employer-Run and the Tripartite Models of partnership.

This journey and the evolution of MC's thinking and strategy have been well documented in a recent publication, *Mobile Crèches' Journey with the Migrant Child; Partners, Pathways and Milestones*.

TABLE 1: Partnership Models, Coverage, Geographies, 2016-17

Partnership Models	Children reached	Number of Builders	Number of Centres	Locations
Direct Delivery by MC – the on-site crèche is set up, staffed and managed by MC; financed by Builder/Other	3133	10	16	Delhi, Haryana, U.P., Punjab
Employer Run – crèche set up, training to care-givers and initial monitoring by MC; fully financed and managed by the Builder, thereafter	2294	9	19	Delhi, Rajasthan, Haryana, U.P., Punjab
Tripartite Arrangement – crèche set up, training to a local NGO to manage the crèche, and monitoring by MC; financing by the Builder/Other facilitated by MC	5457	23	38	Gujarat, U.P., Haryana, Punjab, Karnataka

As Table 1 depicts, the Tripartite Model gained momentum through the year. To link Builders with other NGOs, as service providers, MC has to work simultaneously on multiple fronts – assessing need for childcare, recruiting and training suitable NGOs, persuading the Builders to work with them, and mobilizing part of the funding from other sources. MC will continue to keep bringing other service providers as well as Builder partners into the ECD fold.

Highlights 2016-17:

Converting Builders - MC approached 44 new Builders through the year and one out of four agreed to provide childcare services at their sites. Some new connections were formed with Royal Golf Links (Hemisphere Project) in Delhi, Savvy Group in Ahmedabad and Tata Housing in Bangalore.

Support across states - Punjab National Bank Housing Finance Limited (PNBHFL), staunch supporters of the Tripartite Model, decided to extend their support to other metros: Bangalore and Ahmedabad. PNBHFL's endorsement has been critical to expanding our reach beyond Delhi/NCR.

Maturing relationship – MC was first introduced to Emaar MGF Land Ltd. in 2009 and received limited support, when MC ran a centre at the site of the Commonwealth Games Village being built by them. Emaar has invited MC to open centres at nine of their sites, eight of which will be run by two partner NGOs, with monitoring and technical support from MC.

Crèches on site as 'policy' - Two Builders (Savvy and Emaar MGF Land Ltd.) have agreed, in principle, to take a policy decision to have crèches at all of their worksites. While translating

decisions into action may take time, there are some Builders who are already putting it into practice: ATS, Bestech and Ajnara.

Government Action - Demonetization was a blow to the worker in the informal economy. It did affect the strength of labourers at our sites and, thus, the number of children reached. Some Builders arranged for community kitchens to provide some relief. There was minimal impact on the fortunes of the bigger players with deeper pockets. Some of the Builders, like Amrapali, Nirala Aspire and 3C, however, curtailed their contribution and many others delayed their payments. The Real Estate (Regulation Development Act) (RERA), 2017, is also likely to further discipline the industry, in terms of transparency and timely project completions.

Networking with Builder Partners

At MC, we are constantly reaching out to Builders, at an individual level, to set up crèches at their sites: the negotiations and persuasions through phone calls, meetings and emails, are an everyday affair. At the same time, we are aware that individual Builders are a part of a larger community of Builders - with common interests and challenges, a shared sense of industry standards, and their own hierarchy of leaders, influencers and followers. Reaching out to current and potential Builder partners as a group, therefore, serves a larger purpose.

MC organized a Consultation with Builders, funding agencies, our current NGO partners (under the Tripartite Model) and a few potential NGO partners, on November 9-10, 2016. The objectives of the consultation were: to increase visibility of ECCD among Builders and NGOs; show our appreciation of current partnerships; build a case for crèches on work sites; and convince NGOs to retain their stake in the issue and integrate it into their long-term agenda. The participants included members from the Confederation of Real Estate Developers' Association of India (CREDAI), PNB Housing Finance Ltd., representatives from construction companies, several NGOs, and government officials from the Labour Department and the Women and Child Department.

Consultation with Builders and NGO partners

Some of the highlights were as follows:

- NGO partners strongly endorsed the rigorous training inputs and nurturance received from MC
- PNBHFL's MD, Sanjaya Gupta, showed great leadership in confronting issues and making a commitment to addressing them
- Various representatives of Builder Partners were highly appreciative of MC's project management and timely reporting

The mix of vantage points helped everyone get a better sense of the ECD challenge, the construction industry context, and some concrete steps to take in the near/distant future

The way forward, in the medium term, lies in persistence – with multiple partners at multiple levels. As a Civil Society intervention, MC will continue to work with children at construction sites while working towards improvement in the policy environment. MC will work with progressive Builders and Builder Associations for leveraging our experience and their influence. Our goal will be to go from policy change at a few companies to child friendly norms endorsed by the entire industry.





“I am delighted about the opening of Anganwadi-cum-Creches by the Delhi government with the support of Mobile Creches. Creches are such an important service for young children. As a mother of two young children I had always faced problems. If the Department allows me I am ready to open more Creches in my project area. This transformation has only happened due to continuous interaction and capacity building from Mobile Creches on the young child issue.”

Sadhna, CDPO Sudarnagri Project, North-East District

CITIZEN AND STATE

Mobile Creches (MC) continued to advocate on the integrated rights of children under six with a range of stakeholders, influencers and decision-makers. The objectives were to bring about change in the policy environment and improve the quality and scale of implementation of on-going state programmes for young children. MC engaged with civil society organizations, issue-based networks, academia and the government – at the national, state, district and grassroots levels – for research, policy analysis and capacity building in Early Childhood Development (ECD).

For the year 2016-17 two major developments facilitated and nurtured by MC stand out: (1) On the policy advocacy front, concerted advocacy on three deeply interconnected issues to address the woman-child continuum – Unpaid Care work by women for the young, old and sick, Maternity Entitlements for pregnant women and new mothers, and Crèches for young children; (2) On the programme implementation front, partnerships with three state governments – Delhi, Madhya Pradesh and Rajasthan – to operationalize Anganwadi-cum-Creches (AWCCs), under the Restructured ICDS, and the rolling out of 23 AWCCs in Delhi, 74 in Rajasthan and 91 in Madhya Pradesh.

Policy Advocacy at the National Level

The Legal Right to Early Childhood Development – Concept and Governance

MC continued to build on past years' work to develop a framework of Rights, as a stepping stone towards holistic, legal entitlements for children under six. MC continues to hold the Secretariat for the Alliance for Right to ECD (Alliance), an informal network of NGOs, experts and concerned citizens, who came together in the wake of the wide-ranging dialogue that took place to provide inputs to the Early Childhood Care and Education (ECCE) Policy draft, in 2012-13. MC, as a valued member of Alliance, organised consultations to brainstorm and identify the non-negotiable elements of entitlements for children under six, for each component - nutrition, learning, health, care and protection. At a consultation held in July 2016, a Core Group, from among the Alliance members, consisting of partners and experts in ECD was formed to conceptualize the contours of the framework. The Core Group has met three times and the first draft has been drawn up, with details of entitlements under each component of ECD. The next step is to engage with legal experts to further develop and refine the framework.

The other strategy was to look at what is in place, on the ground – governance structures at the implementation level – and how that can be strengthened in terms of finance, human resource capacity and infrastructure, to function effectively, and what implication that might have for the legal framework, above. Accordingly, a documentation of existing arrangements and structural gaps was undertaken.

The Alliance chose to begin the documentation process with the model of ECD delivery of services in Kerala, as a best practice of decentralised governance. This was undertaken with guidance from legal experts from the National Law School of India University (NLSIU), Bangalore, and the Bharatiya Gyan Vigyan Samiti (BGVS). In January 2017, the Alliance extended the scope of the documentation to three more states: Delhi, Odisha and Jharkhand. The idea was to cover three different contexts of urban, rural and tribal populations. Apart from identifying gaps and making recommendations for better

governance, this was also an instrument to build an informed demand from the ground on a legal Right to ECD. The Alliance partners included Centre for Legal Aid for the Poor (CLAP), Odisha, Neenv, the Delhi chapter of the Forum for Creche and Childcare Services (FORCES), Public Health and Resource Network (PHRN), Jharkhand, and Centre for Child and Law (CCL).

The 'Rights' Continuum – Care, Pre-school and Education

The **Law Commission of India**, in its Report No. 259 on 'Early Childhood Development and Legal Entitlements', recommended the Right to Learning and Education as a legal entitlement for all children. The Commission also suggested that a new paragraph be included in the Constitution, which states that "every child has a **Right to Care and Assistance**". MC, as the Secretariat for Alliance, used these developments as pegs to generate dialogue and engagement on ECD issues.

In another encouraging development towards inclusion of the under-sixes in the Rights framework, the Central Advisory Board of Education (CABE) Committee has been considering a downward extension of the Right to Education (RtE) Act, to include two years of preschool component in its ambit. MC was approached for its recommendations on the same and a note was accordingly prepared by the Alliance and tabled at a CABE Committee meeting. To build on the momentum, civil society networks, including representatives from the RtE Forum, BGVS, CRY, Save the Children, MC and other Alliance members, met in early February 2017, to develop content for a Position Paper for the RtE Forum, to build up the campaign for inclusion of preschool education under RtE Act.

