



ANNUAL REPORT 2021-22



VISION

A Just and Caring World
for Every Young Child

MISSION

Accelerate Access to Quality
ECD for Vulnerable Children
by Supporting Sustainable
Ecosystems

MOBILE CRECHES

Annual Report

2021-22

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ABBREVIATIONS

ABITA	-	Assam Branch Indian Tea Association
ANM	-	Auxiliary Nurse Midwife
ARNEC	-	Asia Pacific Regional Network for Early Childhood
ASHA	-	Accredited Social Health Activist
AWC	-	Anganwadi Centre
AWH	-	Anganwadi Helpers
AWW	-	Anganwadi Workers
BOCWA	-	Building and Other Construction Workers Act
CBC	-	Community Based Creches
CSR	-	Corporate Social Responsibility
CSO	-	Civil Society Organization
DCPCR	-	Delhi Commission Protection of Child Rights
ECCE	-	Early Childhood Care and Education
ECD	-	Early Childhood Development
ECDAN	-	Early Childhood Development Action Network
FCRA	-	Foreign Contribution (Regulation) Act
FLFP	-	Female Labour Force Participation
FLW	-	Frontline Workers Collective
FORCES	-	Forum for Creches and Childcare Services
HCDC	-	Center for the Developing Child, Harvard University
ICDS	-	Integrated Child Development Services
JKASW	-	Jammu and Kashmir Association of Social Workers
JSA	-	Jan Swasthya Abiyaan
JSY	-	Janani Suraksha Yojana
MAMC	-	Mukhyamantri Anganwadi Monitoring Committee
MCD	-	Municipal Corporation of Delhi
MEL	-	Monitoring, Evaluation and Learning
MNREGA	-	Mahatma Gandhi National Rural Employment Guarantee Act
NCR	-	National Capital Region
NCS	-	National Creche Scheme
NGO	-	Non- Governmental Organisation
NKDA	-	New Town Kolkata Development Authority
PHC	-	Primary Health Centre
PMMVY	-	Pradhan Mantri Matritva Vandana Yojana
RTE	-	Right to Education
RTF	-	Right to Food
SEL	-	Socio-Emotional Learning
SOP	-	Standard Operating Procedure
SPAN	-	Society for People's Awareness
SSK	-	Saheli Samanvay Kendra
ToT	-	Training of Trainers
VUCA	-	Volatile Uncertain Complex Ambiguous
WCD	-	Women and Child Development
WIEGO	-	Women in Informal Employment, Globalising and Organising

CHAIRPERSON'S NOTE



AMRITA JAIN

Shaken by the shackles of the pandemic we moved into 2021-22 hoping that we would have put behind most of the trials and tribulations. Unfortunately, this did not happen as April 2021 saw the most savage onslaught of Covid-19. This time round many of our team members went through personal crisis themselves. However, this did not deter resilient MC to move with immense dexterity to reach not only food and medical relief but also emotional support to children and their families.

Once again, MC adapted its programme to hybrid trainings, online parent outreach, intermittent home visits, and providing care in child friendly spaces. Despite all odds, we provided services to 14,372 children in 2021-22.

As the fury of the virus abated by the middle of the year, MC was back in action. We signed partnership agreements with Governments of Delhi and Karnataka as a technical organisation to set up quality creches, and continued to work with UNICEF and ABITA in Assam, and with the Government of Haryana. We made inroads in Kolkata and Hyderabad for setting up model creches, in partnership with local CSOs.

In Odisha, Jharkhand, Madhya Pradesh and Chhattisgarh MC worked on building awareness of panchayat members on Early Childhood Development. This initiative led to integrating young child issues in the priority agenda of Panchayati Raj Institutions (PRIs). From village level influence to national and global partnerships, MC actively engaged for building the childcare agenda, across diverse partners and platforms.

This year MC invested time and energy in drawing up a strategy plan for 2022 to 2027. As we close one period and transition into the next phase, MC reinforces its vision, and commits to expanding quality early childhood development support to the most marginalised children. I am ever grateful for the continuing financial support from Grand Challenges Canada, Azim Premji Foundation, Echidna Giving, Porticus, HT Parekh Foundation, Kotak Mahindra Investments Ltd, HCL Foundation, UBS Optimus Foundation, Bainum Family Foundation and Charity Aid Foundation. I would like to thank RKRK Trust, Terre De Hommes Germany and Centre for International Development Studies for extending their support to MC this year.

Accolades to Team MC without whose passion and hard work all this would not have been possible.

I wish the team all success for taking the ambitious roadmap forward, reaching out to more families and nurturing the childhood of many more children.

A handwritten signature in black ink that reads "Amrita Jain". The signature is written in a cursive, flowing style.

EXECUTIVE DIRECTOR'S NOTE

We welcome you to read about the journey of Mobile Creches in 2021-22. It was marked by the continuing disruptions due to Covid-19, leading to colossal threats for the marginalised young children and their families.

As the country emerged out of the shadows of the Delta wave, one thing was clear to us – children faced serious risks due to the continued closure of schools, anganwadis, and creches, whilst their families had picked up pace moving to cities in search of work. Intermittent growth monitoring showed growing under-nutrition, site after site, across cities. We had to swiftly innovate and set up Child Friendly Spaces that cared for children by trained adults for a few hours each day. And resumed cooked meals to guarantee spot feeding for all children.



SUMITRA MISHRA

This also meant that we were creating an enabling environment for mothers. Unemployed women were crying out for help as they faced adversities due to lack of work, increased domestic and childcare burden, and hostile working conditions. The informal sector did not offer the flexibility for women workers to care for their families and earn wages simultaneously.

Just providing urgent services was not adequate. The field studies from Jammu & Kashmir and Assam to Delhi, Haryana, and Karnataka hold one promise - data driven decisions. MC led many initiatives to connect voices speaking about the overlapping concerns of young children and their migrant families, pushing the needle for better quality programmes and policy decisions.

2021-22 was the culmination of MC's five-year strategy. The results prove that MC has made substantial progress in supporting quality childcare services to children across construction sites, tea gardens, prisons, homeless shelters, and other settings. Our training resources and pedagogy is highly valued. MC has a definitive voice in influencing the inter-linked issues affecting poor children and working mothers amongst gender, labour, child rights', and wider stakeholders, in government and civil society systems. MC remained committed to building a compliant, credible, and resilient institution of global repute. Essentially, it is our capability to remain truthful to our frontline communities that gives the life and limbs to an ambitious strategy into the future.

The work of MC has always benefitted from the solidarity, wisdom, and efforts of our partners spanning community groups and Civil Society Organisations to governments, businesses, funders, volunteers and more. In this Annual Report you will see the evidence of this weave of partnerships coming together to underscore young children's rights to survive and succeed.

On behalf of our children, the team, and all of us, I thank you for your trust in Mobile Creches.

A handwritten signature in black ink, which appears to read 'Sumitra'. The signature is written in a cursive, flowing style.



CHAPTER I

ENSURING QUALITY CHILDCARE SERVICES

The year 2021 will forever will be marked in our collective memory as the year of Covid-19, and its lingering impact. It is estimated that close to 80 million children under six years in India have been adversely affected due to disruptions in health, nutrition and early childhood education services (KPMG, 2020). Mothers, especially those struggling to eke out a living to meet basic survival needs, carried an even heavier family burden, precariously balancing between paid and unpaid work responsibilities. Schools, Anganwadi Centres (AWCs) and creches remained closed for most part of the year.

It is estimated that over 40 % of the world's pre-primary school children (nearly 350 million) need childcare, but do not have any access to it. Eight out of ten of these children live in low and middle-income countries (World Bank, 2020) which means that the size of unmet needs for childcare remains substantial. Global research has reinforced that quality childcare provides the rationale for good growth and development in young children, enabling their mothers to access the labour market thus ensuring positive social, economic and health outcomes.

Mobile Creches (MC) provides quality childcare services in diverse settings. In 2021-22, MC adapted its childcare services to meet urgent health, nutrition, protection, education and wellness requirements of children, with psycho-social support to families being a priority.

In 2021-22, MC reached out to 14,372 children (compared to 13,521 in 2020-21) and 13,561 community members through 80 childcare centres (compared to 68) (Table 1). Outreach to children also increased through MC's partnerships with state government in Delhi, Jammu & Kashmir, and Haryana; and expanding work in tea gardens of Assam.

Table 1: MC's Overall Outreach to Children

Childcare Models	Reach (%)		Reach (%)
Construction Sites		Urban Poor Settlements	
MC Run Demonstration Model (I)	1828 (34%)	Demonstration Centres	262 (21%)
NGO Run Tripartite Model (II)	3481 (64%)	Community Based Crèches	560 (44%)
Employer Run Model (III)	95 (2%)	Urban MCD centres	444 (35%)
Total	5404	Total	1266
Total Direct Reach by MC at construction sites & urban slum crèches: 6670 (4863) children (26% increase)			
Indirect Reach by MC through Partner NGOs running c-site crèches: 3091(4089) children (24% reduction in comparison to last year)			
Indirect Reach of children through State partnerships: 4611 (Delhi: 100; Jammu & Kashmir: 512; Haryana: 3199, Assam: 800) (New reach this year)			
Reach in 21-22 at construction sites and urban slums: 14,372 children (13,561 children last FY, 61% increase. Included 4089 children reached through COVID relief response in FY 20-21)			

COVID Response: Child Friendly Spaces

April 2021 began with the devastating Delta wave, wreaking havoc across India, leaving no family untouched. Childcare centres closed down after a brief reopening in the preceding months. Round-the-lock efforts by MC teams ensured that needy families accessed medical services, oxygen supplies, hospital beds, isolation centres, even medicine and pathology services (Chapter 5). Despite these circumstances, dry nutrition supplies for children continued.

By June, MC drew up a roster of vaccinated field teams and restarted field operations in Delhi and the National Capital Region (NCR), and in partner-supported locations across India. Growth monitoring and nutrition tracking was prioritised as field assessment showed that the distribution of dry food was not enough to arrest child malnutrition.

MC prioritised spot feeding, particularly for malnourished children, and nutrition counselling for parents. Dry ration distribution, COVID safety kits, awareness of vaccination coverage, and linkages with health services continued while tracking pregnant mothers also resumed.

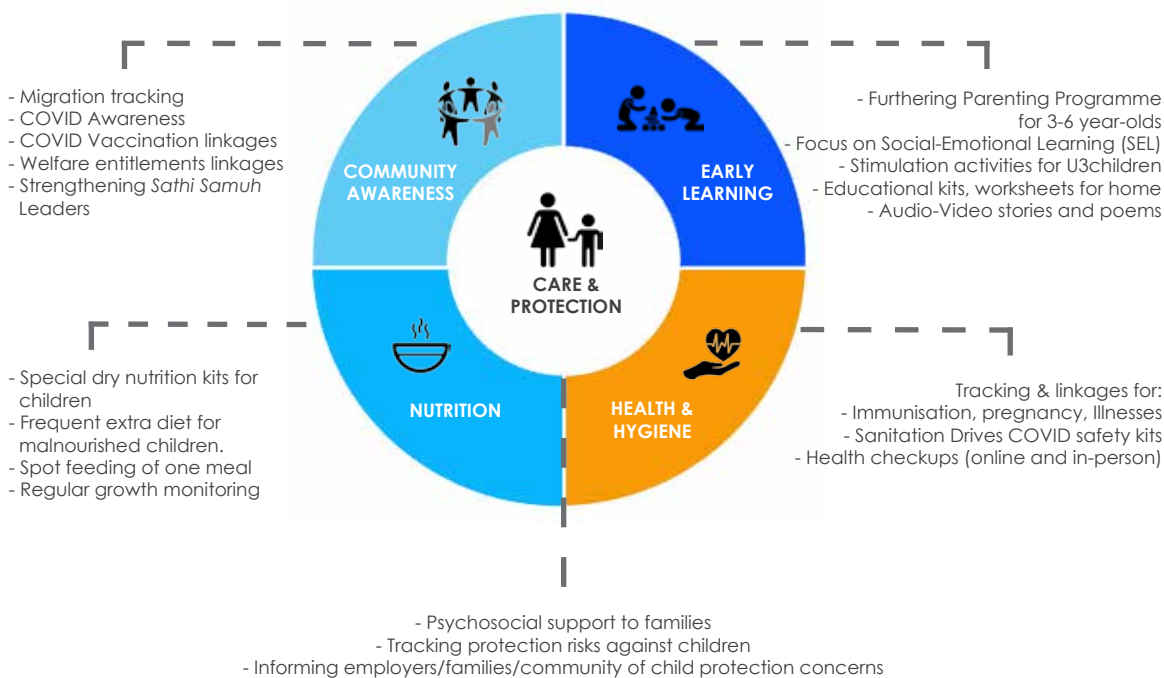
Employment tracking during this period revealed that compared to April, more than 40% women resumed work by end June. Yet no childcare facility had opened, exposing children to neglect and associated dangers. Adhering to government protocols, by July, MC rolled out a programme, **Child-Friendly Spaces: the introduction of caring spaces, with safe and hygienic surroundings, located close to children’s homes or in construction sites.** These spaces were mostly limited to the latter, since it was difficult to find physical spaces in poor urban communities.

CHILD FRIENDLY SPACES: KEY FEATURES

- Easily access for the community
- Located away from dangerous surroundings
- Timings were in sync with the working hours of the mothers
- Children attended in small groups, in shifts during the day, or as per weekly calendar
- MC Staff, helpers, community women took turns to manage these locations
- Provision of nutrition, care and safety, and simple play activities was available
- Multi age groups of children were clustered for daily activities
- Close negotiation with Builders for their support and participation

By October 2021, MC and partner organisations started running a full six-day working week, with creches operating at worksites and urban areas. The transition to the ‘new normal’ was marked by special efforts to support children to recover from a highly disruptive period, both physically and emotionally. MC adapted the ECD service model (Figure 1). All NGO partners attended regular trainings to adapt their services to the swiftly evolving guidelines (Chapter 2), so that MC ensured consistency and quality across all its models.

Figure 1: ECD Model Adaptation in Response to COVID-19 Pandemic



While the teams worked round the clock to find innovative solutions to meet the needs of children and their families, the field teams of MC and all partner organisations displayed extraordinary resilience in reaching children with their love and care, against all odds.

Worksite Based Intervention: Childcare Services at Construction Sites

Partnership Models at Construction Sites

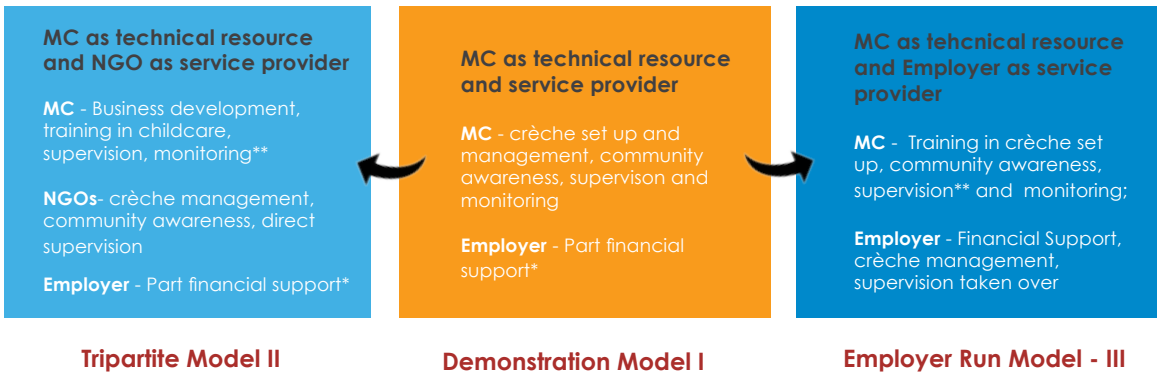
MC continued childcare services in three partnership models described as below (Figure 2):

Model I, Demonstration Model, run directly by MC in Delhi/NCR regions, adhering to quality guidelines. The size of these centres ranges from 50 to over 70 children per unit.

