

Mobile Creches works with the children in the birth to 12 years age group, living on the construction sites and slums of Delhi (NCR). Our experience on ground strengthens our voice for policy change.

Since 1969, we've reached out to 7,50,000 children, trained 7,000 women as childcare workers and run 700 daycare centres.



Annual Report 2012-13



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Vision

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

Mission

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



Recent recognitions for Mobile Creches

- *TIMES NOW – 'Amazing Indians Award', in the team category, January '13*
- *'Most Committed NGO of the year' by the Early Childhood Association, February'13*
- *The Asia Pacific Regional Network for Early Childhood (ARNEC) has elected MC as a Friend of ARNEC with a seat at the Steering Committee, April '13*
- *Recognition by the government as a technical resource for piloting the conversion of their flagship Integrated Child Development Scheme (ICDS) for children under 6 years to full-time daycare as an anganwadi cum-crèche in 2013.*

Chairperson's Note

The year 2012-13 started with a renewal of Mobile Creches' promise to the Young Child: On April 26, 1200 community members, from 28 bastis, came together to raise voice and visibility of issues affecting the under-sixes. The people articulated and conveyed their demand for childcare to the Ministry of Women and Child Development (MWCD). At the policy end, MC led from the front by initiating a wide-ranging dialogue with members of Civil Society and government, to craft the Early Childhood Care and Education (ECCE) Policy draft for submission to the MWCD. This was yet another instance of spanning the spectrum – from the governed to those who govern, from grassroots reality to policy-making.

This has been a defining feature of MC, since the early 70s, when provision of daycare services at construction sites went hand in hand with ensuring that the Crèche Scheme for Working and Ailing Mothers (1978) came through to provide some relief. As much as MC's intervention into the here and now mitigates deprivation of the young/migrant child, structural interventions seek to change the system – policy, law, programmes and their implementation – to make an impact in the long run. While MC's presence at both ends of the spectrum gives our voice a unique edge and authenticity, it also poses a huge challenge to the organization.

In an ever changing world, where old boundaries between government, private and social sectors are becoming ambiguous, the increasing demands for efficiency, scale and impact – *all valid* – are not matched by ready support to building organizational capabilities, in terms of strategy, skills and systems. In 2012-13, MC received Rs 472 Lakhs in funding for programme support, of which, a quarter went towards Resource Mobilization, Organization Development and Administration, *all of them essential* to ensuring an effective, sustainable, quality effort. Funding agencies, much less corporate donors, are chary of supporting these core, organizational needs. The Corporate Social Responsibility (CSR) provision in the Companies Bill, 2009 (now passed into law) requires monies to be set aside by eligible companies for spending on defined social causes, in their local areas. There is no place here, for institutional building.

The internal dilemma of where to locate oneself, within the continuum of service-development-struggle (*seva-vikas-sangharsh*), exacerbates the pressures imposed from without. There is no doubt that the Third Sector has a distinct role to play, as demonstrated by many of the progressive legislations of late. The challenge for MC is to perceive and share internally, and project externally, an identity and role for itself, leverage resources, skills and information to widen coverage, and sharply focus on areas and target groups in keeping with our stated mission and critical to delivering results, to deepen impact.

The year 2012-13 ended on a note of urgency as well as celebration. The next financial year (2013-14) will be the final leg of the Corpus Campaign, with a target of Rs 1.5 Crores that needs to be achieved. Funding support from two major agencies will come to an end leaving us with a deficit of Rs 2 Crores that needs to be filled. On the people front, professional development and recruitment needs to deliver on what is expected of our people given the aspirational trajectory of the strategy and initiatives, outlined in this document.

The celebration was on account of two recognitions: the 'Amazing Indians Award' by TIMES NOW and the 'Most Committed NGO of the Year' Award by the Early Childhood Association of India. MC could not have done it without the encouragement and guidance from all of you reading this Report. In January 2014, MC steps into its 45th year. On behalf of MC, I thank you for being on this journey with us and count on your continued support.

Anjali Alexander
Chairperson

From The Executive Director's Desk

MC's strong conviction in its mission of ensuring a nurturing and appropriate environment for optimal development for Young Children provides the energy to carry on with its work both at the programmatic and advocacy levels. Undeterred by the complexity and magnitude of the challenges manifested in the low development indices for this segment of the population, MC's resolve gets further reinforced by the positives it witnesses through its field programmes.

The wide range of initiatives that MC takes on through its Urban Settlements and Construction Sites programmes simultaneously sensitizes and influence a wide spectrum of stakeholders –parents, communities, frontline workers and policy makers. Its concerted efforts over the years have brought greater visibility and urgency to providing universal quality childcare services and is evident in the commitments made by the government through a National ECCE policy and restructuring of its flagship ICDS programme

In 2012-13, Mobile Creches reached childcare services to almost 10,000 children at construction sites through its multiple models of partnerships with builders. Approximately, 40% of the children were at sites where MC's role was restricted to providing technical and monitoring support. MC focused its energies on building relationships with leaders in the construction industry, as well as documenting its systems, to pave the way for builders to assume increasing responsibility in financing and managing crèches at their sites. We are happy to report that, as a first step to subsequent scale-up, at least three major companies have graduated from one-off initiatives to a policy level commitment to having crèches at all their sites.

In the context of rapid urbanization and its adverse implications on the young child, MC's work over the last few years has led to the development of a credible body of institutional knowledge. This has helped MC build capacities of other organizations for similar interventions by the local communities for participating in the change process to demand for and access State services as also to adopt appropriate childcare practices at home. MC reached out to 4500 children, at seven urban settlements, through family based interventions and community based creches. Birth registrations improved from 60 -87% and immunization from 77% to 91%.

The coming together of 'The Alliance for Right to ECD' was one of the major highlights of 2012-13. Born in response to a weak ECCE policy, the Alliance gathered momentum to work in a concerted manner to address the gap in legal entitlements for the Under Sixes. Early Childhood Care and Development (ECCD) experts and advocates prepared background papers to share and provide a base for the legal fraternity to start work on framing a draft ECCD law.

To translate the concept of Anganwadi cum Creches into a reality MC, pursued its engagements with several state governments and local resource NGOs. However the movements on the ground are slow and complex. MC continues to work at several levels to influence and engage and hopes that it will be able to share its technical expertise to build regional capacities on how to set up and run crèches in diverse situations.

Organizationally, MC also decided to invest in the setting up of a formal Communications Department as MC felt the time was ripe to increase its visibility both in the social media sphere as also in its campaigning. We hope that with the new opportunities emerging, as an outcome of a renewed focus on the young child, MC will be able to garner its strengths with multiple partners to participate collectively in bringing about a much better understanding on the nuances of providing quality childcare services for the Under Sixes.

Mridula Bajaj
Executive Director

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1. Field Interventions



“What happens in a child’s early life—regardless of where they are in the world—very much determines their chances to lead healthy and productive lives in their adulthood”.

Michael Marmot, in The Lancet, Giving children a chance

India has been among the fastest growing economies of the world, over the past two decades. In contrast it is also home to one of the largest segments of poor populations in the world, carrying the highest global burden of infant/child mortality and malnutrition. Though the State has initiated some positive policy initiatives, in recent years, they need to be translated into action for benefits to reach the vast majority affected by continued poverty and deprivation.

Mobile Creches (MC), through its field programme, attempts to understand ground realities, experiment with innovative strategies and undertake tried and tested interventions. The objective is to mitigate the deprivations and address some of the long term national concerns of human resource development and access to entitlements due to the youngest citizens of the country. Providing young children with opportunities to lay strong foundations for health, learning and positive social behaviours, is the most cost effective way of maximising their full potential.

To strengthen its work for the child at construction sites, MC focused on strengthening its relationships with existing builders/contractors and reaching out to 26 new ones to enable them to provide day care services on their own. At the urban slums, on the other hand, MC continued to strengthen and deepen its engagements with the community including the youth and civil society partners.

1. Field interventions – Childcare Initiative at Construction Sites

Mobile Creches reached out to **9673 Children, in 2012-13**, through its Childcare Initiatives at construction sites. The amount spent on the childcare programme at construction sites was **51% of its total expenditure**.

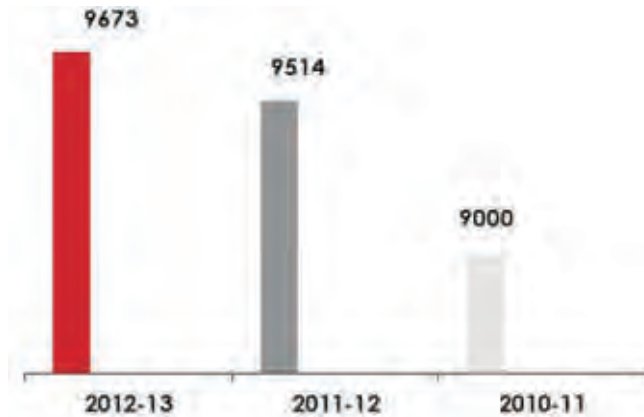


Figure 1: Children reached on the Construction Sites in 2010-11, 2011-12 & 2012-13

Construction activity continues unabated in metros and large towns, despite the 2008 recession, with an increasing shift to second tier cities. Since the setting up of the first, makeshift 'mobile crèche', at the Gandhi Darshan site in 1969, MC has stayed committed to intervene early in the lives of India's migrant children. While there is some professionalisation of the industry at the top, the migrant labourers continue to suffer harsh living conditions, complete absence of social security and non-compliance on minimum wages. Their children continue to be short changed living a life of constant movement, alien urban settings and lack of care and support systems.

Mobile Creches ensures childcare services for children of migrant workers, in the age group of birth – 12 years, at construction sites through various models of partnership with the builder/contractor.

Model 1

Daycare Direct Delivery (Entirely managed by MC): MC staff runs the daycare programme (Creche, Balwadi and Non Formal Education) comprising all components of nutrition, health, cognitive development and community outreach. Funding support comes from the builder (20-80%) and from other sources.

Model 2

Daycare Facilitation (Builders/Contractors share responsibility for personnel and costs): the builder/contractor provides the part-time helper and hires daycare workers trained by MC. MC provides regular supervision and undertakes responsibility for community communication and other field level initiatives like excursions, and learning material.

Model 3

Transfer of ownership (Builders/Contractors take full responsibility, MC provides periodic support only): Some builders/contractors are now independently running the daycare programme at construction sites. MC facilitates the initial set up and training of staff and continues to provide periodic support, to ensure quality care.

In all these models, the builder/contractor is responsible for providing infrastructure for the daycare centre at the construction site, which includes rooms for the creche and classes, toilet, kitchen and provision of electricity and clean water.

Figure 2, depicts MC's total reach distributed over the partnership portfolio in the last three years. While there has been a steady increase in total reach, and that developmental services for the children of migrant workers continues to be a huge, unmet need.



Figure 2: Children reached through Different Models in 2010-11, 2011-12 & 2012-13

1.1 Daycare Direct Delivery Programme at Construction Sites (Model 1)

Mobile Creches runs an eight-hour programme, six days a week, for children from birth to 12 years of age. The daycare centre is built in a safe place, away from the construction area and within easy reach of the workers. The centre, divided into three sections for age appropriate interventions in health and learning, is administered by a Centre In-Charge: she has the full responsibility of managing the centre with the help of trained caregivers. She is aided by a Project Leader, whose more focused on working with the community and handling the relationship with the contractor.

In 2012-13, MC reached out to 5982 children at 22 construction sites in Delhi and NCR (Gurgaon, Noida and Greater Noida) through this model. The average number of children attending the centres fell to 912, in the reporting year, from 1047 in the year 2011-12. A possible reason for the same was the three to four month disruption in construction activity on account of environmental issues or a drying up of funds with the contractor, to finance the construction activity.

The Daycare Model has four major components - Health and Hygiene, Nutrition, Early Learning & Education and Community Communication – with the Childcare Worker, as the lynchpin, at its very centre.

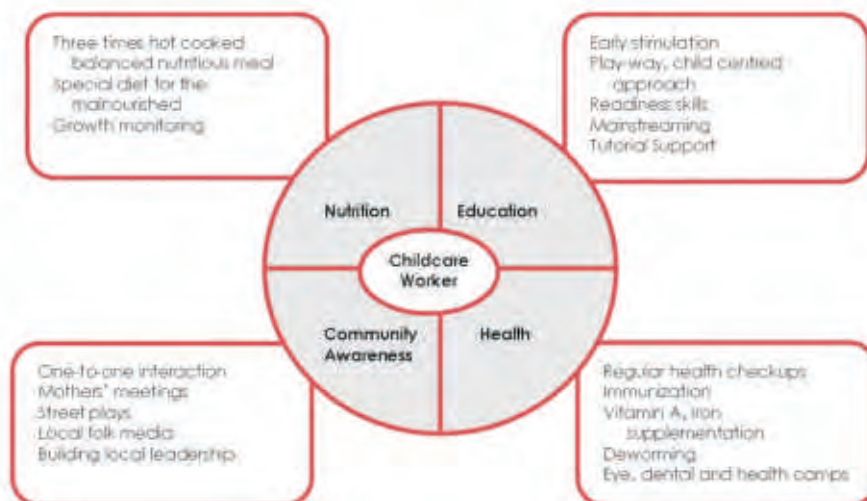


Figure 3: Major Components of the Daycare Programme (Model 1)

The Same Old Story ... with a Happy Ending

At the Vipul World construction site centre, MC staff came across 6-month-old Satish, who was lying on the mud floor while his working mother, Sushila worked in the sun. They struck up a conversation with Sushila, recently migrated from Rajpura village, Bihar, about her child's wellbeing. She was skeptical at the idea of a crèche and said, "*Didi bachcha chhota hai, usay doodh pilaana hota hai, thekedaar baar-baar aane nahi dega. Isliye main apne saath rakhthi hoon*" (How would I feed my little baby? The contractor won't allow me a break to nurse my baby. It's better to keep him with me).

Mobile Creches' staff got Sushila permission from the contractor for frequent nursing breaks and encouraged her to visit the centre, for her own assurance. Sushila was surprised to see several small children of her son's age being taken care of in one place: eating, sleeping, playing, under a watchful eye and with loving care.

Sushila now leaves Satish at the centre, everyday and comes to feed him at regular intervals. She works, with her mind at ease.

1.1.1 Health and Hygiene

Mobile Creches' health programme focuses on a wide range of preventive and curative interventions. A doctor visits the centre three to four times a month (or as needed) to carry out general check-ups of the children. A health card is maintained

for every child at the centre, which records her medical history, immunization and growth charts. Whenever the parents shift to another site or visit/shift back to their villages, these cards can be carried for reference.

Many processes have been put in place at the centres to ensure health and hygiene for each child. Some of the practices being followed are - washing of hands before eating meals, wearing of slippers while using toilets, cleaning of toilets with disinfectants and washing toys with potassium permanganate water.

Health and Nutrition Highlights: Coverage and Impact

- Doctors conducted general checkups for 1719 children and 300 community members during their visits. There were 591 centre visits in the reporting year.
- 96% children, who stayed with MC for a minimum of three months, were immunised as per their age.
- 3670 children suffering from seasonal diseases, like, diarrhoea, fever, vomiting, cold and cough, were treated by the doctors. Severe cases were referred to the PHCs.
- 77% of the community were linked to Government services to take advantage of the special focus that the National Rural Health Mission (NRHM) is giving to antenatal care and safe deliveries in Gurgaon.
- Eye and Dental checkups, organised twice a year, reached out to 486 children and 130 community members.

