

NURTURING ROOTS, EMPOWERING FUTURES

Annual Report 2024-25





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2025 report on childcare



List of Abbreviations

ARNEC	Asia-Pacific Regional Network for Early Childhood
AWC	Aanganwadi Centre
AWCC	Aanganwadi-Cum-Creche
CACL	Campaign Against Child Labour
CSO	Civil Society Organization
CDPO	Child Development Project Officer
CINI	Child in Need Institute
CSI	Child Survival India
DSS	Disability Screening Schedule
ECD	Early Childhood Development
ECCE	Early Childhood Care & Education
FORCES	Forum for Creche and Child Care Services
GPDP	Gram Panchayat Development Plans
GSVS	Gramin Avam Samajik Vikas Sanstha
ICDS	Integrated Child Development Services
IYCF	Infant and Young Child Feeding
JSA	Jan Swasthya Abhiyan
KOL	Key Opinion Leaders
MLF	Mid-Level Functionary
MEL	Monitoring Evaluation and Learning
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
NACG	National Action Coordination Group
NAMA	Nirman Mazdur Adhikar Abhiyan
PDS	Public Distribution System
PHRN	Partners in Health Research and Nutrition
PWD	Public Works Department
RDPR	Rural Development and Panchayat Raj Department
SCPCR	State Commission for Protection of Child Rights
SEL	SOCIAL EMOTIONAL LEARNING
SPAN	Society for People's Awareness
TDSC	Trivandrum Developmental Screening Chart
TLM	Teaching Learning Material
UKS	Urmul Khejadi Sansthan
VHAP	Voluntary Health Association of Punjab
WAZ	Weight-for-Age
WCD	Women & Child Development



Story from the Field

A Father's Promise: Harish's Journey of Love, Struggle, and Resilience

"Any man can be a father, but it takes someone special to be a dad."

— Anne Geddes

In the crowded bylanes of Dakshinpuri, New Delhi, where the day begins with the sound of vendors and buses roaring to life, Harish starts his morning much earlier. A cleaning staff member at a city bus depot, Harish is also a single parent—a father of three who has made caregiving his life's mission after tragedy left him to raise his children alone.

Parenting alone was never part of his plan. But when life demanded it, Harish chose love over ease, presence over escape. His story is not just about survival—it's about fatherhood in its most courageous form.

Harish's day often begins with Aashi's soft cries piercing the early silence. Just two years old, Aashi clings to her father with the instinctive trust only toddlers can give. Her hair often tousled, her eyes half-closed with sleep, she nestles into his shoulder as he prepares her morning milk before getting ready for work.

His rough hands—cracked from long hours of cleaning buses—have learned to braid hair and change diapers. Harish says, "Aashi needs me to hold her first thing in the morning. That small moment gives me the strength to face the day."

But these moments used to come with fear. He couldn't take her to work, nor leave her home.

That changed in 2023 when he found the Mobile Creches centre nearby. With gentle assurance and structured care, the centre became a second home for Aashi. "Now, she walks in with a smile and waves goodbye," Harish says with pride. "I go to work knowing she's safe, fed, and loved."

Today, thanks to the support of Mobile Creches, Harish is not only able to hold onto his job, but also to parent with confidence and dignity. His elder daughter attends school regularly, while his younger two thrive at the creche—receiving early childhood education, nutritious meals, and emotional security during the most formative years of their lives.

Harish's journey is not just a testament to his strength, but to the transformative power of accessible childcare. Thanks to Mobile Creches, he is not forced to choose between work and parenting. He is able to be present—for Aashi's sleepy hugs, Kabir's curious chaos, and Meher's quiet dreams.

His story is one of invisible heroism—the kind lived by thousands of single parents across India.

Harish is not just a father. He is the promise of care fulfilled. A man who stayed, who struggled, and who continues—every single day—to rise with the sun and raise his children with dignity, devotion, and love.

Field
Stories

Chairperson's Note



Rohit Bhasin
Chairperson

Care is Economy. Care is Justice. Care is Our Future.

As we reflect on 2024–25, I am deeply moved—not just by our milestones, but by what they reaffirm: that in an increasingly digital world, care remains one of the most profoundly human acts.

While Artificial Intelligence is transforming industries and redefining the future of work, we must pause and ask: what cannot be digitized? AI can write code, process data, even mimic sentiment—but it cannot nurture a child, build community trust, or carry the emotional labour of caregiving. These are the acts Mobile Creches champions each day. We show up, consistently and wholeheartedly, to care for India's youngest and poorest citizens.

At Mobile Creches, we've long held that caring for children is not a private act of kindness—it's public work, foundational to a functional society. Childcare is not a luxury; it is a right and a shared responsibility. This year, we deepened that belief through transformative action.

In 2024, we expanded our direct operations into rural Chhattisgarh and Jharkhand, while forging impactful partnerships with the governments of Haryana, Karnataka, Odisha, and Telangana. These collaborations championed childcare as a public provision and unlocked Rs.1690 million in government funding to establish new creches.

To ensure consistency and quality, we created multilingual, digital-first training materials and enablement tools—standardized yet locally resonant. With this infrastructure, Mobile Creches reached 90,442 children across 15 states, supported by a dynamic network of over 4,800 centres.

Across all our models, one thread remained consistent: our commitment to continuous improvement anchored in research. This year, we strengthened anthropometric measurement as a key health indicator, built a robust curriculum for under-three-year-olds, and embedded Social and Emotional Learning (SEL) for both children and caregivers. Through the Dulaar Parvarish programme, we promoted responsive parenting—sparking a visible cultural shift: fathers spent 35% more time playing with children, and 16% more time engaged in caregiving.

The care economy is no longer peripheral. It is central to how nations—especially one as young and diverse as India—can build inclusive, resilient futures. Our work aligns seamlessly with the Prime Minister's vision of Viksit Bharat by 2047. But that future rests on our youngest citizens—and on enabling more women to enter and remain in the workforce.

As Chairperson, I take pride in the values we uphold and the vision we carry. Algorithms may guide the world, but only human hands and hearts can raise children, nurture communities, and build trust.

To our dedicated team, generous funders, committed partners, and courageous care workers—thank you. The road ahead demands imagination, bold policy shifts, and collective resolve. But I believe, together, we will build a future where care is no longer invisible, but celebrated—as central to India's growth story and its dreams of Viksit Bharat.

With gratitude and belief,

CEO's Note



Sumitra Mishra
Chief Executive
Officer

Rooted in Care, Rising with Purpose – Deepening Impact through Partnership and Innovation.

As I reflect on the past year at Mobile Creches, I am filled with deep gratitude and renewed purpose. 2024–25 was more than a year of progress—it was a powerful reminder of what's possible when care lies at the heart of development. Guided by our five-year strategic roadmap, we expanded our impact, deepened community partnerships, and advanced childcare as a right, not a privilege.

This year reaffirmed a simple truth: play is learning, and care is empowerment. For young children, play is not a pause from education—it is education. It nurtures creativity, resilience, and curiosity. In our creches, play becomes a joyful language of growth. When we say, “Kheltey Raho, Khiltey Raho,” we celebrate every child's right to thrive in a safe, stimulating, and caring environment.

Our impact grew by 72%, now reaching 90,000+ children across 4,813 centres and training 3,230 caregivers. Nutrition interventions showed strong impact, with 78% of children maintaining healthy weight-for-age and overall nutrition scores rising from 70% to 75%.

We strengthened our presence in tribal regions of Chhattisgarh, Jharkhand, and Odisha by training 200+ women as caregivers, fostering local ownership. Government partnerships in Haryana, Karnataka, and Telangana unlocked Rs.1680 million in public financing, enabling the creation of 4,362 new centres—a step toward systemic change. Our pilot on revenue-based creche models for low-income families generated critical evidence to push forward the agenda of affordable childcare reforms.”

This was also a year of meaningful firsts. Our inaugural Knowledge Fair – Nanhne Kadam Bal Utsav brought together frontline workers, policymakers, and researchers to reimagine childcare. Through our first-ever Childcare Champion Awards, we honoured the people powering our mission. Our community outreach touched over 59,000 individuals, more than 1,300 parents, and 50 employers—affirming that childcare is not a private burden but a shared social responsibility.

A moment that stayed with me this year was when I first heard about Harish, a single father of three young children living in Dakshinipuri, Delhi. Harish juggles daily wage work while raising his children alone—a role often unseen and unsupported. When he enrolled two of his children in one of our creches, he told our team, “This centre gives me a few hours of peace—knowing at least my young ones are safe, fed, and learning.

His quiet resilience moved me deeply. In a society where care is often seen as a mother's role, Harish reminded us that caregiving has many faces, and every caregiver deserves support, dignity, and recognition. His words captured the essence of our work: care creates opportunity, dignity, and growth.

Looking ahead, our vision is clear. We will scale model creches, strengthen public systems, and professionalise the childcare workforce by ensuring fair wages and recognition. Most importantly, we will amplify the voices of mothers and caregivers—so that those at the margins shape the systems meant to support them.

To every donor, partner, caregiver, frontline worker, and parent—thank you for walking this journey with us and for your steadfast belief in our vision. My special thanks to UBS Optimus Foundation, Azim Premji Foundation, John Liang Lassela Property Ltd. (JLL), and Kotak Mahindra Investments Limited for your steadfast belief in our vision.

Let's continue to build a future where every child is safe, every mother is supported, and every community thrives—because when care is visible, change becomes inevitable.



MC's Year in Action

Care that Grows: A Year of Empowered Roots and Nurtured Future

No. of Centres

4,813

Direct = 334

Indirect = 4479



Child Outreach

90,442

Direct = 15,771

Indirect = 74,671



Parenting Outreach

1,335



Community Outreach

59,033

(Community people reached out through awareness program (Street Plays, Bai Mela, Natak, ECCE Day, Poshan Maah))



Employers Outreach

50



ECD Workforce Trained

3,230

(Frontline workers, mid-level functionaries were trained in 2024-25)



CSOs Trained

8



States

15

(In 2024-25, MC presence in 15 states across India.)



Change in Nutrition Grade (Weight-for-age)

78%

Out of N=2420, 78% children who received minimum 4-month intervention improved and maintained their nutritional status.



Extra Meals for Under-nourished Children

1,74,466

(Extra meals given to 2480 underweight children in 2024-25.)



Our Year of Firsts

The year 2024-25 marked several firsts for MC, as we introduced new platforms to celebrate children, recognise caregivers, and strengthen community spirit. From festivals to awards and sports, these landmark activities created traditions that will continue to inspire



First Knowledge Fair: नन्हें कदम – बाल उत्सव

In a landmark initiative, Mobile Creches organised its **first-ever Knowledge Fair – नन्हें कदम – बाल उत्सव** on **25th October 2024** at *Hastkala Academy*, New Delhi. The event aimed to spotlight ECD in the public domain, raise awareness among diverse stakeholders, and position ECD at the heart of national development dialogue.

Timed to align with the **UN General Assembly's International Day for Care and Support (29th October)**, the fair served as a platform to advance the conversation on care, education, health, and gender equality for young children in the first 1000 days from conception to age two – when the foundations for lifelong development are laid.

With an overwhelming participation of **over 4,000 attendees**—including children, caregivers, ECD practitioners, civil society organisations, government officials, school students and policymakers—the fair featured:

- **Interactive exhibitions** and **thematic installations**,
- **Cultural performances** by children, and
- **Dialogues and discussions** showcasing field innovations and grassroots voices.

The fair highlighted ECD's vital role in achieving **Sustainable Development Goals**, particularly:

- **SDG 3:** Good Health and Well-being,
- **SDG 4:** Quality Education, and
- **SDG 5:** Gender Equality.

Dr. Radhika Batra, Founder, *Every Infant Matters*, served as the Chief Guest and underscored the need for multisectoral collaboration and long-term investment in foundational care systems.

The event marked a significant step in Mobile Creches' journey of amplifying grassroots voices and reinforcing its commitment to mainstreaming ECD through public engagement.



Nominations were received from **15 organisations across four eastern states—Jharkhand, Chhattisgarh, Odisha, and West Bengal**. From these, **12 exceptional Childcare Champions** were felicitated for their impact, innovation, and unwavering commitment to nurturing young children. Their inspiring stories stood as powerful testimonies to the transformative potential of quality childcare.

Amplifying criticality of ECD and recognising the foot soldiers/grassroots champions of ECD

In 2024, **FORCES partners launched the country's first-ever Childcare Champion Awards** to mark the International Day of Care and Support. **MC partnered as a supporting organisation**, amplifying the agenda and celebrating the frontline champions of childcare.

The awards ceremony was graced by **Dr. Shamika Ravi, Member, Economic Advisory Council to the Prime Minister of India**, who emphasised that childcare is skilled, essential work that must be recognised, respected, and fairly compensated.

Beyond celebration, the awards served as a **call to action** for greater investment in the care economy, stronger policy support, and the professionalisation of caregivers nationwide.

Annual Sports Meet 2025: Celebrating India's Youngest Champions

In February 2025, MC hosted its **first-ever Annual Sports Meet** at Thyagraj Stadium, Delhi—an inspiring **celebration of India's youngest citizens**. The event brought together over **1,200 children, 300 parents, and 11 partner NGOs**, filling the stadium with joy, energy, and hope for a healthier, more confident generation.

The Meet was graced by **Ms. Ranjita Hijam**, national-level cyclist, whose journey of resilience and excellence motivated children to dream big. With the support of **55+** dedicated volunteers from HCL Tech, Jamia University, Institute of Home Economics, Deloitte CSR, Delhi University, IGNOU, and Shivaji College, the day unfolded as a



true festival of childhood—complete with sprints, games, and moments of sheer joy.

This landmark event highlighted the **power of sports in shaping young minds**, instilling values of confidence, teamwork, and discipline, while reaffirming MC's commitment to nurturing every child's right to play, grow, and thrive.



2024–25 Overview

Expanding the reach and impact of childcare approaches substantially

MC registered another year of strong growth in 2024–25, with our ECD programmes now accessible to 90,442 children – a 75.4% increase from the previous year across the three tracks of childcare centres, parenting programmes, and community engagement programmes. MC managed 4,813 childcare centres in 15 States and Union Territories of India. The Dular Parenting Programme, in its third year, has continued to increase its coverage and to facilitate responsive caregiving practices of parents. Through the community engagement initiatives, families increased their access to social protection initiatives for more children. This year we were able to reach 1,141 families (Bhalaswa: 467 | Mamura: 674), including pregnant women and parents of children under three.

MC's highlights from 2024–2025 also include



90,000

children reached — a 75.4% increase in child outreach from 2023–24, driven by successfully tested models at scale.



3,869

rural crèches established in Karnataka through partnership with the Rural Development & Panchayati Raj Department.



150

rural crèches continued operations in Keonjhar, Odisha.



1,000

childcare centres to be established across Telangana through MoU signed with the Women and Child Department.



4,000+

participants engaged in the first Childcare Champion Awards and Knowledge Fair (Bal Utsav), including children, caregivers, ECD practitioners, civil society organisations, government officials, and policymakers.

Why Mobile Creches Matters

Creating a World That Cares for Its Youngest First

MC's Vision

A Just and Caring World
for Every Young Child

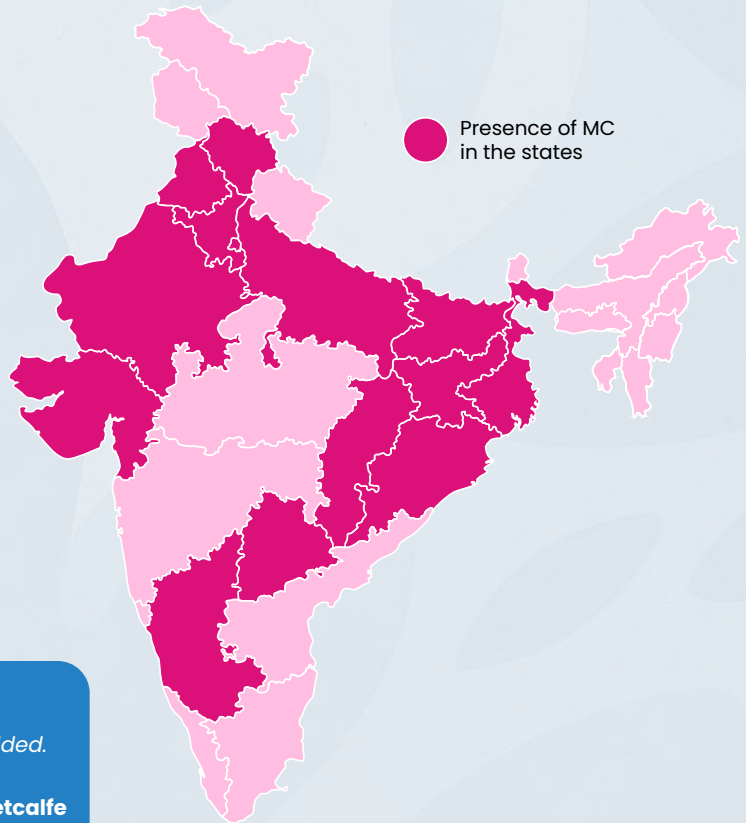
MC's Mission

Accelerate access to quality
Early Childhood Development
for marginalised

*The value of a network increases
exponentially with each new node added.*

— Robert Metcalfe

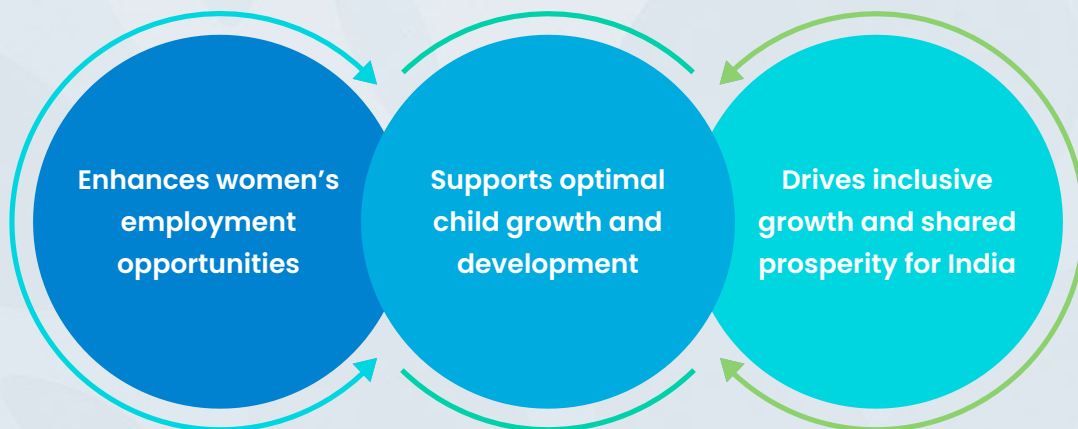
Mobile Creches (MC) works to close the critical gap that keeps India's most marginalised children from accessing their right to care—especially in the earliest, most formative years of life. With nearly 90% of India's workforce employed informally and excluded from social security benefits, families are unable to afford quality childcare, education, or healthcare. It is their children who bear the brunt of this inequality. MC's early childhood development interventions aim to address this deficit—offering support in nutrition, health, learning, responsive caregiving, and social protection.



The Missing Links in India's Childcare System

- **Over 85% of women** in India are employed in establishments with fewer than 10 workers.
- **Children under 6 years** are covered under pre-school and nutrition schemes, but it falls short of guaranteeing quality ECD through a daycare programme. Especially children under 3 years.
- **Informal Women Workers** struggle to prove their identity and remain excluded from labour entitlements.

Unlocking the Triple Dividend Through Publicly Financed and Mandated Childcare



MC collaborates with a diverse range of partners to advance the ECD agenda. Through its focus on programmes, policies, evidence-based financing, and workforce development, MC works to uplift India's most vulnerable young children, their families, and their communities.