Model II, Tripartite Model derives the core framework from Model I, adapted to expand services through trained local NGO partners. MC transfers the business know-how for creche operations and supports partners in adhering to quality standards. Ideally the centres have 35-40 children per unit.

Model III, Employer Run Model also draws from Model I. The employers run and manage these centres directly, with support from MC. Typically these centres have 20-25 children per unit.

Figure 2: MC Models at Construction Sites



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

1. MC Run Demonstration Model I

Under this model, **1,828 children (47% increase over previous FY) attended 13 childcare centres at the construction sites**. The numbers were almost equally split between children under six years (54%) and those above six (46%). The rising numbers of older children at these sites indicate that children have remained out of school long periods or were travelling with migrating parents, underscoring the risk of increasing child labour. MC opened one new centre in partnership with Nilaya Greens in Ghaziabad.

HIGHLIGHTS

- 5771 nutrition kits distributed to children
- 1395 parents reached out through Furthering Parenting Programme
- 749 education kits were distributed to aid learning at home
- 70 pregnant women on-site provided support, counselling, and linkages
- 88% of families linked to Primary Health Care Centres (PHCs)
- 99% of children immunised through linkages with PHCs and ASHA/ANMs
- 1984 Safety kits distributed to families
- 59% of children who stayed for a minimum of four months and above maintained and improved their nutrition status
- 924 community people linked for Aadhar registration; 754 mothers linked with JSY, and 967 with PMMVY for accessing maternity entitlements; 1008 were sensitised on financial literacy, for bank account opening.

An external evaluation conducted by the Policy & Development Advisory Group (on behalf of the HT Parekh Foundation) assessed the efficacy of MC services for child nutrition and healthcare. The evaluation tracked changes in nutritional outcomes through anthropometric measurements, assessed the delivery of programme components, and changes in the perceptions of mothers and community members on the services provided at the centres.

KEY RESULTS OF THE 'IMPACT ASSESSMENT REPORT OF MOBILE CRECHES, DELHI: HEALTHCARE – NUTRITION'

The results reflect the effectiveness of MC's nutrition and healthcare programme.

Nutrition: Anthropometric data (weight and height) of children (33 in 0-23 months, and 105 between 24-59 months) reflected a positive change in the nutritional status of those children coming to the centres for a minimum of two months. A majority of children fall under the normal grade in case of underweight and wasting measures (calculated using z-scores). Children who were severely underweight and wasted during the first months of their stay improved to moderate or normal levels of underweight and wasting. However, in case of stunting most children reported severe or moderate levels as it was inseparably linked to maternal nutrition.

Meals: 86% respondents reported children eating three meals a day at the centres, while 13% reported receiving two; 70 % reported that they also received bananas and eggs daily.

Supplementary nutrition: More than half the mothers reported that their children received iron supplements daily while 90 % said their children received deworming tablets.

Health check-up: 87 % mothers reported that their children underwent regular health check-ups.

Caregiving counselling: 73% mothers reported attending monthly sessions where they were given information on nutrition and caregiving practices. (Refer to Annexure V for the Evaluation Report reference).

In a study commissioned by MC through Jamia Millia Islamia University in 2018-19, the results revealed low social-emotional skills of the children attending the childcare programme. Drawing from these insights, MC revised the ECCE curriculum to strengthen social-emotional skills, dedicating a specific time for children to engage in activities that build their emotional resilience (Chapter 4).

Further, in collaboration with Sesame Workshop India, for the Play-Learn-Connect initiative, MC implemented a programme for empowering parents and caregivers to engage in playful learning with children.



1,395 parents (703 mothers and 692 fathers) from construction and urban-based centres were covered under this programme. Parents' knowledge about the value of play based learning increased between the baseline and end-line assessments. However deep-rooted gender biased perceptions about responses between boys and girls remain entrenched.

PREPARING PARENTS TO UNDERSTAND CHILDREN'S EMOTIONS

Anisha, 28-year-old mother of two, works at the ATS Home Kraft site in Greater Noida, Uttar Pradesh. As a part of the Play-Learn-Connect programme, Anisha said that even when she's busy, she never misses listening to the weekly messages, wanting to learn more. Anisha said: *"Maarna mere liye bahut aasan hota tha, par jabse maine ye programme sunna main sochne lagi ki mein bachchon ko aur kaise samjha sakti hoon, ki vo galti na kare"*. [It's easy for me to hit my children, but after listening to the programme, I began asking, how else can I correct my children so that they don't make the same mistakes?!]. She shared how she and her husband play more now.



2. NGO Partner Run Tripartite Model II

MC partnered with **14 NGOs and 34 developers for running 45 centres (compared to 12 NGOs, 26 developers and 37 centres in 20-21) reaching out to 3,481 children (26% increase over last FY)** from birth to 12 years in nine states – Telangana, West Bengal, Karnataka, Rajasthan, Gujarat, Punjab, Haryana, Delhi and Uttar Pradesh. The increase in reach indicated real estate industry recovering from the pandemic slowdown, after the massive reverse migration trend last year. MC expanded to two new cities, Kolkata and Hyderabad with new NGO partners, Society for People's Awareness (SPAN) and Mahita. The Kolkata creche, running in an urban location is the first to be supported by New Town Kolkata Development Authority (NKDA). Due to the restrictions imposed by FCRA rules, sustaining large centres under this model was a challenge as reflected in the lower child outreach — 64%, compared to 67% last year.



We are proud of our partnership with MC which promotes the nutritional and other rights of the children of migrant construction workers. The experience of working with the MC team during and post-COVID months, and their cooperation has been helpful for us to think innovatively, enabling us to continue our services even when the country had practically stopped.

Ramesh Sekhar Reddy, Program Director, Mahita, Hyderabad

Aligned to MC's guidelines for continuing services during COVID disruptions, NGO partners extended online support between April and June, followed by partial on-ground services through the Child-Friendly Spaces from July to September 2021. By October, all Tripartite centres reopened, following collaborative work on re-designing the creche operations, re-training of frontline teams, and continuous handholding support to field teams. NGO teams made commendable efforts in sharing practical approaches with each other, initiating on-ground services, and helping MC to redesign the core ECD model in a way that effectively responded to the urgent needs of children and families across India (Figure 1).

HIGHLIGHTS OF MODEL II

- 10,148 nutrition kits distributed to children; 3396 education kits distributed to aid learning at home
- 6943 parents included in Furthering Parenting Programme
- 484 pregnant women on sites provided support, counselling, and linkages
- 100% families linked to Primary Health Care Centres (PHCs)
- 55% children immunised through linkages with PHCs and ASHA/ANMs
- 1528 local members taking on the community leadership role at 44 centres
- 12 days of pre-service training conducted for Delhi/NCR and Hyderabad partners
- 52% of children who stayed for a minimum of 4 months maintained/improved their nutrition status

National Consortium for Children at Construction Sites (NC3S)

The consortium is a network of partners, working at construction sites, providing childcare services to marginalised children. Despite the pandemic, members of this group met virtually every quarter, discussing way to ensure uninterrupted services, especially of nutrition, education, and psycho-social support. They addressed difficulties in sustaining creches amid the acute financial crunch brought about by COVID and regulatory changes in the FCRA and CSR rules.

All partners accelerated their liaison with local authorities for COVID vaccination camps. Bengaluru-based Sampark and Sparsha created awareness around myths surrounding COVID. Delhi NCR partners organised five camps ensuring the vaccination of 612 people.

THE POWER OF SAFETY AND CARE IN HEALING TRAUMATIC CHILDHOODS



Neeraj*, is a victim of child trafficking. His elder brother Rohit* sold him for Rs. 20,000 to a hotel owner in Gurugram when he was just 4 years old. Neeraj grew up at the hotel doing petty jobs. The hotel owner also pushed him to begging at traffic signals. Whenever his father enquired about Neeraj, the elder brother made many excuses. After numerous calls his father got suspicious and visited Gurugram only to discover that his young son was sold by the elder sibling!

With the help of relatives and the Police, fortunately Neeraj was rescued. He ended up at a crèche run by Sakshi NGO at Eldeco site and stayed on for six months.

These six months were very challenging for Neeraj and the team. After years of trauma, and abuse in the hands of adults, it was very difficult for Neeraj to adjust to a new routine and trust people. He remained withdrawn, and scared. He stammered and avoided interacting with crèche didis or peers. He was disinterested in learning.

With the continuous efforts and dedication of his crèche didi he slowly warmed up to her and started sharing about his experiences, and how he felt when he was at the hotel. He began to look out for his didi's attention so that he could talk to her, as if he was waiting for someone to listen to him. Gradually he started to engage with other children and fell into a safe routine. When leaving for their village, Neeraj and his father were overwhelmed by the bittersweet feelings of leaving the centre and looking forward to a new life at their home. They parted exchanging phone numbers to stay in touch, and a promise to meet again.

**Names changed*



Creches at worksites: good for children, good for women workers, good for business

I came to the Signature Millennia site in Gurugram in November (2021). My youngest child was just one month old. We had to move from our village in Azamgarh district in UP because our financial condition was so poor that we could not feed our three children anymore. After reaching here, I realised that there was no way for me to work as I had no one to take care of my children. When I heard about the creches, I was surprised. I had never heard about such a school for little children. I saw that the didis were taking care of all children like their mothers. My children are attending the centre now. And I don't have to take leave from work even when one of them is unwell. "Aisi suvidha ke bina mein kabhi kaam par nahin jaa paati. Main creche didiyon ki bahut aabhaari hoon." [Without the creche, I could have never worked. I am very grateful to the creche didis].

Geeta, Signature Millenia , (centre run by NGO partner, SAFE Approach)

3. Employer Run Model III

Two years in a row the pandemic had a devastating effect on employer-run centres. **Only 95 children received services from 3 centres (as compared to 5 creches helping 319 children in FY 20-21)**. The sizes of these centres were highly reduced. Worse, employers stopped providing financial support to run them, leaving MC to finding resources to continue minimal services for the enrolled children. This also had a wider impact – MC's revenue from contractor contributions steadily decreased in the last three years: from – Rs104 lakh in FY 2018-19 to – Rs15 lakh in FY 2021-22, an 85 percent decline (*Chapter 7*).

ATS Infrastructure, Eldeco Properties and Shapoorji Pallonji ran the three centres. MC provided dry nutrition kits, COVID safety kits and ensured regular tracking of health emergencies over phone calls. MC requested the district collectorate at Gurugram and Greater Noida to extend vaccination, nutrition, and other government provisions to these labour camps.

A series of meetings with the Developers did not yield positive commitments. Two of the three centres shut down as family-based workers were pushed out of the sites. The third, at ATS project site was converted into the Tripartite Model II, run by an NGO partner.

Given the current state of the industry, it will take much more than the motivation of a few individual developers to take full responsibility of childcare provisions for their workers. MC will continue to influence industry association bodies, state labour boards, and workers' unions to prioritise women's workforce participation in the construction industry, through a host of gender equitable measures, such as maternity and childcare entitlements.

Childcare Services in Urban Poor Settlements

The Female Labour Force Participation (FLFP) rate in India at 19% in 2021 is far below the global average. Data from NSSO indicates that FLFP amongst urban women fell from 18 to 16% in households with children up to the age of 3 years between 2005 to 2019. The low FLFP rates directly indicate increased childcare burden on women, especially in urban areas.

The childcare services run by MC in urban poor areas attempts to reduce the time-scarcity of marginalised women, enabling them to earn, while achieving positive life outcomes for their children.

1. Urban Demonstration Model

MC runs these centres directly. Typically, they are large centres reaching 50-60 children. **In 2021-22, 262 children (44 % under 3 years and 55 % in the 3-6 years) (compared to 160 children last year) attended services at three locations.**

Since Child-Friendly Spaces were not established due to space constraints, home-based and remote interventions continued before the centres were fully operational in October 2021.

MC also ran four smaller urban demonstration centres at Noida, catering to 267 children. These centres reached 20-25 children per unit. All COVID-adapted strategies were implemented here, till they were partially functional from October, running to full capacity only in February 2022. Due to the faltering growth amongst children, spot feeding continued for the entire period.

HIGHLIGHTS

- **1219 nutrition kits** distributed to children; 160 education kits distributed to aid learning at home
- **380 parents** reached out through Furthering Parenting Programme
- **6 pregnant women** on-site provided support, counselling, and linkages
- **100% targeted children** immunised through linkages with PHCs and ASHA/ANMs
- **196 safety kits** distributed to families; **99% families** linked to PHCs
- **62% children** who stayed for a minimum of 4 months maintained/improved their nutrition



Crèche Didi ne mujhe bataya ki corona ka tika lagwana bahut zaroori hai. Maine khud toh lagwaya, apne ghar ke pass rehne wale do parivaron ko bhi madad ki panjikaran karnay mein aur unko bhi vaccine lagwaya. Mujhe khushi hai ki main unke kaam aa saki. [The creche didi told me it was important to take the vaccine. Not only did I take it but I persuaded two families living close-by to take it. I was glad I could be of some help.]

Babita, Community Leader, Sarfabad Centre, Noida



2. Community-Based Creches (CBCs)

MC supported local women's groups to run three community-based creches in Delhi, reaching out to 293 children, with 20-25 children per unit. Two of these are partly supported under the National Creche Scheme (NCS). MC supported the creche didis through training, materials, and handholding to continue providing dry food kits, safety kits, remote education, awareness and prevention around COVID, and psycho-social support to families.

At all urban locations a weekly home visiting programme was implemented to track child and household level support. State COVID protocols restricted the opening of centre-based services.

3. Model Creches (according to the recommended NCS norms)

Four childcare centres were operational in three vulnerable urban communities (Shahbad Dairy I & II, VP Singh Camp and Kabir Basti) of Delhi, following the MC-recommended NCS norms. **100 children under six years received services at these centres** (Chapter 2).

4. Creches in Partnership with Government

Creches at North Delhi Municipal Corporation Schools: MC continued to **run eight creches in municipal school premises reaching 344 children**. The ninth was run by NGO partner (NIPUN, Delhi). The centres opened following government orders for reopening of Delhi schools in February 2022. Till then all children and families received household level support as designed for other urban locations. Even after the creches opened, there were nagging challenges in providing fresh cooked meals to children in some centres. MC made alternative arrangements to supplement children's daily calorific quota by providing extra fruits, eggs and anaj mishran (energy dense powder) to supplement the tiffin children carried from home.

Creches in Partnership with State Governments: MC worked with government agencies in Haryana, Jammu & Kashmir, Delhi, and Karnataka to develop public funded creche models and strengthen ICDS systems. **4,611 children benefited through these models.** (Chapter 2).

HIGHLIGHTS

- Reached **444 children** through 9 centres; **225 age-appropriate education kits** were provided to children
- **Extra nutrition** was given to all children
- **25 pregnant women** on site provided support and counselling. 2 women accessed PMMVY benefits
- **61% children** immunised
- **51% children** who stayed for a minimum of 4 months maintained/improved their nutrition
- **100% of families** linked to PHCs



Children receiving holistic services at a creche



CHAPTER II

ENHANCING CAPACITIES IN ECD

Care and a nurturing environment are critical conditions for infants and young children during their early years of rapid development. Responsive care provided by caregivers in a safe and protective environment is fundamental to the cognitive development and social emotional wellbeing of young children.

Mobile Creches (MC) through its decades of work in Early Childhood Development (ECD) has developed effective resources to support and enhance the capacities of parents, caregivers and other professionals to provide quality childcare for children below six years of age. In 2021-22, **MC optimised its training resources to build the capacities of 1,654 participants, comprising 347 childcare workers, 51 helpers, 869 anganwadi workers, 287 mid-level functionaries, and 13 Civil Society Organisations (CSO).** This resulted in providing quality early childhood services to a total of **5,786 children in Jammu, Haryana, Assam, Delhi, and Karnataka.**

(Refer to Annexure IV for training details).