1.1.2 Nutrition

Supplementary nutrition is provided to all children at construction sites. They are given three meals a day, which comprise a balanced mix of nutrients: porridge, lentil-rice vegetable gruel, biscuits for snacks. Each child is given 500 calories and 12 grams of protein/day through this supplementation. This formulation has been arrived at through deliberations at various levels with nutritionists and childcare experts.

In 2012-13, 2202 malnourished children were provided a special diet (egg and banana), as per the doctor's recommendations, to bring about improvement in their nutritional grade. The 10th of every month is the 'weighing' day at each centre. The weight is also recorded in the child's health card. The graphical representation of this 'journey' is shared with the parents to facilitate their participation in determining the growth trajectory of their child. The health status of children, as monitored through growth charts is an integral part of MCs programme. The staff at the centre keeps regular tabs on the progress made by each child and pays personal attention to the children who are malnourished – right from feeding the child personally to talking to the parents and eliciting their support.

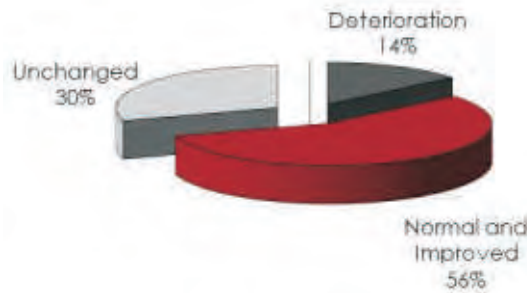


Figure 4: Change in nutritional status of 5982 children at the construction site centres in 2012-13 (Model 1)

Of the children who stayed for a minimum of three months at MC, 56% improved their nutritional status. However due to a disruption in construction activity on account of environmental issues, 17 out of 22 centres at construction sites in Gurgaon remained closed during the year 2012-13 for prolonged periods. When work resumed, the children returned to the sites with their parents with deteriorated nutrition grades.

Apart from the children, MC also works with pregnant and lactating mothers on site. A record is maintained and special attention is paid to their health status.

Supplementary nutrition and iron tablets are given to them.

Purnima's story

16-month-old Purnima came to the Ansal API construction site centre, in Gurgaon, as a malnourished child (Grade 2 Malnutrition Status). She was extremely weak and couldn't participate much in the centre's activities. The doctor recommended a special diet, regular body massage and multi-vitamin supplements. MC staff further counseled her mother to give extra attention and take care of her health and hygiene. Purnima's attendance remained regular and slowly her weight and nutritional status improved to Grade 1.

A cheerful Purnima now interacts with other children: she climbs, swings and plays with blocks. At meal times, she is the first one in the line!

1.1.3 Education

The early learning and education programme is an important component at the centre and is aimed at fostering a well- rounded development of the child. Emphasis is laid on language, number exercises, and physical environment so that the cognitive, social and emotional development of the child takes place. A child centred play-way approach is followed across all centres.

Creche (0 – 2 years): The children enjoy activities such as playing with soft toys, building with blocks, scribbling on paper, singing and dancing. Emphasis is laid on a loving and stimulating environment: talking to the children for their language and socio-emotional development and playing with them for fine and gross motor development activities.

Balwadi (3 – 5 years): The children learn through a theme-based curriculum, which focuses on all domains of development. Free play activities are set up regularly. Other activities include playing with sand, doll houses, drawing with colors, number concepts and paper work.

Non-Formal Education Programme (6 – 12 years): The focus is on developing reading and writing skills with an objective to mainstream children into nearby Government schools. 258 children (17%) were admitted to formal school during the year. They are taught basic language, mathematical concepts and environment sciences. Children are encouraged to read books from the centre's library to enhance their vocabulary.

Some events that brought cheer at our centres in 2012-13

- Bal Sabha/children's meetings - organised by the older children, once a week, to build their leadership and communication skills and talk about personal hygiene, environmental cleanliness, garbage disposal and seasonal diseases.
- Educational Excursions – To step outside the classroom and make learning more interesting, informative and fun, 1021 children were taken to Rail Museum, Bal Bhavan and Sultanpur lake.
- All Festivals, the Annual Sports day, Meena Day for the Girl Child and Children's Day - zest and enthusiasm marks these celebrations peppered with different activities like drawing, singing, play-acting, etc.
- Summer Event - An event was organised at the Palm Drive centre at the special request of the school-going children who had come back to the centre during their summer vacations. Based on the feedback MC has decided to convert this into a week-long, open-house summer camp – at all centres, every year.
- The Clowns-Without-Borders conducted performances at six construction site centres. The message of maintaining hygiene was delivered through humor and play.

1.1.4 Community Communication

Mobile Creches' intervention through Lokdoot (street plays), folk media and health camps sensitises the community to the children's needs and their own choices and entitlements.

The community plays a pivotal role in the well-being of a child. Hence efforts were made to reach out to them through different means: street theatre (Lokdoot) performances on the issue of immunization, cleanliness and nutrition; Folk media on *Balwadi - Khilta Bachpan* and *Angan Angan Kilkari*.; Heath camps for generating awareness on issues such as Tuberculosis, Anaemia, Cancer and AIDS; Face-to-Face as well as Focused Group Discussions (FGDs) on various health issues using flash cards, charts and other media.

In the reporting year, there was special emphasis on building capacities of Centre In-charges and Project Leaders, through regular workshops, to train them and facilitate

their use of MC's Community Communication tools. This increased understanding and reduced dependence on the Lokdoot Street Theatre group.

Table 1: Community Outreach through Different Mediums

Medium of Community Outreach	Reach
50 Street Theatre performances	4460
29 Folk Media presentations	841
2 Health Camps/every site - 3667 children	2843
Focused Group Discussions (FGDs)	1680
Total community members reached in the year 2012-13	9824

For building local leaders, the concept of *Saathi Samuh* (community group) was introduced in 2009 to deepen and sustain MCs' intervention at all construction sites. The idea was to develop community leaders to take ownership of young children's issues in their mobile communities. Regular workshops and training are given to *saathis* (potential, identified leaders from the community) to develop them into leaders. During the reporting year, 122 members (36 male and 86 female) were associated with MC.

Four workshops were organised with 94 *Saathis*, including two residential workshops in Haridwar and Rishikesh. The objective of the workshop was to develop a common understanding of *Saathis* on ECCD issues, with a focus on growth monitoring and nutrition. Special emphasis was laid on tackling malnutrition in children. All *Saathis* mapped their sites and highlighted the houses of malnourished children with red dots. The idea of the plotting was to identify the red dots, and convert them to green, normal, through collective action.

Azad Jha, community leader (*Saathi Samuh member*) at the Atharva construction site centre, began his association with the group in 2009. He is an active *Saathi* and works with full conviction towards ECCD. He regularly helps with getting children mainstreamed to formal schools and with the opening of bank accounts for them. Azad often takes the lead in asking for the contractor's support in case of emergencies. He also supports the community in the making of *Anaj Mishran* for malnourished children in his own personal mixer.

1.2 Partnerships with Contractors and Builders at Construction Sites (Model 2)

The year 2012-13 was a year of consolidation for the facilitation team as Model 2 (refer: Figure 2) continued to bear fruit. Fourteen real estate players lent support to crèches at 22 centres in the reporting year. A total of 3495 children benefited from these efforts – 530 more as compared to 2011-12. The substantial increase in numbers can be attributed to the fact that MC consciously withdrew from small centres (with less than 20 children, example JMD Megapolis), reallocating its efforts to sensitizing builders with a larger number of children at their sites. The intensive efforts put in by the field staff to reach out to as many children as possible at the construction sites also added to these numbers.

Amrapali Group makes Policy – and History!

The Amrapali Group took a policy level decision to provide crèches at all their construction projects. Furthermore, they decided to convert all their existing direct services daycare centres (As per Model 1) into the facilitative model with increased ownership – Model 2. This is a commendable step forward. MC suggested appointing a person to constantly monitor the programme for the group to their senior management. The technical support and guidance role will continue to be with MC. At the end of the reporting year, Amrapali Group was operating four centres with 100% responsibility, in Noida.

Program highlights of the facilitation model (Model 2)

- Substantial links were forged with PHCs which facilitated in achieving 80% immunization.
- 12% children were mainstreamed into formal schools.
- Our efforts paid off - 23 out of 24 centres began serving hot cooked meals to children.
- 23 health camps were organised with a special focus on haemoglobin test for women. 3665 community members benefitted from these camps. 127 out of the 441 women tested were found to be anemic. Subsequently iron supplements were provided to them.
- Community awareness programme sensitised 2450 people on various issues.
- In a bid to sustain the childcare interventions, for the first time, 17 community leaders were identified, motivated and invited for an interactive meeting.

Mobile Creches focused its efforts towards motivating builders to shoulder the complete responsibility of operating crèche facilities at their construction sites. Initiatives of our partner builders, Amrapali and Shapoorji Pallonji, are worth noting. They took substantive steps in providing a comprehensive, institutionalised package to children at nine of their construction site centres (five of Shapoorji's and four of Amrapali's projects). At all the facilitation centres, MC increased the quality of childcare services provided by the builders by constant monitoring and by providing technical support. The visible impact on the children motivated the builders to invest more in terms of engagement and support of childcare at their constructions sites.

Change in Builder's/Contractor's Attitude

- Adult-child ratio has considerably improved with contractors willing to hire additional staff as per the number of children - this helped improve quality interventions
- 100% of the trained workers hired by contractors are getting minimum wages (as applicable in the respective states)
- Increased concern for child protection - contractors deployed security guards at the centres during class time and also sent them as escorts for children during excursions
- Active participation by builders in celebrations and events at the centres

1.3 Transfer of Ownership to Builders/Contractors at Construction Sites (Model 3)

Model 3 requires increased involvement, responsibility and a policy-driven agenda for childcare arrangements at construction sites. Hence, MC decided to make forays into this model with old construction partners with experience in operating childcare

centres at their sites. A total of 196 children benefited from these efforts - 39 more as compared to 2011-12 at Mohali and Amritsar.

Three cities - Mohali, Chandigarh and Jaipur – were identified on the parameters of accessibility, construction activities and proximity to the existing, functional MC centres. **Shapoorji** (operating five centres in facilitation) and the **Bestech Group** emerged as two construction groups to initiate work, in Model 3.

1.4 Engaging with the State

In order to make states more responsive and active towards the wellbeing of migrant children, MC keeps old conversations alive, essentially with the Ministries of Women and Child Development (WCD) and Labour, to push the agenda of crèche provision at construction sites. However, there have been no concrete developments in the reporting year.

To follow up on circular issued by Ministry of WCD to extend Integrate Child Development Scheme (ICDS) to children of Migrant Workers and Temporary Residents, MC initiated meetings with representatives of both, the concerned Ministries of WCD and Labour. The Labour Ministry has agreed to take on responsibility for ensuring creches at worksites, but as of now the possibility of convergence between the two does not emerge as a possibility.

Rajiv Gandhi Creche Scheme (RGCS): In the reporting year, MC operated two crèches under the revised RGCS norms on a pilot basis.

2. Field interventions – Childcare Initiatives for Young children at Urban Slum Settlements

India has witnessed rapid urbanization in the past few decades and it's estimated that by 2050, 50% of its population would be living in urban areas. A comparison of children's well-being indicators between All-India and urban settings gives a better rating to urban indicators, be it in terms of the proportion of children reaching their first or fifth birthday, school going children or access to better sanitation. These comparisons rest on aggregate figures in which hardships endured by poorer urban children are obscured by the wealthier communities elsewhere in the city (The State of the World's Children: Children in an Urban World, 2012). The table below reveals wide disparities in children's status.

Table 2: Young Child Situation in Urban India as per NFHS III

Indicators	India	India-Urban Poor	India – Overall Urban
Neonatal Mortality Rate	39	34.9	28.7
Infant Mortality Rate	57	54.6	41.7
Under Five Mortality Rate	74	72.7	51.9
% of Underweight Children	45.6	47	32.7

Mobile Creches' forays into Delhi's poor urban settlements started as early as the mid-70s. The model of intervention was similar to that at construction sites: providing centre based childcare services. The location was, however, near the place of residence, not at the place of work. However, over the years the strategy has moved from providing services to mobilising community participation to demand for adequate quality childcare services.

Mobile Creches intervenes to ensure Early Childhood Care and Development (ECCD) for young children of economically deprived and marginalised groups in seven slum settlements of Delhi (NCR), namely, Dakshinpuri, Khanpur, Trilokpuri, Seemapuri, Madanpur Khadar, Kirby Place and Harolla Basti (Noida). Today, the 'community based' nature of MC's role is deeper, wider and more meaningful in its long-term implications.

In 2012-13, MC reached out to 3678 children through multiple strategies.

In these seven settlements, MC employs a two-pronged approach including tried and tested community based interventions to effect changes in childcare, development, health and nutrition:

- Strengthening the demand side by creating awareness on young child issues and building pressure from the community for better access and quality of ECCD services provided by the State
- Strengthening the supply side by building state provisions and NGO capacities for ECCD services through training and networking

2.1 Strengthening the Demand Side of ECCD services

2.1.1 Awareness Building

To create awareness around ECCD, street plays were used to evoke discussions and build rapport with families in *jhuggi bastis*. MC reached 3230 community members through 54 presentations/performances on topics like importance of ECCD, nutrition and ICDS quality. After each performance, follow-up meetings and feedback sessions were held. To widen impact youth, community women and members of CBOs were trained to perform folk media.

2.1.2 Behavioural Change in Childcare Practices

In the reporting year, MC reached out to 3186 families of children below six years of age. Age-specific interventions through **family based interventions and FGDs** with mothers and other family members were carried out. The objective was to saturate defined pockets of population (350-400 families), in the identified settlements, with best practices of ECCD.

The indicators of ECCD were positive in the blocks where MC had been working for two years: birth registrations improved from 60% to 87%, Immunization for children under 2-years from 77% to 91% and access to pre-school services from 62% to 83%. MC continued to work with targeted families in these settlements.

Simultaneously, seven contiguous slums where childcare indicators were low were identified at the beginning of the year and interventions were extended to these

areas as well. Figure 5 indicates the improvement in ECCD indicators, in the reporting year, in all the areas combined where MC worked.