MC's initiatives adopt an integrated approach to ECD—prioritising nutrition, health, hygiene, safety, early learning, and active engagement of parents and communities. Central to the success of these efforts are strong community involvement and sustained government

collaboration. Partnerships with civil society organisations are instrumental in expanding access to quality services and amplifying collective commitment to the ECD movement both within India and globally.

A key focus for MC is engaging employers and the broader business community, aiming to build awareness and influence change. By highlighting the essential role of quality childcare in increasing women's workforce participation, MC underscores the broader benefits for businesses and the economy as a whole.

Thriving Children

percentage of children with improved ECD outcomes (health, nutrition, responsive caregiving, early learning, safety and security)

Enabled Community

Percentage of linked children, women, and community members accessing government benefits/entitlements

Supportive State

Number of states with an all-encompassing childcare policy

Responsive Employers

Percentage of employers who incorporated childcare provision into their policy or plan

Strengthened CSOs

Percentage of trained CSO partners operating ECD services independently

Empowered Parents

Percentage of parents practising responsive parenting



Chapter 1: Accelerating Quality Childcare Services

1.1 Creating Pathways for Every Child to Thrive

For over five decades, Mobile Creches has stood beside India's youngest citizens — those often unseen, unheard, and underserved. Since 1969, we've nurtured the promise of childhood through quality Early Childhood Development (ECD), building ecosystems where care is not just a service, but a right. Today, our work continues to shape futures where every child, family, and community can thrive.

1.2 Key Programmes and Interventions

1.2.1 Childcare Services

MC provides safe, inclusive, and stimulating environments for children from birth to 12 years. These centres are run directly by MC or

in partnership with civil society organisations and state governments. Each centre offers a nurturing space that supports early learning, health, nutrition, protection, and responsive care for young children.

1.2.2 Dulaar Parenting Programme

This flagship intervention enhances the capacity of caregivers—particularly mothers—to provide responsive and nurturing care within home environments, laying the foundation for children's development and well-being.

1.2.3 Community Engagement

MC works closely with parents, local leaders, and community-based institutions to strengthen public ECD systems, raise awareness, and build accountability for quality childcare services at the grassroots.

1.3 Programmes Outreach in 2024-25

Table 1: MC's Programmes and Reach

Year	2024-25			2023-24			2022-23		
Approach/Reach	Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
Centre-based Childcare services	42791	40997	83788	24283	23888	48171	10194	10037	20231
Dulaar Parenting Programme	421	405	826	431	435	866	205	220	425
Community Engagement (Children linked to govt schemes)	2875	2953	5828	1764	1760	3524	1602	1714	3316
Total	46087	44355	90442	26478	26083	52561	12001	11971	23972

1.4 Our ECD Framework

MC's core ECD model is guided by the WHO's Nurturing Care Framework and is aligned with national policies such as the National ECCE

Policy 2013 and the National Education Policy 2020. The model demonstrates scalable, replicable norms for delivering integrated childcare services that address every child's needs and support their holistic development.

Key Components of the ECD Model:

A. Early Learning • Emphasis on social-emotional learning (SEL) • Age-appropriate stimulation for under-3 children • Play-based <i>Balwadi</i> curriculum for 3-5-year-olds • Focus on emergent literacy, numeracy, and holistic development • Gender-inclusive and culturally relevant content	B. Nutrition • Breastfeeding Support: Promotes exclusive breastfeeding for 6 months; 4 nursing breaks and breastfeeding corners at worksites • Daily Nutrition: 3 meals/day (2 hot cooked meals + 1 snack); 600-700 kcal & 12g protein/day • Growth Monitoring: Monthly tracking of height and weight for under-5 children • Referrals: Linkage of severely undernourished children to NRCs	C. Health and Hygiene • Monthly check-ups for children, mothers, and adolescent girls • Bi-annual health camps with PHCs and RBSK- Illness tracking and hospitalization support • Immunization linkages and supplementation (Iron, Vitamin A, deworming) • Promotion of hygiene, clean water, toilets, and sanitation access
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D. Care and Protection

- 8-hour responsive caregiving, 26 days/month
- Safeguarding protocols in training and daily practice
- Community mobilization for neighbourhood safety
- Disaster readiness: Fire drills and pest control
- Awareness on child protection and abuse prevention
- Advocacy with employers/ government for safe infrastructure

E. Parental & Community Engagement

- Monthly Parent Education Meetings to share progress and build parenting knowledge
- **Sathi Samuhs:** Community-led monitoring, referral support, and advocacy
- **Celebratory Events:** Sports Day, festivals, etc., to involve parents and community
- **Awareness Drives:** Street plays, group meetings, marches, and home visits to promote early learning, child rights, and access to government schemes.



Through these integrated interventions, Mobile Creches continues to create **child-centric ecosystems** that ensures the well-being of the child and empower families and communities—setting the foundation for a more inclusive and just society.

1.5 MC's Pathways for Scaling Up Childcare Services

Mobile Creches (MC) delivers **holistic childcare services** across diverse geographies—**worksites, urban poor settlements, and remote rural areas**—to reach marginalised children and support their families.

MC scales its childcare model through three primary pathways:

- Direct implementation by MC
- Collaborations with civil society organisations (CSOs)
- Partnerships with government departments and agencies

These models embed quality childcare within public and private systems, making it accessible, adaptable, and scalable.

Building on this foundational ECD model, Mobile Creches implements and expands services through multiple pathways, described next.

Table 2: MC's Programmes and Reach (2024–25)

Scale-up Pathways	Worksites	Urban	Rural	Childcare Centres (2024–25)	Children Reached (2024–25)
Centres directly run by MC	Construction sites	'Jhuggi-Jhopdi' (slum clusters) Resettlement colonies Homeless shelters	tribal villages	278	10209
Centres run in partnership with NGOs	Construction sites Factories Tea gardens Brick kilns Mineral grinding units Urban slums	Urban Slums	N/A	56	5562
Centres run by Government*	MGNREGA and construction sites District & block offices	Anganwadi centres Urban slums State government-supported centres	Anganwadi centres Rural & Tribal Villages	4479	68017
Total				4813	83788

*Note: Creches run under PALNA programme; in Haryana 486 centres (urban); in Delhi 1 Centre (urban); in Karnataka 3,992 centres (Urban – 123 and Rural (Under MGNREGA, at Gram Panchayat headquarters) – 3,869)

1.6 Centres directly run by Mobile Creches

1.6.1 Origins of the Direct Implementation Mode

Mobile Creches' directly run model began in 1969, providing holistic, rights-based ECD for children of migrant workers at construction sites. It supported working mothers, prepared older siblings for school, and helped prevent

child labour by relieving them of caregiving duties.

Furthermore, it adapts the organisation's worksite expertise to urban and rural settings, ensuring children under five receive responsive care during their most critical developmental years.

In 2024–25, Mobile Creches operated a total of 278 childcare centres across 8 states, reaching over 10,209 children. These centres catered

to children in construction sites, urban slum locations, resettlement colonies, homeless shelters, and rural/tribal locations—spaces often overlooked in formal care systems. The approach remained rooted in community engagement and responsive childcare, offering a replicable model for public programs.

1.6.2 Expanding Access through Urban and Worksite Childcare Models

Mobile Creches directly operates centres through two tested models—Worksite Childcare and Urban Childcare—each responding to specific vulnerabilities of marginalized children. The Worksite Model serves children of migrant workers at high-mobility worksites such as construction sites and brick kilns, providing safe, structured care and early learning while

enabling women workers to remain employed. The Urban Childcare Model serves children in slums, resettlement colonies, JJ clusters, and homeless shelters, addressing critical gaps in safe spaces and developmental support for children aged 7 months to 5 years, easing caregiving burdens on informal working mothers.

In 2024–25, MC directly managed 42 centres across five states—Delhi, Uttar Pradesh, Haryana, Karnataka, and Bihar—reaching 5,261 children. Of these, 23 centres were worksites primarily in Delhi-NCR, and 19 were urban centres spread across Delhi-NCR, Karnataka (2 centres), and Bihar (3 centres). These centres provide nutrition, healthcare, and early learning, serving as pioneering demonstrations of integrated childcare in vulnerable urban and worksite contexts.

Key Highlights (2024–25): Directly Run Centres—worksite and urban locations



Total Centres Managed Directly

42 (23 construction site and 19 in urban slum location. in Bihar Centres are supported by the Bihar Rural Livelihoods Promotion Society)

Total Children Reached:
5,261



Heat Resilience Initiative

To safeguard children from extreme summer temperatures, all centres in Delhi-NCR **distribute glucose water thrice daily**, promoting hydration and energy restoration.



Community Support for Safe Drinking Water

In response to rising temperatures, community members in Delhi-NCR donated **30 water coolers**, ensuring continuous access to cold drinking water during peak summer months.



Poshan Maah Celebrations

In partnership with **ICDS in Delhi and Uttar Pradesh**, MC organized rallies and **Poshan Melas** to promote nutrition awareness. The events also served as platforms to showcase Mobile Creches' childcare models to local government officials and stakeholders.

1.6.3. Centres in Rural Areas: Extending Care to India's Most Marginalised Geographies

In the deeply remote and underserved tribal belts of **Odisha, Jharkhand, and Chhattisgarh**, where access to basic services remains a daily challenge, Mobile Creches' rural creche initiative is emerging as a transformative movement—anchored in **care, dignity, and systemic change**.

Reflection: Building Community-Led Ecosystems of Care

The rural creche initiative by MC is a powerful reminder that systemic change begins at the grassroots. By embedding early childhood services directly within tribal communities, the programme has not only reached the most vulnerable children but has also activated local ecosystems of care. The use of community buildings, the formation of Creche Management Committees, and the training of over 200 local women as caregivers show how ownership and agency can be built from within. This shift from service delivery to community stewardship is a promising model for sustainability and scale—one that centres dignity, trust, and local solutions in addressing childhood disadvantage.

These centres are more than service delivery points; they are **lifelines** for children aged **6 months to 3 years**, growing up amid migration, under-nutrition, and chronic educational

exclusion. For many, these are the first spaces offering **safe, nurturing environments**, daily **nutritious meals, early learning**, and **responsive care**.

Launched in **November 2022** in Keonjhar, Odisha, and expanded to **Jharkhand and Chhattisgarh in 2023**, this initiative marks a strategic shift to reach children in rural and tribal landscapes. By rooting childcare within the community, the programme primarily strengthens **children's health and nutrition**—reducing **the burden of undernutrition** in rural areas—while also uplifting mothers, empowering local women, and fostering grassroots ownership and accountability.

1.6.3.1. Odisha: A Rural Model of Convergence and Impact

In **Banspal block**, Keonjhar district (Odisha), a collaboration between Mobile Creches, the **District Social Welfare Office**, and the **District Mineral Foundation (DMF)** enabled the successful operation of **150 rural childcare centres** across **135 villages**—serving over **3000** children aged **6 months to 3 years**.

These centres function in the face of profound social and infrastructural challenges, including:

- Low levels of parental and community literacy
- High prevalence of alcohol addiction
- Superstitions and witch-hunting practices
- Seasonal parental migration
- Scattered habitations affecting regular attendance
- Lack of basic amenities such as toilets and kitchens

Despite these barriers, the centres have evolved into **safe, inclusive, and nurturing spaces**. Through strong convergence with **ICDS**, the introduction of **Nutri Gardens** for food diversity, and linking **4,812 mothers** to the **Subhadra Yojana** social protection scheme, the programme has established a solid foundation for **long-term child wellbeing and community resilience**.

Recognised by local and state authorities, the Odisha initiative reflects MC's commitment to **integrated rural development** and **community-led childcare solutions**.

Reflection: Convergence as a Catalyst for Impact

A standout feature of this programme is its **effective convergence with public systems**. From nutritional supplementation through ICDS, to Nutri Gardens that support dietary diversity, and linkages with welfare schemes like Subhadra Yojana—MC has demonstrated how childcare can be a **point of integration** across sectors. This alignment has not only expanded impact but also enhanced state ownership and visibility. In an era where fragmented service delivery continues to challenge rural development, this approach offers a **replicable blueprint for cross-sector collaboration**, where children become the common priority.

MC is continuously working towards standardising the quality of childcare services across all centres. "In Keonjhar, Odisha, assessments revealed that 86 of 150 creches

were unsafe as kitchens were not in separate rooms, posing risks to children. Within just six weeks, MC and local communities set up dedicated kitchens in all 86 centres—transforming them into safer, more child-friendly spaces."

1.6.3.2. Jharkhand and Chhattisgarh: A Proactive Systems-Building Approach

With strategic support from the **Azim Premji Foundation**, Mobile Creches expanded its rural childcare programme in **October 2023** to three tribal blocks—**Bero and Murhu** in *Jharkhand*, and **Nagari** in *Chhattisgarh*. Building on the success of the Odisha model, this phase focused on establishing a **community-led Early Childhood Development (ECD) framework** rooted in local governance and ownership.

By **March 2025**, MC had operationalised **80 creches** across **29 Gram Panchayats** serving over **1600** children, primarily housed in **community buildings**, with plans underway to scale up to **120 centres by June 2025**. The programme has already trained **over 200 tribal and rural women** as caregivers, while also forming **Creche Management Committees** to ensure participatory, village-level governance.

Early outcomes are promising:

- **182 children** have successfully transitioned to **Anganwadi centres**, demonstrating improved **school readiness**.
- Caregivers like **Ghaso Sori** from Masandabra creche, Nagri Block, Dhamtari, Chhattisgarh, have been formally recognised by state authorities for their dedication and impact, underscoring the role of community members as key agents of change

This systems-building approach marks a critical step toward **scalable, sustainable rural childcare**—fostering strong local institutions, empowered caregivers, and brighter futures for young children in tribal India.

Creche timings were revised for June, resulting in an increase in the number of children attending. At 50 % of the locations, PRI members have taken ownership of the space and actively contributed to the renovation of creche centres.

Case Study

From Struggles to Smiles: Rajni's Childcare Journey

In Godatoli village, Jharkhand, 34-year-old Rajni Shalani Dahanga begins each day with purpose. Married young and facing financial hardship, she worked as a daily-wage labourer while her husband struggled to find steady work.

Her turning point came as a counsellor with the Tejaswini Project, helping girls return to school. But when the project ended, so did her income—until a local Anganwadi worker introduced her to Mobile Creches' rural initiative, *Sishu Ghar*.

Rajni embraced the training, learning about child development for the first time. The early days were tough—few children came, parents were hesitant, and she nearly gave up. "In the first few weeks, barely two or three children would come. They cried a lot. Their parents didn't trust me yet. Honestly, I felt like giving up."

But with mentorship from Mobile Creches, she built trust, routines, and a joyful learning space. Today, 12–15 children attend regularly. Parents see real change—better health, confidence, and learning. "One mother said her child sings at home and knows colours—that's when I knew it was working," Rajni shares.

Now a respected changemaker, Rajni says, "I want every child to feel loved, confident, and ready for school. That's my mission."

1.7. MC's NGO Partnership Model: Scaling Childcare Through Collaboration

Mobile Creches (MC) has long recognised that **scaling quality childcare services** across India requires strategic collaboration. Established

in 2014, the **NGO Partnership Model**—a social franchise approach—is central to MC's scale strategy. It enables the organisation to extend its reach through carefully selected NGO partners, who **receive technical guidance, training, and partial financial support** to deliver childcare services in underserved communities.

In **2024–25**, MC, in collaboration with its partners, successfully operated **56 creches** across **9 states**, reaching **5,562 children**. Of these, **48 creches are based at worksites**, and **8 creches are in urban settings**.

The diversity of implementation settings reflects the adaptability of the model:

- In **Rajasthan**, creches are set up at **brick kilns, mineral grinding units, and construction sites**.
- In **West Bengal**, they operate in **tea gardens**.
- In **Delhi NCR, Gujarat, Haryana, Karnataka, Punjab, Telangana, and Uttar Pradesh**, the creches are primarily located at **construction sites**.

Designed to span **seven and a half years**, this long-term engagement reflects MC's sustained commitment to **institutionalising childcare within community and workplace settings**.

By enabling other NGOs to implement structured childcare programs, **MC's partnership-led scale model demonstrates the feasibility and scalability** of workplace-based childcare. It delivers tangible social and economic value, advances child-centric development outcomes, and influences related policy priorities at local and state levels."

1.8. Technical Partnerships with the Government of India

Leveraging Public Financing to Scale Early Childhood Development

Mobile Creches (MC) continues to play a pivotal role in strengthening India's ECD ecosystem through **strategic technical partnerships with government departments**. These collaborations demonstrate how **public financing** and policy-level engagement can significantly scale and sustain childcare solutions nationwide.

Haryana Milestone – The Haryana Creche Policy (July 2023) embedded childcare into governance with a 3-year budget. In February 2024, MC enabled a financial model ensuring stable, increased wages for creche workers—dignifying care work.

Karnataka Partnership MC partnered with RDPR Karnataka to plan 4,000 rural creches—empowering millions of children and enabling thousands of women to join the workforce with confidence.

Telangana Commitment – In 2024, MC signed an MoU with the Department of Women & Child Development to establish 1,000 creches across

the state, integrating childcare into public systems at scale.

Systemic Integration – These partnerships scale impact and embed ECD into public systems, showing how MC's model aligns programmatic expertise with sustainable, state-led governance.

1.8.1. Partnership with Government of Haryana

As a **core technical partner**, Mobile Creches has played a vital role in the **operationalisation of 500 creches**, ensuring that each centre aligns with **Early Childhood Care and Development (ECCD) standards**, state protocols, and the unique needs of local communities.

This partnership not only reflects Haryana's **leadership in early childhood development** but also sets a powerful **national precedent** for integrating **workplace-linked childcare** into the public system. These creches provide **safe, nurturing spaces for young children** while enabling thousands of working mothers to remain in the workforce with dignity and security.

Key Highlights: Haryana Creche Programme (FY 2024–25)

- **MoU with the Department of Women and Child Development** extended by **2 years**
- **324 creches** launched by the **Hon'ble Chief Minister** on **January 27, 2025**
- **486 functional creches** across **16 districts**, reaching **10,733 children**
- **Rs. 321.5 million** allocated for programme implementation in FY 2024–25
- **Rs. 18.8 million** disbursed as **arrears to creche workers and helpers**
- **Creche materials worth Rs. 46 million** procured and distributed
- **272 frontline workers** and **60 Monitoring and Liaison Facilitators (MLFs)** trained

This programme reflects how **state-level vision, public financing, and technical expertise** can converge to build **inclusive, gender-equitable systems** that place children and caregivers at the centre of development.

1.8.2. Partnership with Government of Karnataka

In Karnataka, a strong collaboration between the **Department of Women and Child Development (WCD)** and **Mobile Creches (MC)** laid the groundwork for an expanded childcare ecosystem. Through this partnership, MC supported the **training and capacity-building of frontline workers** for the **Vathsalya–Shishupalana centres**, leading to the operationalisation of **123 centres** (including **48 new ones**) across **12 districts**.

Building on this foundation, the **Government of Karnataka**, through the **Rural Development and Panchayat Raj (RDPR) Department**, launched the **Koosina Mane** initiative in **August 2023**—a pioneering step toward integrating childcare with rural employment schemes. The programme aims to establish **4,000 creches** to support **women workers enrolled under MGNREGA**, recognising that **accessible childcare is critical to enhancing women’s economic participation**.

By **March 2025**, an impressive **3,869 Koosina Mane centres** were operational across **31 districts**, offering care, safety, and developmental support to thousands of children while enabling their mothers to work with dignity.