Creating a Workforce for Childcare

During the year MC continued to build capacities of local CSOs to run multiple models for quality childcare services in vulnerable and excluded settings. The pandemic also brought its own share of learning: MC adopted digital solutions for training delivery. Frontline cadres adapted to virtual modes to continue their training, reaching out to children and families.

The fostering of a positive attitude towards the care of young children and enhancing the skills and knowledge of frontline workers are values that have guided MC's training initiatives.

Like the rest of India, which reeled under the devastating effects of the second wave of coronavirus pandemic between April and July 2021, MC and its community were also shattered by personal loss. We paused our training activities during this period, extending much needed support to our own. As circumstances stabilised, we adopted a combination of physical and digital methods to re-start MC'S training and on-ground work.

KEY HIGHLIGHTS OF 2021-22

- Signed partnership with Karnataka and Delhi for operationalising state-run creches
- Second phase of partnership with 40 Assam tea gardens for strengthening nutrition levels in creches.
- Training of Trainers (ToT) on ECCE conducted with mid-level functionaries of the Jammu ICDS team.
- Enhancing capacities of 661 Anganwadi Workers (AWW) on Responsive Parenting through 4 online modules. AWWs, in turn, have trained parents through Mahila Mandal sessions.

1. Facilitating Childcare Services in Different Settings

1.1 At Construction Sites

The Furthering Parenting Programme, a remote learning initiative launched by MC during the 2020 pandemic wave to support Early Childhood Care and Education (ECCE) of young marginalised children continued apace. This helped children to continue learning during the pandemic. In 2021, we assessed the impact of learning on 325 children (3 to 6 years) through the first six themes of the *Balwadi* curriculum.

KEY INSIGHTS

Children who interacted with at least three themes improved their **scores by more than 50 % in motor skills and logical reasoning** (Gross Motor (73%), Fine Motor (51%), Logic Reasoning (79%)) compared to other skills (Language (31%), Creative (36%), Socio-emotional (48%))

Children between 3 to 4 years showed an improvement of **60 % with caregivers'** help across most developmental domains, except in their motor skills.

Under cognitive skills, most children found it difficult to perform **language and creative development activities.**

When the situation improved, MC supervisors and NGO partner teams underwent training on revised creche records and system formats as part of a refresher course, as centres reopened. MC resumed training on the revised ECCE curriculum which was implemented from November 2022 onwards.



(L to R Assam, Delhi, Haryana) MC team members at various sites for training and need assessment visits.

1.2 At Tea Plantations

MC joined hands with UNICEF Assam and Assam Branch Indian Tea Association (ABITA) in 2020 to build local capacities for improving creche quality standards across 40 tea gardens. Under the first phase, a set of minimum guidelines for running and managing quality creches in the gardens were finalised through a consultative process.

The second phase (June to December 2021) focussed on developing the ECD workforce in 40 tea gardens located in Dibrugarh and Tinsukia for the quality implementation of standard guidelines. 22 resource trainers (from ABITA Child Survival Coordinators) participated in two online ToT sessions, conducted by MC. Following this, in two batches, ABITA staff, closely supervised by MC trainers, facilitated the training sessions of 43 creche attendants from both districts. The Assistant Labour Commissioner of Dibrugarh inaugurated the training in the presence of garden officials and ABITA representatives. The exercise revealed that most creche attendants had never received training. Indeed, the monitoring of the growth of children was a new learning for them, resulting in their complete engagement; plans to implement growth monitoring systems were also developed.

At the end of the second phase, a situation analysis was conducted on the status of systems (health, nutrition, education and physical infrastructure) in the 40 tea gardens (Chapter 4). The results were shared with ABITA and the state Social Welfare Department to draw their support.

MC and UNICEF Assam, along with ABITA, plan to extend this partnership to 160 tea gardens in 2022 to create sustainable childcare models. Tea estate managements (employers) and government agencies will remain pivotal stakeholders in this partnership.



It is not easy to constantly focus on online training for four days, but the sessions were so interactive that I learnt many useful things and enjoyed it too. I will definitely try to make the best use of what I have learnt.

Babli Das, Child Survival Coordinator, ABITA



Online ToT session with ABITA Child Care Survivors, Assam

1.3 Urban Settings

Despite difficulties, MC has continued to run three creches in two vulnerable urban communities (Shahbad Dairy and VP Singh Camp) located in Delhi (refer to Chapter 1).

These centres were set up according to MC's recommended National Creche Scheme (NCS) norms made to the government, to build evidence on the impact of quality services on child outcomes when adequate budget is allocated for creche provisions. Community-based Creche Management Committees have been formed to support and monitor them.

Finding adequate space in urban areas according to the notified standards has always been a challenge, so too in the case of these creches. Support from the local authorities and creche committee members, through regular dialogues and their close involvement resulted in one centre, shifting to a nearby building to meet quality norms. The cooperation of local stakeholders is imperative so that the community can take pride and be staunch supporters of the services. Finally, these model creches can be sustained if they are integrated within the Saheli Samanvay Kendra (SSK) scheme launched by Delhi government (refer to Chapter 3).

Homeless Setting

Shelter Homes: In reaching the most invisible child with adequate ECD support, MC has attempted to develop a childcare model for the children of the homeless. In 2021, MC ran a creche in the Delhi Women's Shelter Home at Kabir Basti. The creche space was provided by the Delhi Urban Shelter Improvement Board (DUSIB). **25 children (12 from shelter homes and 13 from adjoining communities) attended the creche.** But since the home provides shelter to abandoned women and often house women recovering from tuberculosis, the overlapping health risks are always high for children and childcare workers.

LEARNINGS

- Maintaining full enrollment from within shelter homes is a challenge due to the high vulnerability and migratory nature of this population. A community model that includes children from local areas requiring childcare support is important for optimising meagre resources and financial sustainability.
- Identifying eligible qualified personnel to work in such difficult circumstances is hard. Need to adopt innovative trainings focussing on motivation and positive attitudes of caregivers.
- Homeless shelter childcare cannot be restricted to children under 6 years, as older children living with their mothers are also vulnerable. This centre needs to provide services to them too.

2. Engaging with the Government: Developing ICDS Functionaries

2.1 Scaling up Creches in Haryana

In 2020, MC signed a technical partnership with Haryana's department of Women and Child Development (WCD) to operationalise 500 creches across 22 districts.

30 model creches were inaugurated by the Chief Minister in March 2021. Despite COVID conditions, MC sustained its engagement with state agencies to ensure uninterrupted field interventions.

In 2021, MC conducted a scoping study in 252 areas across 22 districts to assess the need for creches in Haryana. The team worked closely with ICDS functionaries to identify locations for 317 creches. The assessment helped in identifying priority districts like Nuh, Palwal, Sirsa followed by Ambala, Panipat, Sonapat and Yamuna Nagar. These districts fared poorly in health and nutrition indicators for children. They also had the highest number of informal women workers.

KEY FINDINGS

Out of the total areas assessed **68% were non ICDS areas and 32% was under ICDS coverage**

52% of the children assessed were under 3 years of age

52% of the women surveyed were engaged in domestic work; **16% in factory & construction work; 16% in homebased work**



Children enjoying play time at the Kurkshetra creche, Haryana

MC conducted a **14-day pre-service training programme for 123 creche workers in 4 batches; and a 2-day orientation with 50 mid-level ICDS functionaries** on creche management skills. For the first time, MC trained 111 Anganwadi Helpers (AWH) to sensitise them on the importance of the early years and their role in the well-being of children rather than being limited to cleaning, serving meals or bringing and dropping off children at the centres. This team will run 123 creches.

The government has allocated adequate funds towards infrastructure, child nutrition and education costs. Importantly, there is budgetary allocation for training, monitoring, supervision, and community-based activities, making the Haryana model a potential benchmark for all publicly-funded creches.



It gives me immense pleasure and satisfaction to note that the creches are rendering excellent services for the benefit of children and providing facilities for a congenial environment for the overall growth of children. Through the joint efforts of the WCD department and Mobile Creches, creches are functioning well and now more than 3,000 children are getting services from them.

Raj Bala Kataria, Joint Director, Women and Child Development, Haryana.

Staff recruitment, procurement of creche materials, availability of data from the state are ongoing challenges while working within state systems. An important result of this partnership has been the drafting of a creche policy for Haryana.

2.2 Intervention in Jammu and Kashmir for ECCE

Since 2017, MC has worked in partnership with the WCD department, Jammu & Kashmir, and the local NGO partner, Jammu and Kashmir Association of Social Workers (JKASW) to strengthen ECCE services. In 2017-19, MC worked in the conflict and disaster-prone zone of Baramulla district to develop sixty AWCs as model AWCs through enhanced pre-school education capacities of ICDS functionaries; and forming Community groups at AWCs.

After the successful completion of the intervention at Baramulla, MC replicated similar intervention at Ramban district, Jammu. As a result of this long-term engagement, JKASW has developed strong capacities to function as a local ECD resource organisation.

50 AWWs and 50 AWH underwent training on the state ECCE curriculum *Nanhe Kadam*. District mid-level officials and JKASW trainers underwent a ToT as part of the state ECCE resource group.

LEARNINGS FROM BARAMULLA TO RAMBAN:

HELPERS' TRAINING: Since a majority of AWCs in J & K run from the homes of AWH, they play an essential role in ensuring the wellbeing and development of children. A four-day training was designed and imparted to the AWH in Ramban.

COVID CONTEXTUALISATION: Interventions in Ramban were dominated by COVID disruptions, so an obvious extension of Baramulla's tested strategies was no longer valid. The programme was redesigned to meet the needs of children, families and the ICDS cadre. The Furthering Pa enting Programme was adapted to include the state ECCE curriculum areas, and translated in Urdu for AWWs to deliver virtual support to parents and children in the age group 3 - 6 years.

2.3 Karnataka Creche Intervention

In October 2021 MC signed an agreement with Karnataka WCD Department to operationalise 170 creches in 10 cities and 30 Zilla Parishad creches in district headquarters. The team set off by conducting field assessments at 60 of the 100 locations identified in Bangalore, covering 679 women from urban slums. The assessment revealed that 92% women were ready to send their children to creches if they had nearby facilities, and 60% amongst them asked for minimum eight hours of services. Half of the respondents reported that elderly family members cared for their children in their absence. Unsurprisingly, more than 10% children were either left alone or in the care of older siblings for a major part of the working day.

In March 2022, government allocated budget for running 186 creches at MNREGA sites, and at Zilla and Taluk levels. MC will support ICDS teams to identify locations to set up these creches, train creche cadres, and equip them with customised resources for the running of quality creches.

2.4 Delhi Creche Intervention

Under the SSK Scheme, MC signed a MoU with the Delhi WCD to develop 500 creches in the premises of anganwadis (*chapter 3*). The MC team conducted needs-assessment and space audits of 47 of the identified SSK centres. 94 AWWs were successfully trained to work with children below 3 years at these centres. The creche set up was delayed due to administrative challenges.



CHAPTER III

PARTNERING FOR THE RIGHTS OF YOUNG CHILDREN

For two consecutive years, the pandemic exacerbated already existing challenges, preventing the realisation of basic survival and development rights of marginalised young children. Notwithstanding the lack of mobility, financial hurdles and other restrictions caused by the pandemic Mobile Creches (MC) continued to play a critical role in strengthening partnerships, helping the community to collectively facilitate the rights of young children, thus validating its role as a leader in the development sector.

In 2021-22, MC worked for COVID relief, partnering with community groups and overlapping networks including the Right to Education (RTE) Forum, Right to Food (RTF) Campaign, Mai Bhi Delhi (MBD) Abhiyan, WIEGO (Women in Informal Employment, Globalising and Organising), FLW (Frontline Workers) Collective and Jan Swasthya Abiyaan (JSA), collectively amplifying the need for care of marginalised young children and empowering working mothers in accessing public provisions.

MC hosts the secretariat of Neenv Delhi FORCES (Forum for Creches and Childcare Services), a state network of 40 Civil Society Organisations (CSOs); and Alliance for Right to ECD (Alliance), an informal network of ECD experts, grassroots organisations, legal experts, practitioners and academia - all working towards a common vision for equitable and quality Early Childhood Development for all children. These diverse networks undertook several initiatives, including sharing professional knowledge, highlighting the overlapping concerns of ECD as part of government committees, integrating policy recommendations and pushing for a prominent role for ECD at state and national levels.

HIGHLIGHTS OF 2021-22

Evidence-Building for Informing Government Systems: MC, along with its partners, undertook multiple collaborative studies: a dipstick study on the implementation of the Pradhan Mantri Matritva Vandana Yojana (PMMVY) during the pandemic across five states; an assessment of ICDS provisions reaching beneficiaries in Delhi; and a needs assessment study to map childcare facilities in 76 construction sites of Delhi.

Budget Allocated for ECD in the Gram Panchayat Development Plans: For the first time, a focussed engagement with eight panchayats in Jharkhand, Odisha, Chhattisgarh, and Madhya Pradesh resulted in the states allocating 5-7% of their development funds towards ECD provisions.

Extended Emergency Covid Relief Support: At the peak of the Delta wave, relief kits, containing one-months' worth of nutrition supplies, were distributed in collaboration with Neenv Delhi FORCES to 5,000 marginalised children of Delhi.

Training State Functionaries for Providing Holistic and Quality Services for Children below 6 years in Delhi: MC and partners trained members of the Mukhyamantri Anganwadi Support and Monitoring Committee (MAMC); and trained 92 trained creche workers across 47 Saheli Samanvay Kendras (SSK) in Delhi.

International and National Partnerships: Contributed to strengthening policies and actions as a part of committees chaired by NITI Aayog, Ministry of Women and Child Development (MWCD), state-level Steering Committees for Poshan 2.0. Consulted with international networks ARNEC and ECDAN for engaging decision makers on issues of quality, access and affordable childcare.

1. Evidence Building for Systems Strengthening

1.1 Dipstick Study across 5 States on the Implementation of PMMVY during COVID-19

The objective of the study was to gauge the access of PMMVY benefits by pregnant and lactating women, and the issues faced by Anganwadi Workers (AWW) in its implementation. The study was conducted with support from local partners in Chhattisgarh, Delhi, Jharkhand, Madhya Pradesh and Odisha, covering 488 respondents (*Chapter 4*).

KEY FINDINGS

- 60% respondents reported an increase in expenses during pregnancy.
- 87% respondents were aware of the scheme, but only 33% knew about the conditions required to access benefits.
- Amongst the 126 women who had received at least one instalment, 48 % said that the money helped in meeting family expenses and 41% said they used the money to buy food for themselves.
- Among the 195 respondents who applied, but had not received any instalment, 17% said they submitted incomplete forms, 27% said they had insufficient documentation and 42 % urban respondents reported delays because of the pandemic.
- Among the 165 who had not applied despite being eligible, 60% said they did not have necessary documents to complete their application.
- 67% reported that they received information on PMMVY from AWWs.

AN IMPORTANT FINDING FROM THE STUDY WAS THAT CONDITIONALITIES, SYSTEMIC ISSUES, AND COMPLICATED DOCUMENTATION IMPEDED ACCESS TO THE BENEFITS BY THOSE WHO NEED THEM THE MOST.

1.2 Assessment of Construction Sites

MC and local partners conducted a rapid assessment to assess the need for creches in Delhi based construction sites on behalf of the Delhi Labour Welfare Department. The department plans to support creches for the children of women construction workers from the Building Cess Funds under Building and Other Construction Workers Act (BOCWA) Board.