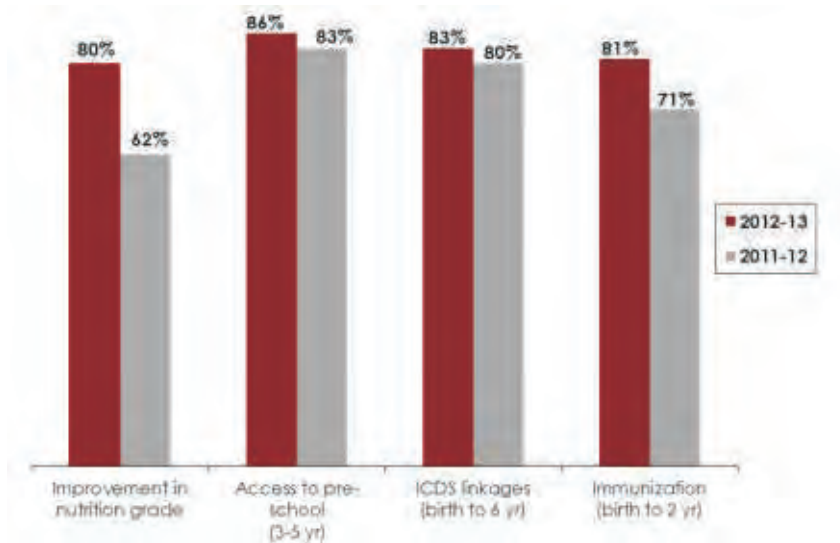


Figure 5: Improvement in ECCD indicators in 2012-13 and 2011-12

2.1.3 Tackling Malnutrition

In the seven new slum areas, where MC started work in 2012-13, 55-70% of the young children were malnourished. Surveys to further **investigate the reasons behind malnutrition** revealed, among others, the following causes: poor pre-pregnancy nutritional status of the mother; premature births; low birth weight; inappropriate young child feeding; low awareness on nutritional needs of young children. Inadequate complementary feeding once a child reached six months of age, was the another reason for malnutrition amongst young children. The following strategy was adopted by the MC team to battle malnutrition:

Tracking & Evidence Building: A mapping exercise was carried out to closely track the presence of malnourished children in the area.

Awareness: 13 street plays and 17 focus group discussions were held using nutrition charts, stories, games and demonstrations on how to make Ready-to-Use Therapeutic Food (RUTF) from locally available food.

Growth Monitoring: Community facilitators regularly visited homes of young children in the settlements as part of the home-based intervention for growth monitoring.

All the efforts resulted in improvement of nutritional grade of 80% children under three years of age within 3-6 months of the intervention.

Nutrition Journey- a Story of Change

In August 2012, **18-month-old, malnourished Priya** was identified as a case of Severe Acute Malnutrition (SAM), defined as low weight for height, visible severe wasting, and swollen feet resulting from retention of water. SAM is the most extreme form of malnutrition that leads to 35% of preventable deaths among children under five.

Inadequate complementary feeding seemed to be the main cause of Priya's poor nutrition status. Through street plays and mothers' meetings (topics: nutrition and growth monitoring), Priya's mother, Kamlesh, now knew what she didn't know earlier and started to feed Priya adequate amounts of food at regular intervals. Furthermore, Priya was also enrolled in a community based crèche where she received supplementary nutrition and inculcated the habit of eating with her companions. Over a period of three months, Priya's nutritional status improved from malnutrition grade II to I and after six months she graduated to the normal grade category.

2.1.4 Community Groups playing Watchdog

Building community groups to play the watchdog role constitutes one of the core strategies in the urban slum settlements.

Over the years, seven community groups, including four registered Community Based Organisations (CBOs) with a total membership of 338, got formed as a result of MC's efforts. The building of social capital through these community groups helps raise demand for quality ECCD state services and monitor the existing state-run childcare services in the bastis. In Khanpur, Trilokpuri, Seemapuri and Kirby place, MC facilitated the registration of CBOs. Community groups formed by MC have developed confidence in holding meetings with Urban Local Bodies and articulating their demands for basic services like water, electricity and quality services for young children.

In the reporting year, the thrust was towards building capacities of the youth and community members to develop them as ECCD messengers.

- **Annual Planning Exercise:** Each CBO reviewed their work and talked about long-term objectives and annual plans of their groups. Some of the themes they decided to focus on were: youth initiatives, monitoring of ICDS quality and expansion of the membership.
- **Community Communication:** A two-day workshop was conducted on 'Folk Media', with 30 community women, to develop CBO members to spread the message of ECCD in their communities.
- **Youth Programme:** MC believes that youth have the potential to become strong advocates for rights of the Young Child. In the reporting year, the Youth Group made a strategy plan for two years, 2012-14 with an objective of creating change in the situation of the children in their communities. Workshops with 70 youth were held focussing on self-exploration, societal factors influencing their lives at present and coping mechanisms to address the above. Inspired, they organised rallies, *galli* (lane) meetings, FGDs and home visits - on topics like safe delivery, girl safety, malnutrition, and ICDS services, during their winter vacations. On 13th January'13 these activities culminated into the celebration of the 'National Youth Day' by 160 youth.

New Initiative: Parenting Education Programme

The challenges that families from vulnerable communities face, reduces their ability for effective parenting. To provide them with adequate support for optimal parenting, a programme on Parenting Education was initiated to develop parents/guardians' understanding about the importance of early years, and practical skills to provide effective care and stimulation.

Under this programme, five parents' groups (4 mothers' groups and 1 fathers' group) were formed in Sanjay Camp and Indira Camp (two jhuggi bastis in Trilokpuri). These groups meet every month to discuss issues related to early childhood development like needs of young children, immunisation, nutrition, etc.

Positive changes have been observed in parenting practices at home as a result of this initiative. Some mothers were found to keep away food for their younger ones, without adding spices and some parents adopted positive disciplining techniques with their children. These groups also took collective action to demand immunization services for young children in their bastis.

2.2 Strengthening the Supply Side of Childcare Services

2.2.1 Provisioning of Basic and ECCD Services

Four registered CBOs, also active members of the Neenv network, participated in the grassroots mobilization for State Level Jan Sunwai (Public Hearing) in February '13 to raise a collective voice around care and protection of young children and push for improvement in the provision of and access to services. In the seven urban settlements where MC works, 18 FGDs were done by community groups to demand childcare services in their areas and prepare a report card to collectively assess the quality of ICDS centres running in their neighbourhood. Through this, they reached out to 465 people including Councilors, MLAs and resident members of RWAs.

Some remarkable achievements as a result of actions taken by the Community groups are as follows:

- **Focus on Health of Young Children:** The Community group at Trilokpuri took the initiative of meeting the Chief Medical Officer (CMO) to discuss the health situation in Indira and Sanjay Camp where only 32 of 170 children under six years had received timely immunization. The CMO issued orders for appointment of ASHA workers and, in the meanwhile, suggested that children be linked to immunization services through Primary Health Centres in adjoining blocks.
- **Demand for Government Early Childhood Programme as per norms:** In Indira and Sanjay Camp (jhuggi bastis of Trilokpuri), three new anganwadis were opened due to a successful signature campaign and meeting, with Child Development Programme Officer (CDPO), ICDS, by community women. Earlier there were only two Anganwadis which were not enough for a population of 3500 people.

At Sanjay Camp and Subhash Camp (Dakshinpuri), the anganwadis were located across the road and hence parents considered it hazardous to send their little ones. Community group wrote to the Supervisor of ICDS for shifting of anganwadi to a suitable location. The Anganwadis were, subsequently shifted to safer locations.

- **Action on Cleanliness and Sanitation:** Jagriti Samuh at Madanpur Khadar resolved to work on the issue of cleanliness and sanitation as this was affecting the health of young children. They talked to the local MLAs and Councillors, as well as a Member of Parliament, to take appropriate action. As an outcome, dustbins were installed at different places, vehicles for garbage collection started visiting as per schedule and drains were regularly kept clean.

2.2.2 Providing Childcare through Community-based Arrangements

Mobile Creches trains community women to equip them to run daycare centres in slums to reach out to the most marginalised. Eight new community crèches were opened this year where MC provided not only matching grant to community women equal to the fee they earned but also provided support for hiring a place to run these crèches in slums. These in addition to 32 community based crèches, being run in community centres under MC supervision, made quality daycare possible for 866 young children.

2.2.3 Making NGOs ECCD Advocates

In 2011-12, a tripartite partnership was initiated with NIPUN and India Sponsor Foundation to replicate MC's Urban settlement strategies in Meera Bagh Basti, to bring about a change in childcare. The partnership, after some initial hiccups, resulted in opening of six anganwadi centres and two community-run crèches, reaching approximately 500 children. Pradeep, Executive Director, NIPUN says, "Earlier I wasn't aware of the importance of early childhood care. Now having understood the criticality of this age, I have, with my team, facilitated two community crèches with 50 children. This has enabled their older siblings to go to school."

Building a strong NGO front for Strengthening of Demand as well as Supply sides of ECCD Services

Networking with NGOs is an important strategy at the urban settlements to create a buy-in for ECCD, since there are many NGOs working on interlinked issues like health, women empowerment and education. Monthly meetings were held with 67 local NGOs on issues like utilizing space for building a hospital, quality of schools, government schemes for children like ICDS and immunization. Major outcomes through this networking were:

- Assessment of quality of ICDS was done by 16 NGOs from the local NGO network at Seemapuri and its results were presented at the State Level public hearing in February 2013
- Joint events were held to spread awareness on nutrition, immunization and Government schemes
- Advocacy efforts were made by ten NGOs at Madanpur Khadar for opening a Primary Health Centre as per norms

2. Advocacy and Training



Through its partnership with governments and NGOs, Mobile Creches remained engaged in the task of ensuring provision of holistic care and development services for the Under Sixes. It also continued to develop childcare workers through enhancing its training capacities

Mobile Creches (MC) believes that every child has a right to survival, growth, protection and holistic development. The primary responsibility for realizing this right for all children rests with the government, through appropriate policies and implementation of legislations and programmes. MC, on its part, has been advocating for change in law-policy-programme over the past four decades at the national level and, for more than a decade, at the state level.

These rights include a critical fifth element of 'care' which makes all of the above possible, and can be ensured only through a well-trained 'care giver', who can provide informed care, with the right attitude, adequate knowledge and appropriate skills. MC has been developing childcare workers to reach quality childcare services to children of marginalised sections for over three decades.

In 2012-13, MC spent **Rs 54.66 Lakhs on Advocacy and Training**: almost 13% of the total expenditure (Rs 426.72 Lakhs). While its relative size in the total pie increased only by 1%, as compared to 2011-12, the increase in absolute terms could be seen in advocacy at both levels.

1. Advocacy

The strategy of advocacy has three major elements: engagement with communities on the ground for building awareness, evidence and common purpose building; alliances with a variety of civil society groups and academia for widening the base of advocacy; and engagement with the State with Rights based approach for quality coverage, sustainability and impact.

1.1 National Advocacy

1.1.1 Advocacy for Crèches

Anganwadi Centres cum Crèches

The Planning Commission and the Ministry of Women and Child Development (MWCD), came out with the Restructured Integrated Child Development Services (ICDS) in Mission Mode to be implemented during the 12th Five Year Plan Period (FYP) in October '12. This was the culmination of the effort of several groups over many years, with specific inputs on infrastructure, human resource and governance structures to strengthen the quality of delivery. One of these groups, Forum for Creche and Childcare Services (FORCES), undertook a study to assess childcare needs of a cross section of respondents across regions and occupations; the need for crèches came through strong and clear. Responding to this need and a decade-long advocacy for crèches, MWCD announced that 5% Anganwadi Centres (AWCs) would be converted into AWC-cum-Crèches, in a phased manner, from 2013.

Mobile Creches was identified as a Resource by the MWCD for piloting AWC-cum-crèches and training of personnel, along with the National Institute of Public Co-operation and Child Development (NIPCCD). MC's expertise in the field was recognised and the responsibility for piloting the AWC-cum-crèche fell in its kitty.

Mobile Creches had meetings with the Joint Secretary, MWCD and State Secretaries of six states where the pilot has been planned. Proposals to pilot AWC-cum-crèches were developed with NGO partners from Gujarat (Chetna), West Bengal (Child In Need Institute - CINI), Jharkhand (Child In Need Institute - CINI), Andhra Pradesh (MV Foundation), Orissa (Centre for Youth and Social Development - CYSD) and Madhya Pradesh (Vikas Samvad).

Advocating for Crèches through other Campaigns

- Mobile Creches engaged with the **Right to Food (RTF) Campaign** for including maternity entitlements and crèches under the National Food Security Bill (NFSB)
- It also linked with **networks working on issues of Child Protection** to impress the need for crèches as an institutional mechanism to prevent child abuse and neglect
- Mobile Creches provided inputs on a series of workshops on 'Care Policy' organised by **India Social Science Trust and UNICEF**. Mobile Creches' work was documented as case study for 'best practices' on crèches
- Mobile Creches participated in Conferences/Meetings/Consultations on Women's livelihoods, presented papers and dialogued with networks to emphasise the need for having crèches for women working in the unorganised sector.

1.1.2 Early Childhood Care and Education Policy

In 2012-13, MWCD took a historic step to formulate an Early Childhood Care and Education (ECCE) Policy – the first of its kind in the country. MC was one of the members of the drafting group. Once formulated, the draft was posted on the Ministry's website for comments.

The Draft was made with a focus on the Integrated Child Development Services (ICDS) and Early Childhood Education, but members of Civil Society felt that the approach should be holistic and the focus should be on 'development' rather than 'education'. MC led an initiative to bring together a group of 32 organisations and individuals in the Early Childhood Care and Education (ECCE) space, christened Alliance for Right to Early Childhood Development (ECD), from across the country, to provide a comprehensive response on the draft and build a common stand on many critical issues pertaining to the young child. The formation of this group was a step towards a stronger lobby for young children. The Alliance now plans to focus on the issue of legal rights of the Under Sixes.

The modified Policy draft was sent to MWCD and the National Commission for Child Rights (NCPDR). The Ministry accepted most of the inputs provided by the Alliance for Right to ECD. Some of the major suggestions included:

1. Policy to be named ECCD Policy and *not* ECCE Policy, with a shift from a fragmented approach for each age group to one that is rights-based, integrated, comprehensive and inclusive.
2. The 'care' component to be defined with a focus on the continuum of care through: requisite age disaggregated interventions defined by the components of care; focus on the Under Threes.
3. State to assume responsibility to support a woman/mother and the family in parenting-care as well as provide an enabling institution-based-care in the absence of adult family members at home for childcare.

MC was invited to various meetings to share the latest policy issues that required additional focus: Right to Education (RtE) Forum, FORCES – National, FORCES – Gujarat and UNICEF.

1.1.3 Advocacy on Strengthening Legal Entitlements for Children Under Six

Children's RTF and National Food Security Bill (NFSB): Mobile Creches participated in meetings organised by the RTF Campaign, and was a part of the delegation to the MWCD, to ensure that the young child was included in the NFSB through the inclusion of ICDS and crèches, to tackle malnutrition.

RtE and Children Under Six: In 2009, with introduction of RtE, education became a Fundamental Right for children between 6-14 years. The Under Sixes were excluded from this right but were brought under an amended Article 45 which specified that the State shall endeavour to provide ECCE to all children upto the age of six. In 2012, a Central Advisory Board of Education (CABE) Sub Committee was formed under the then Minister of State, Human Resource Development (Higher Education), Dr. D Purandeswari to make recommendations on the inclusion of children in the age group of three to six years under the RtE.

Responding to the same, Alliance for Right to ECD, RtE Forum and FORCES prepared and submitted its recommendations to the Ministry of Human Resource Development (MHRD), proposing the inclusion of children from birth to six years under the RtE Act. It also suggested ways to optimise the inclusion of three to six year olds. Presently MHRD is looking at the option of pre-school under RtE. The 'ask' by the Alliance is a comprehensive package of care, health and nutrition along with pre-school education under RtE.