Key Highlights – Koosina Mane Programme (FY 2024–25)

- **Rs. 400 million** allocated for programme implementation in FY 2024–25
- **305 centre caregivers** trained across **18 pre-service training batches** led by MC
- **323 monitoring visits** and centre setups conducted by the MC team
- **5 refresher training batches** conducted for government master trainers
- **Disability inclusion training** delivered by **The Association of People with Disability (APD)** to MC trainers
- **03 government master trainers** received pre-service training and ongoing handholding support
- **24,689 Creche Level Management Committee (CLMC) members** (51% women) oriented and supported by MC

The **Koosina Mane model** stands as a powerful example of how childcare can be integrated into rural development policy, promoting **gender equity, economic empowerment**, and **early childhood care** in tandem.

1.8.3. Partnership with Government of Telangana

On **July 23, 2024**, a new and strategic partnership was formalised between **Mobile Creches** and the **Department of Women Development and Child Welfare (DWDCW), Government of Telangana**, through a **Memorandum of Understanding (MoU)**.

This two-year engagement (**2024–2026**) aims to **strengthen the creche ecosystem across the state**, ensuring safe, inclusive, and quality ECD services for young children.

Key Areas of Collaboration:

- **Technical guidance** to support state-led ECD programmes
- **Capacity building** and training of creche workers and supervisors
- **Development of operational guidelines and Information, Education, and Communication (IEC) materials**
- **Establishment of quality assurance frameworks and monitoring systems**

This partnership reflects a growing recognition of the **care economy** as critical infrastructure, and positions Telangana to become a **model state for integrated childcare solutions** in India.

1.9 Learning, Innovations, and Child-Level Impact in 2024–25

In 2024–25, Mobile Creches deepened its impact while expanding services across diverse settings. Beyond numbers, the year highlighted critical lessons on childcare quality, collaboration, and community engagement.

Key Learnings & Innovations:

- Climate Resilience efforts protected children during extreme summer heat.
- Bridge classes helped school readiness for migrant children.
- Strengthened community governance and caregiver training enhanced sustainability.
- NGO and government partnerships amplified reach and institutionalisation.

Reflections:

- Trust-building in new rural centres required ongoing community outreach.
- Infrastructure gaps like kitchen safety were addressed swiftly with community support.
- Capacity building and communication remain vital to coordinate standards across partners.

Through these innovations and partnerships, Mobile Creches continues to advance a child-centred, sustainable early childhood development ecosystem across India.

1.10 Dulaar Parvarish Programme

1.10.1 Reimagining Early Childhood Care through Responsive Parenting

Launched in 2022, the Dulaar Parvarish Programme is Mobile Creches' flagship initiative to strengthen parenting practices in underserved communities. Focused on children under three, Dulaar equips caregivers—both mothers and fathers—with the tools to create nurturing, stable, and stimulating home environments that support early development and lifelong learning.

Grounded in a gender-transformative approach, Dulaar challenges traditional caregiving norms and promotes shared responsibility within families. The programme aligns closely with government services such as ICDS, enhancing community linkages and ensuring access to a continuum of care.

Inspired by the WHO's nurturing care framework, Dulaar positions responsive caregiving as central to holistic child development. In doing so, it moves beyond parenting support to catalyze a broader movement rooted in empathy, equality, and inclusion.

1.10.2 Dulaar: Deepening Roots, Expanding Horizons

FY 2024–25 marked a milestone for Dulaar as we expanded from Bhalaswa Dairy (Delhi) to Mamura, Noida—guided by need assessments, community walks, and stakeholder consultations to reach areas lacking parenting support.

By year-end, Dulaar had made tangible inroads into the lives of:

- **1,141 families** (Bhalaswa: 467 | Mamura: 674), including pregnant women and parents of children under three
- **194 fathers**, through dedicated engagement and interactive community sessions

This year's work marked a dual achievement—**deepening Dulaar's community presence** while **broadening its systemic influence** through strengthened convergence with **Anganwadi Centres, Primary Health Centres (PHCs)**, and key government schemes like **PMMVY (Pradhan Mantri Matru Vandana Yojana)** and **JSY (Janani Suraksha Yojana)**.

1.10.3 Community Voices: Insights that Shaped Us

Our initial groundwork in Mamura surfaced several critical gaps:

- **Lack of parenting programs:** While health and education services existed, parenting remained a blind spot.
- **Screen time & stimulation:** Mothers raised concerns about children's screen exposure and the absence of playful learning.
- **Gender dynamics:** Fathers were often missing from the caregiving picture; mothers reported feeling isolated and unsupported.
- **Access barriers:** Many women lacked Mother and Child Protection (MCP) cards¹ or bank accounts, limiting their ability to access government entitlements.
- **Health & hygiene awareness:** Local PHC doctors and Anganwadi Workers emphasized the need for clearer, stronger messaging on hygiene, prenatal care, and family planning.

¹ The MCP Card is a health record that tracks and guides the care of mothers and children from pregnancy to 6 years.

These insights directly informed our strategy—resulting in redesigned sessions, customized

communication materials, and a targeted outreach approach.

Table 3: Parental Practice Transformation

Indicator	Baseline	Endline	% Change
Fathers playing/spending time with children	22%	57%	+35%
Fathers involved in caregiving	33%	49%	+16%
Husbands supporting pregnant partners	46%	49%	+3%

Notably, 27% more women reported that their husbands were more supportive during pregnancy—an important cultural shift spurred by our one-on-one home visits, video-led dialogues, and father-focused activities.

Table 4: Health and Nutrition Behaviours

Category	Indicator	Baseline	Endline	% Change
Pregnant Women (Mamura)	MCP card access	53	71	+33.9%
	Institutional deliveries	29	54	+86.2%
Bhalaswa Families	Anganwadi enrolment	84	114	+35.7%
Children (7–18 months)	Play and quality time	22%	57%	+35%
Infants (0–6 months)	Breastfeeding frequency	38%	49%	+11%

These shifts reflect increased trust, improved service linkages, and evolving attitudes within the family ecosystem.

1.10.4 Measuring What Matters: Our Impact in Numbers

Dulaar’s evidence-based model is powered by the **Dulaar App**, our custom-built tool to monitor progress across key domains—from responsive caregiving to health behaviours and father involvement.

1.10.5 What Drove the Change: Tools and Touchpoints

Dulaar’s unique value lies in its **blend of emotional connection and structured innovation**. Key enablers included:

- **Dulaar App** – for real-time tracking, monitoring, and adaptation
- **Teaching–Learning Materials (TLMs)** – culturally grounded, parent-friendly tools on early learning, play, and social-emotional development
- **Multimedia content** – videos and lesson plans in local languages for deeper engagement and recall
- **Home visits & community meetings** – the heart of our program, fostering trust, dialogue, and behaviour change

1.10.6 Parenting in Transition: A Cultural Shift towards shared responsibility

What began as an intervention in parenting is gradually becoming a movement. Our teams are witnessing a quiet but powerful transition—where discipline is giving way to **dialogue**, duty to **joy**, and silence to **shared responsibility**.

- Fathers who had never changed a diaper are now playing and feeding their children.
- Mothers who once sat silently during clinic visits now confidently ask questions and make decisions.

These are early behavioural shifts—the result of **consistent presence, active listening**, and **empathetic challenge**.

1.10.7 Looking Ahead: Our Vision for 2025–26

Building on this year's momentum, we will scale with intention and deepen with care.

- **Father-Centric Innovations:** Introduce fatherhood workshops, peer groups, and community bonding activities
- **Inclusive Parenting:** Begin **disability screening** and develop **SEL-based multimedia content**
- **Government Convergence:** Strengthen partnerships with Anganwadi and health systems
- **Content Overhaul:** Launch new **TLM kits** to enrich both group sessions and home-based learning

Dulaar is not just a program—it is a commitment to transform how parenting is understood, shared, and celebrated in low-resource communities. As we step into a new year, we remain rooted in our values and driven by one belief: **every child deserves a home filled with care, play, and love—and every parent deserves the tools and support to provide it.**

Case Study**From Bystander to Father: Jatin's Journey to Prepared Parenthood**

For 11 months, Jatin and his family were regularly visited by Satender and Nisha from the Dulaar team, who introduced them to early childhood development and the role of both parents. One day, during his wife's eighth month of pregnancy, Jatin happened to watch a short film titled *Safe Delivery* with her. Though it was meant for her, something in it struck a chord—especially the part about packing a hospital bag in advance.

Unable to watch attentively the first time, Jatin asked Nisha to show it again. When she returned, he watched closely and later asked his wife if the bag was ready. She admitted it was half-packed but hadn't told him, fearing he might be upset. That moment changed everything—Jatin stepped in.

Three weeks later, when it was time to go to the hospital, Jatin packed the bag himself. He described it as emotional—each item he placed deepened his sense of responsibility and connection. Unlike their first daughter's birth, this time there was no stress or confusion. Everything was ready. The next day, they welcomed a healthy baby girl.

Reflecting on the experience, Jatin said, "The first time, I wasn't fully present. This time, I was involved, prepared, and emotionally connected." I am more confident and aware – not just as a father, but as a partner and caregiver

1.11 Community Engagement

Mobile Creches (MC) anchors its community engagement programme as a strategic shift towards strengthening ECD systems at the grassroots. Through sustained engagement with a wide spectrum of stakeholders—including parents, caregivers, community leaders, government officials, elected representatives, and employers—MC works to build a supportive and sustainable ecosystem around young children. These efforts aim to ensure that every child not only survives, but thrives within an environment of care, protection, and opportunity.

1.11.1 Empowering Communities, Enabling Children to Thrive

In 2024–25, Mobile Creches' community engagement efforts emerged as a powerful driver in strengthening the ECD ecosystem across our areas of work. This year, we saw a shift from simply delivering services to catalysing grassroots empowerment, where families—especially working mothers—became the focal point of change. Our approach centered on building deep trust with communities, forging sustainable partnerships with local governance institutions, and embedding ECD priorities into the fabric of community life. With every creche established, awareness session conducted, and local leader engaged, we worked toward the vision of safe, stimulating, and nurturing environments where every child can flourish.

1.11.2 Geographic Reach and Outreach

Our community initiatives spanned **five** states—**Odisha, Jharkhand, Chhattisgarh, Bihar**, and **Delhi-NCR**—where we worked intensively in five key blocks. Across **303** locations and **70 panchayats**, we reached over **59,000** individuals. Through a diverse set of engagement platforms such as community meetings, home visits, *POSHAN Maah* campaigns, *Bal Melas*, street plays, and health camps, we mobilised communities, raised awareness on child rights and entitlements, and expanded access to vital services.

1.11.3 Strengthening Community-Based Events and Awareness

One of the year's major highlights was **POSHAN Maah 2024**, celebrated in collaboration with Integrated Child Development Services (ICDS), *Panchayati Raj* Institutions (PRIs), and State Women and Child Development (WCD) Departments. This month-long initiative emphasised maternal and child nutrition through awareness rallies, traditional ceremonies like *Godh Bharai* and *Annaprashan*, and community nutrition workshops, reaching over **12,000** people. Equally impactful were the *Bal Melas*, child-centric fairs that brought together over **6,000** participants across **5** states. These joyful events reinforced the importance of learning through play and encouraged community ownership of early education initiatives.

1.11.4 Inspiring Ownership through Community Groups

Our efforts to build knowledge at the grassroots were amplified through the distribution of IEC materials, personalised home visits, and regular community meetings. A key strategy involved the formation and strengthening of **Creche Management Committees (CMCs)**, which emerged as vital instruments of local ownership. This year, we supported the formation of **262 CMCs** across **274** creches. Their contributions were remarkable—ensuring regular attendance of over 150 children, fencing **135** creche premises, constructing 86 separate kitchens for safety in Odisha, and enabling electrification of **32** creches through community mobilisation. Many CMCs also successfully raised ECD-related issues at *Gram Sabha* meetings, signalling a deeper integration of childcare concerns into village-level governance.

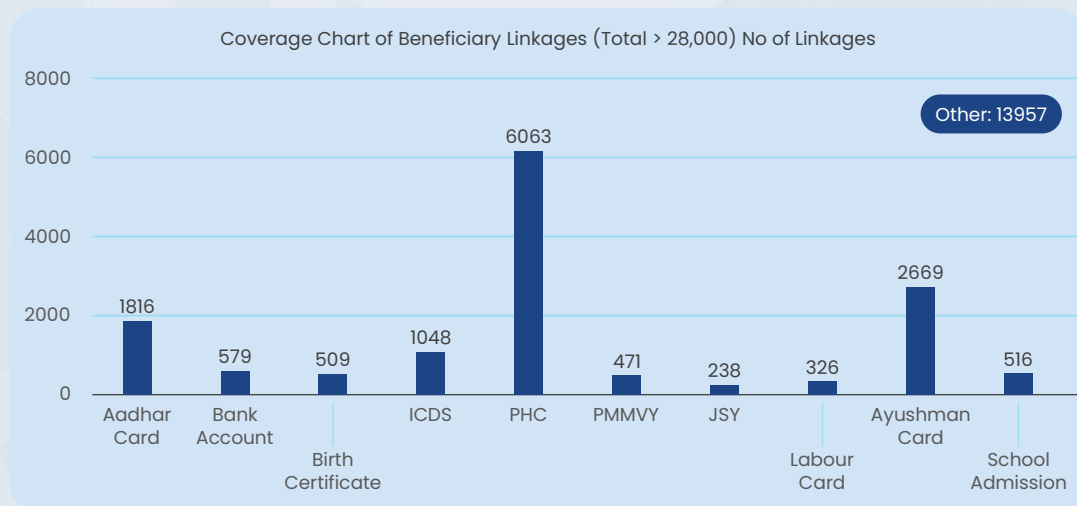
1.11.5 Embedding ECD in Local Governance

Another critical aspect of our work was embedding ECD into Gram Panchayat **Development Plans (GDPDs)**. We worked closely with **55 panchayats** to secure dedicated budget allocations for child development. This

resulted in **Rs.11.6 million** being earmarked for ECD—**12%** of a total **Rs.140 million** GPDP fund. These resources were utilised for installing RO systems, building child-friendly toilets and **24** handwash stations, repairing creche infrastructure, and establishing **58** Nutri-gardens that now provide organic vegetables to children in our creches. In *Ambagarh Chowki* block, **73 Anganwadi** Centres were equipped with air coolers worth **Rs. 0.438 million**, offering much-needed comfort to children during peak summer months.

1.11.6 Enhancing Access to Entitlements

Access to government schemes and entitlements is a critical pillar of community well-being and sustainable change. Through our sustained efforts, we facilitated over **28,000** welfare linkages. These included support in documentation for identity creation, referrals to health and social service providers, and enrolment in schemes such as **PMMVY** (maternity benefits), **JSY** (institutional delivery incentives), and **Ayushman Bharat** (health insurance), as well as a variety of state-specific health and nutrition schemes. These linkages addressed both immediate and long-term needs of mothers and children in vulnerable communities.

Fig. 1: Coverage chart showing the number of beneficiary linkages across schemes

1.11.7 Collaboration and Convergence

Collaboration and convergence remained central to our success. We worked in close coordination with frontline workers such as ASHAs and *Anganwadi* workers, elected panchayat representatives, health officials, and partner NGOs. These partnerships ensured alignment of our interventions with government priorities and enabled us to scale our impact.

A noteworthy milestone was our leadership in **a pilot assessment of PALNA creche centres**, conducted in collaboration with the Women and Child Development Departments of Delhi and Bihar. The survey assessed infrastructure, operations, and service quality at existing **PALNA** centres and identified critical gaps in hygiene,

safety, training, and educational materials. Based on our findings and recommendations, MC was nominated as a technical support partner to bridge these gaps—affirming our role as a trusted voice in the national childcare landscape.

Through these inclusive, community-led efforts, MC has fortified the foundation of the ECD knowledge ecosystem. By ensuring that the voices of mothers, caregivers, and grassroots leaders inform and shape our work, we are creating a more responsive, resilient, and rights-based framework for early childhood care and education. The momentum built this year is not only a testament to the power of collective action but also a stepping stone towards locally rooted ecosystems that promote every child's right.

Major findings from the pilot assessment:

1. Access & Infrastructure Gaps While 9 out of 10 proposed centres were established, only 7 are functional. Several centres remain inaccessible (over 1 km away), and many lack child-friendly toilets, washbasins, and standard creche boards.	2. Overburdened & Untrained Workforce No dedicated creche staff have been recruited; Anganwadi workers are handling additional responsibilities without formal training or orientation on SOPs.	3. Safety & Security Concerns None of the centres have fire safety measures, emergency contacts displayed, or safety gates at entrances—posing risks to children’s wellbeing.
4. Nutrition & Health Shortcomings Although hot meals are provided, children do not receive the mandated three meals a day. Drinking water is unavailable in some centres, and meal charts are not displayed.	5. Community Awareness & Participation Lacking Parents have limited awareness of the PALNA scheme. No Creche Samiti exists for community oversight, and supervisors/CDPOs cite the urgent need for better awareness, training, and budgetary support.	

SPECIAL REPORT

Undernutrition in Children Under 5: Insights from Mobile Creches Centres in Delhi NCR

Context & Purpose

Mobile Creches (MC) delivers holistic early childhood services across 15 states, reaching nearly 100,000 children annually. Despite national progress, undernutrition remains a persistent challenge—especially among children from migrant and urban slum communities. In 2024–25, only 8–10% of children at MC centres in Delhi NCR showed significant nutritional improvement. To address this, MC conducted a study based on the UNICEF Conceptual Framework, examining how maternal knowledge, attitudes, and practices (KAP) influence child nutrition outcomes.

Methodology

The study engaged 810 mothers and 961 children (0–59 months) across Delhi, Gurgaon, Noida, and Ghaziabad. Using mixed methods—anthropometric assessments, KAP surveys,

and focus group discussions—it explored household-level determinants of undernutrition.