The ground survey showed interesting trends on the nature of construction work in the metropolis and the gender gap: for instance, very few women workers are hired at construction sites. **Out of 76 construction sites mapped in the city only three employed more than 50 women workers.** Significantly, the law states that if a construction site employs 50 women workers it is mandatory for employers (construction industry contractors) to provide creche facilities at worksites. The reality is that a majority of women construction workers in Delhi and their young children are excluded from childcare benefits. MC has strongly recommended to the Labour Department and BOCW Board that creche models should be piloted at smaller worksites from the cess funds, while model creches should be created at the larger construction sites.

1.3 Evaluating ICDS during Covid-19 in Delhi

MC, along with Neenv Delhi FORCES' partners, conducted a study across 891 children and pregnant and lactating mothers to gauge the outreach and effectiveness of the six package services provided under ICDS during and after the lockdown; and to evaluate the impact of the ICDS centres' presence on women's workforce participation. The sample included 63 lactating mothers and 42 young children with disabilities.

KEY FINDINGS

- 95% children had been vaccinated.
- 72% children received dry nutrition from AWCs, twice a month: one per cent received it thrice monthly.
- 8.6% student beneficiaries received mid-day meal from schools.
- 76% pregnant women underwent regular health check-ups.
- 63% pregnant women received regular nutrition and full vaccination.
- 66% pregnant women did not apply for PMMVY benefits.

The timely results of this study helped Delhi's WCD department to improve their nutrition coverage and services to pregnant and lactating mothers through regular dialogues and support to specific Anganwadi Centres (AWC).

1.4 National Study on the Need for Creches

MC conducted a national study across rural and urban areas in Karnataka, Odisha, Jharkhand and Gujarat (*Chapter 4*). A first study of its kind in the post-COVID period, the findings gave invaluable insights: bolstering the national campaign for providing full-day quality childcare as a key enabler in accelerating women's workforce participation and meeting the urgent needs of children under six years of age.

2. Community-based Interventions for Direct Services

2.1 Access to Entitlements in Delhi Slums and Rural Districts

Since 2019, MC has been actively working in the rural districts of four states (Madhya Pradesh, Jharkhand, Chhattisgarh, and Odisha) to form community groups, strengthen local governance systems to prioritise early childhood development and overlapping issues affecting young children and their mothers.

Building on the work carried out by MC from 2018 onwards with Delhi's vulnerable communities in the V.P. Singh camp (southeast district) and Shahabad Dairy (northwest district) (*Chapter 1*), the focus this year was linking families of those children below six years of age to various government provisions. Simultaneously, MC carried out similar community-based interventions in 80 villages across Jharkhand, Madhya Pradesh, Chhattisgarh and Odisha.

Under this initiative, 53,501 individuals were covered during awareness drives that focussed on COVID vaccination: 336 women linked to the PMMVY scheme, 873 children with the ICDS scheme, and 757 children under the age of six years were immunised.

2.2 Partnership with Gram Panchayats on the ECD agenda

In 2021, in collaboration with local CSOs, MC integrated the ECD agenda into the Gram Panchayat Development Plan (GPDP) in the 8 panchayats covering 35 villages and 35 AWCs. Building awareness about ECD through one-to-one meetings, writing slogans on walls, and pamphlets distribution was carried out in the targetted villages, followed by perspective building in this area with Gram Panchayat leaders.

On 2nd October 2021, panchayat members pressed for quality ECD provisions during the General Gram Sabha, enabling the allocation of 5-7% of the total budget to issues of young children. The budget was approved by the revenue department and uploaded on the zila parishad website. **This is a milestone achievement and sets a precedent to influence Panchayati Raj Institutions (PRIs) for prioritising ECD in their planning, budgeting and monitoring powers.**



Sevati Bai Mandavi, 28, a resident of Jadootala, Rajnandangaon district, Chhattisgarh works as a daily wage worker along with her husband and other family members.

During her first pregnancy, she was unaware of the state schemes that could support her. As a result of the extensive awareness campaigns carried out by MC teams, she registered for the Chhattisgarh Bhagini Prasuti Sahayata Yojana anchored by the labour department in her second pregnancy. Women registered under the scheme receive Rs 10,000 after their first and second delivery. Mandavi received her entitlement after the birth of her second child and has been using the money for her own health and buying things for her new born.

Effectively Using the Panchayat Fund

Sukwaro Netam is the Sarpanch of Rajanandan Gaon Gram Panchayat, in Chhattisgarh. She was one of the 40 participants of a one-day orientation on ECD organised by MC in partnership with Samarthan. She actively participated in a month-long campaign to urge people to raise the issues affecting young children of their villages in Panchayat meetings. Netam acknowledged the importance of ECD for children, and the need for its inclusion in the GPDP. Now the AWC in her village has been upgraded through the panchayat fund. A child-safety door has been installed and most importantly, provisions for a better diet, including weekly eggs, have been made for the anganwadi's malnourished children.

2.3 Expanding Service Delivery to Four States during Covid-19

The second wave of Covid-19 in India affected India's rural areas far more than the first wave. Responding to this, MC in collaboration with its network partners, expanded its direct delivery of services to select rural locations in Chhattisgarh, Madhya Pradesh, Jharkhand and Odisha, beyond the urban labour camps where MC's NGO partners were already running childcare centres (*Chapter 1*). The focus was to create massive awareness programmes on COVID safety, dispel myths surrounding COVID vaccination, link people to vaccination camps and distribute dry rations to most marginalised young children and their families.

3. State-level Initiatives to Inform Policies

3.1 Capacity Building of Mukhyamantri Anganwadi Monitoring Committee (MAMC) Members

MC, along with eight Neenv Delhi FORCES partners, trained MAMC members, aiming to strengthen their role in improving ICDS provisions in 10 wards covering 400 AWCs for a 300,000-strong population. Members attended monthly online meetings and offline capacity- building sessions to increase an understanding about their roles and responsibilities, the ICDS services and maternity entitlements. They visited the AWCs to check the quality of nutrition provided and supported community outreach initiatives.

Based on the feedback from MAMC members and WCD teams, MC prepared a Standard Operating Procedure (SOP) to serve as a guiding document for MAMC. The document explained the roles and responsibilities of MAMC members, procedures for conducting meetings, expanding beneficiary outreach, opening, shifting and merging of AWCs, amongst other guidelines.



Field activities in rural districts

3.2 Intervention in Saheli Samanvay Kendras (SSK) of Delhi

Following the Budget 2021-22 speech, the Delhi government announced the Saheli Samanvay Kendra (SSK). 500 Chaya creches under SSK were approved for Delhi. MC signed a MoU with the WCD department to provide complete technical support in implementing this plan. MC developed the guidelines and checklist for these creches and familiarized the Child Development Project Officers (CDPOs), Deputy Directors and ICDS Supervisors on these guidelines during the SSK model development workshops. Along with Neenv partners, MC completed the space audit at 47 SSK locations to ascertain infrastructural and safety compliance for running creches. A 12-days training programme for anganwadi workers to equip them to work with children under three years was also completed (*Chapter 2*). MC further provided infrastructural and material support for SSK at Khanpur, Delhi to develop it as a model unit.

PINKI DEVI DEMANDS A LOCAL CRECHE

Pinki Devi lives with her husband and three children in Khanpur, Delhi. She works as a press-wali (irons clothes) in the nearby locality. Her youngest child Inder, is three. When Devi is working, she leaves Inder in the AWC. After 2 pm, when the AWC closes, Devi's older children who are 11 and 14, take care of their young sibling. Devi says that when she is working, she is worried about her children's safety, fearing they might get abducted or have an accident. Inder does not even get fed properly as the older children are too young themselves to take care of their younger brother. Devi wants a full-day creche in her locality with basic facilities where she can not only leave her children so she won't worry, but will also ensure that her children learn something.*

A compendium on creches was launched by Delhi's WCD department in October 2021 by the Deputy Chief Minister of Delhi. He also inaugurated the Khanpur anganwadi- cum-creche as a model SSK centre.

3.3 State-level Consultations to Share Findings of the PMMVY Study

Delhi: The findings and recommendations of the state specific PMMVY study (*described in section 1.1*) based on the interviews with 107 eligible women of Delhi, were presented along with the testimonies of women from the community at a consultative meeting.

The meeting was attended by Dr Rajendra Pal Gautam, WCD minister in the Delhi Government, Dr. Rashmi Singh, Special Secretary-cum-Director, Department of WCD, Delhi and representatives from the Delhi Commission for Protection of Child Rights (DCPCR), Dilli Roji Roti Adhikar Abhiyan and Mai Bhi Dilli Abhiyan. Neenv Delhi FORCES handed over a Demand Letter to the authorities.



LIST OF DEMANDS

- Quality creche facilities for all children of Delhi
- Government support for children affected by Covid-19
- 100% outreach of the 6 services provided under ICDS
- Universalisation of unconditional maternity benefits
- Ensuring water, sanitation, child-friendly toilets in urban slums
- Strengthening the Mukhyamantri Anganwadi Monitoring Committees
- A distress helpline for children

Jharkhand: The consultation in Ranchi was hosted by MC in collaboration with LEADS. Jharkhand specific findings of the study were shared at this meeting consultation.

KEY HIGHLIGHTS OF THE JHARKHAND STUDY

- The study covered 93 respondents.
- The respondents were from SC, ST and OBC communities while 92% belonged to poor economic status earning less than the minimum wage rate.
- 75% respondents did not receive PMMVY benefits. (A status that hasn't changed in last three years)
- 65% respondents reported increased expenses during their pregnancy. 11% borrowed money to meet that increase.
- 44% respondents were not aware about the scheme and 46% did not know about its qualifying conditions.
- 71% did not have the required documents to apply for the scheme.
- 96% respondents received information about the scheme from anganwadi workers.



Similar consultations to disseminate state-specific findings and recommendations to strengthen access to PMMVY entitlements were organised in Odisha and Madhya Pradesh.

3.4 Submitting Demand Letter to the Delhi Commission for the Protection of Child Rights (DCPCR)

MC, along with Neenv Delhi FORCES, RfF Campaign, and other network partners, submitted two Demand Letters to the DCPCR.

It urged the DCPCR to build a system to include children with disabilities, homeless and migrant children as a part of the universal ICDS programme, without any eligibility pre-conditions. The group stated that all children be covered under a nutrition distribution system either by providing cooked food or extra rations, along with the continuation of healthcare services to adolescent girls and women. They also demanded that the DCPCR provide safety kits to frontline workers and set up a child response group. Responding quickly, DCPCR and WCD jointly issued orders for the immediate redressal of issues raised. The nutrition helpline was extended into a 24x7 helpline where cases of hunger could be reported for action. The Delhi government also extended a compensation of Rs. 50,000, along with an additional monthly compensation of Rs 2,500, for children who had lost both parents to the COVID virus.

3.5 State-level Consultation on Delhi's Master Plan

MC and Neenv Delhi FORCES, as partners of the Main Bhi Dilli campaign, engaged with the draft Delhi Master Plan 2041 consultation process. Neenv conducted community meetings to create an understanding about the plan. Online as well as offline objections and suggestions were submitted to the Delhi Development Authority (DDA) in August 2021. A primary suggestion was to provide childcare facilities in community multipurpose halls designed for a population of 5,000 people instead of 10,000 as proposed in the draft plans. Other submissions included: ensuring quality childcare centres across every settlement and at workplaces; accessible public facilities for the unique needs of mother and child; child-friendly spaces, including breast-feeding zones, safe pedestrian infrastructure, public washrooms and safe play areas.

4. National and International Partnerships for ECD Policy Issues

4.1 Alliance for the Right to ECD Initiatives to Amplify Knowledge and Campaigns

Following the adoption of the National Education Policy (NEP) 2020, MC as a part of the Alliance network drafted a paper for mapping out holistic and quality services for children under three years.

In partnership with the RtE Forum, the Alliance made significant contributions to a guidance paper, *Safe and Secure Reopening of Schools* in the post-COVID months, focussing on uninterrupted and quality ECCE for pre-school children at AWCs and in the pre-primary sections of schools. The paper was disseminated widely across state partners and education officials, as children began returning to schools. The recommendations for pre-school children focussed on their holistic needs to address increasing malnutrition due to disruptions in meal programmes, social-emotional skills and adequate play-based pedagogical learning materials.

The Alliance stayed strongly connected with RtE Forum's transition process due to the leadership crisis caused by the tragic and untimely death of its National Convenor, Ambarish Rai due to COVID. It was a year of solidarity and strength as the right to education of India's children experienced many challenges, with the RtE Forum going through its own turmoil in the absence of a formidable leader.

4.2 National and Global Campaigns to Amplify Childcare Provisions

As a member of the campaign committee for Quality Childcare for All, MC, along with National FORCES, SEWA, Save the Children, IIST, WEIGO, Initiative for What Works to Advance Women and Girls in the Economy (IWWAGE), and state FORCES partners, increased its momentum to demand publicly funded quality childcare for children of informal women workers.

As a member of the Global Policy and Advocacy Group (GPAAG), formed by the ECD Action Network (ECDAN), MC participated in defining the contours of a global campaign messaging framework that drew from evidence and experiences of multiple partners. The global framework was further contextualised for regional and national childcare demands.

4.3 Partnerships to Strengthen Technical ECD Knowledge

The Association for Early Childhood Education and Development (AECED), a national body of ECCE academia, educators, and practitioners, and MC will jointly organize the June 2022 World Conference on Reimagining and Reshaping Early Childhood Care and Education for the 'New Normal'. It will be a confluence of learning, innovative ideas, and new partnerships to prepare the global ECD community for the future.

The Asia Pacific Regional Network for Early Childhood (ARNEC) and MC as its institutional partner collaborated to improve sharing of knowledge through many webinars. These, aimed at building a stronger voice for ECD policy shifts at the regional level, will form a crucial role in societal change.

पुनरवृत्ति पुस्तिका

बालवाड़ी पाठ्यक्रम

पेड़-पोधे, सब्जियाँ और फल



CHAPTER IV

CONSTRUCTING AND SHARING KNOWLEDGE

Mobile Creches (MC) believes in the spreading of ideas; adding to research, replicating best practices – all aimed to increasing the knowledge of practitioners, critical in bringing a positive shift in the childcare policy landscape and technical knowhow.

During 2021-22, MC has been responsible for a range of knowledge resources, including research reports, programme evaluation, training materials, curriculum content, and journal articles. MC's knowledge activities, reviewed by domain experts, centered around solutions relating to the COVID crisis, attempting to see how our findings could guide future policies.

Following are some key highlights of knowledge resources.

1. Evidence Building

MC conducted research studies in the gender and childcare space to generate evidence for advocacy initiatives and community actions.

1.1 Study on Women's Participation in Paid Work and Childcare Arrangements in India

A national study, **Women Need Creches**, was conducted to examine the linkages between access to childcare, effect on a child's and mother's wellbeing, and women's ability to engage in paid work, in four Indian states, that is, Gujarat, Karnataka, Jharkhand and Odisha: the study covered 1,128 respondents in both urban and rural locations.

The study has discussed implications for gender responsive and gender transformative policies in the areas of labour, childcare, and social protection. It suggests an enhanced budgetary allocation for childcare facilities, and strengthening the public provision of quality childcare. The need to ensure decent work and workers' rights for women workers engaged in public childcare schemes has also been discussed. The Report will be formally launched in 2022.