Maternity Entitlements, Crèches and Unpaid Care Work

The Law Commission Report, above, also recommended extending Maternity Entitlement (ME) to all women in the formal and informal sectors and increasing maternity leave to 26 weeks. To translate these recommendations into policy, the Alliance joined hands with the Right to Food Campaign, National Alliance for Maternal Health and Human Rights (NAMHHR), and 22 other women's rights organizations to hold a Public Hearing on ME and Crèches in May 2016.

State action on Maternity Entitlements

The year 2016-17 saw some interesting developments on this front, as below. While the first action is commendable it leaves out 97% of women in the informal sector. The question is whether the steps taken, for the informal sector, are adequate and how they will work on the ground.

- Amendments to the Maternity Benefit Act 1961, where paid leave was increased from 12 weeks to 26 weeks for women working in the organized sector
- Prime Minister's announcement on the universalisation of ME (with pre-conditions) in accordance with the National Food Security Act
- Activation of the proposed Maternity Benefit Programme from January 2017, under which every pregnant woman and lactating mother (not covered by other such benefits from the Govt) will get up to Rs. 6000 (in instalments, on condition of timely registration of pregnancy, ante natal check-ups, immunizations, etc.)

The jury included Chairperson National Commission for Protection of Child Rights, Member National Commission for Women, and other eminent experts like Prof Jean Dreze and Dr. Shantha Sinha. Around 200 participants from eight different states attended the event. Subsequently, the National Commission for Women nominated some members of the Alliance to be part of the sub-committee to develop the approach paper for Crèche Policy. The Alliance members also met with the Ministry of Labour on the issue of universal maternity

entitlements for women in the informal sector and made a presentation to the Parliamentary Standing Committee on Women.

A Convention organized by the Right to Food Campaign in Ranchi was another opportunity to raise the issues of ME and children's Right to Food and Care. The resolutions passed included universalisation of AWCCs, decent work for caregivers and minimum wage linked Universal Maternity Entitlements.

The Alliance partnered with the Institute of Social Studies Trust and Institute of Development Studies (IDS) on the GRoW Project with the objective of advocating for policy change on the issue of women's unpaid care work. Two workshops on 'Recognising, Reducing and Redistributing Unpaid Work of Women' were organized, one in Indore and one in Udaipur with SEWA-MP and Astha Sansthan, respectively. Communication materials were produced: comic books on the issue of women's unpaid work, a crèche *parcha* (policy brief) and primers on Maternity Entitlements were developed by MC in collaboration with Alliance members.

It was a fruitful year for building allies around the issue of children's rights and those of women during the important years between conception and the first six years of a child's life. The forward journey now is to strengthen these relationships so as to build a strong campaign for Right to ECD.

Advocacy for the Rights of Young Children in Delhi State

Delhi, the world's second most populous city, is tipped to have 36 million residents by 2030. Its urban poor live in a degraded environment: little access to health care, irregular employment and poor skills. Almost a quarter of the population has no access to sewage and drinking water (Economic Survey 2015-16). Many of Delhi's slums are not listed in official records and, therefore, remain outside the purview of public services. Most adversely affected from these conditions are the young children. They constitute 11% of the total population of Delhi and grow up in conditions that are far from conducive to survival and development.

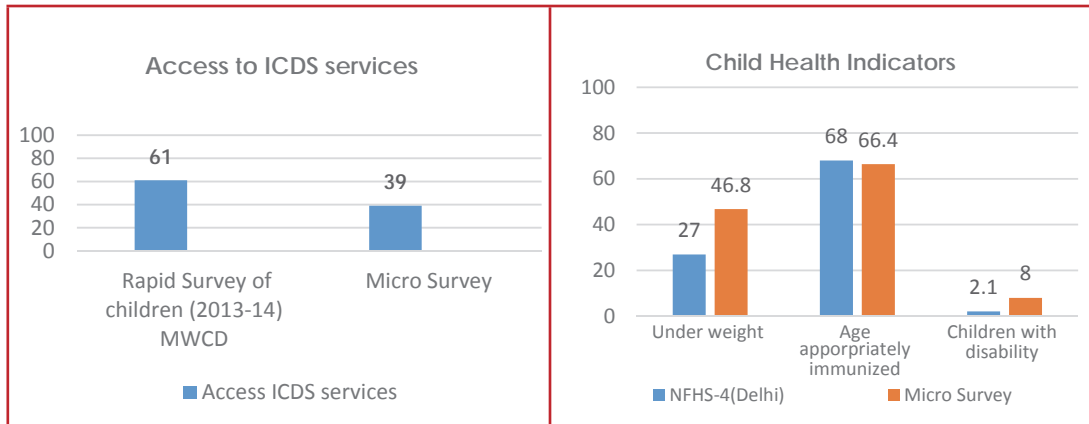


MC's grassroots intervention and its membership and leadership of the local network, the Delhi FORCES, gives it access to communities residing in almost 100 slums in Delhi. MC has been working towards making 'Care and Protection of the Young Child' a major issue of concern among local communities, NGOs and local governance structures. Multiple strategies have been used, from ground level evidence building through a micro study, to awareness generation in the communities, and meetings with stakeholders in order to influence decision makers.

Evidence Building and Media Outreach on the Care and Protection Status of Young Children

To sharpen evidence-based advocacy and, in the process, widen the constituency of partner advocates Delhi FORCES conducted a survey covering 1220 households, across 11

districts of Delhi. Technical support came from the Delhi School of Social Work. The objective was to highlight the abject neglect of this age group in urban poor settlements. The findings of this Micro Survey, below, run contrary to the National Family Health Survey data (NFHS; sample size of 6050) that shows improvement in the child well-being indicators. This data has been shared with ICDS functionaries along with the community through zonal meetings.



A press conference was organized in March 2017 to share the micro survey findings. Media coverage included ten newspapers and substantial coverage in the local print media, a first for such an issue. Experts on Child Protection, Disability and ECD issues were among the 140 people who attended the event.

The Hindustan Times, March 18, 2017: *“The survey conducted in 1,200 households with children under the age of six in eleven districts of the city, found that 47.5% children face neglect because parents go out for work leaving their children alone.”*

Dainik Jagran (Hindi), March 18, 2017: *“A survey by Neenv-Delhi FORCES and the Delhi School of Social Work, in the slum settlements of the capital, revealed: 50% women do not have access to health services after delivery.”*

Quality ICDS and the Operationalization of AWCCs

The introduction of AWCCs, in 2012, was a milestone on the road to making the Young Child matter, to policy makers and implementers. By 2016-17 MC had succeeded in increasing its training engagement and operationalization efforts with state governments in five Northern states.

State-Round-up: Madhya Pradesh was the first State that responded to MC’s overtures: we introduced our crèche training in 2015 and followed up with a rollout of 91 AWCCs. Rajasthan followed suit and, by the end of 2016-17, the operational AWCCs stood at 74. Unfortunately, in both cases, the process has lost steam. On a positive note, Himachal Pradesh has initiated a Bill on the Right to ECE. The MC team met with the State WCD officials in February 2017 and a comprehensive proposal for strengthening ECCE under the ICDS has been shared with them. There is another promising partnership afoot in the state of Uttarakhand for strengthening ECCE: The objective is to improve the quality of ECCE in 63 Aanganwadi Centres, in two districts. You can read more about MC’s training interventions in the States, in the chapter titled Childcare Worker.

Operationalization of AWCCs in Delhi

The MC advocacy team and members of Delhi FORCES reached out to people's representatives in Delhi to highlight the critical need for crèches and a safe environment for young children. They met with Members of the Legislative Assembly (MLAs) from Delhi and Secretary, Director and Deputy Director, Department of Women and Child Development (WCD), to draw their attention to reported cases of child abuse and relate that to the absence of childcare options available to mothers. Some gains can be reported:

- 23 AWCCs were operationalized in two districts (North-East and South) with some important improvements: more space, appointment of crèche workers and provision of hot cooked meals for the children
- MLAs have raised questions related to crèches and the quality of ICDS in the lower house of the Delhi Assembly and in a formal communication to the WCD
- The Delhi budget has made a provision for 10 pilot, model ECD centres to be run by Delhi Government

Community Engagement for the implementation of the ICDS

MC and Delhi FORCES entered into a formal agreement with the WCD Department to strengthen community participation in the ICDS programme through the formation of **Anganwadi Vikas Samoohs**. Eleven NGO partners from Delhi FORCES came forward and volunteered to form these groups. This development is in keeping with the role of the community envisioned under Restructured ICDS: active participation of the community in the monitoring and planning process. The groups comprise representatives from the community, frontline functionaries from the ICDS programme and other civil society members. Capacity building workshops were organized by MC, as Secretariat of Delhi FORCES, to provide in-depth understanding of the importance, role and responsibility of the group.