A Comprehensive Law for Children Under Six: Groups working on Early Childhood Care and Development (ECCD) issues have long expressed the need for a justiciable right to development for the Under Sixes. The Alliance for Right to ECD revived discussions on the need for a comprehensive legislation as the next logical step to the ECCE Policy. In other words, activate State responsibility. A series of meetings culminated in a brainstorming session under the banner of the Alliance and National FORCES on 7th – 8th March '13. At the end of the Consultation the following major tasks were identified to take the process forward:

- Develop a background note to guide drafting of a comprehensive law for the Under Sixes
- Cost various aspects of the draft legislation at each stage
- Study the International Conventions, existing legislations, sectoral laws and Global/Indian best practices

The 'asks' of advocacy engagements involve:

- Universal Maternity Entitlements to all women in the form of leave with wage compensation for nine months
- State supported mechanisms like crèches and daycare to address developmental needs of young children wherever the family is not able to provide care and protection
- Legal entitlements for rights to health, nutrition, care, learning and protection to children under six

1.1.4 Advocacy on Post-2015 Millennium Development Goals

The deadline for achieving Millennium Development Goals (MDGs)—2015—is fast approaching. At the international level, a High Level Panel was formed in 2012 to provide recommendations for the Post 2015 goals. In order to make the process consultative, the United Nations engaged with different stakeholders including civil society (online and through Consultations).

Mobile Creches took part in Consultations organised by Wada Na Todo (a network that advocates closely with UN bodies, other high level committees and involves civil society, nationwide) along with Save the Children to include young children's rights in the Post 2015 goals. The Alliance for Right to ECD contributed an article in a publication, 'World We Want' of Wada Na Todo.

Excerpt from the article 'Protect our future, our children' from 'World We Want'

"The crucial Early Childhood period, from conception up to the age of six, must be supported by providing and enabling support structures that are provided by many caregivers in this stage of a child's life, from the mother to institutional caregivers. For example, the primary caregiver of the child, from conception up to at least six months after birth, is the mother, who requires financial support for at least six months, in order to give up her earnings in order to perform her maternal role".

1.1.5. Developing a Tool for Safety in Partnership with Harvard School of Public Health and Public Health Foundation of India

Harvard School of Public Health piloted the SAFE tool (a tool to measure vulnerability of children on construction sites, and can be used by the builders) on a construction site where MC works, wherein interviews were held with multiple stakeholders on its usefulness. MC provided inputs on making it user friendly for builders and compatible to address child security on construction sites. The tool is being further developed with quantitative and qualitative components. The findings will be formally shared through an event in the next reporting year.

1.2 Advocacy at State Level

1.2.1 Networking

Neenv, the Delhi Chapter of FORCES is an informal network of 43 grassroots organizations working on the needs and rights of young children in the urban, poor settlements of Delhi since 2001. It mostly works with resettlement and unauthorised slum population of Delhi - 52% of the total population - who struggle for livelihood in the absence of basic services. Clearly, the young children living here are the most vulnerable. Mobile Creches, as Secretariat, plays an important role in sustaining the momentum of the Network. In the reporting year, focus was on:

- Building evidence on the need for childcare
- Raising demand for state provision of childcare services through public hearings
- Extending the issue of 'Care' with network partners via larger level mobilizations

Strengthening of the Neenv partners: Networks are fragile in nature; regular meetings, events and campaigns helps strengthen bonds and build a sense of shared purpose. There has been a 30% increase in attendance since 2011-12 and 5 new partners joined the network, increasing Neenv's strength to 43.

Linkages with other Networks/forums: Neenv continues to dialogue and build linkages with other networks to put forward the issue of the Young Child. Neenv has an active presence in networks like Jan Swathaya Abhiyan (JSA), RTF and Alliance for People's Right. Neenv took active part in a 7-day campaign by the RTF network, in the national campaign for 'Universalization of Health Services' organised by JSA and in formulating annual plans and strategy for the campaign on 'Creches' by National FORCES.

1.2.2 Community Mobilization and Evidence Building

Studies and Surveys: In the reporting year, a study was conducted with 1380 households in 22 slums to assess the need for childcare in the urban poor context. The study revealed that there is an immense need for childcare. A state level event in the form of a *Sammelan* was organised on 26th April '12 to give voice and visibility to this need, on a larger platform: 1200 community members from 28 bastis articulated their demand for childcare in front of government officials and members from NCPCR. A memorandum voicing an urgent demand for daycare arrangements was submitted

to Secretary, MWCD. This was the first articulation for the need for crèches by women who, till now, had prioritised livelihoods and other basic services.

Documentary: '*Hamein bhi Kuch Kehna Hai (We want to say something too)*', a documentary which captures the inadequacy of the care provision through the words, experiences and feelings of mothers, siblings, grandmothers, neighbours and other caregivers, was also screened to reinforce the dire need for childcare at the Sammelán.

Public Hearings: A *Jansunvai* (Public Hearing) has been found to be an effective tool to create awareness and build confidence amongst people from poor settlements to put forward their demands in front of officials and a panel of distinguished citizens. It is the first step towards systemic change. Motivated by the 2011-12 *Jansunvai* results, a state level *Jansunwai* was organised, on 26th February '13, at the Constitution Club, in collaboration with the Delhi Commission for the Protection of Child Rights (DCPCR). Twelve petitioners presented their tribulations regarding health, safety and care of their children before 250 community members, representatives from government, Councilors and Members of Legislative Assembly (MLA) and media.

Some tangible outcomes were:

- Two new anganwadis opened in Mohan Garden and Tuglakhabad Extension
- Quality of Nutrition improved in two anganwadis at Janta Mazdoor Colony, East Delhi (no small pebbles, gravel and worms in the food since the *Sunwai*)
- Two Primary Health Centres have been sanctioned by Health Department of Delhi State at Madanpur Khadar and construction of the centre has been initiated

Salma from *Bharaula jhuggi basti*, North District, Delhi was among the petitioners. She works at Azadpur, Sabzi Mandi as a sole bread-earner for her family. Her husband spends his entire earnings on alcohol. To work, she has to leave her 2-month-old child behind at home. Her school-going daughter Shabnam has to miss school in order to take care of her youngest child. Her older children do go to the nearby Anganwadi, to avail of the food disbursed there.

Salma demands that the Anganwadis provide care arrangements as well as other inputs for children, such that her older children can continue their schooling and she can go to work without anxiety.

2. Training

Mobile Creches trains organizations, networks, community women and government functionaries to develop and influence their ECCD perspective, run crèches and daycare centres, communicate effectively with the community and develop other childcare workers as ECCD trainers.

The training specially focuses on systems involved in running of a daycare centre and helps to enhance skills of childcare workers in health, nutrition and understanding of age-appropriate stimulation activities for young children. In the coming years MC has to adequately prepare itself to take on the challenge of developing childcare workers to address the urgent need for crèches across the country.

2.1 Training for Organizations

2.1.1 Long Term Training

Organization	Duration	Trainee Profile	Objective of the Training	Impact
Aga Khan Foundation, Delhi	6 months	community members, youth	To build community awareness of ECCD	Increased awareness levels in the community on early childcare due to the effective media presentations by trainees
Bhartiya Kisan Sangh, Jharkhand	9 months	anganwadi workers	To develop 10 anganwadi workers into trainers	Twenty centres stood out amongst 118 centres run by BKS and the trained workers will now work with the remaining anganwadi workers (AWWs) to effect change in all 118 AWCs
World Vision-Delhi	6 months	rag pickers, street vendors, balloon sellers and beggars	To create quality creche workers	Four trainees opened own crèches, two slum crèches were linked to AWCs for nutrition
World Vision-Faridabad	8 months	anganwadi workers	To develop skills of the workers	Regular attendance of the children, the centres open as per designated schedule
World Vision-Gurgaon	6 months	ECCD workers	To improve quality of nine ECCD Centres	40% increase in the attendance of children, marked improvement in service delivery

In 2012-13, MC concluded long-term partnerships with **five organizations** where we reached out to **1704 children via 95 trainees**. These organisations worked in different States, amid varying contexts and with dissimilar stakeholder profiles. Though the benefits of long-term partnership are unparalleled – and Mobile Creches strongly recommends it – it is not easy to convince organizations to invest adequate time, money and energy in the same.

The process at a minimum extending over a period of six to eight months consists of the following:

- Needs assessment with orientation and sensitisation: 3-4 days
- Skill training: 15 days
- Follow-up including assessment: 6-7 days.

Making a Difference

Partnership with Bhartiya Kisan Sangh (BKS), Ranchi, was planned for three years. The first two years were to be MC's intervention with 10 AWCs every year and in the third year a pool of trainers were to be developed. In the reporting year, an intensive 12 day on-job training was organised with 10 AWWs with the objective of developing them into trainers

"Ab hum samjhe ki bachpan ki umra kitni nazuk hai" (I've now understood the importance of the early years) – says **Kripa Nag**, an Anganwadi worker, at a centre of Arki Block in Ranchi. Kripa is amongst the 10 AWWs trained by MC. Her centre in Ranchi is one of 20 centres among the 118 AWCs that BKS works with that stand out as an example. Earlier, fewer children, unhygienic conditions and no-routine marked her centre. After the training, 25-30 children engaged in various age-appropriate activities with immaculate hygiene and better health habits are visible in her centre.

2.1.2 Need-based Training

Need-based Trainings are generally one-off short term trainings. In the reporting year we did such trainings on theme based curriculum, holistic development of young children, nutrition and sensitization to ECCD.

Objective of the Training	Duration	Organizations Trained	No. of Participants
Development and usage of theme based curriculum for three to six years of children	10 Days	Samerth Trust – Chattisgarh	18
Skill Training on stimulation activities for Under Threes	5 Days	Jan Swasthya Sahyog – Chattisgarh	5
Importance of nutrition and growth monitoring for Under Sixes	2 Days	Navsrishti – Delhi	25
Orientation and Sensitisation on ECCD	2 Days	Action for Social Research Association, Aga Khan Foundation, Aroh Foundation, Development Initiatives, Ehsas, Hamara Adhikaar, Hope World Wide, Lokashray, Mother, Saksham, Sunglow Foundation	73

2.2 Community Women's Training

Mobile Creches trains community women for six to nine months to expand the pool of trained human resource on ECCD and make local recruitment possible at a cost

of Rs 30,000 per trainee. At construction sites it enables the community women to get employed at daycare centres run by MC or those run by builders/contractors. And at Urban Settlements it enables them to not only run community creches but also empowers them with understanding of ECCD such that they can demand quality ECCD services for young children.

In the reporting year, out of a batch of 51 trainees at construction sites, 22 women successfully completed their training and were employed by contractors as crèche-workers. Of the 22 women trained in urban settlements, five women started working as AWWs and three opened their own crèches.

Retaining trainees to complete the training has always been a challenge, since it is looked upon as a financially non-viable option in the light of other job opportunities. About 50-55% women drop out during the training period. But with the roll out of AWC cum Creches, it is expected that these women would have better employment possibilities.

Nisha, a trained childcare worker, running a community based creche says, "*Mujhe bahut acha lagta hai yahan. Pehli baar ghar se bahar nikli hun kaam ke liye, ab to ghar par bhi sab meri baat sunney lagey hain.*" (I really like working. I've come out of my house for the first time to work. I also get more respect at home).

2.3 Training for the Government

2012-13 offered a wonderful window of opportunity to address widespread need of crèches under the ICDS restructuring for **Anganwadi Centre cum Creches**. In preparation, MC started gearing up to apply its experience of four decades in the field to pilot AWC-cum-Creches and build a pool of resource organizations.

2.4 Training, Teaching and Learning Material

General attempts are made to regularly strengthen our training through development of materials like training modules, teaching kits for holistic development and matching cards kit for Under Threes. The most outstanding achievement however was the development of a training module for Orientation and Sensitization on ECCD in collaboration with Centre for Early Childhood Education and Development (CECED), Ambedkar University. This will now lead to the documentation of other standard modules which can serve as a referral for further customization.

3. Organisational Building



Setting of clear goals and developing a set of committed skilled employees to achieve them have continued to be two important measures towards building our organization

1. Institution Building

Setup of Communication Department: In July '12, a Communication Department was, formally, set up at Mobile Creches(MC) to address branding and integrated communication needs of the organization. There are various stakeholders for MC to whom regular communication flows. Additionally there are events, publications and a platform of online communication which required strengthening.

Annual Strategic Review (ASR): On 21st and 24th November '12, the ASR took place as a collective exercise for the management team to review and reflect on the work undertaken in the previous year and, based on this reflection, to plan for the next year. External experts were invited for the ASR sessions to give us an objective perspective on our performance and to provide strategic inputs.

2. Human Resource and Skill Building

Senior Leadership Team (SLT): In July '12, the Senior Managers were formally constituted as a Senior Leadership Team to provide a platform for collective brainstorming and problem-solving to address issues of organizational and strategic

importance. This was also visualised as a forum where the SLT members would go beyond their departmental domains to better understand challenges across functions and work as a team on the organizational mission-vision.

Performance Management System (PMS): The performance of all staff members is periodically reviewed, twice a year where their skills and capacities are assessed and targets are set accordingly. The general practice internally was to share feedback on their performance, verbally. However in November '12, HR Committee decided to give written feedback after appraisals to senior staff for transparency and documentation.

The **Annual Retreat** (November, December '12) was attended by 120 MC staff in Bharatpur. The theme for the year was **“Sunenge, Badhenge aur Saath lekar challenge”** (We will move forward, with an open mind, together). The goal was to build trust, effective communication, team spirit and motivation.

A **Motivational Retreat** (9-10th February '13) for 45 creche-workers employed by the contractors was organised at Haridwar. The spirit of bonhomie and happy experiences brought back positive energy to their work.

Mobile Creches celebrated its **44th Founder's Day** (9th March '13) at India Habitat Centre with dance, music, games, poetry and experience sharing. Employees were acknowledged for their exemplary work and given a token of appreciation. Special recognition was given to employees who have been top performers for three years in a row.

In-service trainings are a regular feature undertaken at MC to get exposure and learn new techniques. Last year, 18 in-service trainings were organised for employees in the areas where skill gaps were identified.

In-service trainings	Topics
Field Workers	Refresher Course(Creche and Balwadi workers), Art & Craft, Service Rules, Music Workshop, Teaching & Learning Materials for Creches
Executives & Programme Officers	Child Protection Policy, Training of Trainers, Inclusion, Breast Feeding, Growth Monitoring Chart
Managers	Performance Management System, Team Building, Analytical Skills & Decision Making, Dissemination of publications and materials

Some of the external workshops attended by Mobile Creches staff are as follows:

- A training in **SPSS Software** conducted by Council for Social Development was attended from 21st – 26th May '12 by the MIS Team. The 6-day training helped the team understand the software better and use it more effectively in collecting and collating data from the centres.
- A short term course on **“Managing Information in the Digital Age”** organised by Centre for Science and Environment (CSE) from 11th – 14th September '12 was attended by the Communications Manager.

- A Basic English Online Course '**English Helper**' in the months of September - October '12 was attended by two employees from Resource Mobilization and State Advocacy.
- **ARNEC's (Asia-Pacific Regional Network for Early Childhood)** poster interactive session on "Community Engagement as an important tool for Empowerment and Sustainable Development" at Indonesia from 5th – 7th November '12, was presented by Managers: State Advocacy and Training.
- **American Express Leadership Academy's** second residential workshop in Delhi (in partnership with Common Purpose, a UK based organization) from 3rd – 7th December '12 was attended by Managers: Resource Mobilisation, Training and State Advocacy.