KEY HIGHLIGHTS

- A large percentage of women were unaware of the institutionalised childcare facilities
- Majority of women are forced to adopt unsafe, compromised choices for childcare
- Crèche facilities have a favourable impact on women's well-being, income, relationship with family members. Absence of quality childcare affects the health and wellbeing of both
- Prevailing patriarchal norms influence women's access to childcare and decision to join paid work
- Caregiving plays main role in keeping women out of paid work
- Women want access to free and good quality childcare facility, to join paid work
- COVID 19 has impacted women in informal sector in multiple ways

1.2 Implementation of the Pradhan Mantri Matritva Vandana Yojana (PMMVY) during COVID-19 in Five States

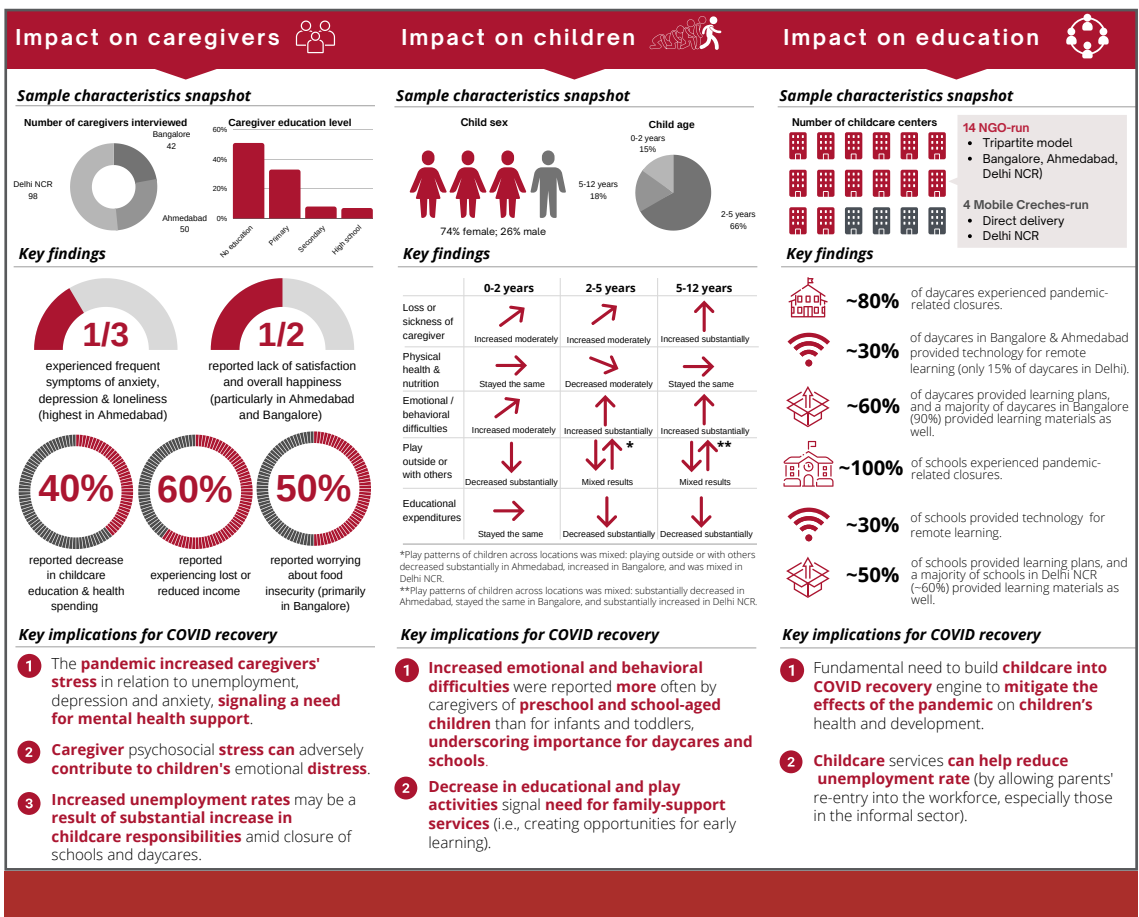
A study was conducted in five states, Chhattisgarh, Delhi, Jharkhand, Madhya Pradesh, and Odisha, to examine the opportunities and challenges experienced by pregnant and lactating women in accessing the benefits of the PMMVY during Covid -19. The study covered 488 women who have received at least one installment of the scheme; women who have applied, but did not receive any installment; and women who were eligible, but never applied (*Chapter 3*).

The study discussed implications for the universalisation of the scheme and linking it to minimum wages for six months as maternity benefit for women in the informal sector. The research evidence points towards the need for setting up an institutional mechanism for seamless funding through effective state-centre convergence, simplified documentation, and the timely disbursement of installments. The study also articulates the need for decent work conditions for Anganwadi Workers (AWW) with fair wages and social security benefits.

1.3 Impact of COVID-19 on Young Children and their Families

MC participated in a survey, 'The Impacts of COVID-19 on Young Children and their Families' launched by the Harvard School T.H. Chan School of Public Health, ECDAN, and Saving Brains. The survey has collected data from 198 caregivers on health, education, the economic and psychological impact of COVID-19 on children, caregivers and families from childcare centres in Bengaluru, Ahmedabad and Delhi NCR (refer to Chapter 1). The key findings are described in Figure 1.

Figure 1: Key findings reproduced from the study



The study recommended providing parenting support services, including mental health support to caregivers going through Covid -19 recovery experience.

1.4 Informal Childcare Arrangements in Selected Communities of Delhi

MC conducted a dipstick study to understand the nature of informal childcare arrangements in Delhi. It examined parents' perceptions about informal childcare arrangements, care practices and the concerns and challenges in the informal childcare arrangements. The study covered selected communities of Delhi: *Jhuggi Jhopri* Clusters in Seemapuri (north-east); VP Singh Camp (south-east) Resettlement Colonies in Shahbad Dairy (north-west) and Trilokpuri (south).

The study highlights the need to improve the quality of care practices in homebased arrangements through training of caregivers to equip them as care providers. It suggests improving the quality of informal childcare, shifting from 'care taking' to the 'nurturing care' of the child.

KEY HIGHLIGHTS

- Homebased childcare (informal childcare)
 - is considered the best childcare solution by parents.
 - caters to the parents' need for extended days and hours of support.
 - is generally provided by family members (mostly grandmothers or by a family relative).
 - is limited to child minding and lack early learning stimulation.
 - is generally voluntary and unpaid.
- Informal care providers need support in developing capacities on childcare aspects.

2. Programme Evaluation

2.1 Strengthening ECCE Capacities in ICDS, Jammu & Kashmir | Impact Assessment

MC provided technical support to strengthen ECCE capacities in ICDS, Jammu & Kashmir: aimed at enhancing the capacities of anganwadi workers (AWW) to deliver quality ECD services at 50 anganwadi centres (AWCs) in Ramban district (*Chapter 2*).

MC conducted an impact assessment to assess the capacities of AWWs, and the functioning of AWCs with respect to infrastructure, nutrition, health, and preschool education. The improved knowledge and skills of AWWs, and improved awareness and engagement of community members was a successful outcome. As a result, the infrastructure and service delivery of health, nutrition, and preschool learning also improved. The AWCs shifted from kaccha to pucca buildings with child-friendly spaces. Children benefitted from the nutrition kits and purified drinking water at the centres. Growth monitoring was done regularly, age-specific nutrition grade was recorded timely, and age-appropriate immunisation was ensured. AWWs adopted improved pedagogy to promote pre-school learning, increased the use of teaching-learning materials, and engaged children in varied play-based activities. At the community level, the Anganwadi Support and Monitoring Groups (ASMCS) were developed to monitor the quality of AWCs.

2.2 Creche Models at Tea Plantation, Assam | Situation Analysis

MC partnered with UNICEF Assam to set up pilot creche models at tea plantations in collaboration with the Social Welfare Department. The project aimed at tackling child malnutrition and promoting ECD services (*Chapter 2*).

The purpose of the situational analysis was to assess the physical accessibility, infrastructure, and the nature of ECD services in creches and AWCs located in 40 tea gardens in Tinsukia and Dibrugarh, Assam. Central creches, satellite creches, and AWCs were available in all tea gardens. The analysis indicated the urgent need for a comprehensive health check-up of children and regular growth monitoring to track malnutrition. Regular counselling to pregnant mothers also required attention. The findings highlighted the need for building kitchens, toilets, safe drinking water facility, adequate meals, frequent health check-ups, and adequate learning materials.

3. Content Development

Anandmay Adhigam (Joyful Learning) | Balwadi Curriculum

MC developed a theme based Balwadi curriculum, *Anandmay Adhigam* (Joyful Learning) for children in 3-5 years age group. The curriculum is designed to promote children's gross and fine motor, cognitive, critical, creative, and socio-emotional development. The content is culturally sensitive and tries to establish a deep connection with children's lived experiences using stories, poems and role play. In 2021-22, MC team continued to complete the curriculum package containing 12 theme-based curriculum booklets, practice worksheets, assessment and revision booklets. The first 3 themes were successfully piloted and final revisions for these themes were completed.



Children's assessment booklets.

Punravritti Pustika, a revision booklet, was developed. *Maine Seekha, Maine Socha, Maine Samjha*, a booklet to assess the performance of children on learning outcomes is also ready.

4. Knowledge Events

MC partnered with different national and global organisations to participate in webinars, conferences, and workshops.

4.1 Webinars

Covid-19 and Impact on ECD: Implication for Service Providers

In February 2022, Saving Brains Platform, in collaboration with Harvard T.H. Chan School of Public Health hosted a webinar. Mobile Creches from India and Tiny Totos from Kenya joined as panellists, discussing their insights and learnings from the experience of conducting a COVID-19 Impact Survey. The panel looked at the general impact of Covid -19 on children and families, the respective organisation's plans to use the findings in responding to community needs.

Measurement for Change (M4C): Dissemination Webinar

In October 2021, MC participated in 'Measurement for Change – To Promote MEL for Decision-Making', organised by Utrecht University. It discussed the M4C systems and the M4C approach, including five interconnected aspirations: dynamic, inclusive, informative, interactive, and people-centred, to see how MEL helps the design, implementation, and scaling of ECD interventions.

4.2 Workshops

Intentional Integration of SEL and Wellbeing into ECD programmes: Implication for Effective Delivery at Scale

In March 2022, MC participated in a workshop hosted by the Saving Brains Grenada.

The workshop elaborated upon ways to strengthen SEL component amongst ECD workforce, creating safe spaces, and positive relationships.

Leveraging Science to Advance Early Childhood Policies and Programmes

In July 2021, MC participated in this workshop organised by the Center on the Developing Child, Harvard University (HCDC) and Asia-Pacific Regional Network for Early Childhood (ARNEC).

The workshop was based on testing the translation of ECD science into advocacy and capacity-building actions at the country level. The techniques disseminated included HCDC's approach to integrate Values, Simple Models (Brain Architecture, Serve and Return, Toxic Stress, Resilience), and Core Story Elements (Narratives) into advocacy and community actions.

MC proposed translation of HCDC's videos on ECD science in Hindi and regional languages to disseminate learnings with diverse stakeholders, in turn strengthening community-based advocacy.

4.3 Lecture

4th Anita Kaul Memorial Lecture | Challenges to India's Democracy and the Role of the Indian Media

In October 2021, MC, in collaboration with the Centre for Equity Studies and Rainbow Foundation, organised the memorial lecture delivered by Pamela Phillipose, a leading senior journalist and Ombudsperson, The Wire. The talk was chaired by Harish Khare, former Editor-in-Chief, The Tribune. The lecture commemorates the life and work of Anita Kaul, a primary architect of the Right to Free and Compulsory Education Act 2009.

4.4 Round Table

Global Childcare Roundtable

In February 2022, 15 global childcare practitioners and advocates convened for ECDAN's first Global Childcare Roundtable. MC participated in the discussions that consulted key stakeholders on their priority challenges, advocacy goals, and interests in launching a community of practice.

5. Publications

5.1 Article

The article, 'Mobile Creches Innovation for Inclusive and Quality ECD' was published in *Childhood Education*, an international journal. The article shares MC's best practices and innovations with the global audience of practitioners and advocates in ECD and childcare.

5.2 Article

MC co-authored a commentary, '*Unfolding Opportunity: Moving Childcare Forward to Support Children, Families, Communities, and the Economy*' for the Pediatrics supplement of 'Promoting Early Childhood Development Globally Through Caregiving Interventions.'

5.3 Case Study

A case study of MC was published in 'Mobilities, Spaces, and Cities', in the Development Studies Interdisciplinary Programme at the Graduate Institute of International and Development Studies, Geneva. Colombia: Hogares Comunitarios de Bienestar and Kenya: Kidogo were also featured.

(For a full list of references and links to publications, webinar recordings and more, refer to Annexure 5)



This is to certify that Mobile Creches has successfully completed the assessment conducted by Great Place to Work® Institute, India, and is certified as a great workplace.
Category: Non - profit and Charity Organizations

This certificate is valid from Jan 2022 to Jan 2023.

A handwritten signature in black ink, appearing to read "Yeshasvini L".

Yeshasvini Ramaswamy
Chief Executive Officer
Great Place to Work® Institute, India

Note: The certificate is valid subject to the terms and conditions agreed to by the Organization.

STRENGTHENING PEOPLE AND PROCESSES

Mobile Creches (MC) has been fortunate to have a foundation of strong values and principles, which is evident in the organisation's teamwork and individual aspirations. Indeed, it is this teamwork which navigated successfully yet another tumultuous year ravaged by Covid -19. Our main focus was to respond to changing external circumstances; and communicating shifts in our strategy to MC's 147 - member core team. While the safety and the wellbeing of MC's team was a priority, we kept our eyes on our mandate – providing on-ground nurturing care for children.

Brave and Spirited

Covid -19 continued its destructive path in 2021 with the Delta wave wrecking untold misery. The sharp rise in fatalities destroyed homes, families and communities. While the MC family was not left untouched, we did not lose sight of the harrowing experiences our communities faced. Teams engaged with frontline workers to provide medical emergency support and food relief, while communicating COVID safety guidelines to the families. Response groups tracked children's safety and wellbeing. MC teams remained connected throughout as families faced loss and a sense of abandonment, as India appeared to buckle under the Delta wave.

Backing area-based response groups was a Direct-Action Group at MC, acting as a 24x7 control room delivering emergency help. From reaching thermometers and oximeters to families, connecting them to pharmacies and pathology labs, to securing ambulances and elusive hospital beds – this team put in everything it had, providing a sliver of hope to the thousands beleaguered by the pandemic.



" I would be lying if I said the experience was anything but gruelling. Endless calls, a 24-hour clock, and the general stress which came with COVID made it very tough. Despite the confusion and helplessness, the MC team of childcare activists became a disaster relief team overnight: it was a life-altering experience.

Amit Shrivastava, Administration Officer,
member of COVID Direct Action group



People were not just dying of the illness, but also due to lack of oxygen and basic medical help. As a part of the MC Direct Action Team, I saw humanity at its lowest, but also saw how shared misery brought us together as people. Our team didn't just help our staff members, we responded to anyone who called to seek help. If we couldn't help them, we directed people to other NGOs working in the field.

Ankita Gupta, Programme Implementer,
member of COVID Direct Action group

Employee Safety and Well-Being

All team members went through regular sessions on preventive measures, debunking myths, and highlighting the importance of vaccinations: they held telephone consultations with doctors, and made follow-up calls to medical experts, critical to support their own emotional wellbeing and that of their families. By December, the entire team had been vaccinated against COVID.

The extended COVID period altered our work format, as teams settled into a sustained work-from-home mode. As the country recovered from the second phase of COVID, MC re-opened its creches (*Chapter 1*) and its offices for on-site work. However, we did not rush into the old mode of functioning, instead putting in place a hybrid system till February 2022, thus giving teams adequate time to transition into a work-from-office mode.

Celebrating MC Team

In 2021, ten employees were presented the Long Association Award for completing ten years with MC; four earned the same award for completing five years. While 11 team members ended their association with the MC– they either had retired or resigned – we welcomed 24 new colleagues.