Key Findings

High Burden of Undernutrition

- Children at construction sites face nearly double the rates of stunting, wasting, and underweight compared to urban slum peers (*as shown in Fig 1*).
- Girls at construction sites are disproportionately affected, with up to 75% wasted. (*as shown in Fig 2*).
- Children under 3 years show the highest vulnerability, especially in construction settings. (*as shown in Fig 3*).
- ST and SC children face elevated risks, with ST children more likely to be stunted and SC children more likely to be underweight. (*as shown in Fig 4*)



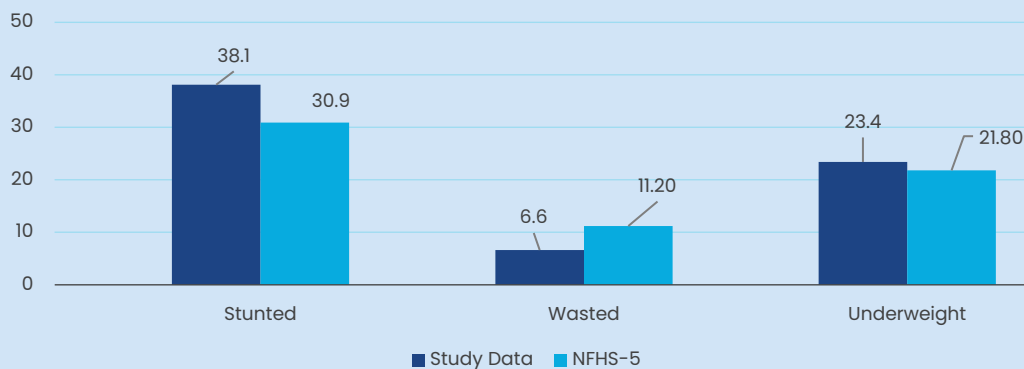
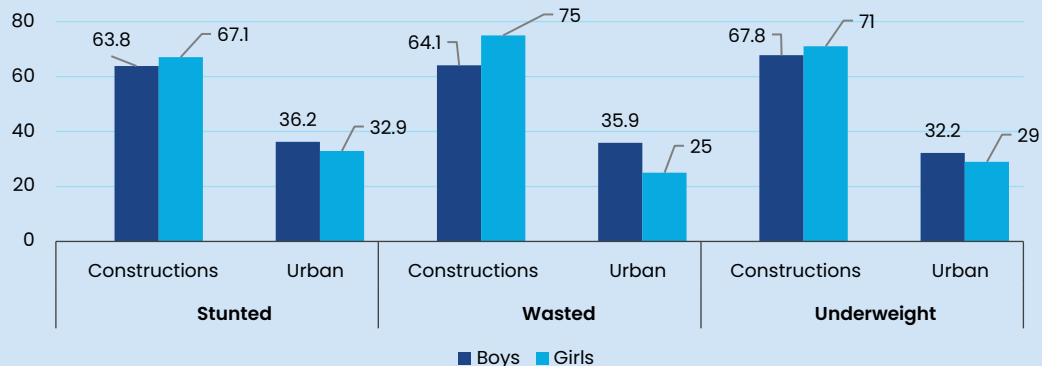
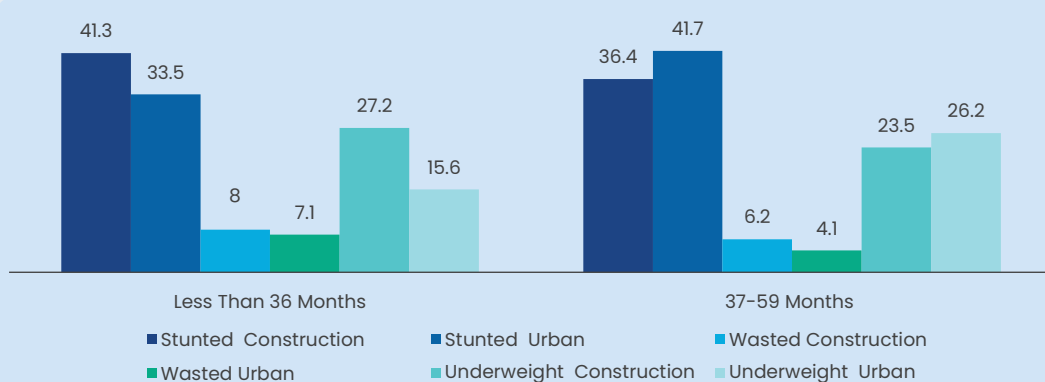
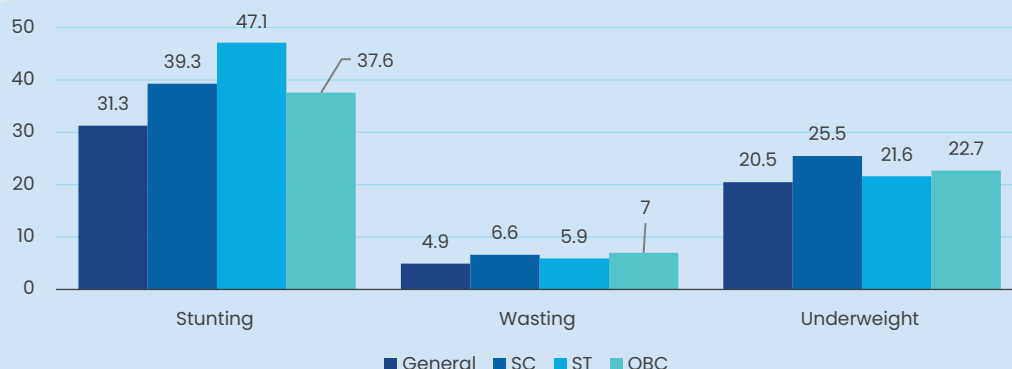
Fig. 2: Prevalence of Undernutrition among under -5 (in%)**Fig. 3: Prevalence of undernutrition by gender and setting (in%)****Fig. 4: Prevalence of undernutrition by age group (in%)**

Fig. 5: Prevalence of undernutrition by caste (in%)

Maternal Knowledge & Practices

- Awareness of antenatal care and nutrition tools (e.g., MCP cards) remains low.
- Breastfeeding practices improve with maternal education and income.
- Diets are carbohydrate-heavy and low in fruits, vegetables, and proteins.
- 83% of children consume ultra-processed foods daily, often influenced by fathers' purchasing habits.

Determinants of Undernutrition

- Immediate: Poor hygiene and frequent illness linked to wasting; diverse diets reduce underweight.
- Underlying: Maternal knowledge on breastfeeding and pregnancy registration improves outcomes.
- Enabling: Higher household expenditure and lower birth order correlate with better nutrition.

Recommendations

Programmatic actions for Mobile Creches

- Strengthen maternal education and promote low-cost, nutritious cooking.
- Update diet charts to reflect age and local food cultures.
- Engage fathers through tailored communication strategies.

Policy shifts for systemic interventions

- Revise ICDS cost norms to reflect inflation and support diverse diets.
- Universalise and expand PDS to include nutritious staples.
- Recognise creches and anganwadi centres as a crucial mechanism for reducing under nutrition burden, especially for children under 3 years



Chapter 2: Enhancing Capacities in ECD

2.1 Empowering women childcare workers to transform communities: Skilling ECD Workers for Impact

At Mobile Creches, we believe that nurturing young children begins by empowering the hands that care for them. For over five decades, our Early Childhood Development (ECD) work has reaffirmed a core principle: a strong foundation for children requires a skilled, compassionate, community-rooted workforce.

Our childcare workers—primarily women from marginalized communities—bring trust, cultural insight, and an innate ability to nurture. Though many lack formal education, they hold vital skills in caregiving, literacy, and record-keeping.

We equip them in child development, health, nutrition, and creche management, elevating care quality while enabling women's economic and social empowerment.

In 2024–25, we expanded our footprint through direct training by MC experts, capacity-building with Civil Society Organisations, and collaborations with Women and Child Development departments. This approach ensures not just quality childcare—but dignity, leadership, and economic opportunity for

women who become champions of care in their neighbourhoods and brighter futures for the children and the communities they serve.

2.1.1 Key milestones in workforce development:

- **Digital-first training materials/Digital Training Enablement:** We developed digital training modules and handbooks in Hindi, Telugu, and Kannada, making high-quality content accessible and standardized across regions.
- **Cascading training model:** We introduced an innovative tiered approach, empowering mid-level functionaries to cascade and institutionalise quality ECD training at the grassroots level.
- **Robust monitoring systems:** Enhanced assessment and feedback mechanisms allowed for continuous improvement, ensuring better outcomes for children.
- **Master Trainers' pool:** By nurturing a dedicated cadre of Master Trainers, a sustainable internal model for long-term quality and innovation in training delivery was developed.

These efforts go beyond technical training—they transform local women into empowered childcare champions. By investing in their skills, we enhance their dignity, employability, and agency, enabling them to take on respected, leadership roles within their communities.

2.1.2 Overall impact evidence:

- Trained **2,607 childcare workers**
- Upskilled **623 mid-level functionaries** (604 Female, 19 Male)
- Strengthened **8 Civil Society Organizations** through targeted support

From Expression to Confidence, From Confidence to Sensitivity

Training sessions became more than learning spaces—they offered women their first real chance to be heard. Through role plays, discussions, and presentations, participants began to realize that their voices mattered. One shared, “For the first time, I felt my opinion was important.” This recognition sparked confidence, which deepened their empathy and strengthened their caregiving. Structured participation evolved into personal transformation.

These numbers reflect more than just reach—they represent our unwavering commitment to expanding access to skilled childcare services in underserved communities across India and giving agency to the creche workers.

2.2 Enhancing Training Quality

2.2.1 Strengthening Training Through Pre- and Post-Assessment Tools

This year, we enhanced our preservice training by integrating pre- and post-assessment tools, creating a more accountable, data-driven, and

reflective training process. These assessments track shifts in knowledge, skills, and attitudes across six core early childhood development domains—ECD orientation, Nutrition, Health, Hygiene, Safety, and Education—ensuring alignment with the practical needs of frontline creche workers.

2.2.2 Extending the Assessment Tool to Supervisory Staff

To ensure quality and scalability, a tailored pre- and post-assessment tool was developed for supervisory staff, including CDPOs and Supervisors. Unlike the tool for frontline workers, this version assessed not only knowledge but also facilitation skills and attitudes towards under-0-3 childcare. Focusing on Knowledge, Skills, and Attitudes (KSA), the tool enabled to gauge readiness, identify capacity gaps, and strengthen a pool of responsive, well-equipped mentors. These supervisors play a crucial role in cascading training to Anganwadi-cum-Creche Centres (AWCCs) and supporting consistent quality across the State.

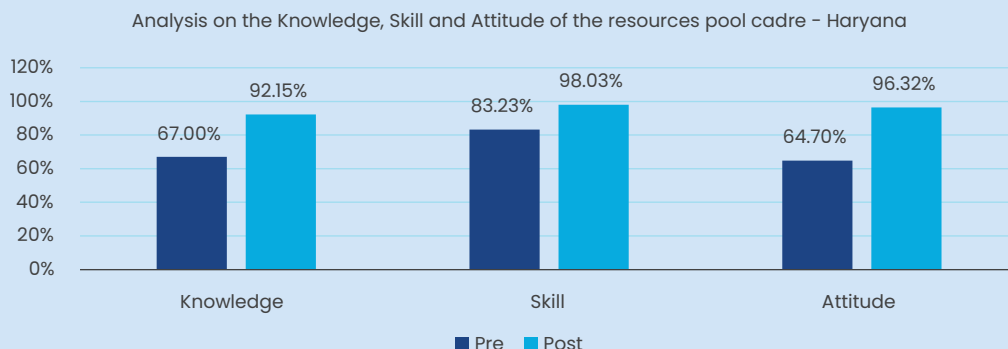
Supervisors as System Builders

Supervisors are no longer just monitors; they are enablers of practice. Their capacity to observe, guide, and train other workers has proven central to the cascading training model. With every visit, they build not just compliance but competence—creating a stronger and more confident creche workforce.

2.2.3 Evidence of Impact in Haryana

The implementation of this tool in Haryana's newly created resource pool reflected a clear improvement in supervisory capacity. Post-training results showed strong gains:

Fig. 6: Pre-post comparison on knowledge, skills and attitudes of resource pool (N=37)



These outcomes demonstrate not only the effectiveness of the training but also a meaningful rise in intent, competence, and confidence among supervisory staff to lead the cascading process with quality and clarity.

As we expand our work through government collaborations, CSO partnerships, and direct rural centre engagements, the assessment tool continues to guide our efforts serving not just as a measurement instrument, but as a driver of continuous quality improvement and innovation in ECD training.

2.3 Tech Integration: Blended mode Digital Training for ECD: Quality with Scalability

To enhance scalability without compromising quality, Mobile Creches developed a Digital Training Module—a multimedia adaptation of its 12-day ECD curriculum. Designed for blended learning, the module supports retention, simplifies delivery, and reduces training time, while maintaining depth and engagement.

2.3.1 Training of Trainers (ToT): Building Confidence with Digital Tools

MC conducted a national Training of Trainers (ToT) workshop with national trainers, state leads, and frontline supervisors from 7 States. The objective was to review and pilot a digital training module designed for early childhood development (ECD). The training led to a significant rise in trainer confidence—from 20% to 75%—underscoring the module’s intuitive design and effectiveness.

Blending Tech with hands-on: Learnings from the Digital Module Pilot

At Haryana’s first Anganwadi-cum-Creche training MC piloted a new digital training module. Appreciated for its structure and easy access, the pilot also revealed that continuous video sessions can be tiring, reinforcing the value of combining digital tools with interactive, hands-on learning. Encouragingly, assessments showed strong improvements in understanding ECD themes such as care, nutrition, and safety, shaping refinements for future rollout.

Participants highlighted the importance of guided practice, interactive learning, and age-appropriate activities. The workshop reinforced that well-designed digital tools could transform trainer preparation and delivery. Insights from the field are being integrated into ongoing

module refinement, reflecting Mobile Creches’ commitment to developing responsive, scalable training solutions grounded in real-world needs and practitioner experience.

2.4 Systemic Strengthening through Capacity Building

2.4.1 Scaling through Government Partnership:

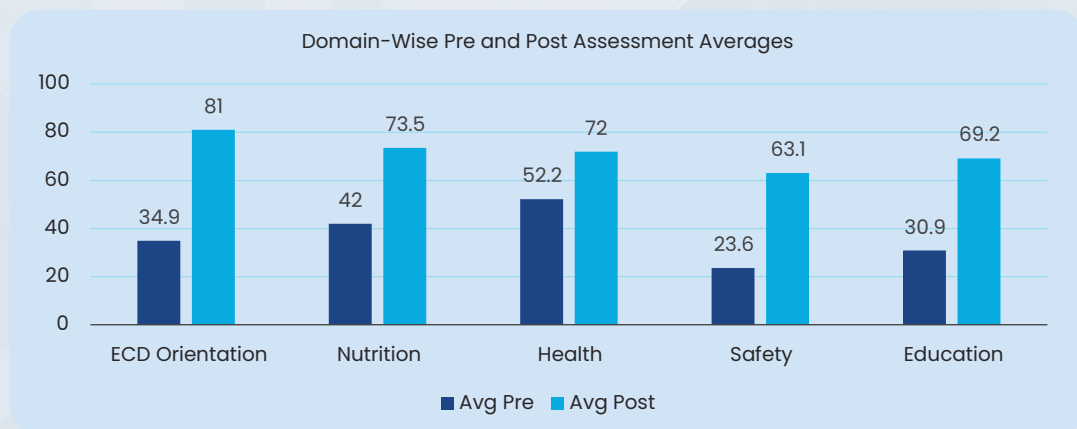
a. The Haryana Model: Strengthening ECD for the Under-6

In 2024–25, Mobile Creches strengthened its collaboration with the Government of Haryana to improve care for children under three through:

- Training of 272 Anganwadi-cum-Creche workers
- A resource group (ToT) of 37 CDPOs and Supervisors, who now mentor the ICDS workforce with support from the WCD Department.

The initiative led to deeper emotional and behavioural engagement among workers. Key learnings highlighted the need for orientation before training, refresher trainings, mentorship, and the use of hands-on, visual methods to embed lasting practice and mindset shifts.

Fig. 7: Comparison of pre-post scores of trainees from Haryana (N = 61). Data represents Batch 3 of the 8 pre-service trainings conducted in the state.



b. The Karnataka Model: Partnership with Department of Rural Development and Panchayat Raj

In 2024–25, the Karnataka government operationalised 3,992 Koosina Mane centres, reaching over 54,000 rural children. Mobile Creches (MC) provided key technical support to strengthen quality through

- 3 Pre-service trainings for 100 new Master Trainers (MTs)
- 5 refresher trainings for 267 MTs trained in 2023–24
- 25 supportive supervision visits, enabling MTs to conduct district-level trainings.
- 17 direct Pre-Service Trainings for 926 caregivers across 305 centres in six Karnataka districts.
- Hybrid one day orientation reached 24,689 Creche Level Management Committee members.

These multi-tiered efforts reflect MC's commitment to strengthening childcare through strategic partnerships and grassroots capacity-building.

c. The Odisha Model: Strengthening Field Capacities

In 2024–25, Mobile Creches advanced its field-level training systems in Odisha through a blend of in-person and remote capacity-building initiatives. A core focus was strengthening the supervisory cadre to ensure consistent quality across 150 creche centres.

- A refresher training for 10 supervisors.
- Supervisors further conducted hands-on sessions for 123 creche workers, enabling contextual learning and peer-led knowledge transfer.
- Strengthening of Supervisors:
 - An incremental training, led by a national trainer, deepened understanding of

creche management, safety, and ECD principles.

- Supportive supervision visits provided on-site mentoring to 10 supervisors and 16 workers, addressing gaps and reinforcing good practices.
- 8 online review meetings enabled reflection and real-time problem-solving, fostering a responsive, field-supported system for continuous learning and effective implementation.

2.4.2 Strengthening the Foundation in Direct Centres

a. Rural Contexts: Strengthening ECD from the Ground Up

In 2024–25, MC continued expanded its footprint into rural Jharkhand and Chhattisgarh, with a strong focus on building a skilled and confident early childhood care workforce. The entry point in both states was capacity building—beginning with pre-service trainings to equip frontline workers with essential ECD knowledge, caregiving practices, and safety protocols.

In **Jharkhand**, two intensive pre-service trainings were conducted, reaching:

- 62 frontline workers and 2 Mid-Level Functionaries (MLFs).

Assessments showed significant improvements across domains, including a 96% gain in hygiene practices and increased understanding of nutrition, safety, and child development. Education scores improved modestly (57%), highlighting a need for continued focus in this area.

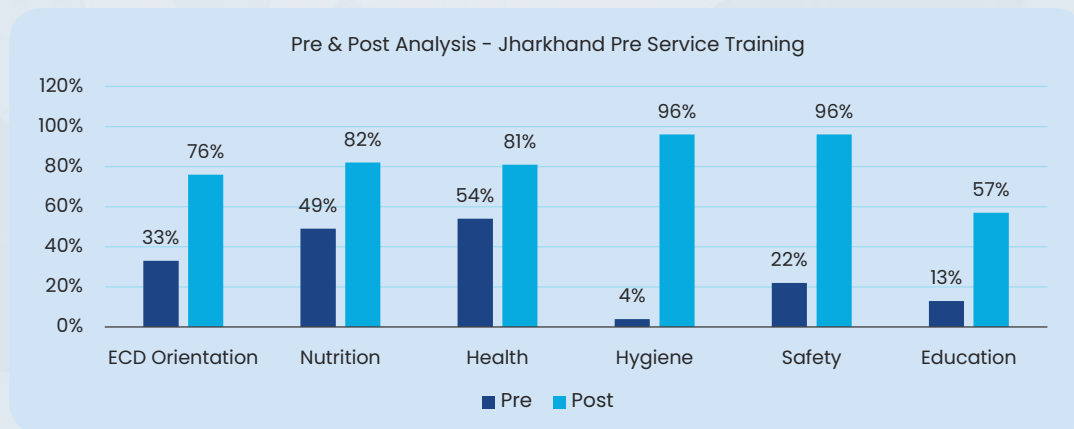
A unique aspect of the Jharkhand model was the leadership of a male training manager—challenging gender norms in the care sector and reinforcing the value of shared childcare responsibilities. Male trainers catalysed local ownership, paving the way for a sustainable, state-led cascading model.

The Jharkhand team also implemented:

- 30 online review meetings with state and national teams
- Supportive supervision visits reaching 6 supervisors and 12 workers
- Incremental training rounds for 8 supervisors, 2 cluster coordinators, and 1 staff member

Participants reported over 90% improvement in confidence and clarity in their caregiving roles, while the cascading model—now led by the state Training Manager with national team support—continues to build a gender-inclusive, responsive ECD workforce.



Fig. 8: Comparison between pre and post assessments – Jharkhand

In **Chhattisgarh**, two pre-service trainings trained:

- 73 frontline workers and 2 MLFs.

Assessment results showed 100% understanding of key nutrition practices like exclusive breastfeeding and dietary diversity. Safety awareness rose to 85%, while confidence in planning activities and engaging young children also improved. However, training highlighted the need for further reinforcement in child development methodologies and communication strategies.