3. Governance

The Governing Council (Board) of Mobile Creches met three times during the year and attended to matters of statutory compliance, organizational and financial sustainability and strategy. Details of meetings and members of the Governing Council are given in Annexure III detailing compliance with Credibility Alliance norms. Some of the new activities undertaken during the year are reported below.

Accounting Policy: The financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP) in India and comply with mandatory Accounting Standards issued by the Institute of Chartered Accountants of India (ICAI). All recently issued or revised accounting standards are evaluated on an ongoing basis to identify changes and incorporate them into the accounting policy. In 2012-13, the accrual system for accounting was adopted, as it was considered to be a better practice than the cash system in place.

Child Protection Policy: To prevent misuse of children's photographs and their visual projection through multiple communication channels MC incorporated certain essential elements within the existing Child Protection Policy and set up essential systems for effective implementation.

New GB/GC members: A Nominating Committee, consisting of six General Body (GB) members and the ED, in an ex-officio capacity, was appointed by the GB in September 2012. Its mandate is to help identify potential members to the GB and the Governing Council (GC, the Board) and recommend the same for approval. The Committee met twice during the financial year.

Governance Handbook: The handbook, which was first compiled and printed in 2011, contains complete information on governance at MC, including the Constitution, the policies, laws governing MC and frequently asked questions. The second edition of the Governance Handbook was produced and disseminated in January 2013.

4. Nurturing Partnerships



Mobile Creches' partners make a difference by making material contributions and by sharing their skills, expertise and spheres of influence. They bring in hands, hearts and minds, and a breath of fresh air.

Partners of Mobile Creches (MC) are a diverse lot. They range from mid-sized to large private/public sector companies and corporate foundations, institutional funding agencies and foreign missions, and individual volunteers and academic institutions. They give us what is most scarce – money and time. It may come in the form of resources in kind or cash, expertise and experience, proficiencies and new ideas. And our communication to them, in various forms becomes the lifeline of relationships.

1. Donor Partners

The aim is to build a long-term partnership with every donor and balance the two elements of monetary and non-monetary engagement. For instance, corporate support requires an essential component of employee engagement (refer: Chapter 5, 'Financial Highlights'). Similarly, institutional agency/corporate foundation support, often, comes with inputs on how to strengthen the organization, to make the financial partnership worthwhile. Individual donors want to stay abreast of 'what's happening' and want to participate in events. It is a healthy trend in keeping with the demands for greater accountability from, and greater transparency in, the NGO sector.

2. Donation in kind

Donations in kind like stationery, coolers, fans, clothes, blankets, computers not only provide for daycare centres but they also serve as essential office equipment.

For the children at the construction site daycare centres, KPMG distributed 1600 sweaters in the winter months. For uninterrupted supply of things like stationery, food, toys and gas cylinders to the centres based in and around Delhi (NCR), KPMG and Rotary Club of Raisina Hills donated a Tata Sumo and a three wheeler goods carrier, respectively. (For a more detailed listing of Donors please refer to the Annexures).

3. Volunteers

Volunteers come in with different objectives like adding social service hours - for students and team building - for corporate volunteers. The time they spend with Mobile Creches' team and children in the office, in the field and elsewhere deepens their bond to the cause. This year, **69 volunteers** took out time to work with MC. For instance, Kanika Bansal a photographer - whose photographs were used extensively by MC in most of their collaterals, Kalpana Mohanty a high school student - who assisted the Communication and Nayantara Vohra a middle school student - who helped out at the centres in art and craft activities with the children (For a more detailed listing of Volunteers please refer to the Annexures).

4. Employee Engagement Programme

Corporate partnerships are, often, initiated through an employee engagement programme. Once tested, the relationship matures towards an extended financial support.

A Sampler of Employee Engagements

- KPMG employees spent a day with MC's children where together, they did art, puzzles, dramatics and visited a museum. They also painted the walls of one construction site centre
- Boeing employees spent a day with MC children - dancing, singing, creating artwork and watching cartoon films. On parting, they gifted the children with geometry boxes, juice and biscuits
- Kohler organised an art workshop at construction site centres on health, hygiene and environment. The best ten paintings got displayed and the budding artists received a gift hamper each
- Employees from Johnson Controls, Microsoft, Bill and Melinda Gates Foundation and American Express visited MC centres at construction sites during the reporting year. They painted the centre walls, played and coloured with the children and gave them gifts as they left
- On 30th September, at the Airtel Delhi Half Marathon, five corporate teams ran for MC - four from KPMG and one from United Technologies Corporation. They were joined by an enthusiastic team from American Embassy School and Mobile Creches. MC received Rs14.2 Lakhs from the corporates who ran for the cause, the 3rd Highest Pledge amount, raised at the marathon in the reporting year

5. Communication

The friends of Mobile Creches- some old, some new and some still forming and finding way into our circle of friendship - all require information. Updates on activities, quarterly reports, reminders about donation and volunteering options, souvenirs and more are some communication we regularly send out to our friends. Continuous interaction with our volunteers is maintained in order to deepen the friendship with them, bring in more hands, voices, opinions, funds and goodwill to our programme.

Mobile Creches also endeavours to promote the 'young child' cause through awareness and showcase its work and achievements to gain new friends. This requires continuous work towards increasing MC's brand equity with online presence and offline visibility.

Rakhi cards: These are much treasured cards that go out in August, expressing gratitude with a friendship band.

Organisational Brochure: An improved version of the Mobile Creches' information brochure was developed. It carries information about MC's history, work, and reach and presents engagement options.

Annual Planner: MC has been preparing the Planner for some years now. It is gifted to all staff, donors and friends of Mobile Creches at the beginning of every New Year.

E-newsletter: Mobile Creches' E-newsletter filled a huge gap in quick, paperless communication. It was introduced in January and was sent out every month, thereafter, to 900 recipients.

FR Bulletin: FR Bulletins (for 'friend' and 'fund' raising) were sent out every quarter to donors and friends with news and information about the field programme, volunteers, new donors and other activities.

5. Financial Highlights



In 2012-13, whilst the Financial picture reflects stability with a 12.8% increase in income and a 11.6% increase in expenditure, the focus was on the corpus as the small window of opportunity of 100% tax exemption u/s 35AC, comes to an end in March 2014.

Mobile Creches(MC) raised Rs 472.47 Lakhs in 2012-13 as compared to Rs 418.55 Lakhs in 2011-12, showing an increase of 12.8%. This can be attributed to increase in contribution from institutional donors and contractors. The total expenditure also increased from Rs 382.36 Lakhs to Rs 426.72 Lakhs, an increase of 11.6%, largely, on account of increases in expenditure on daycare at construction sites and organization building and development.

1. Financial Resources

Mobile Creches' Financial Resources (refer: Table 1) reflects the multiple sources from which the funds are generated. For each category of income, one needs to employ a different strategy to ensure adequate and timely flow of funds.

Table 1: Summary of Financial Resources 2011-12 & 2012-13

As per Income and Expenditure	2011-12 (Rs. in Lakhs)	%	2012-13 (Rs in Lakhs)	%
General Donation (Indian)	7.64	1.83	8.19	1.73
General Donation (Foreign)	11.14	2.66	2.60	0.55
Earmarked Donation (Indian)*				
Institutional	11.78	2.81	3.43	0.73
Corporate	31.22	7.46	25.47	5.39
Corporate Foundation	13.32	3.18	16.23	3.44
Others	1.02	0.24	0.12	0.02
Earmarked Donation (Foreign)*				
Institutional	84.29	20.14	121.06	25.62
Corporate	31.52	7.53	35.05	7.42
Corporate Foundations	110.62	26.43	97.70	20.68
Child Sponsorship ^{2,01}	0.48	1.26	0.27	
Contractor/Builder Contribution	56.02	13.38	76.77	16.25
Government Aid*	5.82	1.39	2.54	0.54
Interest (Indian)**	15.57	3.72	21.12	4.47
Interest (Foreign)*&***	19.45	4.65	34.14	7.22
Others ***	5.66	1.35	14.70	3.11
Total	407.08		460.38	
As per Balance Sheet				
Special Funds (Interest & Receipts)*****	11.47	2.75	12.09	2.56
Grand Total	418.55	100.00	472.47	100.00

*The figures are taken on the basis of 'to the extent utilised'

**Interest earned on Investment of INR Corpus Fund and General Fund (on accrual basis)

***Interest earned on investment of FCRA- Corpus Fund and unutilized Grants (to the extent utilized)

****Amount received from Resource Collections, Sale of Assets etc

*****Receipts from training consultancies and Interest earned on 'Special Project Fund' & 'HR Development and Staff Welfare Fund' (on accrual basis)

1.1 Programme Funds

Institution: The income from institutions increased by 30% in the reporting year compared to the year before. Long term partners like Plan India and Bernard van Leer Foundation (BvLF) constituted the top two donors in this category. American India Foundation's contribution came in third, based on an employer-employee matching donation. Two new partners were introduced in 2012-13: De Nicole Trust and Ananda Trust. MC has initiated dialogues with other potential strategic partners in anticipation of withdrawal of current partners, who may withdraw in the course of diversifying their partner portfolio or a changing strategic thrust.

Corporate Foundation: Partnership with Corporate Foundations accounted for a quarter of MC's total income in 2012-13. Google Inc. Charitable Giving Fund of Tides Foundation and KPMG Foundation were the top two contributors in this category. Support from the KPMG Foundation in the reporting year ranged from support to a daycare centre and core communication materials to provision of computers and a vehicle to support the field programme.

Contractor/Builder: In 2012-13, while the contribution of builders/contractors to the total income pie was 16%, the daycare centres at construction sites accounted for 35% of the total expenditure. Even though some gave as little as 10% of the running cost, many builders gave more and also showed keen interest in understanding the financials and management of running of a daycare centres and its impact on children. The top three builders continued to be Bestech India, Raheja Developers and the Amrapali Group, in terms of contribution for the running of the daycare centres at their construction sites.

Corporate: The funds collected under this category are disbursed mainly towards the daycare programme and partly towards the urban slum initiative. With a new law making Corporate Social Responsibility (CSR) spending on developmental projects a mandatory requirement, the opportunities of generating funds from corporates have increased. The highest contributor, in this category, is Boeing International, a great support to MC in the last six years.

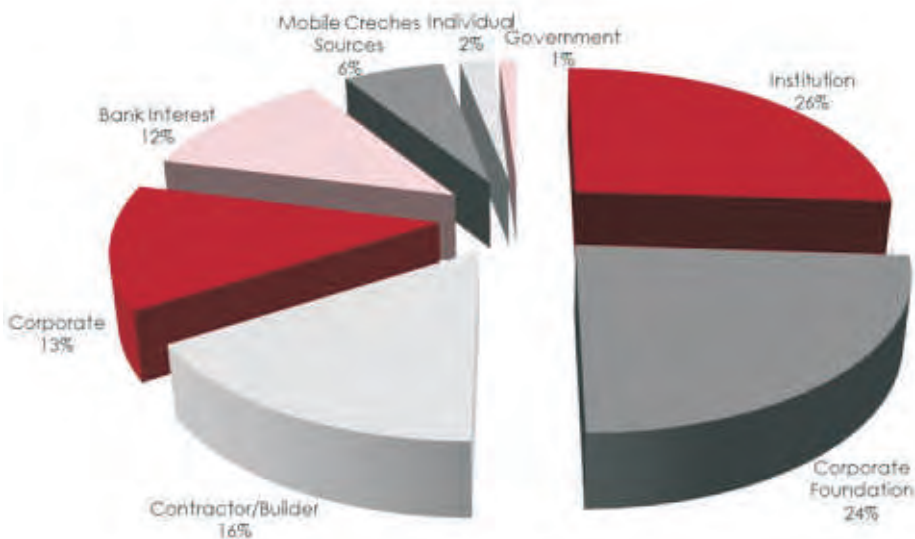


Figure 1: Break-up of Financial Resources in 2012-13 - Rs 472.47 Lakhs

Bank Interest: This share has increased from 8% to almost 12% due to increase in income earned from interest - on funds judiciously invested, as per existing government guidelines and policy laid down by the MC Board. The funds invested comprise monies from the Corpus Fund, other general/specific funds (refer Table 1) and unutilised grants (short term investments in keeping with utilization plan).

Mobile Creches Sources: MC sources include income generated through donations in kind, sale of assets (eg. sale of an office vehicle in 2012-13) and fee from training consultancies received under the Special Project Fund.

Individual: Donations in the form of Child Sponsorships or General Donations (unrestricted to any specific purpose), normally, come from individuals and forms a small part in our income pie – a little over 2%.

Indian vs Foreign: Earmarked vs Restricted

As compared to last year, the Indian component of our funds remained at 38%. The relative balance between unrestricted/free and earmarked funds came at 25:75 as compared to last year ratio of 20:80.



Figure 2: Source and Destination of Funds

1.2 Building the MC Corpus Fund

In the year 2012-2013, Mobile Creches raised Rs 48.02 Lakhs for the Corpus Fund through INR donations, from 368 donors. The total Corpus increased by 16%. All donors received 100% tax exemption, under section 35 AC of the IT Act, 1961. Out of the amount raised, 80% was generated by large contributions from 10% of the donors, through customised appeal letters and personal meetings. The remaining 20% came from small and medium sized contributions, of which more than half came through the tele-calling initiative. This initiative was discontinued in March 2013, after a three-year trial including outsourced and in-house mechanisms. While the effort increased the donor base modestly, it was a high cost and high maintenance method that Mobile Creches could not have sustained.

Today, the total corpus stands at Rs 336.41 Lakhs from both Foreign and Indian contributions; almost 60% was raised since Jan 2009 after the 100% tax exemption under section 35AC of the Income Tax Act, above, became effective. The interest generated from the entire Corpus Fund constitutes, approximately, 6% of the total income.

2 Expenditure - Utilizing resources

Mobile Creches spent Rs 426.72 Lakhs in the reporting year, in comparison to Rs 382.86 Lakhs the year before, an increase of 11.6%.

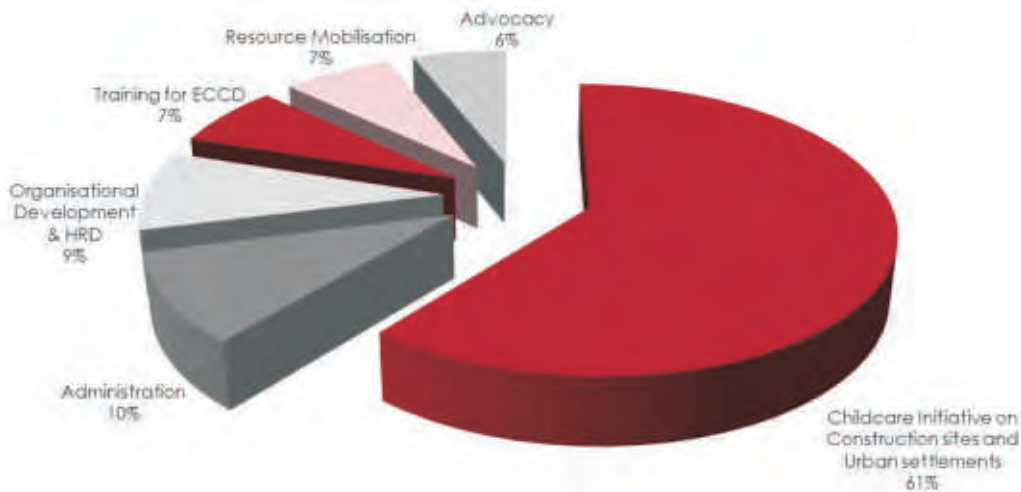


Figure 3: Break up of Expenditure in 2012-13 Rs.426.72 Lakhs

The field component saw utilization of 60.75% of the total budgeted amount: 50.59% spent on various models of daycare at construction sites and 10.16% on family and community based interventions at urban settlements. The spending on the daycare programme increased by Rs 16.73 Lakhs, largely, on account of high costs of food and increasing transport costs due to longer distances between construction site centres.