Founders Day

MC celebrated its 53rd Founders Day at Pearey Lal Bhawan, New Delhi on 12 March 2022. The day-long celebration reflected the theme for the day, *Rang Birangi Phulwari* (Garden of Flowers). Children put up an energetic dance performance, followed by an imaginative fashion show dressing up as their favourite role models. The essence of multiculturalism was captured through the day's activities as teams entertained us: we danced to a Haryanvi *Giddha* and later swayed to Kannada songs. Colleagues sang about discrimination against the girl child. And MC's theatre buffs staged a play on the burden of unpaid care work, seen especially on women during the work-from-home months. It was a day that celebrated the rich cultural legacy of MC. It reinforced the organisation's sense of purpose.



Children & staff of MC during the 53rd Founders Day at New Delhi on 12th March 2022.

IN THE END IT WAS A DAY TO CELEBRATE THE RICH CULTURAL LEGACY OF MC, OF ITS TEAM SPIRIT AND TOGETHERNESS!

Strategy Planning Exercise

After the strategy review was completed in 2020, our energies had turned to developing a new road map that would direct MC from 2022 to 2027. The core strategy group ensured that our consultative process was a balanced exercise: responding to the feedback received both from internal teams and external stakeholders. Our internal teams brought on board a critical assessment on what were the greatest needs of the communities we serve; what strategies should be continued or discarded, helping us to re-evaluate our strengths and weaknesses. Brainstorming sessions dwelled on the culture of the organisation, questioning whether it hindered or strengthened its purpose; goals and values were reviewed, and alternative approaches chalked out as we now move into a changing world. Strategic shifts, small and big, have now been organically adopted by teams across the organisation. A new template, necessary for launching renewed plans and focus from April 2022 onwards, is in place.

Awards and Recognitions

Leadership in Times of Crisis Award: In appreciation of its admirable leadership and dedication, MC was presented the Great Place to Work® India's Best Leaders in Times of Crisis 2021 Award. This award is given to organisations in recognition of the exemplary leadership shown through the Covid-19 pandemic and for sustaining a "high trust, high performance culture" during VUCA periods.

Great Place to Work 2022: MC was also awarded a Great Place to Work® certification for January 2022 to January 2023, recognised as being the most definitive Employer of Choice, that organisations aspire to achieve.

These awards, at the time of disaster and disruption, are a validation of MC as one of India's leading not-for-profit organisations. Indeed, they endorse what we have always known intuitively, that despite adversities, the vision and mission of MC remains steadfast.



Snapshot of Workshops Attended by Team

Pursuing learning opportunities, the following were some of the training and workshop sessions undertaken by team members:

IN SERVICE TRAINING

- Adapting childcare models
- COVID prevention and management
- Caring for mental health during COVID,
- Supporting Children's Socio-emotional Development and more
- Safeguarding Children and Vulnerable Adults
- Understanding Protection Against Sexual Harassment at Workplace.

EXTERNAL TRAININGS & WORKSHOPS

- Mental Well-Being of Children and Families by the Sesame India Trust
- Leveraging Science to Advance ECD policies and Programmes by Saving Brains, USA and ARNEC
- Covid-19 and Impact on ECD: Implication for Service Providers by Saving Brains, USA
- Measurement for Change by Utrecht University



CHAPTER VI

BUILDING A MOSAIC OF PARTNERSHIPS

A tapestry of rich partnerships intertwines the determination of Mobile Creches (MC) to stand with India's youngest citizens and their marginalised families; enabling the nation's young children to survive and thrive in a safe, happy and caring environment. MC's strategy from 2017 to 2022 has been underpinned by the power of its partnerships ranging from volunteers and community groups to government, civil society networks, donors, families and many more invisible entities and determined voices.

As we look back, some significant achievements during this period stand out because of the support provided by these organisations: establishing a scalable childcare model at construction sites; strengthening Anganwadi Centres (AWCs) in disaster affected/conflict prone areas; Early Childhood Care and Education (ECCE) receiving a just space in the National Education Policy (NEP) 2020; State of the Young Child in India, 2020, an insightful publication brought out by Routledge; an efficient Enterprise Resource Plan (ERP) system and robust financial growth. None of this and more would have been possible without the faith and support of many committed stakeholders. COVID brought home a renewed dedication to nurture these valuable partnerships as we continue in our quest to ensure every child's wellbeing and access to the right to early childhood development.

IN 2021-22, AN EXTENSIVE NETWORK OF WELL-WISHERS SUPPORTED US WITH THEIR WISDOM, RESOURCES AND SOLIDARITY.

Civil Society Organisations (CSOs): New NGO partners, Society for People's Awareness (SPAN) in Kolkata and Mahita in Hyderabad helped scale childcare centres in these cities (*Chapter 1*). A total of 19 NGO partners helped MC to scale Early Childhood Development (ECD) services across 15 states in 2021-22. Many CSO network partners - the Right to Education (RtE) Forum, Right to Food (RtF) Campaign, National FORCES, Delhi Neenv FORCES, Alliance for Right to ECD and other national networks disseminated the message of exclusion and inequity faced by young children across a wide audience. International networks, Asia Pacific Regional Network for Early Childhood (ARNEC) and ECD Action Network (ECDAN) amplified the voice of India's poorest children, regionally and globally (*Chapter 3*). All CSO partners were part of MC's COVID response plan to meet the immediate needs of young children and their migrant families.

Employers: Developers and contractors remained primary construction industry partners for MC. About 35 developer partners supported 67 creches at construction sites (*Annexure 3*). A new partnership also emerged with Nilaya Greens, Ghaziabad. As the economy re-opened and industry revived, it is crucial that MC remains closely engaged with these stakeholders, so that they continue to hire women workers, remaining committed to providing maternity and childcare benefits to their workers; equally valuing the long-term impact of quality childcare for young children at their sites, and ensuring financial commitments to meet their obligations for on-site services.

MC also supports the quality of creche provisions in the tea gardens of Assam. The Assam and Bengal Indian Tea Association (ABITA) as a tea industry federation is an important partner in creating exemplary creche models. MC is working with 49 tea garden employers to upgrade the quality of their creches.

Knowledge Partners: MC's work benefitted from the sound scientific underpinning provided by its research and academic partners. MC collaborated with Saving Brains US, and Harvard T Chan School of Public Health, US to conduct a national study and contribute to other publications and workshops, producing credible evidence to improve our practice and policy actions.

A team of senior external researchers extended scientific rigour to the national study on the need for creches that was completed by MC in 2021-22 (Chapter 4). A knowledge partnership with Association for Early Childhood Education and Development (AECED) to co-host its world conference in June 2022 is an opportunity share best practices and academic knowledge, highlighting MC's experiences.

Institutional Donors: MC's financial health relies firmly on the sustained partnerships with Institutional donors. Once again, they admirably supported MC in this COVID-affected year. Azim Premji Foundation, Grand Challenges Canada, Sesame Workshop India and UNICEF Assam stood firmly behind the organisation. Bainum Family Foundation, Echidna Giving, Porticus and UBS Optimus Foundation went beyond their regular funding to infuse critical COVID relief support this year. We welcomed the Center for International Development Studies and Terre Des Hommes for their support and funds (Annexure 1). The combined contributions of institutional donors added to a stable and growing MC (Chapter 7).

Corporate Donors: MC was fortunate to continue with many of its corporate funders, welcoming also some new supporters. Drawmet Wires Pvt. Ltd., Jones Lasalle Lang Pvt. Ltd., and RKKR Trust came forward to sustain and develop our childcare services. Bangla Entertainment Pvt. Ltd., CII Foundation, Godrej Properties, HCL Foundation, HT Parekh Foundation, Kotak Mahindra Investments Ltd., and RBL Bank Pvt. Ltd., continued their generous support (Annexure 1). After the newly introduced FCRA amendments, corporate India's CSR commitments to social impact projects have become even more critical. MC will continue being a credible and evolving organisation for those corporate funders who are committed to invest in early childhood development and women's economic empowerment in India.



When I was a student at St. Thomas School, Delhi, we used to visit Mobile Creches and spend time with the children at the creches. Since then, I have been inspired by the work of Mobile Creches – how they are able to keep children smiling, playful, happy, and healthy. Interacting with children used to be my biggest stress buster, and I used to look forward to that time. This is a worthy cause for me to donate.

Saloni Sethi, MC Individual Donor



Employee engagement activity at MC

Individual Donors: The unfailing support of MC's community of individual donors through their general and corpus donations, and donations in kind, has been a regular source of sustenance. In the current FY, over a hundred individual donors generously extended their support. The amount for general and corpus donations was almost equally divided. A sizeable portion of this support was directed towards immediate COVID relief activities.

Twenty new donors came forward to join MC's caravan of co-travellers, sending their contributions through the Give India platform.



Volunteers playing and teaching with children at the creches

Volunteers and Interns: A total of 45 volunteers from Symbiosis University, Ambedkar University, Amity University, Jindal Global School, Delhi University, Tata Institute of Social Sciences, and many Delhi-based schools completed their assignments at MC during the year. Their support in many activities of MC, from playing and teaching children at the creches to support in research and documentation, film-making, amplifying powerful stories on social media platforms, to managing survey data records added to the story of MC. Many volunteers also supported the MC team to complete a course in spoken English. At the end of their internship, without a doubt, many took back a little piece MC in their hearts and minds, sharing their experiences with their family, friends and peers.



Volunteers interacting with children at the creches



CHAPTER VII

RESOURCING THE MC MISSION

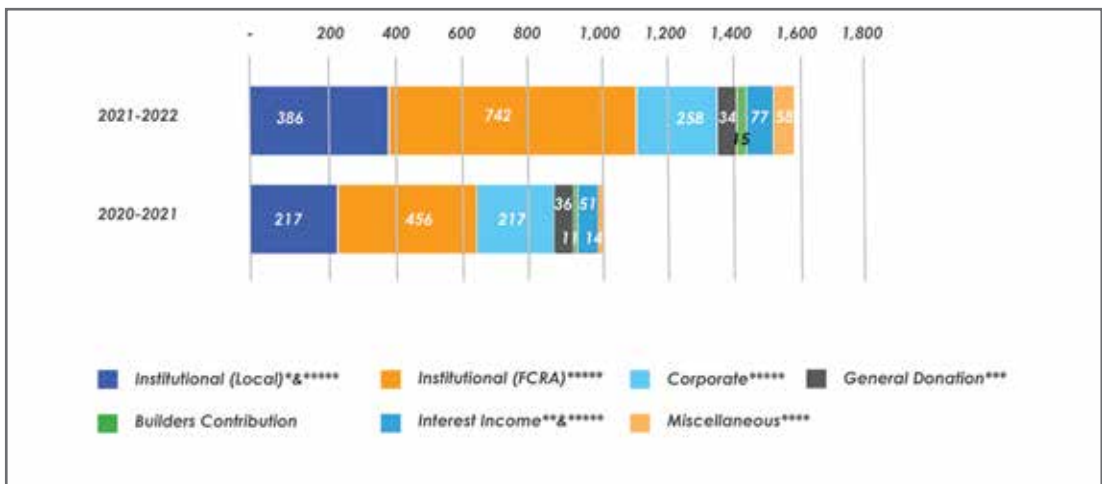
Mobile Creches' (MC) five-year strategy period starting from FY 2017-18 culminated in 2021-22. MC witnessed incremental growth over this period, despite enormous challenges. Its income increased from Rs 841 lakh in 2017-18 to Rs 1,570 lakh in current FY, indicating an 87 % overall growth. At the same time, MC's expenditure increased from Rs 849 lakh to Rs 1,511 lakh, showing a 78 % increase. The ERP implementation during this time has been the single most outstanding achievement for the organisation's fiscal management system. Our programmes were an integral part of the growth story, and valuable donor support has propelled our on-ground footprints.

MC received its Foreign Contribution Regulation Act (FCRA) 2020 renewal certificate valid for five years effective 1st January 2022, enabling the organisation to receive funds from foreign sources. MC also renewed its 12A and 80G certifications in FY 2021-22. Simultaneously, MC received approval from Ministry of Corporate Affairs against its application for Form CSR-1, making us eligible to receive funds under CSR activities.

Summary of Income

MC income for FY 2021-22 ended at Rs1,570 lakh. The income showed a stable growth of 57% over FY 2020-21 (Rs 1,002 lakh). MC's income showed a healthy balance of funding: institutional (72%); corporate (16%); unrestricted income (11%) and builder's contribution (1%). It was a challenging year for receiving contributions from builder's for creches running at their sites as centres had remained shut for many months because of COVID-19 restrictions. In fact, from Rs104 lakh builder contributions in FY 2018-19, this income source has been steadily declining, signaling a threat to MC's reliance on this source of income to cover its childcare operations (*Chapter 1*). On the other hand, foreign institutional grants (47%) and local institutional grants (25%) have helped MC effectively run our programmes, cumulatively covering 72% of total income.

Figure 1: Sources of Income 2021-22 (Amount in lakhs)



* Includes Government Grant (6-Lakhs)

** Includes Local & FCRA Interest (Earmarked Interest 25-Lakhs)

*** Includes Local and Foreign donations

**** Includes Income on redemption of mutual funds, sale of assets etc.

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

UBS Optimus Foundation, Echidna Giving (Rockefeller Philanthropy Advisory), and Bainum Family Foundation (Charity Aid Foundation, America) were major FC donors. Azim Premji Foundation, HCL Foundation, HT Parekh Foundation, Kotak Mahindra Investments Pvt. Ltd., and Jones Lang LaSalle (CAF India) were major sources of INR funding. At Rs 1,420 lakh, MC's income from grants and donations grew 53% (FY20- 21: Rs 926 lakh). MC's unrestricted income increased by Rs 74 lakh, mainly due to the profits realised on the redemption of mutual funds. General donations remained at almost the same levels as in the previous year (*Figure 1*).

Summary of Expenditure

MC's expenses incurred for overall activities showed some momentum in FY 2021-22 after a decline in the previous year due to Covid-19 lockdown conditions resulting in the closure of our childcare centres and the halting of most on-ground activities. MC rebounded, showing a growth of 52%, closing at Rs 1,511 lakh of expenses in current FY as against Rs 995 lakh expenditure in FY 2020-21. This increase is due to tremendous support received from FCRA and INR funders in re-energising MC's on-ground actions as a part of our COVID recovery efforts.

Our cumulative expenditure for supporting childcare services ended at Rs 670 lakh (compared to Rs 522 lakh in FY 2020-21) as centres re-opened and urban childcare centres grew in the post-pandemic days (*Chapter 1*). MC's capacity building initiatives (Rs 168 lakh) and community engagement and network partnerships (Rs110 lakh) grew significantly in absolute values as compared to previous FY, although the percentage of resource allocation was maintained at similar levels. MC's investments in carrying out evidence backed programmes escalated (Rs162 lakh) as compared to the previous year, informing the direction of MC's future strategy (*Chapter 4*). A major part of the year was also invested in COVID-19 relief actions, as seen in the final expenditure allocation (*Table 1*). Old pending dues under contractor contribution had to be written off.