Key activities in Chhattisgarh included:

- Supportive supervision visits to 10 workers and 2 supervisors
- Incremental training for 7 supervisors and 1 cluster coordinator
- Community engagement activities with 10 participants to strengthen local buy-in/ family participation and reinforce crèche

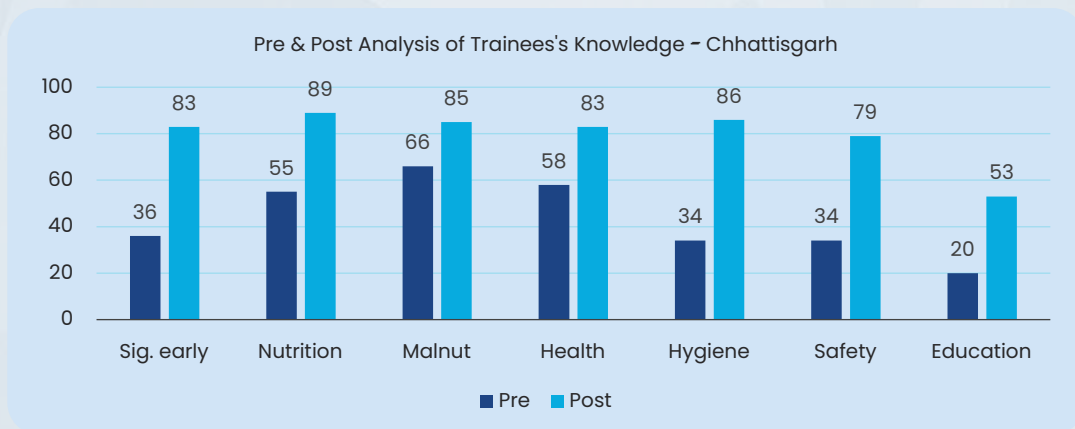
learnings and practices at the household and community level

To ensure ongoing support, Mobile Creches implemented a structured **in-service training model** in both states, combining on-site supervision and incremental training. These efforts aimed to sustain post-training momentum, address field challenges, and reinforce ECD principles in everyday practice.

Strengthening of state teams: Across both states, national trainers provided:

- hands-on mentoring through regular field visits and follow-up supervision.
- **30 fortnightly online meetings** between national and state teams created a dynamic learning environment, addressing topics like safety protocols, parent engagement, and low-cost activity design.

This hybrid model of digital and field-based capacity-building ensured real-time feedback, peer learning, and continuous improvement.

Fig. 9: pre and post assessment of workers of Pre Service Training – Chhattisgarh

Together, these multi-layered interventions reflect Mobile Creches' commitment to strengthening frontline capacities, promoting gender-inclusive care practices, and embedding quality ECD delivery in rural contexts through context-responsive training, supervision, and collaborative learning.

b. Urban Context: Strengthening Creche Capacities in City Settings

In 2024–25, Mobile Creches deepened its engagement in urban early childhood care through targeted capacity-building efforts in Delhi and Patna. These initiatives focused on equipping creche workers with the skills and confidence needed to deliver responsive, development-focused care in underserved city environments.

In Delhi, pre-service training for 23 Creche workers led to significant gains in health, hygiene, and responsive caregiving. The program now aims to sustain progress through regular ECD-focused training and supportive supervision.

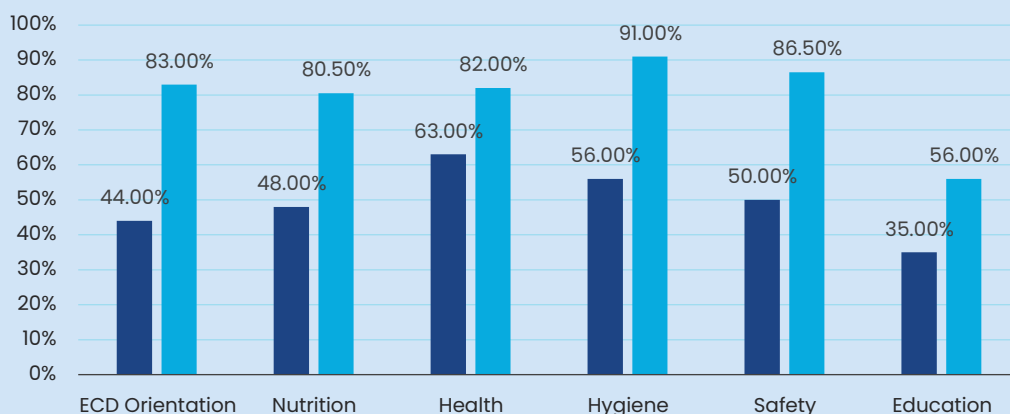
During a training held in Delhi, a participant, visibly emotional, asked:

"When a man beats a woman under the influence of alcohol, why isn't he stopped? Why is it that women are expected to do all the household work even when they work outside the home—is that fair?"

These questions reflected a deeper shift not just in knowledge, but in awareness. As the training progressed, participants began to critically engage with their realities, sparking meaningful conversations around gender roles, justice, and dignity.

Fig. 10: Pre and Post Assessment of workers of Pre Service Training – Delhi

Training Effectiveness in Urban Direct Centres: Pre and Post Averages – Delhi Pre Service Training



In Patna, the training program boosted their knowledge, confidence, and sense of ownership in caregiving. It trained:

- 16 Creche workers and 1 MLF provided hands-on training focused on child development, nutrition, and responsive care.

Assessment reflected strong progress

Three incremental trainings followed in Patna, focusing on curriculum, classroom management, and nutrition. These sessions trained:

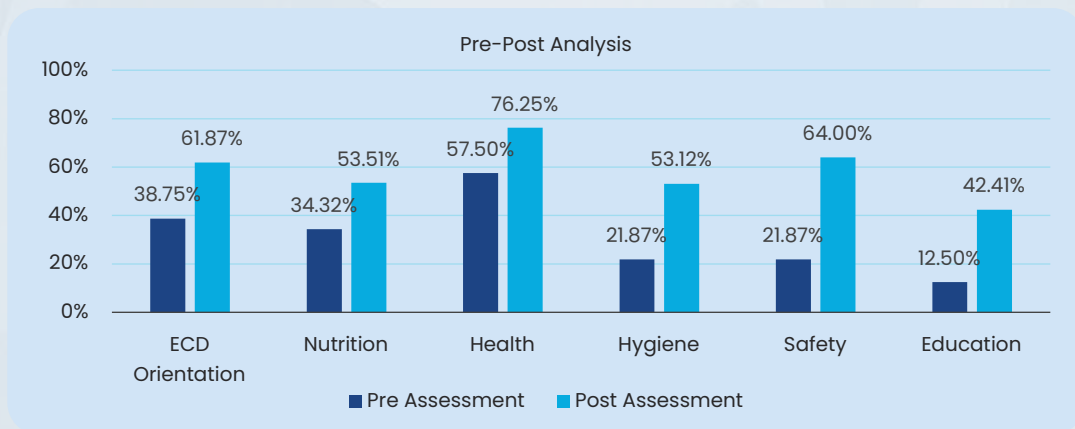
- 3 supervisors, 1 community mobiliser, and 14 creche workers, offering opportunities for peer learning and hands-on reinforcement of practices.

Together, these interventions demonstrate the potential of structured training and sustained support to transform caregiving in urban creche settings and strengthen the ECD workforce.

Urban Realities, Layered Complexities

Urban creches face a different rhythm – marked by migration, space constraints, and rapidly changing needs. Here, the challenge lies in consistency and retention. Pre-service training in cities like Delhi and Patna revealed that sustained capacity building, alongside field-level mentorship, is key to maintaining quality in high-turnover urban contexts.

Fig. 11: Pre and Post assessment of Creche Workers of Patna Pre Service Training



2.4.3 Strengthening Capabilities of ECD Workforce of CSO Partners

In 2024–25, Mobile Creches expanded and deepened its partnerships with Civil Society Organisations (CSOs) to strengthen the Early Childhood Development (ECD) workforce and improve childcare delivery in underserved communities.

a. New CSO Collaborations: Building Alliances, Accelerating Impact

A new partnership was established with Aajeevika Bureau in Ahmedabad, with support from the Indian Institute of Human Settlements (IIHS). In April 2024, a five-day training workshop was conducted for 28 creche workers and one supervisor managing workplace-based childcare centres for migrant families. The training emphasised play-based pedagogy and structured early learning, while also fostering cross-sectoral collaboration in informal urban settings.

b. Continued Engagement with CSO Partners

MC continued its strategic collaboration with 8 CSO partners across multiple states, including SPAN (West Bengal), Navsrishti, NIPUN (Delhi), GSVS, SAATH & UKS (Rajasthan), SAATH (Ahmedabad), and MAHITA (Hyderabad). Seven pre-service trainings were delivered, building foundational knowledge in ECD, health and nutrition, responsive caregiving, and early learning for newly inducted creche workers.

To further strengthen on-ground implementation, 10 incremental trainings were conducted with partners such as SPAN, Din Bandhu, GSVS, SAATH, UKS, and MAHITA. These sessions focused on curriculum delivery, classroom organisation, activity planning, nutrition monitoring, and hygiene management. Using demonstrations, peer-learning, and case-based methods, the trainings helped participants apply theory to practice effectively.

When Supervision Becomes Support

Supportive supervision in the field worked best not as inspection, but as gentle guidance. When creche workers felt seen—not judged—they began to correct themselves before correction was needed.

Importantly, the trainings also embedded principles of supportive supervision, enabling partner supervisors and coordinators to offer structured feedback and guidance to their

teams. This approach promoted not only knowledge retention but also leadership development within partner organisations.

As a result, CSO-led centres began adopting more child-friendly routines, improved daily practices, and increased engagement with families. These changes reflect Mobile Creches' commitment to building sustainable, high-quality childcare systems through empowered partnerships and context-responsive capacity-building.



Case Study

Dharmistha Parmar – From Homemaker to Leader

Nine years ago, Dharmistha Parmar was a quiet homemaker in Ahmedabad, devoted to her family but unsure of her own potential. With no formal work experience, she attended a Mobile Creches training session in 2016—more out of curiosity than conviction. When a creche worker went on leave, Dharmistha was asked to fill in temporarily. Nervous but willing, she said yes. That single step would change the course of her life.

What began as a temporary assignment grew into a calling. With hands-on mentoring, regular field exposure, and incremental trainings, Dharmistha slowly built her confidence. She learned how to care not just for children's health and hygiene, but for their learning, emotional development, and joy. Over time, she evolved from a beginner into a skilled creche worker—and today, she leads with pride as a supervisor overseeing 4 centres and 13 staff members.

Her leadership style is grounded in empathy and experience. She's not just a manager; she's a mentor, a guide, and a role model for the women she works with. Her growth reflects the power of continuous learning and the importance of trusting grassroots women with real responsibility.

In February 2025, Dharmistha was honoured as one of nine women change-makers by "Karke Dekho, Accha Lagta Hai"—(a public initiative in Ahmedabad) and received the Best Work of the Year award.

"I never imagined I would lead a team or be honoured publicly. It all started with a training I joined out of curiosity. That one step changed my life", says Dharmistha.

Dharmistha's story is more than a personal milestone—building the care economy of India is not an abstract policy goal but a powerfull grassroots journey, built one care worker at a time. Each trained woman is a beacon of change in her community, redefining social norms and demonstrating that caregiving is both skilled labor and a foundation for economic empowerment.

The ripple effects are profound: healthier children, stronger families, resilient communities, and a nation awakening to the economic and social power of care.

Chapter 3: Elevating the ECD Agenda

3.1 From Roots to Rights: Strengthening the ECD Ecosystem

Mobile Creches (MC) is committed to shaping ECD policy and practice by building strong networks and amplifying diverse voices. Grounded in its fieldwork with children, parents, and communities, MC actively engages with alliances, coalitions, think tanks, academia, and individual experts to influence policies, funding priorities, and decision-making in the ECD space.

As part of this strategic approach, MC hosts the national secretariats of the Forum for Creche and Child Care Services (FORCES) and the Alliance for the Right to ECD—two key platforms driving the national ECD agenda. FORCES is present in 12 states in India and is reaching to gradually expanding to Nepal and the south Asian region. Alliance for Right to ECD is a national level network and is currently having 100 members on board.

MC also works strategically with diverse networks and has been nurturing the India ECD Collective—an emerging platform for deeper learning, collaboration and field-building. These collective shared spaces have been instrumental in fostering a resilient ECD ecosystem in India, reinforcing the urgency of prioritizing the early years in a child's life.

'Media thrust' is another strategy MC uses in building a public discourse on the ECD issues. MC has strategically nurtured media

partnerships to amplify the key messages to drive a particular narrative. These collaborations played a pivotal role in driving visibility of ECD issues in the larger ecosystem and in policy circles.

From 2024–25, Mobile Creches (MC), embarked on a journey to generate robust evidence and voices from the ground for informing key decision makers. **FORCES (Forum for Creches and Childcare Services)** and the **Alliance for the Right to Early Childhood Development (ECD)**, strategically collaborated to develop the evidence through, research, people led campaigns and share the learnings with key stakeholders to inform key decision-making processes. By aligning with broader policy platforms and grassroots networks, MC ensured that childcare remained central to public discourse during strategic opportunities at the state, national and global level.

Through **media dialogues** and **engagement with key opinion leaders** the ECD agenda resonated from **national to local governance platforms**, underscoring the vital link between childcare and national development. People's participation was a driving force which propelled key stakeholders to represent these voices on important policy making platforms. Further the expanded reach of FORCES to **10 overlapping networks** active at state and national levels—working across health, nutrition, education, and women's rights also informed the larger **ECD ecosystem**, leveraging local insights for wider reach and greater collective impact. The key highlights of the impact through the collective interventions made

in 2024-25 is summarised below. The key highlights encapsulate how through partnership and strength of diverse voices of state and non-state actors Mobile Creches is learning and creating shared spaces for a thriving ECD ecosystem in the country and beyond.

3.2 Key Highlights:

3.2.1 Amplifying Childcare Collective Voices Globally

National FORCES was invited for delivering the keynote speech in the “**International conference on Envisioning Early Childhood Development Ecosystem**” organised by *Purbanchal University* in Biratnagar, Nepal. The inaugural session was honoured by the presence of the Chief Minister of Koshi Province, Mr. Hikmat Kumar Karki, the Vice Chancellor of *Purbanchal University*, Dr. Biju Kumar Thapalia, and several other provincial ministers. Further FORCES also organised a workshop on how collectives work in putting a spotlight on issues from the ground for policy intervention. The conference marked a significant step toward the creation of a South Asia-level solidarity on ECD. Other distinguished speakers included Dr. Karen Graham (Emeritus Professor), Dr. Meenakshi Dahal, and Dr. Aruna Upreti from Nepal.

National FORCES also submitted recommendations in the C-20 held in Brazil and the Commission on the Status of women (CSW68) held in New York as part of the Global Alliance for Care. The Leadership declaration of G-20 2024 recognised and highlighted the issues of childcare and called a strong care system in the G-20 countries.

3.2.2 Making Childcare a Prime Agenda

Alliance for the Right to ECD, in collaboration with state and national networks, (RTE Forum, CACL, FORCES) were able to successfully incorporate people’s voices as the prime agenda of the key decision makers and elected representatives of the country. This year, 15 elected representatives were identified and nurtured from across the country who highlighted the people’s agenda through multiple ways viz. raising questions and issues in the parliament floor, writing articles on critical childcare issues and raising the issues in policy and budget discussions at all levels of governance. FORCES also reached out to Rajya Sabha MPs and one of the most notable contributions in this regard was Ms Rekha Sharma Former Chairperson, National Commission for Women and Rajya Sabha MP raised the issue of childcare and the need to institute a national creche policy and embark on a journey of shared responsibility for childcare providing decent work and minimum wages to the creche worker. She also applauded Haryana government’s role in this regard.

Stakeholder engagement has been a cornerstone of elevating the ECD agenda. Dialogues have been conducted with Key Opinion Leaders (KOLs), and policymakers to, align priorities, and encourage avenues for collaboration and policy creation. Other key leaders were MP Naresh Bansal, MP Fauzia Khan, MP Pradyut Bordoloi, Sumitra Chauhan, State Chairperson, Social Welfare Board, Haryana, Political leaders like Vinod Taude, Sandeep Dixit, to name a few significant engagements over

the year. Partnerships with influential voices garnered attention to position ECD as a public priority and build a momentum for ECD issues at the policy level.

3.2.3 Evidence Generation and national campaign for better Investments in Early Childhood

Early childhood is the critical window that shapes lifelong outcomes in health, learning, and well-being. The union government has

been spending on the young child (under 6s) through various initiatives and programmes under various ministries. FORCES and Alliance for Right to ECD came together to analyse the union government spend on the young child across 7 ministries viz. MWCD, MoE, MoHFW, MoHA, Ministry of Social Justice and Empowerment (MoSJE) (DEPWD) MI&B and MEITY. Some of the key findings and recommendations of the study are:

Key Findings

Despite different ministries have spent for the young child the allocation is low.

The share of ECD as percentage of Union Budget has been hovering over 0.62–0.69 in the last 5 years.

- In the **Union Budget 2025–26**, the government allocated approximately **Rs. 33,154 crores** for ECD.
- This is **1% higher** than the 2024–25 budget estimates.
- However, this constitutes **only 0.65% of the total Union Budget** for 2025–26.

Skewed Distribution of resources (66% Nutrition, 3.1% Preschool Education, 8% for wellbeing of caregivers) is not contributing to the policy commitment for holistic development of children. Despite better spend on nutrition, Rs 8 for SNP is abysmally low in high inflation times.

Funding lacks focus on human resources, training, and infrastructure

Key Recommendations

To prioritize allocation and spending for the young child.

Strengthen enabling environment through recognition of critical components and ensuring effective budget spend on the same.

Upward revision of unit costs of components associated with ECD interventions.

To effectively implement SAKSHAM Anganwadi and Poshan 2.0 an urgent revision of financial norms, including the honorarium of AWWs and AWHs, per-child spending on SNP, rental costs, and construction of AWCs.

Immediate recruitment of professionally qualified staff in vacant posts and investments in capacity building

To estimate costs for universalization of ECD

The findings and recommendations of the study was shared in a national pre-budget consultation In **November 2024**.

The consultation brought together **75+ stakeholders**—including economists, policymakers, and child development experts—who issued a collective call for enhanced investments in ECD. The study findings were shared with elected representatives, academicians and media agencies for a larger reach of the discourse around better investments and spending for the young child in the country.

Along with the union budget spend it is also important to understand the budget spend at the state level. In this regard, Jharkhand, FORCES along with overlapping networks collaborated with the department of Women, Child Development and Social Security. Palna which is the flagship scheme for the creches is underfunded and not implemented as per the Mission Shakti guidelines of the scheme. Jharkhand FORCES and CSO networks organised a pre-budget consultation with the department to highlight on the need for better allocation and expenditure on ECD in Jharkhand. However, there was no significant allocation for Palna scheme in the current financial year budget. On the contrary, In Delhi the yearlong campaign of Delhi FORCES for better investment for the young child bore fruits. The newly elected Chief Minister of Delhi announced allocation of 50 crores for setting up 500 creches under the Palna Scheme during the budget session.

3.2.4 Integrating Childcare into Local Governance: GPDP Campaigns

To strengthen local ownership of ECD, FORCES campaigned for embedding childcare in **Gram Panchayat Development Plans (GPDPs)** across **Jharkhand, Rajasthan, Gujarat, and Uttar Pradesh**. This was the second consecutive year of engagement at the panchayat level. Impact:

- Reached **315-gram panchayats** across **47 districts**
- Mobilised **over 21,000 participants** including mothers, Anganwadi workers, and adolescent girls

Gram Panchayat Development Plan (GPDP)

The Gram Panchayat Development Plan (GPDP) is a decentralised planning mechanism mandated under the Indian Constitution, enabling local communities to identify, prioritise, and address development needs at the village level. Of the 29 subjects covered under GPDP, Women-Friendly and Child-Friendly Panchayats are 2 subjects that provide a critical entry point for integrating ECD into local governance and planning processes.

The campaign catalysed grassroots demand for **ECD fund allocations in GPDPs**. In **Rajasthan**, the state FORCES chapter went a step further by organising a **state-level consultation**, showcasing policy innovations and best practices for improving childcare services. The consultation informed the officials from Department of

women and children on the initiatives of other FORCES states on childcare. The officials showed their commitment to expedite the setting up of creches sanctioned under the Palna scheme.