Despite expansion in the MC programme, the share of RM expenditures stayed at around 7% of the total MC expenditures (Refer: Figure 3) mainly because of the inability to hire, and retain, people in senior management positions. This needs to be addressed in the coming years and investments made in building brand visibility and use of social media.

Training expenses increased by Rs 4.53 Lakhs, primarily for developing new training modules and materials to strengthen MC's training initiatives, accompanied by a very similar increase in advocacy expenses, distributed equally over national and state level initiatives.

Under Administration, there was slight increase of about Rs 2.43 Lakhs, while Organizational Development increased by Rs 12.24 Lakhs, substantially accounted for by an increase under the Gratuity Provision (Rs 7.25 Lakhs) and leave encashment provision (Rs 2.37 Lakhs). Otherwise, the overall spread in various components of MC's expenses stayed largely stable as planned.

Table 2: Summary of Expenditure (In Lakhs) 2011-12 & 2012-13

Area of Expenditure	2011-12				2012-13			
	Expenses (Income and Expenditure)	Expenses (Funds/ Property & Assets)	Total	%	Expenses (Income and Expenditure)	Expenses (Funds/ Property & Assets)	Total	%
Child Care Initiatives Construction Sites Daycare: direct delivery	171.54	2.68	174.22	45.56	190.42	0.53	190.95	44.75
Construction Sites Daycare: facilitation	22.74		22.74	5.95	24.88	0.02	24.90	5.84
Childcare Initiatives in Urban Settlement	44.86		44.86	11.73	43.34	0.03	43.37	10.16
Training for ECCD	24.33	1.06	25.39	6.64	24.82	5.10	29.92	7.01
Advocacy: National Level	14.73	-	14.73	3.85	17.07	-	17.07	4.00
Advocacy: State Level	5.46		5.46	1.43	7.67		7.67	1.80
Resource Mobilisation	25.38	-	25.38	6.64	28.59	-	28.59	6.70
Organisational Development & Human Resource Development*	25.49	1.65	27.14	7.10	37.56	1.82	39.38	9.23
Administration	41.89	0.55	42.44	11.10	44.65	0.22	44.87	10.52
TOTAL	376.42	5.94	382.36	100.00	419.00	7.72	426.72	100.00

*Includes Provision for Gratuity of employees and Leave Encashment

Table 3: Balance Sheet as on 31st March 2013

Liabilities	2012-2013 (Rs in Lakhs)	Assets	2012-2013 (Rs in Lakhs)
Property/Equipment Fund	29.22	Fixed Assets	29.97
General Fund	220.17	Investment (of Corpus Fund & Others)	816.10
		Investment (against employees' gratuity)	6.39
Corpus Fund	141.16	Stock in Hand	10.18
Corpus Fund – u/s 35AC, IT Act	195.25	Cash & Bank Balances	38.89
Human Resource Development & Staff Welfare Fund*	30.91	Debtors, Deposits & Advances	
Special Project Fund**	11.50	Grants Receivables	4.31
		Loans & Advances	0.40
		Sundry Debtors	14.20
		Others***	72.48
		Sub Total	992.92
		LESS Liabilities	
		Unutilised Donations/Grants	341.31
		Sundry Creditors	7.04
		Others ****	16.36
Total	628.21	Total	628.21

*Includes interest earned on Investment of the Fund (on accrual basis)

**Receipts from training consultancies & Interest earned on investment of the fund (on accrual basis)

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

****Gratuity liabilities of employees above 58 years, Provision for Gratuity & Provision for Leave Encashment

Table 4: Statement of Income and Expenditure Account for the Year Ended 31st March 2013

INCOME (As Per Income & Expenditure)	2012-13 (Rs in Lakhs)	%
General Donation (Indian)	8.19	1.78
General Donation (Foreign)*	2.60	0.56
Earmarked Donation (Indian)*		
Institutional	3.43	0.74
Corporate	25.47	5.53
Corporate Foundation	16.23	3.53
Others	0.12	0.03
Earmarked Donation (Foreign)*		
Institutional	121.06	26.30
Corporate	35.05	7.61
Corporate Foundation	97.70	21.22
Child Sponsorship	1.26	0.27
Contractor/Builder Contribution	76.77	16.68
Government Aid *	2.54	0.55
Interest (Indian) **	21.12	4.59
Interest (Foreign) * & ***	34.14	7.42
Others ****	14.70	3.19
Total	460.38	100.00
EXPENDITURE		
Childcare Initiatives on Construction sites and Urban settlements		
Construction sites – daycare direct delivery	190.42	45.45
Construction sites – daycare facilitation	24.88	5.94
Urban settlements childcare initiatives	43.34	10.34
Training for ECCD	24.82	5.92
Advocacy – National Level	17.07	4.07
Advocacy – State Level	7.67	1.83
Resource Mobilisation	28.59	6.82
Organisational Development and Human Resource Development	37.56	8.97
Administration	44.65	10.66
Total	419.00	100.00
Excess of Income over Expenditure	41.38	

*The figures are taken on the basis of 'to the extent utilised'

**Interest earned on Investment of NR Corpus Fund (including the Corpus Fund received u/s 35AC of the Income Tax Act) and General Fund (on accrual basis)

*** Interest earned on investment of FCRA- Corpus Fund and unutilized Grants (to the extent utilized)

****Amount received from Resource Collections, Sale of Assets etc

ANNEXURES

Annexure - I

Mobile Creches Partners

The listing below is but a sampler of friends who joined Mobile Creches on its journey over 44 years. We sincerely thank all of you for stepping up to challenges, hailing the small successes and keeping faith in our efforts. We apologise for any inadvert omissions.

General Donations / Child Sponsorships

Less than Rs. 10000

AAA Creative Solutions
Abhineet Prashant
ABL Gupta
Ajay Singh Yadav
Alok Bhargave
Amit Khanna
Amit Sharma
Anil Bhalla
Anjali Alexander
Ankur Bose
Arijit Banerjee
Ashish Garg
Ashish Kumar
Ashutosh Garg
Axis Bank
Bhim Sen
Bikram Singh
Butterflies
Changeex (P.) Ltd.
Devanshu Jatana
Devika Singh
Dhiraj Kartik
Doll Singh
Francois Arnaod
Geraldine A Rainbird
Gulshan Rai Bajaj
H L Kapoor Financial
Consultants (P.) Ltd.
Hari Ram Mishra
Imran Fakhri
Jaeyong & Jaesong Lee
Jatinder Singh
Jaywardhan Jaju
Kanta Rani
Kaustubh Arun Shinde
Kevin James
Kiran Dhawan
Lidia Hary
Mahesh Babu
Mallika Vinod Raj Kumar
Man Mohini Rastogi

Manbha
Manju Vaish
Manjushree
Mohd Usman
Monica Chadha
Mridula Bajaj
Naren Mohan
Naresh Kohli (Dr.)
National Bal Bhawan
Nazim Ansari
Neeraj Gupta
Nirvaan Garg
Nishank Bajaj
Nishi Grover
Nithya Ranganathan
Nitin Kumar Gupta
Operation Sock Money
Padma Upadhaya
Pankaj Dhamane
Parametric Technology (I.)(P.) Ltd.
Prabhat Bandhu
Prakash Kumar
Pravah
Praveen Thakra
Pulkit Agarwal
Qudrat Singh
R S Bhardwaj
Radha Pandey
Raj Kr Aggarwal
Rajesh
Rajesh Chadha
Rajiv Kapur
Rajive Sahni
Rajni Dawar
Raminder Singh Makkar
Ravinder Kukreja
Ravinder Singh
Rohit Nagpal
Rupali Sahu
Rupesh
S N Sethi
SA/EU
Sanjay Batra

Sanjeev Malhotra
Sanjeeva Bhushan
Sara Sood
Satish
Satish Kumar
Satwad Mehta
Shiv Nadar School
Shobha Bhatia
Shreeja Kanoria
Shrey Shukla
Shri Vattsan
Shubhi Chowdhary
Smarinita Shetty
Sudershan Madhok
Sudeshana Sengupta
Suman Ahuja
Sumit
Suresh C Gupta
Sushil Kharche
Swati Malhotra
Swecha
Usha Kumar
Vandana Prasad (Dr.)
Vasu Sharma
Vera Garg
Vidya Training Institute
Vineet Kumar
Vinit Kumar
Vivek Pratap Singh
Youth Collective
Zafar Alam

Rs. 10000 to less than Rs. 40000

Abhishek Poddar
Arun Jain
Avtar Khalsa
D S Misal
Durga Indramani Foundation
Ena Mehra
Gurmeet Singh
Himmat Singh
Japanese Volunteer Group

General Donations / Sponsors Contd...

Johnson Controls
Lalit K Gupta
Madam Marie-Pascale Boutry
Madhurima Singh
Manender Mann
Marina Faetanini
Monica Arora
NM Roof Designers Ltd.
Pierre Aste - Habarnet
Renu Dhawan
Sage Publications India (P.)Ltd.
Samki Tech Resources

Santosh Malhautra
Satkrit Service Trust
Sita Ram Jindal Foundation
Society for the International
Education of Students
Sukarm Charitable Trust
Sunil Goyal
Swati Khandelwal
Una O Sullivan
Usha Partap Singh
Vivan Sundaram
Wellmake Engineering Company
(P.) Ltd

Rs. 40000 to less than Rs. 1 Lakh

American Embassy School
Recycling Club
AutoDesk India (P.) Ltd.
Help The Needy
Mefores Trust
SM Budhiraja Trust

Earmarked Grants/Donations

Less than Rs. 1 Lakh

Give India Foundation
Akhil Bansal
Amar Gupta
Amol Katkar
Annie Annie George
Hema Lohiya
Jayant Chowdhary
Nishant Mehta
Rajendra Velpula
Ramesh Jogani
Sandeep Sachdeva
Vishalli Dongrie

Rs. 1 Lakh to less than Rs. 10 Lakh

Arata Afifah Yamasaki

Ananda Charitable Trust
Ashok Alexander (through
American India Foundation)
Delhi Social Welfare Board- Rajiv
Gandhi Creche Scheme
Hurdenson TR Pacific Investment
Trust PLC (through National
Philanthropy Capital)
International Telecommunication
Union contribution (through De
Nicole Trust)
James Allman (through American
India Foundation)
MMTC Ltd.
Oil and Natural Gas Corporation Ltd.
(ONGC)
SAP Labs India (P.)Ltd.
UNICEF

United Way of Delhi

Rs. 10 Lakh and above

Bernard Van Leer Foundation
Bill & Melinda Gates Foundation
(through American India
Foundation)
Boeing International Corporation
India (P.) Ltd.
Concern India Foundation
Ford Foundation
Google Inc. Charitable Giving
Fund of Tides Foundation
KPMG Foundation
Plan International (India)

Donations to the Corpus Fund

Less than Rs. 10000

A V Ravindranath
AAA Creative Solutions
Aas Mohamad
Abbas
Abdul Hussain
Abhishek Kumar
Abhishek Poddar
Adil Siraj
Aditya Kumar
Aditya Narain
Ajay Kumar Khari
Ajay Rajput

Ajit Singh
Akhil Vijay Tayal
Akhilesh Kumar Pal
Alok Kumar Sharma
Aman Parveen Toppo
Amanjat Singh
Amit Katochar
Amit Kher
Amit Kumar
Amit Rawat
Amresh Kumar
Amrich Design
Anand Gupta
Anand Swarup Pathak HUF

Anand Venkatramana
Anil
Anil Kumar
Anshuman Nirwan
Anubhav Mehrotra
Anup Bhar
Anuradha Khanna
Anuradha Nirula
Anurag Tiwari
Arjun Khanna
Arjun Whorra
Arun Ahluwalia
Asha Narang
Asha Pathak

Ashish Jaitly
Ashish Malhotra
Ashok Bhutani
Ashok Kumar
Ashok Manchanda
Ashu Jain
Ashutosh Keshal
Ashwani Khullar
Atin Wadhera
Ayush Mukherjee
Ayush Singhal
Ayush Srivastava
Bee Gee Handicrafts
Bhawna Narang
Brijesh Tyagi
Capital Builders
Captain Tejwant Singh
Chander Prakash
Deepak Bhandari
Deepak Singh
Deepak Verma
Devendra Kumar Singh
Dharam
Dinesh Agarwal
Dinesh Kumar Jain
Dinesh Rawat
Dinesh Sharma
Divya
Divya Srivastava
Diwakar Dutt Pandey
Emamuddin
Emmanuel Lal
Encyclo 9 Corp.
Gagandeep Singh
Gajraj
Gautam Wadhwa
Girish Kumar Sharma
Gobind T Shahani
Gopal
Group Captain Tejwant Singh
Gulshan Juneja
Gurmeet Singh Saini
H K Suhas
Harish Gosain
Harish Saini
Haritosh
Harpreet Singh
Harvinder
Harvinder Singh
Hemant Gulati
Himanshu Gilani
Imran Ahmad
Inderjeet Singh
Ishaq Freddy
J D Sehgal

Jagdish Kumar
Jagjeet Kaur
Jagjit Singh Kalra
Jagrithi Jagat
Jai Swarup Pathak HUF
Jitendra Mogre
Junesh Sardana
K L Arora
K L Sahni
Kali Charan Mhato
Kalyan Chakravarthy
Kamal Singh
Kanika Bansal
Kanwar Singh
Kapil Jain
Kapil Khanna
Kaushal Tanwar
Kishore Gambhir
Krishna Ahuja
Kushal Singh
Lakhwinder Singh
Lalit Aggarwal
Lalita Pandey
Madhabi Sinha
Madhav Lokur
Mahesh Chandra Garg
Man Mohan Bhatnagar
Manish Kumar
Manish Kumar Verma
Manish Pahuja
Manjot Singh
Manoj Kaul
Mavis E Jain
Mayank Sandeep Kumar
Md Parvez Allimunium Work
Medhvee Raja
Meenakshi Karme
Meera Kuckreja
Meeta Vashist
Metzeler Automotive Profiles
India (P.)Ltd.
Minakshi Gangoly
MIS Sastry (Dr.)
Mittal Teas
Mohanlal Gauba Memorial Trust
Mohit Verma
Momina Abid
Mona Sharma
Mudit Mehrish
Mukesh Singh Bisht
Namrata Kumar
Naren Mohan
Narendra Wadhwana Foundation
Naresh Kumar
Naveen Taneja