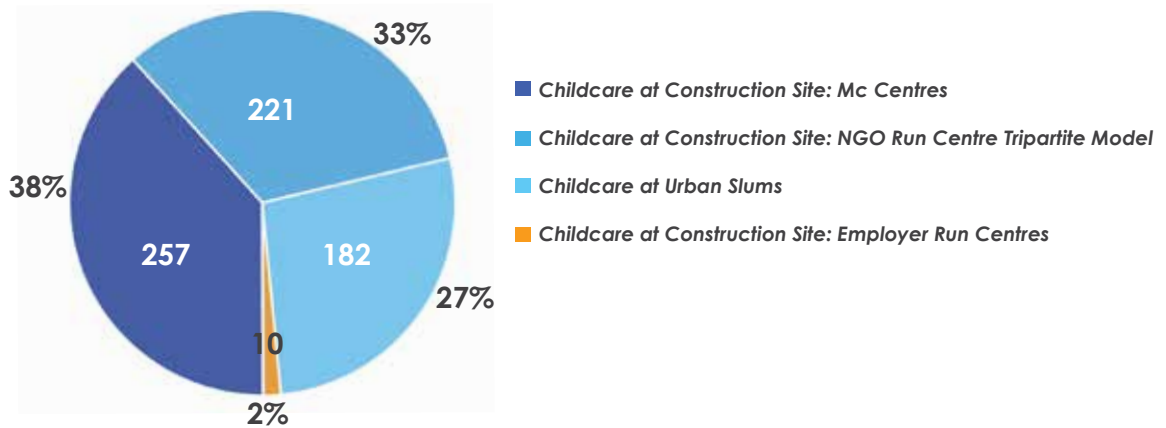
Table 1: Summary of Expenditure 2021-22 (in lakhs)

Expenditure	Expenses (2021-22)		Expenses (2020-21)	
	Amount	Percentage	Amount	Percentage
Childcare at Construction site	488	32%	432	43%
Childcare in Urban Slums	182	12%	90	9%
Training & Capacity Building For ECD	168	11%	115	12%
ECD Partnerships and Community Engagement	110	7%	68	7%
Knowledge Development	162	11%	72	7%
Resource Mobilisation	26	2%	33	3%
Human Resource Development	58	4%	39	4%
Expenses on COVID-19 Relief Actions	124	8%	67	7%
Administration	157	10%	78	8%
Contractor Contribution Written Off & Provisions	36	2%	1	0%
TOTAL	1511		995	

COVID related disruptions and changes in FCRA regulations in 2020 meant that MC's flagship model to scale childcare services through NGO partnerships was affected in 2021-22 (*Figure 2*). Investments in scaling childcare services through local NGOs came down, making us look at alternative ways for sustaining the model through INR funds. Childcare services in urban slums expanded significantly, in response to the immense need for care facilities for urban women informal workers.

Figure 2: Expenditure on Childcare Models: 2021-22

Childcare Services: Rs.670 lakhs



Balance Sheet 2021-22

MC 2021-22 Balance Sheet closed with a Rs 58 lakh surplus. This was due to the profits accrued from the redemption of mutual funds. MC's corpus fund stands at Rs 740 lakh with the receipt of Rs 22 lakh, as compared to Rs 718 lakh in 2020-21. The decline in investments from Rs1,600 lakh in 2020-21 to Rs 1,200 lakh in FY 21-22 was due to reduced unutilised grant balances at the end of the year. Other funds comprising property equipment fund, HR development & staff welfare fund, and special project fund rose by 13 %. Cash and bank balances are lower as compared to the previous year, reflecting better year-end cash management systems.

Table 2: Balance Sheet (Amount in lakhs)

Expenditure	Amount	Assets	Amount
Corpus Fund	332	Fixed Assets	87
Corpus Fund 35AC	408	Investments**	1230
General Fund	354	Stock-in-Hand	33
Property Equipment Fund	35	Cash & Bank Balances	32
Human Resource Development & Staff Welfare Fund	44	Debtors Deposits and Advances	72
Special Project Fund	25	- Grant Receivables	3
Advance/ Unutilized Grant	188	- Loan and advances	6
Current Liabilities and Provisions*	172	- Amount Receivables	12
		Other Assets***	155
TOTAL	1558	TOTAL	1558

*Sundry Creditors, Gratuity Liability payable to LIC, Leave Encashment, Expenses payable, Tax payable

**Investments includes Corpus Fund, General Fund, SPF, HR & SW Fund and Unutilised Grants

***Interest accrued on Fixed Deposits, Due amount of Tax deducted at source (TDS), Gratuity Fund balance with LIC

Transparency, Compliances, and Efficiency

Yet another year of statutory amendments has affected India's NGO sector. Despite multiple changes, MC has remained compliant and ensured timely registrations and renewals for all regulatory provisions. This is reflected in MC being awarded the Platinum Certificate in 2021-22 for Transparency and Public Accountability by Guidestar India for the fifth consecutive year.



—
GOING FORWARD
—

MOBILE CRECHES STRATEGY 2022-27

The new Mobile Creche Strategy for 2022-27 is ambitious, growth oriented, and forward looking. It keeps the young marginalised child at its centre. It aims to alleviate the trauma and challenges faced by children and their families, particularly women, during Covid-19 pandemic, and recognises the risk of inequity and exclusion caused due to potential policy and systemic failures.

MC's mission over the next five years is to 'Accelerate Access to Quality ECD for Marginalised Children by Supporting Sustainable Ecosystems'. The success of MC's strategic impact will be measured in the change driven by Empowered Parents, Enabled Communities, Strengthened CSOs, Responsible Businesses, and Supportive State in creating a just and caring world for Thriving Children.

MC will be guided to deliver on the following goals:

1. Enable quality childcare to half a million marginalised young children: by scaling childcare services at urban and rural areas, and across different worksites in India. MC will run such services directly, and in partnership with CSOs, governments, employers, community groups, and other service providers. To strengthen entire communities, MC will drive a community engagement programme that champions the needs of young children, benefits from the existing welfare entitlements, and improves public systems and budgets through collective voices. To support under-resourced families, MC will launch an innovative responsive parenting programme for providing quality early childhood experiences for very young children at home, and their mothers and fathers.

2. Innovate ways to create exponential ECD capabilities across ecosystem: by transferring ECD know-how across government and CSO partners through innovative content that draws from MC's evolving experiences, using conventional and digital solutions that ramps up capabilities to scale services for marginalised children. As a model setting organisation, MC will pilot new ways of delivering childcare to unreached children in emergency situations, and at-risk settings. Throughout its strategic initiatives, MC will ensure systems and guidance towards quality of ECD support and services.

3. Elevate criticality of ECD in stakeholders' agendas to prioritise young child issues: by generating evidence through stronger monitoring systems for its own practices, and harnessing knowledge through research for influencing ECD policies and programmes for India's most marginalised young children. MC will collaborate with networks to position young child issues across overlapping agendas. Importantly, MC will elevate the salience of ECD with media partners to amplify the importance of early childhood period in the public discourse.

4. Shape MC as an agile and visible institution in the field of ECD: by investing in MC as a resilient organisation that redesigns its people's capacities and systems, and refreshes its culture so that the entire organisation steps up to the agility and accountability that this strategy demands. MC will adapt to, and integrate innovative technology solutions across its front and backend operations to accelerate outreach, and improve efficiency. The proof of a sustained and successful strategy will lie on MC's ability to diversify and grow its funding base, by attracting and retaining motivated donors who prioritise funding for ECD and women's empowerment as one of the greatest tool to build an equal world.

Please feel free to reach out to Mobile Creches for more information on the five-year strategy.



ANNEXURES

ANNEXURE 1

Mobile Creches Partners

GENERAL DONATION

Upto INR 9999

Amika Raj Chitnis
Anil Bhalla
Anupam Dhawan
Anuragini Nagar
Balaji Nambi
Dr. Indu Balagopal
Ena Mehra
Jawahar Alexander
Lakshita Bhargava
Madan Lal
Mahendra Raj Mehndiratta
Mallika Vinod Raj Kumar
Poomima Singh
Ravinder Kumar
Renu Dhawan
Rhyma Pinto
Reeta Baumgartner
Ritu Mal
Seema Rai
Snehlata
Suchitra Mishra
Sudarshan Madhok
Sukarm Charitable Trust
Suman Pandey
Sunali Chhabra
Sunita Sharma
Sushmita John
Sweta Bhattacharjee
Tushar Ghosh
Verity Corbett

INR 10,000 to less than INR 40,000

Amit Khanna
Anand Shankar
Manu Lal
N. Ravi
Ruchi R. Jain
Rukmani Bhakht
Rupinder J. Swanni
Sanjay Kothari
Shashwat Kumar
Subbu
Sujatha V
Sumant Chadha
Sumitra Mishra
Tanay Rastogi
Tarun Rohatgi
Trishala Jain
Vera Garg
Vivek Kohli

INR 40,000 to less than 1 lakh

Emerging Securities
O.P. Jain Foundation
Pankaja Balaji
PCON Utilities Private Limited
Penny Holding
Sangeeta Gupta
Siddhant Dugar
Suminder Kaur
Vipin Sondhi
Vipul Tuli

INR 1 lakh and above

Give India
Swarn Vohra Memorial Foundation
SRF Foundation
Powell Craft
Kali Vohra

DONATION TO THE CORPUS FUND

Upto INR 9999

Aruna Sanwalka
Col. Jaideep Singh Dang
Deepshikha Singh
Priti Sanwalka
V.K. Sanwalka HUF
Vinod Kumar Sanwalka

INR 10,000 to less than INR 40,000

Asha Sairam
Bomi Firoz Daruwala
Mridula Bajaj
Rohit Bhasin
Sunisha Ahuja

INR 40,000 to less than INR 1 lakh

Arvind Wadhwa
Gaurav Mehndiratta
Madhura Swaminathan
Urvashi Dhamija

INR 1 lakh to 10 lakhs

Anjuly Chib Dugal
Deepankar Sanwalka
Indra Bhatia

Manender Mann
Mira Pradeep
R. Padmini

Sanjay Kaul
Satyavati Berera

EARMARKED DONATIONS/GRANTS

INR 10,000 to less than 1 lakh

Marks and Spencers
United Way of Mumbai

INR 1 lakh to less than 5 lakhs

Drawmet Wires
National Creche Scheme
P. V. Verzekeringen SC

INR 5 lakhs to less than 10 lakhs

India Infoline
RKKR Foundation
Terres Des Hommes
UNICEF Assam

INR 10 lakhs to less than 50 lakhs

Azim Premji Foundation
Bangla Entertainment Private Limited
Center for International Development Services (CIDS)
CAFI - Jones Lang Lasalle Property Consultant (India) Pvt Ltd
Charities AID Foundation America
CII Foundation
Godrej
RBL Bank Private Limited
Stichting Benevolentia (Porticus)
Sesame Workshop India trust

INR 50 lakhs to less than 100 lakhs

Grand Challenges Canada
HT Parekh Foundation
HCL Foundation
Kotak Mahindra Investment Limited

INR 100 lakhs and above

CAFA- Bainum Family Foundation
Rockefeller Philanthropy Advisors (Echidna Giving)
UBS Optimus Foundation

Donations in Kind

Abrol (Tex Links)
Amrita Jain
Asha Nandlal Gupta

Dr. Naveen Talwar
Gaurav Uppal (Richard Global)

Lakshita Bhargava
Sandeep Kumar Dhingra
Saloni Sethi

Interns and Volunteers

Bhaskar
Chanda
Chhavi Illwadhi
Deepika
Deepthi
Dhruv Dalbahadur
Garvita Roy
Gaurav
Gulvish
Harsh Veradhan Singh
Harshita
Hemant
Himanshu
Isha Kapoor
Jahanvi Malhotra
Jyotika

Kanika
Kanika Attri
Kanishk Rawal
Lakshay
Megha
Mehak Bhatia
Mehar
Nandana Kumar
Naveen Kumar
Nilambar
Pallavi Mudgal
Piram
Pratibha Bansal
Praveen Singh
Purna Raj
Priyanka Brihman

Priyanka Tigga
Riddhima
Robin
Sayed Farhan
Shaishera Rezia Das
Shubham
Sidharth Verma
Sonu Shah
Tanya
Tejas
Tiya
Trisha
Yuvika

Panel of Doctors at Construction Sites

Dr. Devender Prakash Gupta
Dr. Kalyani Mishra
Dr. Mudita Jain

Dr. N.P. Verma
Dr. Pradeep Tandon
Dr. Prabhat Sinha

Dr. Sandeep
Dr. Satish Chand Gupta

Pro Bono Advice

DKM Online

ANNEXURE 2

Mobile Creches Team

A

Abdul Momin
Aditya Singh
Ajanta Kafley
Ajit Kumar Vishoye
Amit Kumar Srivastava
Anita Nand
Anita Devi
Anita Singh
Anjali Mittal
Anju Dahal
Ankita Gupta
Ankur Kumar Sinha
Arshiya Sarah Shakeel
Asha Bahuguna
Asha Bhardwaj
Atishi

B

Babita
Balvinder Kaur
Bhagwati Jain
Bhupendra Shandilya
Bimla Devi
Biplap Ghosh
B.N. Manjunath

C

Chavi Vohra
Chandra Kanta Sethi
Chirashree Ghosh

D

Deepshikha Singh
Devender
Durga

G

Gaurav Kumar
Gazala Anam
Geeta
Geeta Devi

H

Hardeep
Hari Kishan
Heena

I

Imtiyaz Ahmad
Isha

J

Jakiya
Jamuna Devi

K

Kamlesh – I
Kamlesh – II
Kamlesh Sharma
Kanan Misra
Kanta Singh
Kavita Parmar
Keshav Sikdar
Khushnuma Parveen
Ahmed
Kusum Aind

L

Lalita
Lata Sharma
Lata Trehan
Latesh
Laxmi Roka

M

Madan Lal
Mahadevi Gorpade
Maimul
Mamta
Mamta Pandey
Mamta Shukla
Manju Gupta
Maya Tiwari
Meena
Meena Saxena
Meera
Meghna Ghosh
Mohd Shariq
Mukesh Kumar Verma

N

Nabeel Aslam
Naresh
Nargis Sharma
Neelam Srivastava
Neelima Sehgal
Neeru Bhatnagar
Neetu Rani
Neha Vashishth
Nidhi Diwakar
Nirmal Budhiraja

P

Paramila
Pinki
Pinki Devi
Pinki Gupta
Poonam Sapra
Prajawati
Preeti Rani
Priyanka Jaiswal
Priyanka Kumari
Pushpa Bisht
Putul Devi

R

Rajan Prasad
Rajesh Mittal
Rajni - I
Rajni - II
Raseedan Begam
Ravinder Kumar
Reeta
Reetu
Rekha Gupta
Renu
Rilakyniti Kharwanlang
Rina Devi
Rinki Devi
Rinki Sharma
Rinku Devi
Rita Mishra
Rita Rawat
Rupali Rawat

S

Sandeep Kumar
Sangita Rani Dhingra
Santosh Srivastava
Sapna – I
Sapna – II
Sapna Chaturvedi
Sarita Verma
Seema Marathe
Seema Rai
Seema Sahai
Shakuntala
Sharmila Devi
Shashi Kant
Sheetla Chandolia
Shilpa Jindal
Shiv Bahadur
Shova Dahal
Shweta Bharadwaj
Smita Nand Kumar
Snehlata
Soni Pandey
Sonia
Sonia Sharma
Srijitha Nair
Subash K B
Sudesh Sharma
Suja Saji Samuel
Sujata
Suman - I
Suman - II
Suman Lata
Suman Negi
Suman Pandey
Sumitra Mishra
Sunita Rawat
Sunita Sharma
Sunita Solanki
Swati Shukla
Sweta Bhattacharjee