Under Restructured ICDS, it is also mandated that each Anganwadi will celebrate an **ECCE Day** with the parents and community to involve them with the issue as well as the programme. Last year our focus was mostly on demonstrating how ECCE Day can be conducted. This year, MC's role was confined to planning and designing, leaving its execution to the WCD Department. It was implemented in three districts with 10 Anganwadis. It is heartening to report that funds for the ECCE Day were released in a timely fashion with additional monies from their flexi-funds. Adequate investment on the training of functionaries and quality parameters are areas of concern for the coming years.

Some learnings from these partnerships:

- Written orders are essential for a formal engagement with governments
- Relationship with government functionaries needs to be nurtured from the ground to the state level
- Collective planning and responsibility sharing from the very beginning develops ownership amongst the stakeholders
- Sharing the outcomes with the higher officials and the community helps to build credibility



During 2016-17, MC's policy intervention initiatives focussed on building a movement around the comprehensive Right to ECD amongst the policy makers and various civil society platforms. MC also strengthened its initiatives at the state levels to facilitate a ground swell, for creating an informed demand from the citizens – for better policy provisions for ECD; quality services; and access to entitlements and state provisions.



“PNBHFL and Mobile Creches are joined by a common value – to invest in empowering people, in the construction industry. MC’s determined focus on the young child at construction sites reminds us at PNBHFL to remain invested in developing the future citizens of our nation. We look forward to expanding our partnerships at many locations so that more of our customers become a part of this important journey.”

Sanjaya Gupta, MD PNBHFL

MC PARTNERS

Mobile Creches (MC) has built relationships with a diverse set of friends, donors and volunteers over the years. The multifaceted support from these fellow travellers ranges from financial aid for our programs to advisory and consultancy services in strategizing, program design and systems, and financial planning.

1. Donors

Diversity marked the composition of our donor partners during the year 2016 -17. We partnered with national and international donors, both corporate as well as institutional. This year, MC raised Rs 796 lakhs towards the MC programme and Rs 45 lakhs for the Corpus Fund.

While our funding partners enabled us to increase our outreach to children from marginalized communities through direct delivery of child care, they also strengthened our hands to pursue the cause of the Young Child by way of policy advocacy, through research, training, community work and networking. With their support we have moved many steps forward on the Organization Development front also, by lending greater rigour to our performance appraisal systems and taking the initial steps towards an improved monitoring, evaluation and learning system.

1.1 Institutional Partners

MC has invested significant energy and efforts in developing institutional partnerships and networks at the regional, national and global levels. Undoubtedly, the support of these partners is critical in bringing life changing programmes to children living on the margins. Institutional donors have been instrumental, particularly, in going beyond the 'here and now' of service delivery, to supporting initiatives that will create impact in the long run: by evidence building through research based programs, and enabling NGO partners, through capacity building support, to become future practitioners and advocates.

This year MC received support from major institutions in India, like the Jamsetji Tata Trust, for capacity building of Builder partners to run crèches, and government functionaries to run State ICDS programmes. Overseas institutions included UBS Optimus Foundation and Grand Challenges Canada (GCC). With their sustained support for three years we were able to develop new NGO partners for provisioning of childcare services.

MC's relationship with institutions like Charities Aid Foundation (CAF) and the Tata Trusts goes back over a decade and is reflective of the mutual trust between MC and its partners. MC, once again, got the opportunity to pursue its training agenda – this time for rolling out Anganwadi cum Creches in Madhya Pradesh – with funding from the World Bank.

Contribution from Institutional partners was Rs.471 lakhs which is 59% of the total income in 2016 – 17.

1.2 Corporates & Corporate Foundations

This year saw some promising additions to our list of corporate partnerships: Punjab National Bank Housing and Finance Ltd. (PNBHFL) the housing finance arm of PNB blazed the trail with a huge support to our tripartite model of MC-Builder-NGO partnerships; it accounted

for almost 50% of our financial support to NGO partners running crèches at various sites. MC joined hands with Brookfield Asset Management Inc. in August, for its support to NGO run centres under the tripartite model. KPMG Foundation also continues to support MC run day care services. We also welcome H T Parekh Foundation and the HCL Foundations who have joined hands with us to support our field programme.

1.3 Individuals

MC received Rs.4.24 lakhs from individual donors as unrestricted, General Donation. Some individual donors choose to channelize their contributions through institutions like CAF and Give India; such funds are, therefore, reflected under 'institutional donations' and may well be earmarked (restricted) for particular MC initiatives. Microsoft employees, for instance, donated a little over Rs. 8 lakhs through CAF under the aegis of the Give as You Earn (GAYE) programme.

Corpus Fund

In 2007-08 MC applied for 100% tax exemption, u/s 35 AC of the Income Tax Act, 1961, on all donations to its Corpus Fund. The permission came through in October 2008 and MC got registered for three years, to start with. Thanks to renewals of the exemption and persistent efforts on our part, we were able to raise, on average, Rs 45 lakhs a year over 2008 -17. With a few exceptions, in recent years, individual donations from a small number of staunch supporters have accounted for 80% of the yearly additions to the Corpus.

On 31st March, 2017, MC's total Corpus Fund, accumulated over decades, stood at Rs 582 lakhs; Rs 131 lakhs came from foreign contributions and Rs 43 lakhs from INR Corpus fund, prior to the grant of 100% exemption u/s 35 AC. The balance sum of **Rs 408 lakhs was collected in the course of our 35 AC Corpus Campaign, over 2008-17.**

2. Builders



MC's relationship with Builders – a catchall term to include all players in the construction industry ranging from labour contractors to real estate developers – has evolved through the decades to deepen support and widen reach. Today, support to MC for its daycare program includes not only the centres run by MC but also those run by partner NGOs trained by MC. Total contribution from Builders was to the extent of Rs 80 lakhs this year. Real Estate Developers like, Candor, and Savvy Infrastructures agreed to support crèches for children of their work force at their construction sites.

3. Volunteers

MC's relationship with volunteers continues, though the nature of volunteering has changed. Today, individuals who approach MC of their own volition – whether students or professionals – are just a handful. More often, we have groups from schools and colleges (e.g., Ambedkar

University, Lady Irwin College) coming in for exposure-cum-observation visits to our centres, or we have Corporate employees wanting to engage with the social sector, as part of a CSR initiative (e.g. Kohler, KPMG and PNBHFL). These groups prefer a hands-on engagement with our children: story- telling, art and drawing, celebration of festivals, and other such activities. They help us in doing many small but critical jobs and take away with them a deeper understanding of MC's programmes and the cause it is fighting for.

Pro Bono Support from Experts

MC reaches out to experts for pro bono services based on specific requirements. Our panel of doctors has provided exemplary service over the years. This year 13 doctors volunteered services at the day care centres at Construction sites, on a monthly basis, and conducted check-ups for the children. As always, MC received gratis but invaluable support in legal and tax related matters. This FY, guidance received on ERP implementation was critical to its success.

4. Communication

In its effort to reach new audiences MC has always tried new avenues while building on ways that worked well in the past. Social media, however, had been a glaring gap. We made a modest beginning this year – with a blog to raise awareness about the myriad issues that are connected to the Young Child, and a more specific message to raise funds for the Corpus – to fill that gap.

MC launched its weekly blog, 'My Name Is Today' in July 2016, under the theme, 'The A-Z of Childhood'. The 26 articles, over 26 weeks, covered a gamut of issues, with titles like, 'Breathing new life', 'Labour pains and labour laws', 'Work and women', and so on. The blog-posts ending in mid-January were immediately followed up with a social media fundraising campaign, 'Prioritizing the young child'. Our challenge is to craft a social media strategy, in tandem with the organizational strategy, and work towards greater reach.

Coverage in print media included newspapers like The Mint, Asian Age, Deccan Herald, The Hindu, and The Tribune. Huffington post, NDTV (Every Life Counts) and Dilli Aaj tak also helped MC in taking the message across.



“Mobile Creches has come a long way - from hand written field reports to direct data entry in ERP; from knowing what's right and doing it on the ground to concretizing plans and processes on paper and measuring results; from a seniority based annual increment system to a robust performance management system, etc. It has taken giant steps at the governance level, not only in expanding the base, but also in tapping expertise from varied fields to rise to the new challenges. The staff has risen to the challenge of these new demands, without losing their enthusiasm and dedication. You only have to watch them at a daycare centre, attending to each child with love and care, in spite of all odds, and you are convinced of the power of love and commitment. It is this power that MC needs to nourish and grow, while continuing to take the necessary steps forward in organization development.”

Kali Vohra, General Body Member

SYSTEMS AND PEOPLE

In 1969, a small band of dedicated volunteers got together to give shape to the idea of Mobile Creches – to provide childcare for the most marginalized children, in the early, most vulnerable years of their life, amid the harsh environment of an urban construction site. The idea, fuelled by compassion and the determination to make changes, shaped an *organization*, a *workforce* and a *movement*, recognized for its focus and commitment to Early Childhood Development (ECD).

The early visionaries put together the initial systems and guidelines, for the programme, the organization and the strategy, going forward. More importantly, their day-to-day actions exemplified the dignity of labour and respect for everyone. These values laid the foundation for the organization we see today. The MC team comprised 107 employees on 31st March, 2017: managers, supervisors and frontline workers, led by the Executive Director (ED), who work together with a deep understanding of ground realities and the larger issues surrounding ECD. Volunteers, consultants and community leaders complement this pool of talent. MC's Governing Council (Board) works closely with the ED to ensure programmes alignment with MC's Vision-Mission, oversee statutory compliances, and guide financial planning and strategy.