Neelam
Neelam Ahuja
Neelima Singh
Neena Narayan
Neha
Neraj Jain
Nidhi Tiwari
Nihar Ranjan Parida
Nipun Goel
Nisha Bhatt
Nitika Datta
P Gautam
P K Bandyopadhaya
Pakhi Goel (Dr.)
Pankaj Dutt Sharma
Paramjeet Kaur
Parul Amla
Parveen Rath
Parvinder Singh
Pawan Sachdeva
Payal
Poonam Bhatia
Poonam Chauhan
Poonam Sharma
Poonam Shukla
Prabha Rao
Prabhat Shankar
Prashant Kumar Behera
Praveen Joshi
Praveen Saini
Purna Kalra
Priyanka
Puneet Kaul
R Anuj
R K Kannan
R K Verma
Rajeev Kr Sharma
Rajesh Kanojia
Rajesh Kr Singh
Rajesh Kumar
Rajiv Krishan Bahl
Rajneesh
Rakesh Singh
Ram Pratap
Raman Tyagi
Ramesh Chander
Ranbir Singh Rana
Ranvijay Singh
Ravi Shankar
Ravinder Kaur
Ravinder Singh
Reetika Jain
Rishee Saluja
Ritesh Bhansali
Ritesh Kumar

Ritika
Rohit Bahadur
Rohit Sharma
Roma Chawla
Ruchi
Ruchi R Jain
Ruchi Sawhney
Ruma Das Gupta
S L Engineers
S R Iyer
S Sirish Kumar
S K Sharma
S P Barooah
S T S Utility Services
Sachin Kumar
Sachin Madaan
Sakshi Broota
Sandeep Niranjana
Sandeep Singh
Sandhya Rani
Sanjana
Sanjay Nayar
Sanjay Pathak
Sanjeev Aggarwal
Sanjeev Kumar Jain
Sanket Kandoi
Savtri Sabharwal
Sekh Abdul Mannan
Shahid Hussain
Shaily Mehrotra
Shakti Shive
Shanim Chaudhary
Shashi Diwan
Shashwat Goel
Shweta Arora
Shikha Tripathi
Shilpi Jain
Shree Krishan Multani
Shreeja Kanoria
Sohan Lal Goyal
Sreehareesh KM
Sri Andal Store
Subir Chakraborty
Sudeshna Bhattacharya
Sudarshan Kumar Baurai
Sudeshna Bhattacharaya
Sujatha Krishna Kumar
Sumeet Mittal
Sumit Chaudhary
Sunil Datta Vashista
Surender Kumar
Surender Singh
Suresh Murjani
Suresh Rana
Surinder Sood
Sushil Kumar

Sushma Jain
Swaraj Ghai
Swati Garg
Tanmay
Tanvir
Taranjat Singh
Tarun Rohatgi
Tarun Sharma
Twinkle
Umesh Kumar
Umesh Prasad
Upendra Singh
Usha Vidyarthi
Utkarsh Shrivastva
V P Darde
Vijay Verma
Vikas Gupta
Vikram Singh
Vikrant Verma
Vinay Sharma
Vinay Verma
Vinod Amladi
Vinod Bhutani
Vipin Kapoor
Virender Kumar Debas
Vishal Ahuja
Vivek Sharma
Vivek Swarup Pathak HUF
Vrinder Saigal
VSN Murthy Kollepara
Zafar Nawaz Ali Khan

Rs. 10000 to less than Rs. 40000

Abhishek Logani
Anupam Sachdev
Anupama S Awasthi
Aruna Sanwalka
Ashwani & Associates
Bank of America
Bomi F Daruwala
Dayawati Charitable Trust
Debashish Mukerji
Harveen Kumar
Hemant Puthran
HL Kapoor Financial Consultants
(P.)Ltd.
Indra Bhatia
Jaideep Singh Dang
K Sairam
Katgara Foundation
Kimberley E Jain
Krishna Theophilus
M R Boga
Madhu Kapur
Madhuri Sondhi

Manju Vaish
Metores Trust
Neeti Nanda
Om Prakash Sapra
Piyush Sharma
Praveen Thakra
Priti Sanwalka
Prudent Advisory Services (P.) Ltd
Ranjana Agarwal
Ratan Dayal
Reeta Sondhi
S Anandalakshmy
Saksham Wealth Solutions (P.) Ltd
Seema Paul
Shalini Kala
Sunil Goyal
Sunit Arora (Dr.)
Umesh Banerjee
Usha Savara
V K Sanwalka Karta HUF
Vinay Vaish
Vinod Kumar Sanwalka
Vishal Preenja
Vivek Kohli

Rs. 40000 to less than Rs. 1 Lakh

Annie Mathew
Arvind Wadhwa
Drawmet Wires (P) Ltd.
G S Iyer
Nitin Gupta
Premvati Raghubir Singh Charitable
Foundation
Sanjay Kaul
Sudarshan Agarwal
Sunil Kothiwala
Tiara Charitable Foundation
Urvashi Dhamija

Rs. 1 Lakh to less than Rs. 10 Lakhs

Ajay Vohra
Bhilai Engineering Corp. Ltd.
Deepankar Sanwalka
Hemant Luthra
Mukul Jain Medical Institute (through
Mukul Sahu Jain)
O P Vaish
R Rajagopalan
Rupesh Jain
Sneh Bhargava (Dr.)
YES BANK Ltd.

Rs. 10 Lakhs to less than Rs. 15 Lakhs

Satyavati Berera

Donations in Kind

Adya Singhania	Divya	Mridula Bajaj
Akansha	Gaurav	Narinder Singh
Akash Manchanda	Gunjan	Natasha Gupta
American Embassy School - Recycling Club	Gujaranwala Bartan Bhandar	Navneet Kaur
Amit Bakshi	Harish Gosain	Nestle India Ltd.
Amit Nagarkar	Harshika	Padma Upadhaya
Amrita Jain	Indra Bhatia	Rachna
Ananta Jagdali	Jagdish General Stores	Rajesh
Anika	Jagdish Verma	Rashmi Gupta
Anjali Alexander	Japanese Volunteer Group	Ravinder
Anjana Shroff	Julie Hutton	Renu Mathur
Arun Kumar	K B Bhatia	Ritu Mal
Aruna(Dr.)	Kali Vohra	Rohin Gogia
Asha Goyal	Kanishk Saxena	Rotary Club of Delhi
Asha Sharma	Kartar Singh	Sap Labs India (P.) Ltd.
Bhupesh	Kashish Punj	Sarita Sharma
Boeing International Corporation India (P.) Ltd.	Katie	Sarvasva Singh
Brajesh Godra	Kavya	Shruti Mishra
Caroline Rossignol	Ketaki Bose	Somnath Sharma
Charu Garg	Kiran Dhawan	Soni
Comfort Garments (P.) Ltd.	KPMG Foundation	Sudeshna Sengupta
Concern India Foundation	Kuljeet Sood	Suman Pundir
Deepak Jain	Laura Lukasili	Superna Saxena
Deepak Mathur	Lovely Abraham	Swarcha
Delhi Public School, Mathura Road	Manjeet Kaur	Swati Singhania
Devika Singh	McKinsey (P.) Ltd.	Tanya
Dilli Karigiri Ltd.	Meena Narayan	Tanya Khosla
Dimple Soni	Meenal Vohra	Tarun Rohatgi
	Meera Garg	Vidya Rao
	Monika Harit	Vidya Training Institute
		Youth Reach

Volunteers: Individuals

Akshima Sharma	Kanika Bansal	Pooja
Aman Kharbas	Kanika Duggal	Poonam Sharma
Ambika Sinha	Katyayinee	Prabhat Kumar
Anjali Khullar	Kirti Raghu	Pragya Kaushik
Arun Mittal	Kunal	Preeti Gusain
Arushee Jaini	Latika Behl	Priyanka Puri
Binda Preet Sahni	Malvika Kumar	Priyanshu Bhushan
Daksh Bhandari	Manvi Kapoor	Radhika
Deep Sengupta	Megha Garg	Ridhima Grover
Eshita Asija	Mishika Rana	Ridhima Rastogi
Gouri Shanker Mukherjee	Naveli Singh	Roopali Agarwal
Geetanjali Dhawan	Nayantara Vohra	Roopsi Jain
Hannah Gisness	Neetu Jha	Sahiba Seth
Himanshi Khanna	Neharika Goyal	Sama Mehta
Ishaan Gupta	Nisha Kumari	Samarth Bhandari
Jaishelly Khanna	Paige Andrews	Samiksha Khanna
Jessie Yacos	Parul Babbar	Sandhya Mohan
Kalpana Mohanty	Parul Verma	Scott Goldstein
Kalyani Vaish	Piyush Jain	Seema

Shaivya
Shifali Kohli
Shivangi Gupta
Shruti Joshi
Shubham Sharma
Shubra Agarwal

Soumya Gupta
Stephanie Le
Surbhi Kohli
Swati Gupta
Tanuja Sharma

Tanvi Bhatia
Vani Chawla
Vishaka Prasad
Vrifika Mathur

Volunteers: Corporates, Schools, Others

American Express Bank Ltd.
Bank Information Centre
Boeing International Corporation
India (P.) Ltd.
Cargill India (P.)Ltd
Clowns Without Borders
Hands to Heart International
Hurstpierpoint College, UK

Japanese Volunteer Group
KPMG
Lady Irwin College
Microsoft Corporation India(P.)Ltd
Modern School, Barakhamba Road
NIPCCD
Parents Place/Jewish Family and
Children Services
SAP Labs India (P.) Ltd

Save the Children
School of Inspired Leadership
(SOIL)
UNESCO
Unitech Group
University of Cambridge
Youth Reach

Volunteers: Doctors who donated services at construction site daycare centres

Arun Kumar (Dr.)
Ashwani Bansal (Dr.)
Avneesh Agarwal (Dr.)
Dheeraj Kumar (Dr.)
G.S. Shekhawat (Dr.)

Gajinder Singh (Dr.)
Manhinder K. Lamba (Dr.)
Meera Malhautra (Dr.)
Mohammad Ashafaq (Dr.)
Prabhat Kumar Sinha (Dr.)

Pradeep Tandon (Dr.)
Rajesh (Dr.)
Rakesh Rajan (Dr.)
Sadhna Mehta (Dr.)
Sandeep (Dr.)

Mobile Creches Team

Aditya Singh
Anil Kumar
Anita Dabral
Anita Devi
Anita Yadav
Anjali Vaish
Arun Kumar
Asha Rani Kashyap
Asha Sharma
Bala Devi
Balvinder Kaur
Bandana Agarwal
Bansraj Yadav
Basanti Pathak
Bhagwati Jain
Bhagyalaxmi
Bimla Devi
Caroline Prabha Masih
Chanderkanta Sethi
Chandra Mehra
Chandrakanta Sehgal
Charu Garg
Chaya Sharma
Chirashree Ghosh

Christopher John
David Minz
Deepa Joshi
Devender
Durga Rani
Gayatri Devi
Geeta
Govinda
Gulshan Ara
Hardevi Sharma
Hari Kishan
Harish Gosain
Harish Kumar Joshia
Harshika Sahnii
Harvinder Kaur Saini
Iqbal Singh
Jenny S Joy
Jude Agenlo Harry
Kamini Malhotra
Kamla Devi
Kamla Thakur
Kamla Thapa
Kamlesh Gusain
Kamlesh Sharma (1)

Kamlesh Sharma (2)
Kanan Misra
Kanta Rani Negi
Kanta Singh
Kavita
Kavita Singh
Khushboo Sharma
Krishan
Krishna
Kusum Batura
Kusum Sharma
Lalfesh
Lata Trehan
Laxmi Roka
Lovely Abraham
Madan Lal - 1
Madan Lal - 2
Madhu Bhatta
Madhusudan Tiwari
Mahavir Singh
Maimul
Mamata Devi
Mamta
Mamta Pandey

Mamta Shukla
Manbha
Manju
Manoj Kumar
Mansu Khera
Maya Tiwari
Mayanka Gupta
Meena Rawat
Meena Saxena
Meenakshi
Meenu
Mehnaz Zamani
Mridula Bajaj
Nargis Sharma
Nasim Ahamad
Neelam Saxena Srivastava
Neelam Sinha
Neelam Srivastava
Neeru Bhatnagar
Nirmal
Nirmal Budhiraja
Padma Upadhyaya
Paramjeet Chowdhree
Pawan Kr. Singh
Pinki
Poonam Shukla
Poonam (Shakuntala)
Poonam Daniel
Prajawati
Prem Chawala
Premlata Singh
Pushpa

Radha Pandey
Raj Bahl
Rajan Prasad
Rajesh
Rajesh Mittal
Rajinder Pd. Singh
Rajni
Rajni Dora
Rajni Pushkaran
Ramwati
Rani Kashyap
Raseedan Begam
Ravinder Kumar
Reena
Reeta Mishra
Rinku
Rita Rawat
Roseline Shobha
Sakshi Kaushal
Sandhya Chauhan
Sanjeeda
Sanjeev Kumar Nainawat
Sapna
Saraswati Devi
Sarita Sharma
Saritha Majji
Satayeshwari Pehlu
Satbir Sharma
Savita Yadav
Savitri
Sawan Kr. Suman
Seema Thakur

Shakuntla
Sharmila
Shashikant
Sheila Bai Bhardwaj
Sheila Devi
Shikha Rajput
Shreeja Kanoria
Soni Pandey
Sonia Sharma
Sudeshna Sengupta
Suja Saji Samuel
Suman (1)
Suman (2)
Suman Lata
Sunita Kandiyal
Sunita Kumari
Sunita Rawat
Sunita Sharma
Sunita Solanki
Sushma Mittal
Swarcha Devgun
Uma Prasad
Usha Saini
Ultra Bhardwaj
Vandana
Vibharika Chandola
Vijayalaxmi Puri
Vijaylakshmi Sharma
Vikas
Vikram Singh
Vineeta

Annexure - II

Childcare Initiatives at Construction Site - Daycare Direct Delivery

1. Ahluwalia India Construction
3C Lotus Project
Sector – 100,
Near Bada Mahadev Temple,
Noida, Uttar Pradesh
2. Vipul World Ltd.
Vipul Apartments
Tatvam Village, Sector – 100,
Sohna Road,
Gurgaon, Haryana
3. EMAAR MGF Land Ltd.
Palm Drive Project
Sector – 66, Near Vatika City,
Sohna Road,
Gurgaon, Haryana
4. Unitech Group
Uniworl Resort Project
Sector – 33, Sohna Road, Near
Subhash Chowk,
Gurgaon, Haryana
5. Raheja Developers Pvt. Ltd.
Atharva Project
Sector – 108, Dharampur,
Palam Vihar,
Gurgaon, Haryana
6. Raheja Developers Pvt. Ltd.
Vedanta Project
Bajira Phatak, Sector -109, New
Palam Vihar,
Gurgaon, Haryana
7. Spaze Towers Pvt. Ltd.
Spaze Palazo Project
Sector – 69,
Sohna Road,
Gurgaon, Haryana
8. Bestech Group
Park View Spa Project
Sector – 47, Subhash Chowk,
Sohna Road,
Gurgaon, Haryana
9. Bestech Group
Park View Spa Next Project
Sector – 67,
Badhshahpur,
Gurgaon, Haryana
10. Amrapali Group
Amrapali Village Project
Gyankhand – 2,
Indirapuram,
Ghaziabad, Uttar Pradesh
11. Amrapali Group
5 Knowledge Park Project
Tech Park – II,
Near Balak Inter College,
Khushiyana Village,
Greater Noida,
Uttar Pradesh
12. B.G. Shirke Construction
Technology Pvt. Ltd.
Rohini Sector – 34,
DDA (Principal Employer),
Near Prahladpur Village,
Delhi
13. Vatika India Ltd.
Vatika India Next Project
Opposite Apno Ghar
Manesar, Haryana
14. Vipul Ltd.
Lavanya Apartments Project
Sector – 81,
Gurgaon, Haryana
15. Ansal API,
Essencia Project
Sector – 67,
Gurgaon, Haryana
16. Supreme Sahyog Constructions
Ramprastha Project
Sector – 37 D,
Village Gadauli Kalan,
Gurgaon, Haryana
17. Bestech Group
Park View Grand Spa Project
Sector – 81,
Gurgaon, Haryana
18. Raja Bazar
DIZ Area, Sector – IV,
Near Gole Market,
New Delhi
19. Vatika India Ltd.
Vatika India Next
Sector – 82,
Manesar, Haryana
20. Unitech Group
Unitech Infopark
Sector – 48, Tikri Border,
Gurgaon, Haryana
21. ILFS Environment and
Infrastructure Services Ltd.
12 MW Waste 2 Energy Project
Near Battery Mary Hospital,
Ghaziipur, Delhi
22. Amrapali Foundation
Amrapali Golf Home
Plot No. 2
Golf Home, Sector – 4,
Noida Extension,
Uttar Pradesh