One of the major challenges of the campaign was accessing the final plans in all the states. Till June end, out of the **315-gram panchayats** approximately only **10%** of the Gram Panchayats plans were uploaded in the e-GramSwaraj platform. Another challenge was that even though plans have allocated budget for AWCs and related issues, people's need for creches and adequate nutrition and learning stimulation for the under 3 children was not included in the plans. An analysis of the plans shows that majority panchayats have invested in infrastructure development of AWCs. Other areas covered were, IEC materials on nutrition, celebration of village health and nutrition days, access to maternity benefits, early registration of pregnant women in hospitals to mention a few. Despite the challenges, certain blocks like Khunti Sadar and Torpa blocks of Khunti Dist of Jharkhand stood out as **24 out of 28** panchayats uploaded their plans and incorporated 74 activities related to health, nutrition and WASH in their GPDPs. A total of **11 million** has been allocated for these activities in these **24 GPs**.

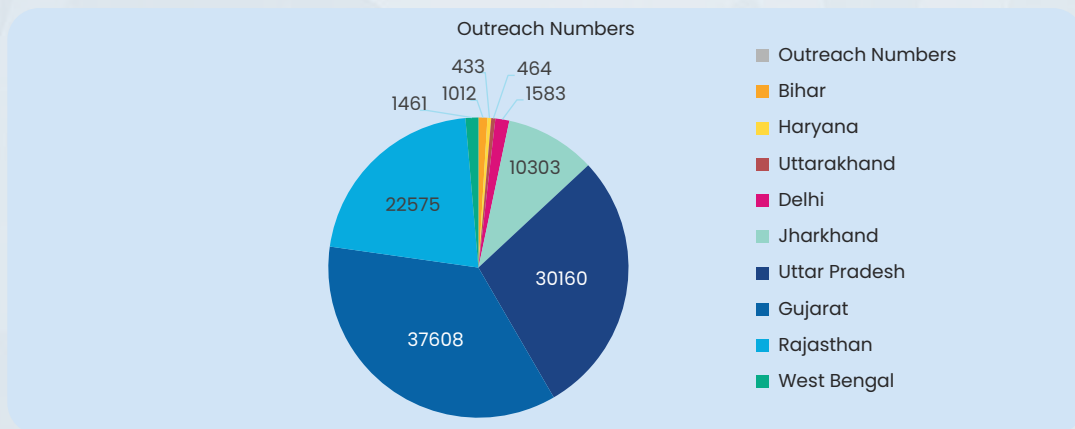
3.2.5 Poshan Maah 2024: Driving Community Action for Child Nutrition

FORCES celebrated **Poshan Maah 2024** across **nine states**—Bihar, Delhi, Gujarat, Haryana, Jharkhand, Rajasthan, Uttar Pradesh, Uttarakhand, and West Bengal. The campaign was able to spotlight on the issues/needs of the

young child at the local areas. The reach was commendable as partners across these states organised several awareness sessions, growth monitoring camps, nutrition awareness sessions and breastfeeding workshops. The issues raised during the campaign were pertinent as it fed into the campaign to influence GPDP to integrate childcare/ECD issues identified by the people at the panchayat level.

The campaign was anchored by a **national-level Training of Trainers (ToT)** session on **"Perspectives on Nutrition"**, led by experts from organisations like PHRS and Mobile Creches. The initiative effectively combined community-driven efforts with technical knowledge to improve nutritional outcomes in early childhood.

One of the key outcomes of this large-scale campaign was intense training of the trainers on nutritional components and norms as per the NFSA Act. This enabled the trainers to develop campaign materials in local languages emphasising on local and community grown food for ensuring dietary diversity and nutrition. The outreach numbers also demonstrate how the campaign was people centred and involved people at all stages of the campaign. The capacity building sessions were also participatory in design and focussed on some of the dying local practices which is critical for children's health and nutrition. As an innovation, this year, the learnings from the campaign were included in the GPDP campaign in 4 states out of the 9 states which led the Poshan Maah campaign. This led to inclusion of nutrition and health related issues along with WASH in all the plans.

Fig. 12: Representing the outreach during *Poshan Maah* Campaign

3.2.6 Uttarakhand FORCES Lays Groundwork for State-Level Creche Policy

Uttarakhand FORCES conducted a need assessment study on Anganwadi-cum-creches in Uttarakhand after the Department of Women and Child Development asked for assistance in identifying areas across districts where creches are needed. The findings of the study were shared at a dissemination event that brought together over 30 participants from civil society and government bodies. The event was graced by the presence of the State Commission for Protection of Child Rights, which facilitated a multi-stakeholder consultation. During the discussions, the importance of developing a state-level creche policy was strongly emphasized, in line with the needs identified through the study. The study further identified regions where there is a significantly high demand and supply gap around creches. 2 Creches were set up by the women and children department based on the findings of the study.

3.2.7 Neenv Delhi FORCES Celebrates 25 Years of Groundbreaking Work

Neenv Delhi FORCES commemorated 25 years of its existence and work in the field of early childhood care and development. This milestone marked a journey defined by relentless dedication, grassroots escalation, and the collective efforts of countless individuals and organizations united by a shared vision: creating a nurturing, safe, and equitable ecosystem for every young child.

The anniversary event marked the release of the **Annual Report 2023–24** and the premiere of a powerful documentary tracing Neenv's journey over the past two and a half decades. From championing quality childcare to shaping state-level and national conversations on early childhood development, Neenv has remained a cornerstone of the FORCES network's vision and mission.

Mobile Creches hosts the secretariat of Neenv Delhi FORCES from its inception and

strengthened ground mobilisations to create voices and demand from the ground. Today Neenv has a strong cadre of ECD champions through its 30 strong partners and a new Convener who emerged from this movement whose foundation was laid by Mobile Creches along with the partners. The Silver Jubilee Celebration marked the towering tree of the seed which was sown 25 years ago.

Testimonials

“Old is Gold – Experience Speaks” – Thaneshwar Dayal Adigaur,

Representative of Neenv Delhi FORCES Steering Group and Member of Delhi Building and Other Construction Workers Welfare Board, Govt of NCT of Delhi

“I, Thaneshwar Dayal Adi Gaur, Representative of Neenv Delhi FORCES, have associated myself with Neenv Delhi FORCES since 1994. Neenv Delhi Forces have paved the backdrop and structural pathway in understanding networking. It has always shown a stability towards reaching out to the direction. They have always been commitment oriented and laid the foundational base. Associating myself with Neenv Delhi FORCES have led an engaging with other overlapping issues. The steering group member of Neenv Delhi FORCES lays down the structural backdrop framing of NEENV DELHI FORCES”.

“From Coordinator to Regional Lead” – Anita Sinha

“Leading Jharkhand FORCES has been an exciting journey—from community campaigns and policy engagement to budget discussions, political advocacy, and raising childcare issues at key state platforms. Regular interactions with partners provided valuable opportunities for mutual learning and deeper understanding. The journey grew even more inspiring when state conveners from Bihar, Odisha, and West Bengal entrusted me with leading the Eastern Region. This role has allowed me to look beyond state boundaries and bring the concerns of young children and their caregivers to the forefront of regional priorities. I remain committed to advancing this cause with zeal and gratitude to National FORCES for their trust.”



NATIONAL PRE-BUDGET CONSULTATION FOR UNIVERSALISATION OF ECD

alliance for ECD: IN
ECD
early childhood development



10:00 AM - 01:30 PM



DEPUTY SPEAKER HALL,
CONSTITUTION CLUB OF INDIA,
RAFI MARG



Chapter 4 – Innovating Childcare Models

4.1 Developing Innovative Childcare Models and Content in ECD

Over the years, Mobile Creches (MC) has emerged as a specialised ECD organisation with deep expertise in delivering quality childcare services and building capacities of ECD functionaries. It has developed a rich repository of training resources and curricula for children aged 6 months to 11 years—spanning creche (6 months–3 years), Balwadi (3–5 years), and bridge-course (5–11 years) levels. These resources integrate both field-based learnings and expert knowledge in ECD.

As part of its 2022–27 strategy, MC continues to expand childcare services across India through direct implementation and collaborations with governments and non-profit partners. This expansion required contextualising training resources, designing hybrid training modules, developing inclusive and innovative childcare models, and enhancing the capacity of childcare workers—all of which were key focus areas in 2024–25.

4.1.1 Curriculum Development and Innovation:

Mobile Creches aims to enhance inclusivity in its centres for all children with varied abilities, linguistic and regional backgrounds, religion, castes, socio-economic status, and gender.

Hence, an external expert committee on inclusion was formed to guide the development of an inclusive Under-3 curriculum, and a five-year roadmap to improve support for children with developmental delays, disabilities, chronic illnesses, and language barriers. A developmental screening was also conducted across 14 urban slum centres to assess the need for referral services for our children aged up to 3 years, when the early intervention services are most crucial for the children's development and wellbeing.

MC initiated efforts to introduce systematic, developmentally appropriate assessments across its centres. A pilot study was conducted using the Ministry of Women and Child Development's Child Assessment Card (2017) to align its revised theme-based Balwadi curriculum, *Anandmay Adhigam*, with age-specific developmental milestones. Findings affirmed both the feasibility of the tool and the curriculum's developmental appropriateness.

4.1.2 Training Resources:

A comprehensive digital training module was finalised and used to train **22** MC trainers and state teams, strengthening their ECD knowledge and facilitation skills to test a hybrid model of training (blend of online and face-to-face training sessions) for capacity building on a large scale to enhance the outreach across states, along with ensuring uniformity and quality of training.

Key training materials were translated into **Odia, Kannada, Assamese, and Telugu**. The preservice module was also localised into Telugu for training Palna workers in Telangana, aimed at making training content linguistically and culturally responsive for diverse regional contexts.

In collaboration with the **Health Sector Skill Council and Niti Aayog**, competency based curriculum frameworks for the care work professionals and entrepreneurs were developed, as a step towards ensuring professionalisation of care work.

Together, these efforts underscore MC's commitment to building innovative, inclusive, and scalable ECD models rooted in evidence and field realities.

4.2 Enhancing Inclusion in Mobile Creches' centres

At MC, our commitment to inclusive early childhood care continues to evolve with purpose and impact. In 2024-25, a focused intervention was initiated to identify and support children at risk of developmental delays and disabilities, as the first step towards the larger goal of enhancing inclusion at MC centres. This action-oriented inclusion project was undertaken across all 14 direct-run centres

in the slum areas of Delhi, to enhance early identification, support, and systemic readiness to cater to children under 3 years of age, with diverse developmental needs. The construction site centres were not included under the exercise as the migration rate is as high as 70% in these centres, and the children migrate back to their native villages with their families every 4 months. Whereas, in urban slum areas, the population is more stable with the temporary migration of about 40% of the families occurring during festivals and harvesting seasons.

4.2.1 A Step towards Early Identification

A comprehensive screening exercise was conducted across 14 of our direct-run centres in Delhi. About 230 children under the age of 3 years were screened for developmental delays/ disabilities, linguistic barriers and chronic illnesses. The goal was simple yet crucial: to identify developmental red flags early and ensure timely support. To facilitate this, two validated and context-appropriate tools were used with creche-workers: the Trivandrum Developmental Screening Chart (TDSC), a milestone-based tool for community use and the Disability Screening Schedule (DSS) from *Navchetna*, aligned with the Ministry of Women and Child Development's national framework. This was followed by parental interviews to

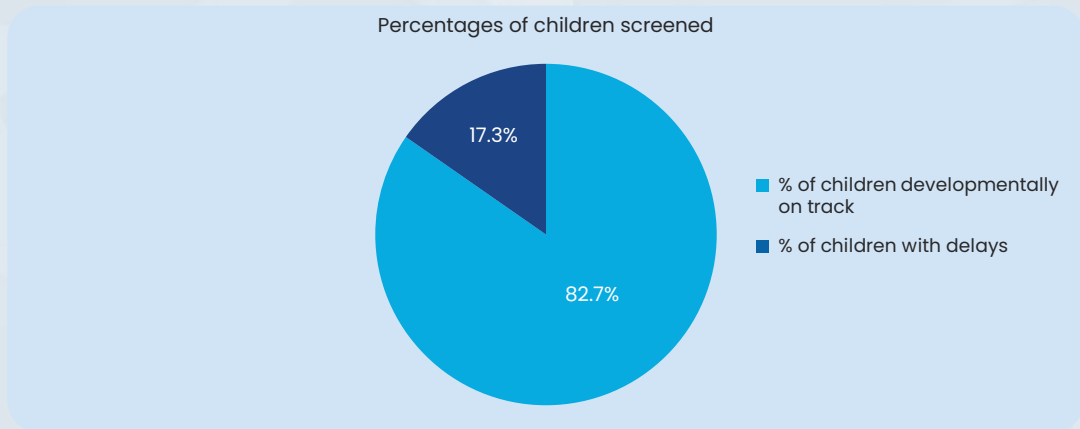
validate and corroborate the screening results with children's developmental history.

4.2.2 Preliminary Findings: Screening for Developmental Risks

Out of 230 children screened, over 40 (17.3%) showed significant developmental concerns, often across multiple domains—speech and

language delays, motor coordination issues, cognitive delays, and chronic conditions like congenital heart disease. Importantly, 190 children (82.7%) were found to be developmentally on track, highlighting the potential of early detection to support timely intervention and ensure better developmental outcomes (Fig.1).

Fig. 13: Distribution of children screened



An equal number of boys (20) and girls (20) were identified with developmental concerns,

indicating that both were equally susceptible to developmental delays (Fig.2).

Fig. 14: Gender-wise distribution of children screened with developmental concerns

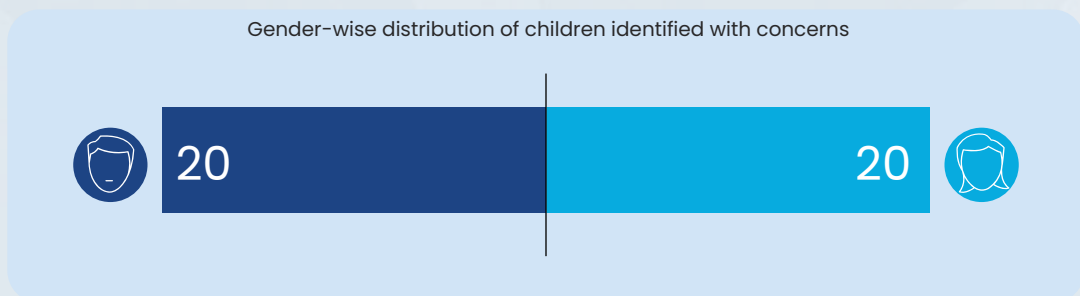
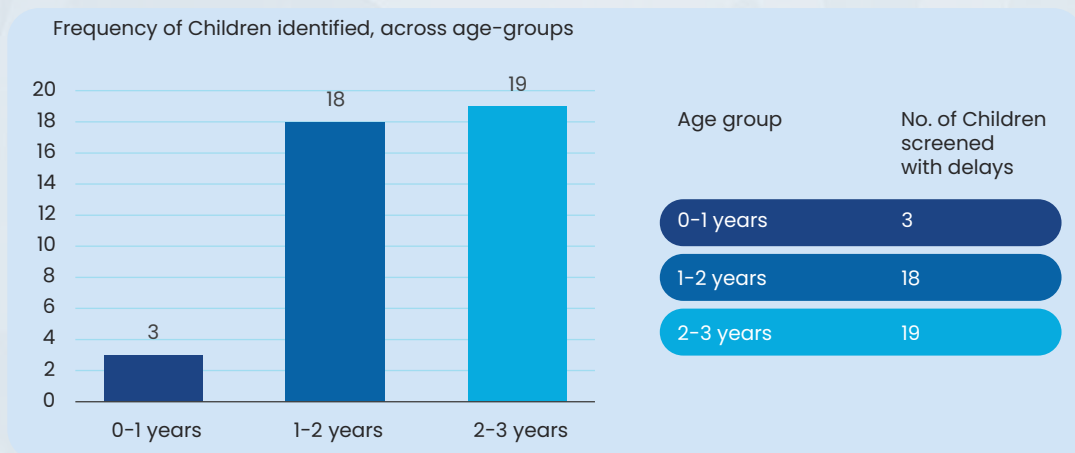


Fig. 15: Age-wise distribution of children with developmental concerns

It was found that very few children were identified in the 0–1 year age group (3), while the highest numbers were identified among 2–3-year-olds (19), followed closely by 1–2-year-olds (18). This indicates that developmental concerns are more frequently detected as children advance in age (Fig. 3).

4.2.3 Reflections

The need assessment exercise sparked meaningful dialogue on developmental delays and disabilities among creche workers, supervisors, and families. Supervisors emphasised the need for structured follow-up and monitoring tools, while parents welcomed their involvement as active partners in their child's

development. Planned referrals were initiated through public health systems, and a framework was developed—reinforcing inclusion not as a separate service, but as a mindset that valued every child's unique potential and right to belong.

“हर बच्चा हमें अपने जैसा लगता है...अगर कोई बच्चा पीछे है, तो मन करता है और समय दें” (Each child feels like our own. If someone lags, we want to help)

“हमें अगर अच्छे से बताया जाए तो हम और मदद कर सकते हैं” (If we're taught properly, we can support better)

~as shared by a few creche workers

4.3 Fostering Emotional Well-being: Strengthening SEL in Care Workers

Children absorb emotional cues from the adults around them. To help caregivers nurture young minds, Mobile Creches (MC) prioritized Social and Emotional Learning (SEL) this year—developing practical resources to build caregivers’ understanding of children’s emotional needs. These modules empower them to model positive behaviours and create emotionally safe, responsive environments through everyday interactions.

4.3.1 Resource Development: Videos and Sessions

Leveraging the power of digital content for knowledge transference, developed SEL videos to enhance the understanding of the adult caregivers and creche workers on how they can help children develop SEL skills and how they can model SEL skills. These videos were “*Yaanu aur Golu*”—a video on self-management, designed to guide adults in helping children process fear and trauma; “*Jungle mein hui Dawat*”—a story-based video promoting social awareness, emphasizing cooperation, inclusion and equality; and “*Munni Tum Hasdo*

Na” a video focusing on relationship skills, encouraging caregivers to practice calm, compassionate communication with children.

4.3.2 Implementation and Outcomes

Three SEL session plans were developed to guide discussions and reflective practices during capacity-building sessions. These sessions were designed using SEL videos aimed at addressing common emotional and social challenges faced in early childhood contexts. Using these new resources, MC successfully conducted 16 SEL training sessions for field staff: 10 sessions were conducted in collaboration with Delhi-based CSO partners (NIPUN, Navshrishti, Sakshi, Safe Approach, and Child Survivor India), reaching 82 workers and 12 mid-level functionaries. 6 sessions were delivered at Mobile Creches’ direct-run centres, covering 105 workers and 12 mid-level functionaries. Overall, a total of 187 workers and 24 mid-level functionaries participated in these structured SEL training sessions who reported deeper understanding of children’s emotional behaviour, positive discipline, the importance of emotional safety and self-expression. Many valued learning about child development from birth and responding to difficult emotions with empathy. A key insight was that strengthening workers’ own SEL competencies directly enhances their support for children.

4.4 Moving towards Cultural Contextualisation: Accessible Content in regional languages

The digital module of pre-service training of creche workers and mid-level functionaries was finalized this year, for ensuring uniformity in training on a large scale in hybrid mode. It

comprises of 4 digital module videos and 2 module handbooks which have been translated into Telugu. Its translation in Kannada is in progress. The digital module was pilot tested this year and is yet to be implemented on a larger scale in TOTs with trainers and mid-level functionaries. In addition to it, the preservice training module was modified to adapt it for the training of the Palna workers in Telangana.