Strengthening the Team

In 2016-17 MC fine-tuned its systems and processes, to bring about greater transparency and rigour, for more effective management. For example, for the second consecutive year, the annual performance management cycle focused as much on how the team members go about their work as on the results they achieve. A series of activities, like the monthly one-on-one between the Supervisor and those reporting to them, and the Buddy system interactions were introduced to keep the momentum going.

Snapshot of the workshops attended by MC staff, 2016-17

- **Legal Compliance** – FCRA, Income Tax, CSR Compliance, Labour Laws & Service Tax.
- **Communication & Fund Raising** – Effective ways of communication, like storytelling, for making a pitch to further the cause
- **Social media for social change** – Marketing and the legal aspect of using Social Media for the organization
- **Report Writing to Donors** – Skills to ensure that reports are clear, consistent and engaging for the donor
- **In-Service Trainings** – Direct Delivery programme (Creche systems, Non-Formal-Education); Balwadi Curriculum); Operational M & E; Orientation on ERP; etc.

“Nayi Umang Nayi Dishayein” was the theme or unifying thought for MC this year, reflected in our organizational effort, including workshops during the Annual Retreat, towards building a new strategy.

Strengthening Systems

The small step that MC took in the previous year of introducing a customized Enterprise Resource Planning (ERP) culminated into a giant leap forward – the Accounts, Supplies and Resource Mobilization were fully migrated to ERP. More importantly, MC introduced the

system to collect field data directly in ERP. Centre staff was trained to enter programme data every month and this is being integrated through cloud space. ERP is helping us in analysing child data not only on routine indicators like outreach but also on such critical indicators as z-score given by WHO to assess the physical growth of a child in a scientific way.

Strategy Planning Exercise

The senior management team, in close association with GC members and external experts, set the ball rolling, even before the financial year had begun, to give shape to our strategy over 2017-22. The exercise was rooted in the following: A review of MC's performance; a hard look at its strengths and weaknesses; the changing external context; and a clear articulation of MC's Theory of Change.

Founder's Day – On 11th March 2017, MC celebrated its 48th Founder's Day at *Bal Bhawan New Delhi*. The handmade decorations and the air of enthusiasm and fervour reflected the feeling of togetherness in the staff. The highlight of this event was the joint performance by the staff and some of the children from our centres. The '*Best Centre*' Trophy went to the Centre run at the Sector 81 construction site of Bestech, in Gurgaon, and the '*Runners Up*' Trophy to the centre at the B G Shrike site at G 7, Bawana, New Delhi.

Annual Retreat – The objectives of the Retreat, held in November 2016, were very much in line with the MC theme. The focus was on understanding strategy and planning and, giving a thoughtful consideration to the organizational and programmatic changes required to shift from the old strategy to the new one. Apart from participation in the workshop and other indoor/outdoor activities, this was also a break from routine and an opportunity to relax, in the company of peers.

It was decided that instead of working *with children*, MC should work *for children*. The 'shift' that this change signifies, was already a work in progress since the mid-90s. This re-articulation was, however, important not merely as a reaffirmation but also as a response to the changing policy environment and the situation of the child on the ground. It took many brainstorming sessions to give shape to this broad concept as also to balance the practical with the aspirational, and keep it aligned to our strategic objective of 'Prioritizing the Young Child'. Amid the multiple sub-strategies and the operational details emerged the resolve to build **MC as a knowledge and advocacy hub**, as a resource and catalyst for action, on ECD.

A knowledge hub on ECD will perform two fundamental tasks (i) Build knowledge by gathering and analysing information that emerges internally (from MC programs) and externally (other interventions and best practices, academic research, etc.) and (ii) Disseminate knowledge to multiple audiences – research findings, process documentation, policy briefs, impact assessments, etc. – to further the process of stakeholder awareness building, collective action and policy change.

In the last ten years, we have covered some ground with respect to the first task, largely on internal knowledge building: Management Information Systems, action researches for evidence building; qualitative data, documentation of processes, and impact analysis. To strengthen this arm, MC set up the Monitoring, Evaluation and Learning (MEL) Department in 2016-17. The advocacy networks, of which MC has been an active participant, have made some contribution to secondary data gathering and analysis. We have, however, a long way to go, to proactively, consolidate and take forward the work already begun.

Governance

In their role as guardians of the core values and primary purpose of the organization, the Governing Council (GC) met five times in 2016-17, well beyond the frequency statutorily

required. The critical task, this year, was guiding the development of the Strategy Plan 2017-22. More importantly – after many organizational milestones and two decades of responsible leadership by Mridula Bajaj, as Executive Director – they had the onerous task of appointing a new Executive Director in the new FY. Both tasks successfully accomplished, the GC handed over the reins to the new GC for the term 2017-20.

Details of GC, General Body (GB) and Committee members, and meetings held in 2016-17, are in Annexure IV.





FINANCIALS

MC closed the financial year, 2016-17, with a strong financial base, thanks to the understanding of the cause by our partners and donors, the commitment of our team and the professional oversight of our GC members. Our total income was Rs 795.91 lakhs and total expenditure Rs 781.76 lakhs, in the year 2016-17. Our Surplus for the year was Rs 14.15 lakhs.

Financial Resources

Income in 2016-17 reflected a healthy growth of 20% over that in the previous year. We were able to maintain a balance between Indian and Foreign funds and between institutional and corporate funds. Foreign funds contributed about 47% of total income. MC received 76% of overall income from committed, earmarked donations, more than a third of which came from Indian sources (an increase of Rs 80 lakhs in absolute terms). Amongst our Indian donors, substantial support came from PNBHFL, which enhanced our coverage of children through financial and capacity building support to other NGOs to run crèches in partnership with Builders at construction sites (Refer to the Tripartite Model in Chapter 1).

TABLE 1: Summary of Financial Resources 2015-16 & 2016-17 (Amount in lakhs of rupees)

Financial Resources	2015-16	2016-17
General Donation (Indian) Individual	8.10 (1%)	4.24 (1%)
General Donation (Foreign) *	6.46 (1%)	0.56 (0%)
Earmarked Donation (Indian) *		
• Institutional	67.02 (10%)	95.00(12%)
• Corporate	67.69 (10%)	132.75 (17%)
• Corporate Foundations	13.43 (2%)	-
Earmarked Donation (Foreign) *		
• Institutional	334.39 (51%)	376.48 (47%)
• Corporate	1.58 (0%)	0.87 (0%)
• Corporate Foundations	3.50 (1%)	-
Contractor/Builder Contribution	65.39 (10%)	80.08 (10%)
Government Aid *	1.70 (0%)	4.62 (0%)
Interest (Indian) **	34.00(5%)	38.07 (5%)
Interest (Foreign) * & ***	22.33 (4%)	39.26(5%)
Others ****	33.37(5%)	23.98 (3%)
Total	658.96 (100%)	795.91 (100%)

Note: Figures have been regrouped wherever necessary. Figures in Brackets reflect the percent share of total amount

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

**Interest on Funds (On actual basis)

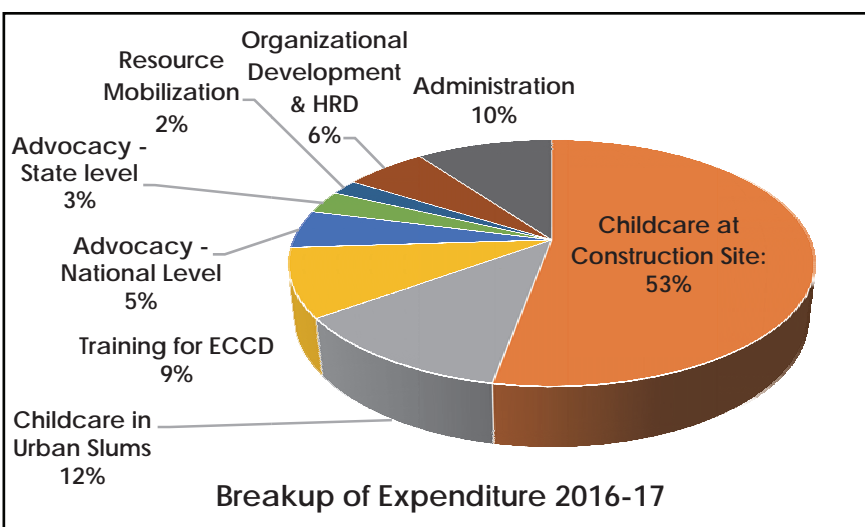
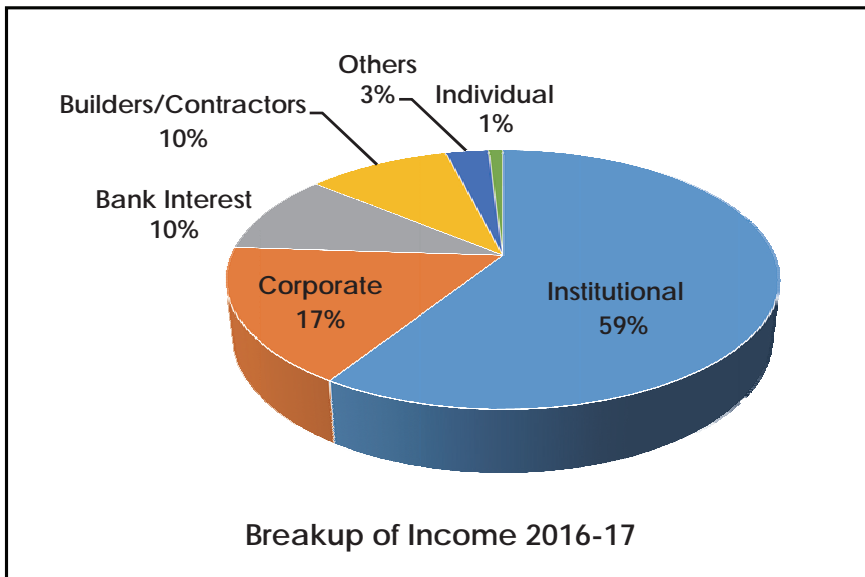
** Interest includes interest on Corpus 35 AC of Rs 32.64 lakhs