Childcare Initiatives at Construction Sites - Daycare Facilitation

- | | | |
|---|---|--|
| 1. Ahluwalia Contracts India Ltd.
Primanti Villas and Residences
Sec-72, Near Sohna Road,
Gurgaon, Haryana | 10. JMD Group
JMD-IT Megapolis
Sohna Road,
Gurgaon, Haryana | 18. Spaze Towers Pvt. Ltd.
Spaze Boulevard,
Sec-47, Sohna Road,
Gurgaon, Haryana |
| 2. Amrapali Group
Amrapali Sapphire
Sec 45, Near Sadarpur Village,
Noida, U.P. | 11. Raheja Developers
Navodaya
Sec-92, Near Pataudi Road,
Gurgaon, Haryana | 19. Krishna Construction Company
S.R. Ashoka Estate
Sec-96,
Noida, Uttar Pradesh |
| 3. Amrapali Group
Amrapali Silicon City
Sec-76,
Noida, Uttar Pradesh | 12. Shapoorji Pallonji
Trilium Project,
Near Mental Hospital,
Amritsar, Punjab | 20. Supertech Group
Supertech Eco Village
Noida Extension, Uttar Pradesh |
| 4. Amrapali Group
Amrapali Princely Estate
Sec-76,
Noida, Uttar Pradesh | 13. Shapoorji Pallonji
Hines Skyview Corporate Park,
Sec-74A, Near Haldiram,
Manesar Road,
Gurgaon, Haryana | 21. Unitech Group
Unihomes,
Sec-117, Near Sarfabad
Village,
Noida, Uttar Pradesh |
| 5. Amrapali Group
Amrapali Centurian Park
Greater Noida, Uttar Pradesh | 14. Shapoorji Pallonji
Tata Housing Raisina
Residency
Sec-59,
Gurgaon, Haryana | 22. Vascon Engineers Ltd.
BTP Terra
Sec-37D,
Gurgaon, Haryana |
| 6. ATS Group
ATS One Hamlet
Sec-104,
Noida, Uttar Pradesh | 15. Shapoorji Pallonji
Medical College
Near Nuh Village,
Mewat, Haryana | 23. Vascon Engineers Ltd.
BTP Amstoria
Sec-102,
Gurgaon, Haryana |
| 7. Bestech Group
Park View Residences
Sec-66,
Mohali, Punjab | 16. Shapoorji Pallonji
Godrej Frontier
Sec-90, Near Naurangpur
Village, NH-8,
Gurgaon, Haryana | 24. Vipul Group
Vipul Gardens
Sec-1, NH-8,
Dharuhera, Haryana |
| 8. Bestech Group
Bestech City
Dharuhera, Haryana | | |
| 9. CHD Developers Ltd.
CHD Avenue 71
Sec-71, Near Sohna Road,
Gurgaon, Haryana | 17. Spaze Towers Pvt. Ltd.
Spaze Privy
Sec-72, Sohna Road,
Gurgaon, Haryana | |

Childcare Initiatives at Urban Settlements

1. Khanpur
Community Centre
C -51, Near Nagar Nigam
School
New Delhi
2. Trilokpuri
DDA Community Centre,
Block-13,
New Delhi
3. Seemapuri (I)
DDA Community Centre,
Block-D,
New Delhi
4. Seemapuri(II)
DDA Community Centre
Block-A,
New Delhi
5. Kirby Place
Basti Vikas Samiti,
Dhobi Ghat,
Near MES Store Room,
Delhi Cantonment,
New Delhi
6. Madanpur Khadar
House No-1300, Pocket-C,
Jalebi Chowk
(Near Aggarwal Sweets),
New Delhi
7. Harolla basti
Near water tank,
JJ Camp, Sector-5,
Noida,Uttar Pradesh
8. Dakshinpuri (I)
DDA Community Centre,
Block-C, Ambedkar Nagar
New Delhi
9. Dakshinpuri (II)
DDA Community Centre,
Block-D,
Near Virat Cinema Hall,
Ambedkar Nagar,
New Delhi

Annexure - III

Credibility Alliance Norms Compliance Report

Mobile Creches has been a member of Credibility Alliance (CA) since 2005. CA is a consortium of voluntary organisations committed towards enhancing accountability and transparency in the voluntary sector through good governance. Mobile Creches has successfully completed the Peer Group Review (PGR) and is a PGR member with CA since 31/08/2011 and the membership is valid till 30/08/2016. The information furnished below is in keeping with transparency requirements of CA membership.

1. Identity

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

Mobile Creches is also registered under the following acts:

- Section 12A of the Income Tax Act, 1961; Registration No. DLI © (I-49)/73-74 dated 26.09.73
- Section 80G of the Income Tax Act 1961; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.07, valid till perpetuity
- 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 valid till March 31, 2014.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988

2. Vision, Purpose, Aims & Objective, 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 every 5 years, for the purpose of defining the Strategic Plan for the next 5 years. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives.

3. Governance

(a) General Body

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

- a) Founder members: For life
- b) Core members: Initially invited for three years and thereafter for life
- c) Associate members: Invited for three years (can be re-invited for similar terms at the end of each term)

List of General Body (GB) Members as on March 31, 2013

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

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statements of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 15th September 2012. The General Body also meets once in 3 years to elect members of the Governing Council for the next 3 year term. The meeting is scheduled for November 2013 for elections of Governing Council for the term 2014-17.

(b) Governing Council (Board)

The Governing Council has a term of three years and comprises nine elected members and four co-opted members. The nine members are elected by the General Body from within its membership, while four members are co-opted by the Governing Council, either from the General Body or from outside.

Details of Governing Council (GC) Members as on March 31, 2013

S. No.	Name	Gender	Age	Position on the Board	Qualification/Occupation/Work experience	No. of meetings attended
1	Anjali Alexander	F	58	Chairperson	M.A. (Economics) Former Lecturer (Economics), Indraprastha College Delhi; Communication, Board Development & Policy Advocacy at MC	2/3
2	Kali Vohra	F	51	Secretary	B.A. (English) Hons L.L.B.; Personnel, Legal & Board matters at MC	3/3
3	Sanjay Kaul	M	59	Treasurer	M.A (Economics), IAS (Retd.) MD and CEO, National Collateral Management Services Ltd. ; 30 years experience at district, state and country levels in development administration of which 15 years in education, health, nutrition, water supply and sanitation related programmes	3/3
4	Ritu Mal	F	56	Jt. Secretary	B. Com. (Hons.), MBA, HR Consultant with SMEs; Volunteer with Scope Plus; 30 years of experience with the corporate sector as a management consultant Experience in HR and general consulting	3/3

5	Shankar Venkateswaran	M	55	Member	B Tech., PGDM Director Social Policy at 'SustainAbility'; experience in senior managerial/consultancy positions in the corporate & development sector	1/3
6	Arvind Wadhwa	F	71	Member	M. Sc in Food & Nutrition, Former Reader, Lady Irwin College, Delhi University (Retd.)	2/3
7	Vera Garg	F	53	Member	M.A. (History), M. Phil (Mod Indian History), Teacher Social Studies & Community Service Coordinator at American Embassy School, New Delhi; Has taught in colleges in India and high school in Singapore	3/3
8	Venita Kaul	F	63	Member	B. Tech, PhD (Educational Psychology), Professor at Ambedkar University, Delhi; experience in Elementary Education, Early Childhood Education and Integrated Child Development. Was Senior Education Specialist, World Bank 1998-2008	1/3
9	Jolly Rohatagi	F	68	Member	B.A. (Delhi College of Arts), M.A. Teacher at Pearl Academy, Delhi; Treasurer, Janmadhyan New Delhi; Founder Member, Ashray Adhikar Abhiyan, Earth Matters Foundation and Dastkari Haat Samiti. Worked with Oxfam India Trust, Oxfam Wereldwinkles, and UNDP	2/3
10	Amitabh Behar	M	41	Member	M.Phil. (Political Science), JNU; Executive Director, National Foundation for India; experience in rights based campaigning, people centered advocacy, coalition building, networking and grant making; Former Executive Director of National Centre for Advocacy Studies	2/3
11	Biraj Patnaik	M	39	Member	PGMD IRMA; Chevening Gurukul Scholar, LSE 2005; Principal Advisor to the Commissioners of the Supreme Court in the RTF Case; worked in Action Aid; co-founded the Mitani programme, Chattisgarh	3/3
12	Satyavati Berera	F	52	Member	B.A. (Economics) Hons, FCA; Executive Director, Advisory Services, PricewaterhouseCoopers (PwC), India; 25 years of experience in carrying out audits and business advisory work; with PwC since 1980 and as partner since 1995	3/3
13	Sanjay Gupta	M	53	Member	FCA; Chief Executive Officer, English Helper Inc.; till Feb'2010, was Senior Executive and India Leader providing leadership oversight for American Express	1/3

- Members 1 to 9 were elected by the General Body at its meeting held on 18 September 2010 and Members 10 to 13 were co-opted by the Governing Council
- A Board Rotation Policy exists and is practiced
- None of the Board members are related by blood or marriage or received any remuneration, reimbursement or sitting fee during the year

(c) Details of Governing Council (Board) meetings held in 2012-13

The Governing Council met three times during the year and approved 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.

Serial No.	Date of meeting	* No. of Members Present	Business conducted
1.	15 th Sept 2012	11	Approval of Annual Report and Audited Financial Statements
2.	23 rd Feb 2013	8	Approval of Annual Plans
3.	23 rd Mar 2013	10	Approval of Annual Budget

* six members constitute a quorum

(d) Committees

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

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

Details of Committee Membership – 2012-13

	Committee Coordinators- (GC members)	GC/GB Members	External Experts	Department Managers, Mobile Creches
Resource Mobilization	Anjali Alexander Chairperson	Vera Garg	Kunal Verma	Sr. Manager, Resource Mobilisation
Strategic Plan	Anjali Alexander Chairperson	Shankar Venkateswaran	Ved Arya	Executive Director
Audit & Accounts	Sanjay Kaul Treasurer	Amrita Jain	Priti Sanwalka	Sr. Manager, Accounts
Investment	Kali Vohra Secretary	-	Devraj Singh Anila Ahuja*	Sr. Manager, Accounts
Human Resource	Ritu Mal Jt. Secretary	-	Rajan Sinha (a GB member)	Sr. Manager Resource Mobilisation
Nominating Committee	Ritu Mal Jt. Secretary	Anjali Alexander Amrita Jain Asha Singh Mathew Cherian Vera Garg Asha Singh	-	-

Note:

1. Chairperson & Executive Director are ex-officio members of all committees, but are active members in committees where they are specifically mentioned.
2. Anila Ahuja was member of the Investment Committee from August 2012 to February 2013
3. Nominating Committee is a temporary committee for the purpose of identifying new GC/GB members

4. 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

5. Accountability and Transparency

(a) Audited Financials

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

- 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) Auditors, Bankers and Legal Advisors

Auditors	Bankers	Legal Advisors
Thakur Vaidyanath Aiyar & Co. 221-223, Deen Dayal Upadhya Marg New Delhi-110001	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	Mr. P. N. Mehta Aiyar & Company 26, A Barakhamba Road New Delhi-110001 Vaish Associates Flats no 5-7 10, Hailey Road New Delhi-110001

(d) Staff Details

Particulars	Name	Designation	Salary (Per Month)
Operational Head of the Organisation	Mridula Bajaj	Executive Director (ED)	Rs 73,000
Highest paid staff member after ED	Bandana Agarwal	Director, Field Operations	Rs 55,000
Second highest paid staff member after ED	Harish Gosain	Senior Manager, Resource Mobilisation	Rs 45,000
Third highest paid staff member after ED	Bhagyalaxmi Rao	Senior Manager, Programme	Rs 32,400
Lowest paid staff member in the organisation	Mamta	Creche Worker	Rs 5,500

Distribution of Staff According to Salary levels and gender (As of March 31, 2013)

Slab of gross salary plus benefits (Rs per month)	Male staff	Female staff	Total staff
Less than 5,000	-	-	-
5,000- 10,000	08	51	59
10,000- 25,000	12	58	70
25,000 – 50,000	01	08	09
50,000- 1,00,000	-	02	02
Total Staff	21	119	140

(e) Travel Details**International Travel**

Total cost of International Travel by all Personnel including Volunteers and Board Members - Rs 1,63,905 (one lakh sixty three thousand nine hundred and five rupees only)

Name	Designation	Purpose	Amount	Sponsored By
Chirashree Ghosh	Sr. Manager, Advocacy	Conference on 'Noteworthy Practices on ECD' organised by Asia State Pacific Regional conference for Early Childhood (ARNEC) in Indonesia	Rs. 1,63,905 (one lakh sixty three thousand nine hundred and five rupees only)	UNICEF
Neeru Bhatnagar	Manager, Training			

Help Mobile Creches to give the child a childhood

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



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

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

You can help us do that !

Visit a Mobile Creches Centre

Become a Mobile Creches Volunteer

Sponsor a Mobile Creches Child

Support the Mobile Creches Corpus Fund

What sets Mobile Creches apart is the focus on the Young Child under 6 years – when the foundations for health, learning and social behaviours are laid. The early years are a period of maximum learning, rapid growth and greatest vulnerability. We need to step in NOW . . .



D.I.Z. Area, Sector-IV, Raja Bazar,
New Delhi -110 001
P: 91 11 2334 7635 / 7281
E: mail@mobilecreches.org
W: www.mobilecreches.org



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



and you can make it happen

With your support we can give the child a childhood

YES! I would like to make a lasting difference to the lives of vulnerable children by contributing to the Corpus Fund.



Please find enclosed a cheque in favour of 'Mobile Creches' for

- Rs. 1,50,000
- Rs. 1,00,000
- Rs. 75,000
- Rs.....

Please fill in the information in block letters

Name:.....

Address:

.....

.....

Email.....

Phone.....

Signature

All donations to Mobile Creches are eligible for 50% tax exemption under section u/s 80-G and donations to the Corpus Fund are eligible for 100% exemption u/s 35 AC and 80GGA of the IT Act, 1961.