Table 5: The training resources were translated into various languages for use across states as described below:

Language	Training resources translated
Telugu	5 training videos, 5 digital module videos, digital module handbook and other TLM
Kannada	3 digital module videos, 2 training videos
Odiya	6 training videos
Assamese	3 training videos

These efforts are aimed at making training content linguistically and culturally responsive for diverse regional contexts. These adaptations ensure that frontline workers receive training that resonates with their lived realities, languages, and caregiving contexts, strengthening their engagement and effectiveness in the field.

and Child Development's Child Assessment Card (2017) served as the guiding framework, outlining indicators across key developmental domains: physical and motor, sensory, perceptual, and cognitive, language and communication, personal, social, and creative development.

4.5 Pilot Study: Assessing Development and Learning Outcomes (Ages 3–5)

In 2024–25, Mobile Creches conducted a pilot study to evaluate the effectiveness of its revised theme-based curriculum, आनंदमय अधिगम, focused on play-based learning for children aged 3–5 years. The Ministry of Women

Insights from the Study

The study revealed a pressing need to strengthen workers' curriculum facilitation skills. Observation checklists were introduced to assess teaching practices and guide targeted training. While the curriculum supports holistic development, the study reinforced that well-trained facilitators are key to delivering meaningful, inclusive early learning.

A structured assessment mechanism was introduced, with weekly evaluations conducted every Saturday—traditionally revision day. Accordingly, the revision curriculum and worksheets were modified to reflect the Child Assessment Card's indicators. The Balwadi curriculum was largely found to align with these developmental benchmarks. Staff from five centres received training on the indicators and the revised tools. Assessments were carried out across two quarters (Oct–Dec 2024 and Jan–Mar 2025), supported by regular supervisory visits. Workers responded positively to the process, finding the age-graded worksheets user-friendly and effective for classroom planning and inclusive learning.

Children showed high engagement, particularly in physical development activities. Workers demonstrated strong classroom management and adaptability. However, gaps emerged in cognitive activity facilitation, largely due to newly recruited staff and the transition of

creche workers into Balwadi roles without adequate curriculum training. However, all workers were able to conduct the assessment of children with ease.

4.6 Next Steps

As Mobile Creches looks ahead, it will deepen its focus on inclusion, Social and Emotional Learning (SEL), and cultural contextualisation through content-led innovation—building on developmental screenings and caregiver training to design inclusive creche models, strengthen referral linkages, and develop curriculum frameworks for children with diverse needs. The SEL programme will also prioritise creche workers' emotional well-being through redesigned training modules. At the core is a commitment to responsive, high-quality content that nurtures both children's learning and caregiver development, ensuring inclusive care for every child, regardless of ability or background.



Chapter 5: Boosting the ECD Knowledge Ecosystem

5.1 Embedding Evidence in Action

The Monitoring Evaluation Accountability and Learning (MEAL) system at Mobile Creches is designed to go beyond data collection—it enables evidence-based decision-making, strengthens impact assessment, and fosters a culture of continuous learning across the organisation. By systematically capturing, analysing, and applying data insights, MEAL plays a pivotal role in driving programme improvements and ensuring transparency and accountability to children, communities, partners, and funders.

5.1.1 Strengthening Monitoring, Evaluation, and Learning (MEL) Systems

In 2024–25, MC deepened its commitment to robust Monitoring, Evaluation, and Learning (MEL) systems as a cornerstone of high-quality ECD programming. Recognising MEL as an essential, continuous function rather than a periodic activity, the organisation aimed to ensure that every directly managed Childcare Centre received at least one monitoring visit during the year.

Monitoring activities spanned **98 centres across 13 states**, covering a wide range of settings—construction sites, urban slums, rural communities, tea gardens, and brick kilns. These visits played a vital role in assessing and

strengthening ground-level MEL practices by focusing on **data accuracy, record-keeping, staff capacity**, and **systemic course correction**.

A particular area of emphasis was anthropometric measurement—a key indicator of child health. MEL Monitoring team checked the condition and calibration of essential tools such as infantometers, stadiometers, and weighing scales. Frontline workers were asked to demonstrate measurement techniques, which were verified using standardised protocols, followed by hand holding after each visit. These efforts led to a noticeable improvement in both the technical proficiency of staff and adherence to child growth monitoring standards.

Other benefits of anthropometric measurement:

- **Enhanced consistency and reliability** of data across centres.
- **Reduced data gaps** and improved accuracy in centre records.
- **Approved standardised, high-quality anthropometric equipment across all 37 direct delivery centres in Delhi/NCR to improve accuracy in child growth monitoring.**

Field teams provided immediate, on-site guidance for proper calibration and usage, reinforcing a culture of real-time learning and quality assurance. Overall, these monitoring efforts not only strengthened Mobile Creches' MEL systems but also supported institutional learning, accountability, and evidence-based decision-making.

5.1.2 Building Capacity Through MEAL Orientation

To complement field monitoring, the MEAL team conducted **53 orientation sessions**—both on-site and virtual—during the year 2024–25. These sessions targeted the specific gaps identified during centre visits and aimed to bolster frontline capacity in data systems and protocols.

The orientations engaged **148 staff members**, including creche workers, supervisors, and partner organisation teams across diverse geographies. Each session included:

- A **review of previous data inconsistencies**,
- **Live demonstrations** on the correct use of anthropometric tools,
- **Real-time data verification**, and
- **Open discussions on operational challenges**.

Importantly, on-site handholding enabled immediate correction of practices and reinforced the application of standardised tools and methodologies.

As a result, the orientation programme:

- Improved **confidence and competency** in child growth monitoring.
- Aligned data collection practices with WHO-recommended protocols across regions.
- **Enhanced the technical knowledge of frontline workers, enabling them to apply accurate practices in the field** — as Reeta, a Community Mobilizer at Mobile Creches, shared: *“Earlier, we used to take height measurements for all children, but the*

training clarified that for children under 24 months, we should measure length instead.”

These capacity-building efforts have played a pivotal role in embedding strong MEAL systems within the organisational fabric, contributing to more responsive and effective ECD programming across Mobile Creches’ interventions.

5.1.3 Advancing Technical Capacity in Anthropometric Measurement

To further strengthen the accuracy and consistency of child growth monitoring, Mobile Creches conducted two structured regional trainings on anthropometric measurement in collaboration with Partners in Health Research and Nutrition (PHRN). These trainings were held in Delhi (19–20 December 2024) and Odisha (16–17 January 2025), engaging a total of **80 participants**.

Designed to build a cadre of technically proficient master trainers, the sessions combined pre- and post-assessments, practical demonstrations, and hands-on training with calibrated equipment. Key topics included:

- Correct measurement techniques for infants and young children,
- Calibration and routine maintenance of weighing and measuring tools, and
- Methods for cross-verifying and validating historical data.

Participants included supervisors, centre in-charges, trainers, state teams, and programme staff—all of whom play a critical role in ensuring data quality at the field level.

The trainings successfully reinforced standardised protocols, enhanced frontline confidence in data collection, and laid the groundwork for more reliable, data-driven decision-making in child health and nutrition across programme sites. Moving forward, MC is committed to ensuring that this learning remains refreshed and sustained, so that data-driven practices continue to strengthen our impact year after year.

Testimonial

"The workshop was a turning point for me. I learned that it's important to record height not just in centimetres, but also in decimal points for greater accuracy. After the workshop, our centres received infantometers, and we now accurately measure the length of children up to 24 months. We were also shown the correct methods for taking length, height, and weight through live demonstrations. As a result, we now follow the right procedures and update both health cards and the MIS system accurately. This has significantly improved the quality and reliability of our work."

-Reeta, Community Mobiliser, (Mobile Creches)

I am Maushmi Pal from SPAN (Phuljhuri), West Bengal, working here since 2021. Mobile Creches' training has been a turning point, helping me better monitor child safety, protection, and nutrition. Today, I feel more confident in identifying and supporting undernourished children towards a healthier, thriving state.

-Maushmi Pal, Supervisor (SPAN Ngo)

197 HARYANA CRECHES AS PER HARYANA CR

The exposure visit by Telangana State DSDCW team provided them with a comprehensive understanding of the Haryana State Creche Model.

Target: 500 Haryana

Key Achievements

Proud moments:

1. Funds amounting to ₹ 100 crore received from the principal approval.
2. Strategic Achievement: Haryana workers and helpers as
3. MoU Extension 2yr: MoU for 2 years. This extension is from the department.
4. Creche Materials Procurement: ₹ 100 crore invested by the Women
5. New Anganwadi Cum C: open 500 new Anganwa



Chapter 6: Nurturing People, Preserving Culture

6.1 Rooted in Care, Growing with Communities

At the heart of every thriving organisation are its people. At Mobile Creches, our commitment to care extends beyond the communities we serve—it is embedded in our internal culture and the way we build our teams. In 2024–25, we continued to nurture a workplace grounded in care, fairness, and inclusion, enabling our teams across states to grow with purpose and pride.

This year, our human resources grew by **28%**, with **47 new team members** joining us, and an attrition rate of just **5%**. This expansion was accompanied by several forward-looking initiatives aimed at strengthening the organisation from within. From progressive people policies and technological upgradation to vibrant employee engagement and deepened learning opportunities—our focus remained clear: to foster a workplace where every individual feels **valued, supported, and empowered**.

6.1.1 Strengthening the Framework: Policies with Purpose

This year, we revisited key people policies that reflected our commitment to care, fairness, and consistency across all states. Notable among these were the introduction of a Group Personal Accident Insurance policy of Rs. 0.5 million,

and an enhancement of the Group Medical Insurance cover from Rs. 0.2 to 0.5 million. Revisited our POSH at Work Policy, introduced a whistleblower policy to further strengthen a safe and respectful workplaces. In a move that honours regional diversity, we decentralised state-specific holiday lists, allowing teams to celebrate local cultures and traditions more meaningfully.

6.1.2 Fostering Belongingness: Engagement with Intent

Across all State teams, we deepened employee engagement with shared experiences and joyful moments through festival celebrations, team potluck lunches, launched three engagement clubs: Photography, Fitness, and Theatre. Our very own MC Cricket Team played four spirited matches, energising inter-team camaraderie.

The highlight of the year was the vibrant celebration of our 'Foundation Day' on March 8, 2025, marking for the first time across two States, Delhi and Jharkhand. Filled with excitement and fervour, the event brought together the whole MC that was a true reflection of the pride and passion our employees poured in. On this occasion, recognition awards were presented to employees in categories of 'Long Association', 'Tej' and 'Ujjwal' along with the 'Best Centre' awards instilling pride across the workforce.

Another significant highlight of the year was the Annual Operational Plan (AOP) exercise conducted on 2 and 3 January 2025. It was marked by the enthusiastic and meaningful participation of two members from each of the eight state teams, along with representatives from the national team. This inclusive approach brought together a wide range of insights, experiences, and perspectives from across the organization. The diversity of voices and ideas created a rich environment for dialogue and collaboration, enabling the team to break silos and develop a shared organisational roadmap through holistic and strategic thinking. As in previous years, the annual retreat offered a much-needed break from routine work, providing employees with a chance to recharge. It combined team-building activities with opportunities for sightseeing, strengthening bonds and fostering a sense of camaraderie across teams.



6.1.3 Technology in Motion: Transition to Cloud-Based HRMS

The successful pilot launch of our upgraded Human Resource Management System (HRMS) commenced in July 2024. This new, cloud-based platform initially rolled out key modules including Payroll, Attendance, and Leave Management. Designed to enhance operational efficiency, the system incorporates advanced

features such as geo-tagging and mobile app integration, enabling more accurate tracking and user-friendly access for employees. The upgraded HRMS marks a significant step towards digitization and automation, and streamlining our HR processes, further laying the foundation for a more agile and responsive workforce management approach.



6.1.4 Learning with Meaning

This year marked a conscious and impactful shift in our approach to capacity building from traditional, service rule-centric sessions to more thematic, sector-relevant learning. We introduced a series of meaningful and engaging trainings designed to deepen understanding, reflect our organizational values, and strengthen team capacities across levels.

Key topics included were *Gender and Intersectionality at Work* – fostering awareness of how gender and social identities intersect in the workplace, and equipping teams to build more inclusive environments; *Mobile Creches Values* – reinforcing our core organizational principles and translating them into everyday practice; *Prevention of Sexual Harassment (POSH) at workplace* – building awareness and compliance while encouraging safe, respectful, and responsive workspaces.

In addition, interactive learning sessions were conducted on essential HR and organizational development tools, such as the *Johari Window* (for self-awareness and interpersonal relationships), *ethics-based discussions around Mobile Creches' values*, and sessions on *Anti-Fraud and Anti-Corruption*.

These sessions were delivered to over 200 employees across the organization. This widespread engagement highlights a growing interest in moving beyond procedural learning toward deeper sectoral insight and collective organizational growth. The shift reflects our commitment to nurturing a learning culture that not only informs but also inspires action and alignment with our long-term vision.



6.1.5 Employee recognition highlights in 2024–25

We are proud to share that 25 employees were given Long Association awards (for 5, 10 and 15 years of dedicated service in the organization).

In recognition of outstanding contributions and exceptional performance 7 employees received the Rising Strong (Tej) Award and 10 employees were honoured with the Shining Through (Ujjawal) Awards.



In addition, we celebrated the achievements of 8 centres across Delhi NCR, Odisha, Jharkhand, Karnataka and Chhattisgarh, which were presented with the Best Centre Awards. These awards acknowledge the commitment, hard work and quality driven efforts of the teams. Centres that were awarded best centre recognition were: Shahbad Dairy1 (Delhi), Signature 8 (Gurugram), Suakati Mining Chaka (Odisha), Mahil (Murhu, Jharkhand), Murtho (Bero, Jharkhand), GHPS Muthurayanagara (Karnataka), Khamariya and Hardibhatha (Chhattisgarh).

Looking back on 2024–25, we take pride in a year marked by meaningful milestones and growth. As we step into 2025–26, we are ready to embrace a future shaped by technological advancement and shared purpose, deepening our cultural alignment and reinforcing our commitment to being *Rooted in Care and Growing with Communities*.



Chapter 7: Resourcing the MC Mission

7.1 Financing with Purpose: Enabling Impact, Empowering Futures

At the mid-point of our 5-year strategic plan, Mobile Creches continues to demonstrate financial stability and resilience. Over the past two years, we have witnessed steady growth, underpinned by disciplined resource management, strategic fundraising, and strong donor partnerships.

7.1.1 Financial Highlights

- **Total income** increased by **35%**, reaching Rs. 317.9 million in FY 2024-25, up from Rs. 234.7 million in the previous year.

- **90% of our income** was sourced from grants, reflecting our continued alignment with philanthropic, CSR, and institutional partners.
- **Foreign Contributions (FC)** accounted for **44%** (Rs. 140 million) and **domestic sources** for **56%** (Rs. 180 million), reinforcing our credibility and fund utilization capacities across geographies.
- **Government grants** contributed **12%** of total income.
- The **Corpus Fund** has grown to **Rs. 79.3 million**, with investments in mutual funds carrying a **Net Asset Value (NAV)** of **Rs. 40.0 million**, against a book value of Rs. 21.7 million.
- **Provisions** for staff welfare, including **Gratuity and Leave Encashment**, were Rs. 7.0 million.

Table 6: Sources of Income (Rs. In millions)

Source	2024-25	2023-24
Institutional Grants (Local)****	71.4	64.9
Institutional Grants (FCRA)****	131.9	83.7
Government Grants****	39.8	34.2
Corporate/CSR Contributions*****	49.5	29.6
General Donations (Local + FC)**	5.4	7.3
Builder Contributions	6.7	6.2
Interest Income (Local + FC)*&****	9.0	4.9
Others (Redemptions, In-kind)***	4.2	3.9
Total	317.9	234.7

*Includes earmarked interest income (Rs. 0.7 million)

** Includes income from mutual fund redemptions, sale of assets, and in-kind donations

***Includes Income on redemption of Mutual funds, sale of assets, In-kind etc.

****As per accounting policy, Grant Income and FCRA Interest income shown in Financial Statements is 'to the extent utilized'

- **Personnel costs** amounted to Rs. 109.8 million, emphasizing our commitment to investing in a capable and mission-driven workforce.
- **Institutional donor grants** remained our largest income stream at **63%** of total income.
- **CSR funding** increased from **13% to 16%**, reflecting stronger partnerships with corporate supporters.
- We maintained a **100% retention rate** for CSR, government, and philanthropic funding, underscoring our program effectiveness and operational integrity.

There were some exciting developments regarding our strategic partnerships and support for our new initiatives. IMC Securities has joined us as a strategic CSR donor, providing us with the necessary leverage to cover existing gaps in our sub granting. This collaboration marks a significant step forward for our organization, to maximize the

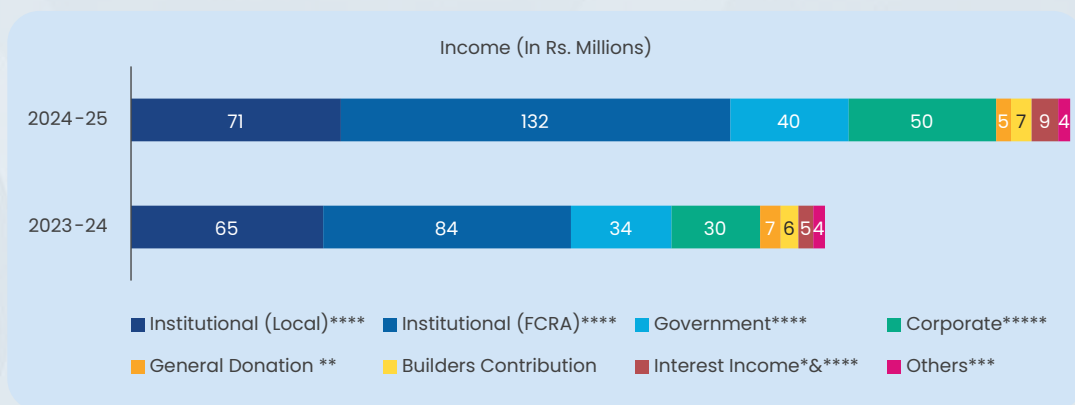
partnership to drive impactful change, but the steps are in accordance with recent changes in law.

Additionally, we are delighted to announce the onboarding of Shri Mahakaal Charitable Trust on behalf of HDFC Ltd and Awas Financiers Ltd. Their commitment will greatly enhance our efforts. Furthermore, we are receiving support from the UNDP as we pilot a new user fees-based model aimed at sustainability and scalability of our initiatives.

We are fortunate to have retained the continued collaboration of esteemed partners such as UBS Optimus Foundation, Azim Premji Foundation, John Liang Lassela Property Ltd. (JLL), and Kotak Mahindra Investments Limited. Their steadfast support is invaluable as we move forward.

The breakdown of MC's funding sources is shown in the chart below.

Fig. 16: Sources of Income



7.1.2 Summary of Expenditure

MC's annual expenditure for FY 2024–25 stood at **Rs. 321.9 million**, up from **Rs. 233.9 million** in FY 2023–24 — an increase of **37%**.

25% of total expenditure was directed towards our rural initiatives, reflecting our strong focus on expanding quality childcare services to underserved communities in India's villages.

- **Sub-granting from local incomes** saw a **30% increase**, furthering our commitment to partner-driven impact.
- **Expenses from internal (non-grant) sources** remained below **10% of total expenditure**, reflecting continued fiscal prudence.
- A significant increase in **actuarial provisions** for gratuity (**Rs. 4.2 million**) and leave encashment (**Rs. 2.8 million**) impacted our financial position, leading to a modest **deficit of Rs. 4 million** for the year.