*** Interest earned on investment of FCRA, Corpus Fund & Unutilized grants etc. (to the extent of amounts utilized)

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

Overall, in 2016-17 institutions contributed about 59%, corporates 17%, and Builders about 10%. Only corporate contributions increased as a percentage of the total income; the other two retained those of the previous year.

Contractor contributions increased by an absolute amount of Rs 15 lakhs though, this time around, the contributions came from a much larger pool of 'Builders', given the increased scale of the Tripartite Model of partnership. The interest from the MC Corpus (INR) account has also grown this year, thanks to efforts towards building a healthy financial position for MC. FCRA Interest almost doubled in comparison to previous year, mainly due to high volumes of funds received in advance from donors like Grand Challenges Canada (GCC) and UBS Optimus Foundation.



Expenses

Overall scale of activity in MC increased this year as reflected in increased expenses from Rs 648 lakhs in 2015-16 to Rs 782 lakhs in 2016-17, an increase of about 21%. This growth can be attributed to MC's initiatives in increasing the reach of all our programmes, particularly,

through the Tripartite Model (the expenditure more than doubled, increasing from 94 Lakhs to 215 Lakhs). Expenditure on Training increased by 19% and that on State and National Advocacy, combined, by 56%; both were proportionate to the increase in the overall pie.

TABLE 2: Summary of Expenditure, 2015-16 & 2016 -17 (Amount in lakhs of rupees)

Area of Expenditure	Expenses (2015-16)	Expenses (2016-17)
Childcare at Construction Sites:	311.59 (48%)	416.10 (53%)
• MC Run Centres*	181.22 (28%)	178.59 (23%)
• Employer Run Centres	36.04 (5%)	23.00 (3%)
• NGO Run Centres	94.33 (15%)	214.51 (27%)
Childcare in Urban Slums	77.16 (12%)	95.41 (12%)
Training for ECCD	58.18 (9%)	68.76 (9%)
Advocacy –National Level	28.00 (4%)	38.89 (5%)
Advocacy – State level	11.05 (2%)	22.21 (3%)
Resource Mobilization	24.27 (4%)	15.85 (2%)
Organizational Development & HRD	51.87 (8%)	42.84 (6%)
Administration **	85.62(13%)	81.70 (10%)
TOTAL(B)	647.74 (100%)	781.76 (100%)

Figures have been regrouped wherever necessary. Figures in Brackets reflect the percent share of total amount

* Includes Funds/Property/Assets Expenses of 0.39L in FY 2015-16 & 0.21L in FY 2016-17.

** Includes written off amount due from Contractor contribution - 9.49L in FY 2015-16 & 3.08L in 2016-17

Interestingly, amid the growth above, administrative expenses showed a decline in absolute as well as relative terms. This can be explained mainly because of the significant expenditure incurred on acquiring and launching the ERP software in 2015-16 and the organizational development (OD) and performance appraisal exercises undertaken in 2015-16. This investment was made keeping in view the new strategic focus to scale our operations beyond Delhi and NCR and position MC as a knowledge organisation. The resource mobilization (RM) function was decentralized in 2016-17, with the Programme Heads taking on greater responsibility for raising funds, which substantially brought down resource mobilization costs.

Childcare programmes continued to occupy centre stage, constituting about 65% of our expenses; the components have, however, changed, with the sub-granting to NGO partners accounting for half of it.

Balance Sheet Position

Our balance sheet, as on 31st March 2017, reflected MC's strong financial position. Please see Table 4, on page 49. 2016-17 was the last year for mobilizing funds for the MC Corpus, with a 100% tax exemption on such donations, u/s 35 AC of the Income Tax Act. MC added another Rs 45 lakhs to bring the total in the Corpus Fund to Rs 582 lakhs. The Special Project Fund, created out of the income generated through our training and capacity building activities, increased by almost 82% and is primarily used to plug the gaps in the areas of training. Other funds, including the Corpus Fund and the advance receipts from earmarked grants, amounting to a sum of Rs 1020 lakhs, were invested in approved securities, under guidance from our GC members.

**TABLE 3: Statement of Income and Expenditure Account (year ended 31st March 2017)
(Amount in lakhs of rupees)**

INCOME (As Per Income & Expenditure)	Amount
General Donation (Indian) Individual	4.24 (1%)
General Donation (Foreign) *	0.56 (0%)
Earmarked Donation (Indian) *	
Institutional	95.00 (12%)
Corporate	132.75 (17%)
Earmarked Donation (Foreign) *	
Institutional	376.48 (47%)
Corporate	0.87 (0%)
Contractor/Builder Contribution	80.08 (10%)
Government Aid *	4.62 (0%)
Interest (Indian) **	38.07 (5%)
Interest (Foreign) * & ***	39.26 (5%)
Others (Resource Collection, Donation in kind etc.) ****	23.98 (3%)
Total	795.91 (100%)
EXPENSES	
Childcare at Construction Site: Direct Delivery	178.59 (23%)
Childcare at Construction Site: Facilitation	23.00 (3%)
Childcare at Construction site: NGO Routing Mode (Tripartite Model)	214.51 (27%)
Child Care in Urban Slums	95.41 (12%)
Training For ECCD	68.76 (9%)
Advocacy -National Level	38.89 (5%)
Advocacy - State Level	22.21 (3%)
Resource Mobilization	15.85 (2%)
Organizational Development & HRD	42.84 (6%)
Administration *	81.70 (10%)
Total	781.76 (100%)
Surplus for the year	
Transfer to General Fund	4.23
Transfer to HRD & Staff Welfare Fund	1.82
Transfer to Special Project Fund	8.10
Total	14.15

Figures in Brackets reflect the percent share of total amount

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

**Interest on Funds (On actual basis)

***Interest earned on investment of FCRA Corpus Fund & Unutilized grants etc. (to the extent of amounts utilized)

****Received from resource collections, sale of assets & income on Special Funds, redemptions etc.

EXPENSES - * Includes written off amount due from Contractor contribution -9.49L in FY 2015-16 & 3.08L FY 2016-17

TABLE 4: Balance Sheet as on 31st March 2017 (Amount in lakhs of Rupees)

Liabilities	Amount	ASSETS	Amount
Corpus Fund*	174.26	Fixed Assets	28.52
Corpus Fund – U/S 35 AC, IT Act	408.24	Investments (Corpus and Other Funds)	1019.77
General Fund	304.69	Stock in Hand	10.53
Property/Equipment Fund	27.56	Cash & Bank Balances ***	104.94
Human Development & Staff Welfare Fund	38.00	Debtors, Deposits & Advances	
Special Project fund	21.19	Grants Receivables	26.21
Unutilized Donations/Grants	266.28	Loans & Advances	1.20
Current Liabilities and Provisions **	16.25	Amount Receivables	26.07
		Other Assets ****	39.23
TOTAL	1256.47	TOTAL	1256.47

*FCRA Corpus 131 Lakhs, Old (non 35 AC) INR Corpus-Rs. 43.26 Lakhs

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

*** Amount of 51L invested in FDRs in the month of April 2017.

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

Going Forward

As we align ourselves at MC to a new strategic period from FY 2017-18, we remain committed to maintaining a healthy financial position for the organisation, with transparent processes and accountability to our partners. We will invest greater efforts to diversify our income sources – in terms of the nature as well as origin of funding - with a special focus on local funds, including private philanthropy groups. Within the emerging corporate social responsibility ecosystem of India, MC will try to influence Indian corporate donors so they see the value in investing in the young children of India, and measuring their social returns by enabling healthy, educated, well rounded persons participating in the future economy of India. Whilst we will make every attempt to keep our administration and overheads costs to the minimum, we will raise resources to strengthen our people and process functions to build our internal capacities to rise to the challenge of our new strategic goals.

MOBILE CRECHES FOR WORKING MOTHERS CHILDREN
DIZ AREA SECTOR-NY, RAJA BAZAR, NEW DELHI
RECEIPTS & PAYMENTS ACCOUNT
FOR THE PERIOD FROM 1ST APRIL '18 TO 31ST MARCH'17

RECEIPTS	AMOUNT (In Rs.)	PAYMENTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)
OPENING BALANCE(01.04.2016)				4,342,272
(i)Cash & Bank Balances				5,505,018
- Cash in Hand	205,709	Administrative & Utility Services Expenses		1,983,099
- With Central Bank SB A/c No. 0270101011602	38,220	Field Programme Expenses		461,796
- With Central Bank SB A/c No. 0270101135246	360,541	Expenses -Comps-35AC		
- With Central Bank SB A/c No. 0270101011603	897,034	Expenditure out of Govt Grant		
- With Central Bank SB A/c No. 0270101012910	193,745	- KPNG Foundation(Marathon)- R & NR)		35,000
- With HDFC Bank SB A/c No.003031110904603	8,032,463	- KPNG Foundation(Marathon)- ADHM		400,000
- With HDFC Bank SB A/c No.003031110004379	8,393,369	- KPNG Foundation(Marathon)- Day Care-Raja Bazar		200,000
- With Standard Chartered Bank SB A/c No. 52510089425	53,747	- Emaar MGF Land Ltd		145,597
- With Standard Chartered Bank SB A/c No. 52510089417	15,100,479	- HCL Technologies Ltd		597,958
- With Standard Chartered Bank SB A/c No. 52510073015	5,028,164	- DLF Charitable Trust - Day Care Sect - 74		1,238,088
		- Govt Foundation - Day Care		231,891
		- PNB Housing Finance Limited -		9,056,544
(ii)Investment/Asst Funds & Others(01.04.2016)		- World Bank		391,486
- In Banks	11,100,000	- Tata Relief Committee		1,696,277
- In Public Sector Undertakings & Financial Institutions	36,403,000	- Jansseji Tata Trust- Facilitation		702,347
- Bonds (at Cost)	565,000	- Jansseji Tata Trust- Facilitation (Interest)		92,458
- Mutual Funds(at Lower of Cost or NAV)	27,627,411	- Jansseji Tata Trust- Training		1,989,580
		- Brookfield India Pvt Ltd		786,739
(iii) Advances		- Charities Aid Foundation- Microsoft/Day Care		443,248
- Vendors, NGOs & Others	828,474	- Child Right & Your(CRY) - Advocacy		1,812,653
		- R.K Jai Dayal Dalma - Day Care		17,250
		- Rossels India Pvt. Ltd. - Urban Settlement & NGO routing		1,157,877
		- Hemant Lubra		978,066
		- Godrej Properties Pvt Ltd		538,428
				22,792,171
RECEIPTS DURING THE YEAR				
Foreign Grants - Earmarked Projects				
- American India Foundation	627,760	Expenses out of Foreign Specific Fund		
- Arata & Alfa Yamazaki- 2015-16- State Advocacy	637,440	- American India Foundation		417,880
- Charities Aids Foundation- Microsoft- Day Care	495,716	- Arata & Alfa Yamazaki- 2015-16- State Advocacy		393,453
- Charities Aids Foundation- America- Day Care	325,098	- Bernard Van Leer Foundation - Copus Campaign		844,177
- Charities Aid Foundation - Oracle - IT, OD	4,115,940	- Bernard Van Leer Foundation - Copus Campaign(Interest)		1,213,916
- DASRAImpact Foundation - Training,IT & Others	2,846,100	- Charities Aids Foundation -Microsoft- Day Care		107,508
- Give Foundation- Day Care	41,379	- Charities Aids Foundation- America- Day Care		123,814
- Grand Challenges Canada	13,410,347	- Charities Aid Foundation - Oracle - IT, OD		4,095,308
- Institute of Development Studies (Advocacy)	689,635	- DASRAImpact Foundation- Training IT & Others		2,844,400
- URS Optimus Foundation	5,249,175	- Give Foundation- Day Care/Education		67,185
		- Grand Challenges Canada - (NGO, Advocacy, Trng)		20,581,020
Foreign Donation - Institutional		- Grand Challenges Canada - (NGO, Advocacy, Trng)-Interest		1,232,802
FC - Interest on Fixed Deposits-Saving Bank A/c		- Institute of Development Studies (Advocacy)		470,772
		- URS Optimus Foundation		5,985,499
		- McGraw Financials (Reimbursement)		86,884
		- H.T. Parekh Foundation		1,839,381
				40,144,001
INDIAN GRANTS		Expenditure Against HR Dev. & Staff Welfare fund & Others		
- KPNG Foundation(Marathon)- Day Care-Ansal API	578,780	- Premium paid for Insurance policy- Staff Medical		180,750
- KPNG Foundation(Marathon)- Day Care-Aharva	76,311	- Expenditure Against Day care Programme(FC-Donation)		55,528
- KPNG Foundation(Marathon)- Day Care-Raja Bazar	550,000	- Expenditure Against Day care Programme & Others(FC-Int)		1,029,274
- KPNG Foundation(Marathon)- ADHM	35,000	Expenditure Against Special Project Fund		
- H.T. Parekh Foundation	3,697,000	- Day care Support, Stipend & Others		404,460
- HCL Technologies Ltd	678,472	- Gratuity paid to Staff (I-C-GGS)		2,191,685
- DLF Charitable Trust - Day Care Sect - 74	694,647	Fixed Assets Purchased		21,669
- Give Foundation - Day Care	177,400	Payment Against Payable -P.Y.		
- Give India - KPNG	355,000	- TDS Payable & Service Tax		230,673
- PNB Housing Finance Limited-UDM & NGO routing	10,156,360	- Expenses Payable		505,351
- World Bank	648,900	- Sundry Creditors		136,450
- Tata Relief Committee	1,635,543			
- Jansseji Tata Trust- Training	2,396,000			
- Brookfield India Pvt Ltd	786,739			
- Charities Aid Foundation- Microsoft/Day Care	407,556			
- Child Right & Your(CRY) - Advocacy	2,090,000			





Annexure I

Mobile Creches Partners

General Donations

Less than INR 10,000

Alistar Richard Castle

Beatrice Rowlatt

Bishambar Das Bimla Kapur Memorial Trust

Brijesh Dheman

Carlos Javier Aguilar

Chirashree Ghosh

Christina Hehl

Christopher Richard Elstoff

Claire Francois

ComMutiny - The Youth Collective

Cynthia Jean Peace

Daniel Paul Bradley

Deepa Nayar

Eija Anita Roos

Give India Foundation

Gobind T Shahani

Jawahar Alexander

John Montagu

Jonathan Andrew Green

Katja Christina Hoelscher

Kavita Gulati

Man Mohini Rastogi

Manender Mann

Manju Vaish

Manjushree Talukdar

Marie Agnes Robin

Marina Walter

Mark Richard Westenra

Mridula Bajaj

Elizabeth Anne Brown

Noopur Mandal

Pratiksha Bejul Somaia

Ravleen Sabharwal

Ruchi Rustogi Jain

S. Madhok

Sage Publications Pvt. Ltd.

Samantha Susan Abrahamson

Severine Christine

Stephen Robert Tame

Sudheshna Sen Gupta

Suman Ahuja

Swechha India

Yukiko Kunitaka

INR 10,000 to less than INR 40,000

Col Jai Deep Singh Dang

Durga Indramani Foundation

Lala Hansraj Vidyavati Khullar Trust

Mallika Vinod Raj Kumar

Manish Jain

Metores Trust

Prabha Rao

Shomik Raj Mehndiratta

Silke Birgit Siebs

Tirumala Rao

INR 40,000 to less than INR 1Lakh

Gerco Broekstra

Meera Bajaj

Sitaram Jindal Foundation

Earmarked Donations/Grants

INR 1 Lakh to less than INR 10 Lakh

Aman Alexander (AIF)

Arata Afifah Yamasaki

Brookfield

CAF America

Microsoft (CAF India)

DLF Foundation

Give India Foundation

Godrej Properties Ltd

HCL Foundation

Institute of Development Studies

Ramkrishna Jaidayal Dalmia

Shreevani Nyas

World Bank

INR 10 Lakh and above

Child Rights & You (CRY)

Oracle (CAF India)

Grand Challenges Canada (GCC)

HT Parekh Foundation

Impact Foundation (Dasra)