Table 7: Summary of Expenditure (Rs. in millions)

Strategy/Area	2024–25	%	2023–24	%
Strategy 1: Expanding Quality Childcare Services	209.4	65%	145.2	62%
Strategy 2: ECD Innovation & Transference	32.9	10%	31.0	13%
Strategy 3: Enhancing Visibility of ECD	30.2	9%	19.8	8%
Strategy 4: Agile & Visible MC (People, IT, RM)	23.5	7%	9.2	4%
Strategy 5: Finance, Admin & Governance	17.5	5%	25.9	11%
Others (Provisions, Transfers, etc.)	8.4	3%	2.8	1%
Total	321.9	100%	233.9	100%

Fig. 17: Our Expenditure Against Field Interventions

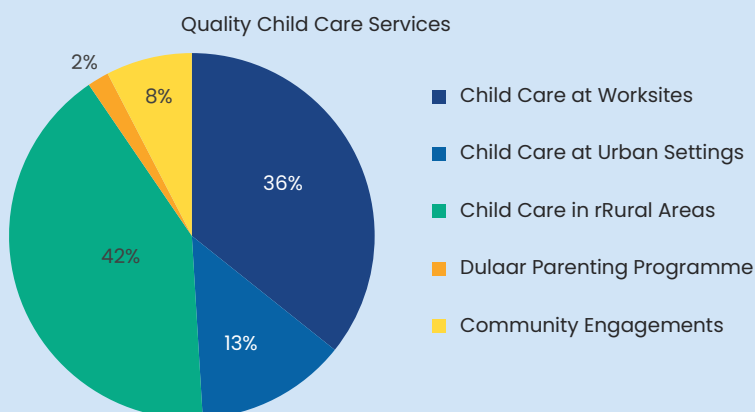


Table 8: Balance Sheet as of 31st March 2025 (Rs. in millions)

Liabilities	2024-25	2023-24	Assets	2024-25	2023-24
Corpus Fund	38.5	36.4	Fixed Assets	14.7	11.6
Corpus Fund (35AC)	40.8	40.8	Investments**	113.6	169.4
General Fund	33.3	37.3	Stock-in-Hand	3.7	3.0
Property & Equipment Fund	9.7	6.1	Cash & Bank Balances	27.5	13.2
HR Dev. & Staff Welfare Fund	4.8	4.5	Grant Receivables	15.6	5.4
Special Project Fund	2.5	2.5	Loans & Advances	2.6	2.3
Advance / Unutilized Grant	38.3	60.7	Other Receivables	6.8	3.1
Current Liabilities & Provisions*	33.6	35.1	Other Assets***	17.0	15.5
Total	201.5	223.4	Total	201.5	223.5

* Includes sundry creditors, gratuity liabilities, tax payables, and accrued expenses

** Investments cover all major reserves and funds

*** Includes interest accrued, TDS receivable, and LIC gratuity fund balance

As we progress into the next phase of our strategic plan, we remain committed to robust financial management, resource optimisation, and transparency. The continued trust of our donors, partners, and community is a strong

foundation for sustaining and expanding the mission of Mobile Creches.

For a complete set of Audited Financial Statements 2024-25, please contact Mobile Creches.



Chapter 8: MC's Partners and Collaborators

8.1 Partners in Care: Laying Foundations, Shaping Futures

At Mobile Creches, our journey is one of collective impact. Every milestone we reach and every community we serve is made possible through the strength of our partnerships—with funders who invest in our vision, with collaborators who amplify our reach, and with governments that help institutionalise care systems. This chapter celebrates the partners and supporters who stand with us to make childcare accessible, equitable, and transformative—unlocking ECD outcomes that

shape brighter futures for children, families, and communities.”

8.1.1 Funder & Collaborator Partnerships: Fuelling Innovation and Impact

Our funding and institutional partners have played a crucial role in enabling us to scale proven interventions and build resilient systems of care. Whether it's supporting nutrition interventions, strengthening community-led creches, or launching campaigns for parental well-being—these collaborators ensure we stay bold and future-ready.

Table 9: List of MC's collaborators and partners

Aaavas Financiers Ltd	Echidna Giving	Arthur D Little India Pvt Ltd
HCL Foundation	Azim Premji Foundation	IMC India Securities Ltd
Be That Girl	India Infoline Foundation	CAF America
UBS Optimus Foundation	Cartier Philanthropy Foundation	Kotak Mahindra Investments Limited
Culver Max Entertainment Private Limited	Saathire Social Impact Solutions Pvt Ltd (Give India)	DASRA
Shri Mahakal Education & Charitable Trust	Dovetail Impact Foundation	Stichting BRAC International
Drawmet Wires (P) LTD	The United Nations Development Programme India	DT Global Asia Pacific Pvt Ltd
Jones Lang LaSalle Property Consultants Private Limited (JLL)		

Table 10: List of MC's Government Partnerships

Dept. of Women and Child Development, Govt. of Haryana	Dept. of Rural Development and Panchayati Raj, Govt. Of Karnataka	Dept. of Women and Child Development, Govt. of Odisha
Ministry Of Women and Child Development, Govt. of India	Dept. of Women and Child Development, Govt. of Telangana	Women & Child Development, Govt. of Delhi

8.1.2 Government Partnerships: Systems Change in Action

Our partnership with state governments is a testament to the growing recognition that childcare is not just a social need, but a development priority. Together, we are creating models that can be sustained and scaled within public systems.

To all our partners—thank you. Your belief in our mission empowers us to reach further, think deeper, and act with conviction.

Together, we are not just providing care—we are building a future where every child is safe, every parent is supported, and every community thrives.



ARTHUR LITTLE



BE THAT GIRL
FOUNDATION



HCLFoundation



8.1.3 We are delighted to be recognised:

In 2024–25, our work was recognised, and MC was seen as a thought leader in care and early childhood systems.



DMA Governance Excellence Award 2024



GuideStar India Platinum Seal of Transparency & Public Accountability



Accredited by Credibility Alliance Upholding the highest standards of governance, accountability, and transparency.



Best Poster Award by HCL Foundation During Partnering for Change 2025 event.



Chapter 9: Way Forward

Building a Brighter Tomorrow

As Mobile Creches steps into the new fiscal year, our focus remains on deepening the quality and impact of our childcare interventions, while strengthening the organisation to be future-fit. Grounded in five decades of experience, our efforts this year will be guided by learning, reflection, and system readiness for long-term sustainability in ECD.

The year ahead will also see us undertaking a mid-strategy review to reflect on our progress so far, draw lessons from experience, and make course corrections where necessary. This will help us sharpen our strategic direction and ensure that our work remains relevant, impactful, and aligned with the needs of children and communities we serve.

At the same time, we are investing in organisational systems and technology to become more efficient, data-driven, and

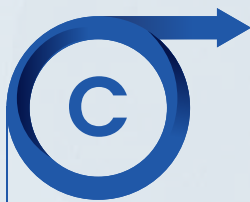
future-ready. By improving how we manage information and streamline processes, we aim to strengthen accountability and decision-making, creating a stronger foundation for scale in the years ahead.

Equally important will be our efforts to build a deeper understanding of the childcare and ECD landscape in India. Through research, documentation, and collaboration with partners, we will generate insights that not only inform our own work but also contribute to wider sectoral conversations on childcare and early childhood development.

We will continue to strengthen parental and community engagement, recognising that meaningful childcare is built on shared responsibility and active participation at the grassroots.

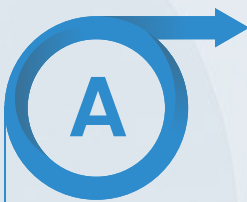
In FY 2025–26, our direction is clear: to deepen quality, learn from experience, strengthen our systems, and ground our work in evidence.

How Can You Engage With Us?



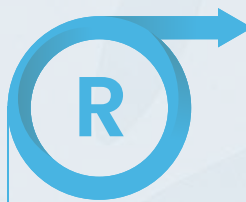
Contribute to the Cause

Support us through donations, resources, or by amplifying our work—every bit helps build a stronger foundation for children.



Advocate for Childcare

Be a voice for accessible, quality childcare—engage in conversations, policy discussions, and community awareness.



Reach Out and Volunteer

Lend your time, skills, or networks—join our events, volunteer at centres, help create impactful content or come join our team.



Engage as a Partner

Collaborate with us as a Cause partner, corporate, NGO, or individual champion to co-create sustainable childcare solutions.



Annexure 1-5



Annexure 1

Annexure 1



Annexure 2

Annexure 1



Annexure 3

Annexure 3



Annexure 4

Annexure 4



Annexure 5

Annexure 5

Annexure 6

Credibility Alliance Norms Compliance Report

1.IDENTITY:

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

Mobile Creches is also registered under the following Acts:

- Section 12A of the Income Tax Act, 1961; Registration No. AAAAM0094PE20214 dated 28-05-2021 valid till 31st March 2026.
- Section 80G of the Income Tax Act 1961; AAAAM0094PF20214 dated 28-05-2021 valid till 31st March 2026.
- GST Registration No. 07AAAAM0094PIZB valid from 01/07/2017
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The FCRA is valid till 31st December 2026.

- CSR Registration. No. CSR00002639 dated 19th April 2021 issued by Office of the Registrar of Companies, Ministry of Corporate Affairs, Government of India.

2.VISION, PURPOSE, AIMS AND OBJECTIVES, ACHIEVEMENTS:

Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. Its 5-years Strategic Plan (2022-27) is in place which defines the 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:

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

General Body (as on 31st March 2025)– 53 members**FOUNDER MEMBERS (MEMBERSHIP FOR LIFE)– 2**

- | | |
|-----------------|-----------------|
| 1. Devika Singh | 2. Indra Bhatia |
|-----------------|-----------------|

CORE MEMBERS (MEMBERSHIP FOR LIFE)–37

- | | |
|------------------------|---------------------------|
| 1. Adarsh Sharma | 20. Mathew Cherian |
| 2. Ajay Vohra | 21. Mohini Prakash |
| 3. Amitabh Behar | 22. Mridula Seth |
| 4. Amrita Jain | 23. Priti Sanwalka |
| 5. Anjali Alexander | 24. Rajan Sinha |
| 6. Anup Khosla | 25. Raman Ahuja |
| 7. Arvind Wadhwa | 26. Ranjana Agarwal |
| 8. Archana Kumar | 27. Renu Karnad |
| 9. Asha Chaudhri | 28. Ritu K. Mal |
| 10. Asha Singh | 29. Rohit Bhasin |
| 11. Biraj Patnaik | 30. Sanjay Kaul |
| 12. Brinda Singh | 31. Satyavati Berera |
| 13. Dipa Sinha | 32. Saurabh Prakash |
| 14. Gaurav Mehndiratta | 33. Shankar Venkateswaran |
| 15. Indu Balagopal | 34. Shashi Kiran |
| 16. Jolly Rohatagi | 35. Ved Arya |
| 17. Kali Vohra | 36. Venita Kaul |
| 18. Manju Vaish | 37. Vera Garg |
| 19. Manas Satpathy | |

CORE MEMBERS (MEMBERSHIP FROM 1ST OCTOBER 2022 TO 31ST MARCH 2026) 14

- | | |
|---------------------|---------------------|
| 1. Apoorva Oza | 8. Ranu Bhogal |
| 2. Geeta Dutta Goel | 9. Rekha Sharma Sen |
| 3. Meenakshi Batra | 10. Rita Sarin |
| 4. Meenu Vadera | 11. Sangeeta Gupta |
| 5. Mridula Bajaj | 12. Sunil Ganesh |
| 6. Nisha Mehta | 13. Vinita Bhargav |
| 7. Radhika Alkazi | 14. Vrinda Sarup |

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 21st September 2024.

(b) Governing Council (Board)

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

four members may be co-opted by the GC, either from the GB or from outside.

A Board Rotation Policy exists and is practiced as per Clause 14 (d) of the Rules and Regulations of Mobile Creches: Any member who has served three consecutive terms (beginning 1.04.2005) immediately preceding the next term (as office

bearer or member of the GC) shall not be eligible for nomination. None of the Board members are related by blood or marriage.

Table 11: Governing Council (Board) as on 31st March 2025

S. No.	Name	Age	Gender	Occupation	Position in the Board
1	Rohit Bhasin	65	M	An independent advisor and on the Board of various NGOs	Chairperson
2	Kali Vohra	64	F	Involved with NGOs in advisory capacity	Secretary
3	Raman Ahuja	59	M	An independent advisor and consultant with several multilateral organizations	Joint Secretary
4	Sanjay Kaul	71	M	Retired IAS officer. 30 years+ experience in policy development. Sits on the Board of various NGOs	Treasurer
5	Gaurav Mehndiratta	50	M	Partner and National Head, Corporate and International Tax, KPMG in India	Member
6	Geeta Goel	52	F	Head of Growth Initiatives, Michael & Susan Dell Foundation India	Member
7	Sunil Ganesh	54	M	Co-Founder and Designated Partner, Pragyan Advisory LLP	Member
8	Vrinda Sarup	68	F	Retired IAS officer, Former Secretary School Education	Member
9	Meenu Vadera	60	F	Founder Director, Azad Foundation	Co-opted Member

S. No.	Name	Age	Gender	Occupation	Position in the Board
10	Radhika Alkazi	65	F	Founder & Managing Trustee, ASTHA	Co-opted Member
11	Ranu Bhogal	63	F	Executive Director, CARMDAKSH, Director, Sakha Consulting Wings Pvt. Ltd.	Co-opted Member
12	Richa Arora	61	F	Board Director and business & ESG advisor. A strategy, transformation and marketing specialist	Co-opted Member

c) Details of Governing Council meetings held in 2024–25

The GC met three times during the year and approved plans, programmes, budgets,

annual activity reports and audited financial statements, and other governance matters. The Board ensures the organisation's compliance with laws and regulations. Minutes of the Board meetings are documented and circulated.

Table 12: Governing Council Meetings in 2024–25: Attendance and Key Business Conducted

S. No.	Date of the meeting	No. of members present*	Business conducted
1	July 20, 2024	8	Approval of Annual Statement of Accounts 2023–24 Appointment of Internal Auditor, Recommendation of Statutory Auditor for FY 2024–25 Approval of Governance Handbook Tabling of ED's performance (2023–24) and compensation (2024–25) Approval of revisions in HR policies
2	September 21, 2024	8	Approval of Annual Report 2023–24 Passed the resolution for registration on Social Stock Exchange
3	March 22, 2025	8	Tabling of Statutory Compliance report Approval of Annual Plan & Annual Budget for FY 2025–26 Approval of HR Structure and new positions for 2025–26 Approval of Whistleblower policy

**Six members constitute a quorum*

d) Advisory 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.

Table 13: Details of Committee Membership – 2023-26

	Human Resource Committee	Finance & Audit Committee	Governance Development Committee	Programme Scaling Support Group	Resource Mobilisation & Communications Committee
Committee Chair: (GC/GB members)	Sunil Ganesh	Sanjay Kaul	Raman Ahuja	Vrinda Sarup	Geeta Goel
GC/GB Members	Kali Vohra Ritu K. Mal	Gaurav Mehndiratta	Anjali Alexander Meenu Vadera	Amrita Jain Sangeeta Gupta Ranu Bhogal Satyavati Berera	Richa Arora Meenakshi Batra Ranjana Agarwal
External Experts	Anil Bhat	Anupam Dhawan	----	----	----
Heads of Departments	Shweta Bharadwaj (Thematic Lead-People & Culture)	Rajesh Batra (Chief Finance Officer)	Sumitra Mishra (Chief Executive Officer)	Chavi Vohra (Executive Director-Strategy & Impact)	Garv Nagar (Thematic Lead-Resource Mobilisation)

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

e) Operations

- Activities are in line with the vision/ purpose/ objectives of the organisation
- Appropriate systems are in place for the following: Periodic programme planning / monitoring / review.
- Internal controls; 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.
- Appropriate POSH Policy is in place.
- Appropriate Child Safeguarding Policy is in place.

1. ACCOUNTABILITY AND TRANSPARENCY

(a) Audited Financials

Signed audited statements are available: balance sheet, income & expenditure statement, receipts and payments account,

schedules to these, notes on accounts and the statutory auditor's report. For summarized versions see **Chapter 7: 'Resourcing the MC Mission'**.

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

(b) Annual Report

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

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

(c) Staff Details**Table 14: Highest, 2nd Highest and Lowest Paid Staff Members (As on 31st March 2025)**

Particulars	Name	Designation	Salary (in INR, per month)
Operational Head of the Organisation	Sumitra Mishra	Chief Executive Officer	525,000
Highest paid staff member after Operational Head	Chirashree Ghosh	Executive Director	260,000
	Chavi Vohra	Executive Director	
	Rajesh Batra	Chief Finance Officer	
Lowest paid staff member in the organisation	B R KAVYASHREE	Balwari Worker	17,500
	PAVITHRA S	Creche Worker	
	Hajira Banu	Creche Worker	

Table 15: Distribution of Staff according to Salary levels and Gender (As on 31st March 2025)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000	0	0	0
5,000–10,000	0	0	0
10,000–24,999	0	23	23
25,000–49,999	26	96	122
50,000–99,999	13	19	32
1,00,000 – above	13	10	23
Total Staff	52	148	200

(d) Auditors, Bankers, and Investment Advisors

- Statutory Auditors: Thakur Vaidyanath Aiyar & Co, 221-223, Deen Dayal Upadhyay Marg, New Delhi -110001
- Internal Auditors: Kumar Mittal & Company, 13 Basement Community Centre, East of Kailash, New Delhi -110065
- Tax Advisors: Aiyar & Company, 609, DLF City Court, Sikander Road, Sector 25, Gurugram, Haryana -122020
- Investment Advisors: Client Associates, 2nd Floor, Block B, Vatika Tower, Golf Course Road, Sector -54, Gurugram -122002

(e) Bankers

- State Bank of India, 11 Sansad Marg, New Delhi-110001
- Canara Bank, Gole Market, New Delhi-110001 and Canara Bank Lane 1, Pabitradiha (New Colony) Keonjhar, Odisha-758001
- Standard Chartered Bank, 10, Sansad Marg, New Delhi-110001
- HDFC Bank Ltd., 209-214, Kailash Building, Kasturba Gandhi, Marg, New Delhi- 110001
- Kotak Mahindra Bank, G-39, Outer Circle, Connaught Place, New Delhi- 110001

(f) Travel details:**Table 16: Travel Details of Key Staff Members (FY 2024–25)**

Name	Designation	Purpose	Amount (INR)	Sponsored by/ Expense from Project
Monika Banerjee Sheetal Nagpal	Head-Monitoring, Evaluation, Accountability & Learning Thematic Lead-Content & Innovation	Invited by ARNEC to participate in the conference “Asia-Pacific Regional Conference on Early Childhood Development”, Malaysia, May 2024	1,35,716	----
Chirashree Ghosh	Executive Director-Policy & Partnerships	Invited by UN Women to participate in Care Economy Forum, Thailand, October 2024	0	UN Women
Chirashree Ghosh Aparajita Sharma	Executive Director -Policy & Partnerships Thematic Lead-Partnerships & Networks	Invited by Purvanchal University, Nepal for International Conference on Envisioning Early Childhood Development Ecosystem, December 2024		Purvanchal University
Chavi Vohra	Executive Director -Strategy & Impact	Invited by ARNEC to attend Year-End Meeting & 2025 Work Planning Workshop, Thailand, December 2024	40,328	Costs partially covered by Asia-Pacific Regional Network for Early Childhood
Sumitra Mishra	CEO	Invited by UNICEF Morocco as a speaker at the conference on Early Childhood Development, Morocco, January 2025	32,783	Costs covered by UNICEF Morocco



Acknowledgements

Photo Credit: Mobile Creches, Ochre Sky and Other partner organisations

Layout Design: MADRE Designing (OPC) Pvt. Ltd.

Print: Saksham Enterprises

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

Address: DIZ Area, Raja Bazaar, Jain Mandir Marg, Sector 4, Connaught Place, New Delhi, Delhi 110001



Address: DIZ Area, Raja Bazaar, Jain
Mandir Marg, Sector 4, Connaught Place,
New Delhi, Delhi 110001