Jamsetji Tata Trust

KPMG Foundation

Punjab National Bank Housing Finance Ltd

Rossell Tea India Ltd

Tata Relief Committee

UBS Optimus Foundation

Donations to the Corpus Fund

Less than INR 10000

Abhishek Logani	G.S.Iyer	Vinod Kumar Sanwalka
Anil Bhalla	Gireesh Mohan	Vivek Kohli
Asha Pathak (HUF)	Hemant Puthran	Vivek Srivastava
Devika Singh	Madhurima Singh	INR 40000 to less than INR 1 Lakh
Gurmanak Singh	Mamta Vaish	Asha Nehemiah
Jai Swarup Pathak (HUF)	Mridula Bajaj	Bhilai Engineering Corporation Ltd.
Seema Paul	P.K.F. Finance Ltd.	INR 1Lakh to less than INR 10 Lakh
Shri Krishna Multani	Priti Sanwalka	Ajay Vohra
Suman Ahuja	Prudent Advisory Services Pvt Ltd	Deepankar Sanwalka
Vivek Swarup Pathak (HUF)	Ranjana Agarwal	Drawmet Wires Pvt. Ltd.
WRAPD	Reeta Sondhi	M.R.Boga
INR 10000 to less than INR 40000	Renu Dhawan	R. Padmini
Alka Singhal Pathak	Rupendra Singh	Rita Vohra
Amitabh Manchanda	S.Anandalakshmy	Rupesh Jain
Annie Mathews	Sairam Krishnamurthy	Sanjay Kaul
Aruna Sanwalka	Sukarm Charitable Trust	Satyavati Berera
Arvind Wadhwa	Tarun Rohatgi	INR 10 Lakh and above
Ashwani & Associates	Urvashi Dhamija	National Collateral Management Services Ltd.
Bomi F Daruwala	V.K.Sanwalka (HUF)	
	Vikaranajit Chaudhri	

Donations in Kind

Abhishek Logani	Kali Vohra	Prableen Kaur
Amrita Jain	Kamla Thakur	Raji Nathani
Anjana Shroff	Kiran Dhawan	Rifu Mal
Ashok Kumar	KPMG Foundation	Shweta Bhardwaj
Balvinder Singh	Kunal Kaul	Suman Ahuja
Bechtel India Pvt Ltd	Mini Boga	Suparna Saxena
Girish Gupta	Mridula Bajaj	Pushpa Lata Jain
Jai Mala Jain	Neelam Sharma /Ashok Sharma	

Exposure Visits, Employee Engagement and Volunteers

Exposure Visits

Azim Premji University	Jamia Milia Islamia
CECED, Ambedkar University Delhi	Vidya Institute

Employee Engagement

Kohler India

KPMG

PNB Housing Finance Ltd.

Volunteers

Ananiya

Manali

Namya Lahoti

Ravisa Kalsi

Doctors who provided services at construction site daycare centres

Dr. D. P. Gupta

Dr. Pradeep Tandon

Dr. Latafat Ali

Dr. Sadhna

Dr. Mudita Jain

Dr. Sandeep

Dr. N. P. Verma

Dr. Satish Chand Gupta

Dr. Prabhat Sinha

Experts who assisted MC

Anup Khosla

Debashish Mitter

DKM Online

Vaish Associates

Raman Ahuja

Saurabh Prakash

Annexure II

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

ANNEXURE III

Childcare Initiatives in Construction Sites and Slums

Childcare Initiatives at Construction sites – Daycare Direct Delivery

Delhi, Haryana, Punjab, Uttar Pradesh

3C Lotus Boulevard Project, Granite Gate Properties Pvt. Ltd., Sect-107, Noida, Uttar Pradesh

Vatika India Next Project, V Care Trust, Opposite Apno Ghar, Manesar, Haryana

Esencia Project, Ansal Properties & Infrastructure Ltd. , Sector – 67, Gurgaon, Haryana

Park View Ananda Project, Bestech India Pvt. Ltd., Sector – 81, Gurgaon, Haryana

Vatika India Next Project, V Care Trust, Sector – 82, Manesar, Haryana

Corporate Green Project, DLF Foundation, Sector 74, Gurgaon, Haryana

Ajnara Group, Ajnara Le Garden project, Noida Extension Sector-16 B, Near Roja Yakub, West Greater Noida

Nirala Aspire, Navrang Construction, Plot No.-03, Near statue of Buddha, Sec-16 B, Greater Noida (West), Uttar Pradesh

Sare Homes, Crescent Parc, Sec-92, Pataudi Road, Near Mewka village, Gurgaon, Haryana

Ashiyana Land Crafft Realty Pvt.Ltd., Ashiyana The Centre Court, Sector-88A, Gurgaon, Haryana

The Hemisphere Life Curatted, Plot No. REP 2, Sector 27, Near Block B, Jaypee Greens, Pari Chowk, Greater Noida, Uttar Pradesh 201310

B.G. Shirke Construction Technology Pvt. Ltd., G-6, Narela, Delhi

B.G. Shirke Construction Technology Pvt. Ltd., G-7, Bawana, Delhi

B.G. Shirke Construction Technology Pvt. Ltd., A-1 to A-4, Narela, Delhi

B.G. Shirke Construction Technology Pvt. Ltd., G-9, Bawana, Delhi

B.G Shirke, Narela pocket 13, Narela, Delhi

*Note: Converted to Tripartite centers at the end of the FY

Childcare Initiatives at Construction sites – Daycare Employer run

Delhi, Haryana, Punjab, Rajasthan, Uttar Pradesh

Park View Residency, Bestech India Pvt. Ltd., Mohali, Sec-66, Mohali, Punjab

Eldeco Eden Park, Eldeco group, Plot no. GH1-239, Industrial area Neemrana, Alwar Rajasthan

Eldeco Estate One, Eldeco group, Villa,no.c7/01 Sec 04, opp. Babarpur mandi, Panipat, Haryana

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

Vipul Pratham Apartments, Vipul Ltd, Sec10 A, NH-8, Near Sawan Chowk, Bawal, Haryana

Navodaya, Raheja Developers, Near Hayatpur Sampada Village, sec -92, Gurgaon, Haryana

Capital Tower, Emaar MGF, Virandra Gram, Sector 26, Gurgaon, Haryana

Paras Dews – G.D. Builders, 106, Sec, Daulatabad, Gurgaon, Haryana

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

Supertech Eco Village I, Supertech, Plot No. 8, Sec.-1, Noida extension, Uttar Pradesh
Supertech Eco Village III, Supertech, Plot no H 06, Sec 16, Greater Noida, Uttar Pradesh
Amrapali Silicon City, Amrapali Group, Sec.-76 Noida, Uttar Pradesh
Amrapali Centurian Park, Amrapali Group, Greater Noida, Uttar Pradesh
Amrapali Golf Homes, Amrapali Group, GH-2, Sector 4 G, Noida west, Uttar Pradesh
Amrapali Leisure Valley, Amrapali Group, Sector 119, Noida Extension, Uttar Pradesh
Amrapali Leisure Park, Amrapali Group, GH - 01, Tech zone IV, Greater Noida West, Uttar Pradesh
Amrapali Dream Valley, Amrapali Group, GH-09, Tech zone -4, Greater Noida west, Uttar Pradesh
Eldeco Amantaran, Eldeco Group, Plot no GH-003, Sec -119, Noida, Uttar Pradesh
Gulshan Homz Ikebana, Gulshan Homz, Sec.-143 Noida, Uttar Pradesh

Childcare Initiatives at Construction Sites – Tripartite Centres

Gujarat, Haryana, Karnataka, Punjab, Uttar Pradesh

Godrej Garden City 1, Godrej Properties Limited, Near Nirma University, SG Highway, Ahmedabad, Gujarat
Godrej Garden City 2, Godrej Properties Limited, Near Nirma University, SG Highway, Ahmedabad, Gujarat
Savvy Swaraaj, Savvy Siddhi Reality Private Ltd, Off SG Highway, Opposite Godrej Garden City, Jagatpur Road, Ahmedabad, Gujarat
Vipul Lavanya, Lavanya Apartments, Vipul Group, Sector-81, Gurgaon, Haryana
Park View Sanskritii, Bestech India Ltd., Sector-92, Manesar Road, Gurgaon, Haryana
Ramprastha city, Ramprastha Builders and Promoters, Sector-37 D, Village Gadauli Kalan Gurgaon, Haryana
Eldeco Accolade, GD Buildtech Private Limited, Sohna, Gurgaon, Haryana
ATS Triumph, ATS Greens, Sector-104, Gurgaon, Haryana
ATS Marigold, Sector 89 A, Gurgaon, Haryana
Ashiana Mulberry, Ashiana Dwellings Private Ltd, Adjacent to GD Goenka World School, K.R. Mangalam University, Gurgaon, Haryana
G1 Creche, Candor Gurgaon Two Developers & Projects Private Ltd., Tikri, Sector 48, Gurgaon, Haryana
Gulmohar Garden, SVP Group, Raj Nagar Extension, Ghaziabad, Uttar Pradesh (closed down in December, 2016)
Gulmohar Greens, SVP Group, Mohan Nagar, Ghaziabad, Uttar Pradesh (closed down in December 2016)
SG Grand, SG Estates Limited, Near A K Children Academy School, NH 58, Raj Nagar Extension, Ghaziabad, Uttar Pradesh
Ambrosia, Ajnara India Ltd., Sector-118, Noida, Uttar Pradesh
ATS Allure, ATS Greens, Plot No. TS-02A, Sector – 22D, Yamuna Expressway, Uttar Pradesh
ATS Dolce, ATS Greens, Zeta 1, Greater Noida, Uttar Pradesh
Sushma Chandigarh Grande, Sushma Buildtech, Adjoining Walmart Chandigarh-Delhi NH-22, Zirakpur, Punjab
DLF the Valley Panchkula, DLF Foundation, Panchkula, Haryana
Mohali Hills, Emaar MGF Land Ltd., Sector 105, Mohali, Punjab
Prestige Fern Galaxy, Shilpa Siri Constructions, Surjapur, Bangalore, Karnataka
Prestige Falcon City, Prestige Group, Kanakapura Road, Bangalore, Karnataka

Suncity Ibluru, Suncity Apartments, Surjapur outer ring road, Ibluru, Bangalore, Karnataka

Keerthi, Keerthi Estates Private Ltd., Hosur Road, Bangalore, Karnataka

RMZ Eco World, JMC Projects (India) Ltd., Bangalore, Karnataka

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

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

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

Palm Terraces Select, Emaar MGF Land Ltd., Sector 66, Near Badshahpur Crossing, Urban estate, Gurgaon, Haryana

Marbella, Emaar MGF Land Ltd., Sector 66, Gurgaon, Haryana

Emerald Hills, Emaar MGF Land Ltd., Sector 65, Gurgaon, Haryana

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

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

Palm Garden, Emaar MGF Land Ltd., Sector 83, Gurgaon, Haryana

Imperial Garden, Emaar MGF Land Ltd., Sector 102, Gurgaon, Haryana

Childcare Initiatives at Urban Slums - Daycare Direct Delivery, Delhi

Kalyanpuri Centre, House No. - 55-56, Block-19, Kalyanpuri, New Delhi-110091

Dakshinpuri Centre, 16/140, Dakshinpuri, New Delhi-110062

Madanpuri Khadar Centre, A-Pocket, House No. 440, Near Sri Ram Chowk, New Delhi-110076

Raja Bazaar Centre, Near Gole Market, New Delhi-110001



ANNEXURE IV

Credibility Alliance Norms Compliance Report

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. 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 in perpetuity.
 - Section 35 AC and 80GGA, of the Income Tax Act 1961: Notification No. S. O. 2370 (e), dated October 3, 2008; File No. NC 270/237/2007 dated January 7, 2015 and Amended Notification No S.O. 67 (E) dated January 6, 2015 valid till March 31, 2017.
 - 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.
- 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. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives.

3. Governance

(a) General Body (as on 31st March, 2017)

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

*Core members from 1st October 2016 to 31st March 2020; **Associate members- Term ends on 31st March 2017.

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statement of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 17th September 2016. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3 year term. The elections for the term 2017-2020 were held at a special GB meeting held on 10th December, 2016.

(b) Governing Council (Board)

The Governing Council 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 from within its membership, while four members may be co-opted by the Governing Council, either from the General Body 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 Governing Council, was paid an honorarium for her inputs as Advisor, Training & Advocacy, Mobile Creches.

Governing Council (Board) as on 31st March 2017

Sr. No.	Name	Age	Gender	Occupation	Position in the Board
1	Sanjay Kaul*	64	M	CEO, National Collateral Management Services Ltd. (NCMSL)	Chairperson
2	Ritu Mal*	61	F	Director with EM3 Agri Services Pvt. Ltd. – an agricultural services company	Secretary
3	Priti Sanwalka**&***	48	F	Chartered Accountant, Volunteering with various NGOs	Treasurer
4	Vera Garg*	58	F	Teacher in American Embassy School	Joint Secretary
5	Amitabh Behar*	46	M	Executive Director, National Foundation for India (NFI)	Member
6	Amrita Jain*	59	F	Advisor, Grassroots Advocacy & Training, Mobile Creches	Member
7	Satyavati Berera*	57	F	COO – PricewaterhouseCoopers Private Limited, India	Member
8	Rajan Sinha*	61	M	CEO of Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
9	Shankar Venkateswaran*	60	M	Chief - Tata Sustainability Group	Member
10	Venita Kaul* & ****	71	F	Director at Center for Early Childhood Education and Development	Member
11	Punita Lal**	55	F	Consultant Specializing in Marketing	Member
12	Renu Karnad**	65	F	Managing Director, HDFC Ltd	Member
13	Ved Arya**	59	M	CEO of SRIJAN, an NGO promoting rural livelihoods across India	Member

*Elected from the General Body (GB) at the GB meeting held on 16th Nov 2013 for the term 2014-17.

**Co-opted by the Governing Council at the GC meeting held on 22nd Feb, .2014, for the term 2014 – 17

*** Co-opted member, Priti Sanwalka was appointed as Treasurer w.e.f. August 2015 in view of Rajan Sinha's resignation from the post of Treasurer in July 2015.

**** Elected Member, Venita Kaul resigned from the Governing Council w.e.f September 2016

(c) Details of GC meetings held in 2016-17

The Governing Council met five times during the year and approved plans, programs, budgets, annual activity reports and audited financial statements. The Board ensures the organizations' 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	August 6, 2016	9	Update on ERP, Approval of Annual Statement of Accounts,, Presentation of Strategy Plan 2017-2022, Update on ED's performance and KRAs for next year.
2	September 17, 2016	7	Tabling of Committee meeting Minutes, Recommendation of statutory auditor for FY 2016-2017, Approval of Annual report 2015-2016, Approval of names for GB based on Nominating Committee (NC) recommendations
3	December 10, 2016	9	Approval of the Strategy Plan – 2017-2020
4	February 18, 2017	5**	Tabling of Committee Meeting Minutes (Audit & Accounts), Appointment of Auditor for Internal Review, Approval of Names for Co-opted GC Members 2017-20, Approval of Annual Operational Plan 2017-2018, Update on Selection of New Executive Director
5	March 18, 2017	7	Approval of Annual Budget for 2017-18; Tabling of HRC & RM Committee minutes; Maternity Benefits- Amendment of Service Rules; Approval of HR & RM Plan for 2017-18; Matters related to new GC term - Resolutions for change in signatories; Reconstitution of committees; Review of trustees for Gratuity for next 3 years (2017-20) and Resolution for change in signatories for bank account of Employees Group Gratuity Scheme; Members of Complaints Committees under the Child Protection Policy shared by ED/Chairperson; Update on Selection of New Executive Director

*Six members constitute a quorum

**Due to lack of quorum, the meeting was adjourned and then reconvened as per Clause 7 (a) of the Rules and Regulations of Mobile Creches.

(d) Committees:

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

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

Details of Committee Membership - 2014-17

	Resource Mobilization	Strategic Plan	Audit & Accounts	Human Resource
Committee Chair: (GC/GB members)	Vera Garg	Amitabh Behar	Priti Sanwalka	Kali Vohra
Others: GC/GB Members	Anjali Alexander	Sanjay Kaul Anjali Alexander	Rajan Sinha*	Ved Arya
External Experts	Raman Ahuja	Debasish Mitter	Anup Khosla	Rajan Sinha**
Heads of Departments	Sr. Manager RM	Executive Director	Sr. Manager Accounts	Manager HR

*Rajan Sinha was member of the AAC till 1st August 2015, when Priti Sanwalka took over as Chair, since she replaced him as Treasurer in the GC.

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

Note:

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

(e) Operations

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

4. Accountability and Transparency

(a) Audited Financials

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

- 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 organization.

(b) Annual Report

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

Highest, 2nd Highest and Lowest Paid Staff Members (As on 31 March 2016)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organization	Mridula Bajaj	Executive Director	1,47,840/-
2 nd highest paid staff member after Operational Head	Seema Sahai	Chief Operating Officer (COO)	90,000/-
Lowest paid staff member in the organization	Putul Devi	Creche Worker	9,479/-

Distribution of Staff according to Salary levels and gender (As on 31 March 2016)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	-	-	-
5,000-10,000	-	3	3
10,000-25,000	8	69	77
25,000-50,000	3	16	19
50,000-1,00,000	-	7	7
1,00,000-above	-	1	1
Total Staff	11	96	107

(d) Auditors, Bankers and Legal Advisors

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

Bankers: Canara Bank, Gole Market, New Delhi-110001; Standard Chartered, 10, Sansad Marg, New Delhi-110001; HDFC Bank Ltd., G-3/4, Surya Kiran Building 19, Kasturba Gandhi, Marg, New Delhi – 110001

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

e) Travel details:

Name	Designation	Purpose	Amount	Sponsored By / Expense from project
Mridula Bajaj	Executive Director	Attended round table conference from 9-11 May 2016 at the Aspen Institute in Washington DC on <i>Breaking the Cycle of Poverty: Family Economic Security and Early Childhood Development</i>	Rs 2,10,768	Bernard Van Leer Foundation (BVLf)
Chirashree Ghosh	Sr. Manager, Advocacy	Attended round table conference from 9-11 May 2016 at the Aspen Institute in Washington DC on <i>Breaking the Cycle of Poverty: Family Economic Security and Early Childhood Development</i>	Rs 1,07,901	Bernard Van Leer Foundation (BVLf)
Sonia Sharma	Sr. Manager, Programme	Attended community meeting by Grand Challenges Canada from 20-24 June 2016, held at Toronto	Rs 1,58,103	Grand Challenges Canada
Neeru Bhatnagar	Sr. Manager, Training	Attended the annual meeting organized by Grand Challenges Canada in London from 23 – 26 October, 2016	Rs 2,73,508	Grand Challenges Canada



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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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