ANNEXURE 3

Childcare Initiative at Construction Sites

I. Demonstration Centres Staffed and Managed by MC: Delhi, Haryana, Uttar Pradesh (13 Centres)

1	Ajnara Group, Ajnara Le Garden Project, Noida Extension Sector 16 B, Near Roja Yakub, West Greater Noida, Uttar Pradesh
2	ATS Greens, ATS township Pvt. Ltd. Rhapsody, Greater Noida West, Uttar Pradesh*
3	ATS Home Kraft Infra Pvt. Ltd., Sector 150, Pious Hide Ways, Plot No J&K sc-02, Noida, Uttar Pradesh
4	ATS Home Kraft Infra Pvt. Ltd., Happy Trail, Sector 10, Greater Noida West, Uttar Pradesh*
5	Bestech India Pvt. Ltd. Bestech Park View Altura, Sector 79, Gurugram, Haryana
6	B.G Shirke Construction Technology Pvt. Ltd., LIG/ EWS (11a) Housing Project for DDA, Pocket 13, Narela, Delhi
7	B.G. Shirke Construction Technology Pvt. Ltd. EWS&Cat 11 Hosing Project for DDA, Sector A1-A4, G-6, Narela, Delhi
8	B.G. Shirke Construction Technology Pvt. Ltd. EWS&Cat 11 Hosing Project for DDA, A-1 to A-4, A-4, Narela, Delhi
9	B.G. Shirke Construction Technology Pvt. Ltd., Sector A1 to A4, Narela Pocket 6, Near Mansa Devi Mandir, Narela Pocket 6-A, New Delhi
10	B.G. Shirke Construction Technology Pvt. Ltd., Sector A1 to A4, Narela Pocket 6, Near Mansa Devi Mandir, Narela Pocket 6-B, New Delhi
11	The Hemisphere Life Curated, Royal Golf Link City Project Pvt. Ltd., Plot No. REP-2, Sector 27, Block B, Jaypee Greens, Pari Chowk, Greater Noida, Uttar Pradesh
12	Nilaya Infra Pvt. Ltd., Nilaya Greens, Motra Rajnagar Extension, Ghaziabad, Uttar Pradesh
13	V Care Trust, Vatika India Next Project, Sector 83, Near Apno Ghar, Gurugram, Haryana

II. Employer Run Centres Set Up and Facilitated by MC: Haryana, Uttar Pradesh (3 centres)

1	ATS Group, ATS Picturesque Reprieve, Sector 152, Noida, Uttar Pradesh
2	Eldeco Group, Eldeco Estate One, Sector 40, G.T. Karnal Road, Panipat, Haryana
3	Shapoorji Pallonji Group, Capital Tower, Sector 26, MG Road, Gurugram, Haryana

II. Tripartite Centres Managed by NGOs Technically Supported by MC: Delhi, Gujarat, Haryana, Kolkata, Karnataka, Punjab, Uttar Pradesh, Rajasthan, Telangana (45 Centres)

1	Aamrapali Kingswood, Samridhhi Apna Centre 2, JC5P+QFG, Noida-Greater Noida Link Rd, Sector 4, Greater Noida, Uttar Pradesh
2	Ajnara India Ltd, Ajnara Ambrosia, Sector-118, Noida, Uttar Pradesh
3	Archi's Pearl Paradise, Mikado School Ki Gali, Near Maryada Heights, Meera Nagar, Udaipur, Rajasthan
4	ATS Greens, ATS Dolce, Zeta 1, Greater Noida, Uttar Pradesh
5	ATS Greens, ATS Le Grandiose, Greater Noida (plot no-sc-01/c-a1 of sport city plot no-sc-01/, Sector-150, Noida, Uttar Pradesh
6	ATS Home Kraft Infra Pvt. Ltd., Happy Trail, Sector 10, Greater Noida West, Uttar Pradesh*
7	ATS Greens, ATS township Pvt. Ltd. Rhapsody, Greater Noida West, Uttar Pradesh*
8	ATS Knightsbridge, Greater Noida, Uttar Pradesh
9	ATS Marigold, CWPW+WCR, Sector 89A, Gurugram, Haryana.
10	ATS Nobility, Florence International School, D 13, Sector 3 Rd, Sector 3, Noida, Uttar Pradesh
11	ATS Picturesque, A-1/401, Tower 1, Purvanchal Silver City, Sector 93A, Noida, Uttar Pradesh
12	Bakeri Group, Sarvesh, Bakeri City, Close to Prahladnagar, Vejalpur, Ahmedabad, Gujarat
13	Corporate Leisure & Property Developments Pvt. Ltd., CLPD Chikkaballapur, Suncity 2 Gunjur Road Carmelaram post, Ambedkar Nagar, Chikkabellandur, Bengaluru, Karnataka

Note: * The centres ran for 6 months from April to August under the tripartite model. Since September MC runs them directly as part of the demonstration model centres.

14	Emaar MGF Land Ltd, Mohali Hills, Sector 105, Mohali, Punjab
15	GD Buildtech Pvt. Ltd., Eldeco Accolade, Sohna, Gurugram, Haryana
16	Girdhari Construction, DDA project, Samridhi Apna Centre 1, Delhi, DDA site D16 Loknayakpuram Bakkarwala, New Delhi
17	Globe Civil Project Pvt. Ltd, CPWD project, Fulwari-IIM-Labour Camp-1 and 2, IIM Udaipur, Labour camp -2, Balicha, Ahmedabad Highway, Udaipur, Rajasthan
18	Godrej Properties Ltd., Godrej Nest, Greater Noida, Rasoolpur Nawada, Industrial Area, Sector 150, Noida, Uttar Pradesh
19	Hombale Constructions and Estates Pvt. Ltd, Hombale, 11th Main, Vijayanagar, Bengaluru, Karnataka
20	Honor Homes Constructions, Labour Camp, Gopanpally Thanda, Serilingampally Mandal, Rangareddy District. Telangana
21	JMC Projects (India) Ltd, Puravankara, Purva Palm Beach, Opp Hennur Road, Yashbans Road, Hanumanthappa Layout, Kyalasanhalli, Bengaluru
22	JMC Projects (India) Ltd., JMC Prestige Lake Ridge, No 115 Uttrahalli Post, Veeranjanya Layout, 2nd stage, Yadalam Nagar, Subhramanyapura, Bengaluru
23	Mahaveer Group, Mahaveer Ranches, Rayasandra Circle, Bengaluru, Karnataka
24	Mahaveer Group, Mahaveer Turquoise, Next to Hosa Road junction, Basapur village, Bengaluru, Karnataka
25	Migsun Vilaasa, 1B, Plot No.GH, 1, Beta Sector 2 Rd, Greater Noida, Uttar Pradesh
26	Migsun Wynn, Eta II, Greater Noida, Uttar Pradesh
27	N.R Green Woods, Rachenahalli Main Road, Near Amruth Apartment, Rachenahalli, Jakkur Bengaluru
28	Phuljhuri, Action Area, 1A, Block AD, Street No. 45, New Town, Kolkata
29	Prestige Group, Prestige Falcon City, Kanakapura Road, Bengaluru, Karnataka
30	Prestige Group, Prestige Fern Galaxy, Surjapur, Bengaluru, Karnataka
31	ATS Home Kraft Infra Pvt. Ltd., Happy Trail, Sector 10, Greater Noida West, Uttar Pradesh*
32	Prestige Group, Prestige Kew Garden, Kariyamma Agrahara Road, Shyanbhog Colony, Yamalur, Bellandur, Bengaluru
33	Rise Builder, Resort Residences, Sector-1, Techzone-4, Greater Noida West, Uttar Pradesh
34	Royal Archie Pvt. Ltd., Royal Archie, Pratapnagar, Airport Road Udaipur, Rajasthan
35	Savvy Infrastructures Pvt. Ltd., Savvy Swaraj, Off SG Highway, Opposite Godrej Garden City, Jagatpur Road, Ahmedabad, Gujarat
36	Signature Global, Signature Global The Millennia, Garauli Kalan, Sector 37 D, Gurugram, Haryana
37	Signature Park 2&3, 73 Q8+8 CG, Sector 36, Sohna, Haryana
38	Signature Park 4&5, 73 W7+JXV, Sohna Rd, Haryana
39	Sipani Royal Heritage, 69/2, Chandapura - Anekal Rd, Iggalur, Karnataka
40	Sternal Buildcon Pvt Ltd, The Serena, Sector-37 D, Gurugram, Haryana
41	Suncity Projects, Suncity, Ibluru, Surjapur, Outer Ring Road, Ibluru, Bengaluru, Karnataka
42	Sushma Buildtech, Sushma Chandigarh Grande, Adjoining Walmart Chandigarh-Delhi NH-22, Zirakpur, Punjab
43	TATA Housing, TATA Aquila Heights-1, Jala Halli West, Bengaluru, Karnataka
44	TATA Housing, TATA Aquila Heights-2, Jala Halli West, Bengaluru, Karnataka
45	TATA Housing, TATA Aquila Heights-2 (Unit 2), Jala Halli West, Bengaluru, Karnataka

IV. NGO Tripartite Partners Managing the Centres in Section III Above and 1 urban centre in Section III above

1	Aajeevika Bureau, 39, Krishna Colony, Near Khan Complex, Bedla Road, Behind CASA Training Centre, Udaipur, Rajasthan (Started in 2020; managing 3 centres)
2	Care Village Foundation, H.No 1, NH 29, Mardah, Uttar Pradesh (Started in 2019; managing 2 centres)
3	Child Survival India, Khera Khurd Village, Multipurpose Community Hall, New Delhi (Started in 2018; managing 4 centres)
4	Mahita, 12-13-484/21, Street No.1, Tamaka, Secunderabad, Telangana, India (Started in 2021; managing 1 centre)
5	Nav Srishti, 3-C, Icon Society, Near LIC Building, Mehrauli, New Delhi (Started in 2015; managing 2 centres)

Note: * The centres ran for 6 months from April to August under the tripartite model. Since September MC runs them directly as part of the demonstration model centres.

6	Nipun, GH - 5 & 7 / 883, Paschim Vihar, New Delhi (Started in 2015; managing 4 centres)
7	Rasta, E-75, Gali No.1, West Vinod Nagar, New Delhi (Started in 2014; managing 1 centre)
8	Saath Charitable Trust, O/102, Nandanvan 5, Nr. Premafirth Derasar, Jodhpur, Ahmedabad (Started in 2015; managing 3 centres)
9	Safe Approach for Nascent Termination of Social Hazard (SANTOSH), E 93, Bhagwati Garden Extn., New (Started in 2014; managing 3 centres)
10	Sakshi, D-332, Defence Colony, New Delhi (Started in 2015; managing 4 centres)
11	Sampark, No. 39, 1st Avenue, Teacher's Colony, 1st Block, Koramangala, Bengaluru (Started in 2015; managing 10 centres)
12	Society For People's Awareness (SPAN), BE 328, Central Park, Sector 1, Bidhannagar, Kolkata, West Bengal (Started in 2021; managing 1 centre)
13	Sparsha Trust, No. 64 (old no.4), 9th Main, Beside Dr. Shah's Diagnostic Centre, Mathikere, Bengaluru (Started in 2017; managing 5 centres)
14	Voluntary Health Association of Punjab (VHAP), C/o Sood Complex, Top Floor, Opposite WWCommittee Office, Near Bank of Baroda, Dasmesh Nagar, Nayagaon, District Mohali (Started in 2015; managing 2 centres)

Childcare Initiative in Urban Poor Settlements

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

1	Barola Centre, Hanuman Vihar, Sector 48, Barola, Noida, Uttar Pradesh
2	Mamura-I Centre, Gali No 7, Sector 66, Noida, Uttar Pradesh
3	Mamura-II Centre, Gali No 5, Sector 66, Noida, Uttar Pradesh
4	Sarfabaad Centre, K. No. 361, Village Sarfabad, Sector 73, Noida, Uttar Pradesh
5	Seemapuri- I Centre, Block D, DDA Community Centre, Near New Seemapuri Bus Stand, New Delhi
6	Seemapuri- II Centre, Block-A, DDA Community Centre, New Seemapuri, New Delhi
7	Trilokpuri Centre, Block 13, Community Centre, Trilokpuri, New Delhi

II. Demonstration Centres Staffed and Managed by MC: Delhi

1	Dakshinpuri-1, Gali No 3, Opposite- 3/332, Near MCD office, Dakshinpuri, New Delhi
2	Dakshinpuri-2, Block B, Near Mahila Mangal, Behind Virat Cinema, Dakshinpuri, New Delhi
3	Raja Bazaar Centre, D.I.Z Area Raja Bazar, Near Gole Market, New Delhi

III. Urban Creches Run in North Delhi Municipal Corporation Schools, Delhi

1	Municipal Corporation of Delhi School, AC Block, Shalimar Bagh, New Delhi
2	Municipal Corporation of Delhi School, G Block, Naraina Vihar, New Delhi
3	Municipal Corporation of Delhi School, H Block Naraina Vihar, New Delhi
4	Municipal Corporation of Delhi School, Haiderpur I, New Delhi (Partner Run)
5	Municipal Corporation of Delhi School, Haiderpur II New Delhi
6	Municipal Corporation Primary School, EU Block, Pitampura, New Delhi
7	Municipal Corporation Primary School, Prashant Vihar, New Delhi
8	Municipal Corporation Primary School, Turkman Road No. 1, New Delhi
9	Municipal Corporation Public School, HU Block, Pitampura, New Delhi

ANNEXURE 4

Training Overview: 2021-22

Crèches/Daycare in Different Settings: Construction Sites, Urban, Rural, Tea Gardens				
Training within MC and for Civil Society Organizations (CSOs)				
S.No	Type of Training	Purpose	Target Group	Outcomes/Observation
1	TOT; Developing Trainers as ECD resource	To develop a cadre of ECD trainers at MC by enhancing skills and knowledge on ECD	Mobilizers of Mobile Creches. Physical Training; 6 days	Enhanced knowledge and skills for conducting ECD trainings with frontline workers
2	Pre-service training for crèche/daycare	To develop a pool of child-care workers	88 local community women trained of 10 NGOs -Mahita, MV Foundation, CSI, Safe Approach, Raasta, Sakshi, Nipun, Navshristi, Azad Foundation and SPAN Physical Training, 12 days in 4 batches	Increased knowledge, skills and attitude on crèche running and management which led to setting up of 3 crèches in the most vulnerable communities
3	Training on Social Emotional Learning (SEL)	To build SEL competencies self-awareness and self-management through play-way activities and engaging stories as part of MC's Parent Development Modules	Frontline workers across all MC models Weekly online training: 2 hours 20 weeks; 40 hours	Strengthened caregiver-child relationship for creating a SEL conducive environment
4	Training on COVID protocols	To enhance understanding on COVID Protocols for ensuring children's safety at the centres	Frontline workers and Mid-level functionaries across all MC models 2 online training in 2 batches for 2 hours each	Reinforced understanding on COVID protocols
5	Training for conducting stimulation activities in a safe space during pandemic	To support frontline workers in conducting learning activities with children at identified child-friendly spaces	Frontline workers across all MC models 4 online trainings; 2 hours	Enhanced capacities for conducting play-way activities in difficult settings
6	Training on Records and System formats	To build a common understanding on the records and system formats to be filled at a daycare centre	Mid-level functionaries across all MC models 2 online training in 2 batches for 2 hours each	Common understanding built on the records and system formats
7	Training on the transaction of Balwadi Curriculum Theme 1 & 2	To build capacity of ECCE workers in quality transaction of the Balwadi Curriculum	Balwadi workers and Mobilizers across all MC models 2 days physical training in two batches	Enhanced capacities a for transacting the revised ECCE curriculum
8	ECD Orientation and Sensitisation Training	To orient and sensitize tea garden employers on ECD for strengthening quality of crèches at tea gardens	28 tea garden managers	Increased knowledge on importance of running crèches at tea gardens and its essential components
9	In-service training through hand-holding support	To enhance knowledge and skills; focus on nutrition and growth monitoring	40 tea garden creche workers trained 1-day physical training in two batches	Improved knowledge and skill on monitoring and tracking children's growth
10	Orientation on need assessment for creches and daycare centres	To build skills in conducting need assessment at the identified locations	32 mid-level functionaries trained from 3 organisations, ABITA, SAATH and SPAN 3 online training in 3 batches; 2 hours each	Improved skills in conducting needs assessment to ascertain community need for creches and daycare centres

Trainings in Partnership with Government: Haryana, Delhi, and Jammu & Kashmir

1	Pre-service and In-service training for crèche/daycare	To develop a pool of childcare workers and enhance their skills in running and managing creches.	153 local community women from 22 districts of Haryana - 4 trainings; 14 days each - 1 refresher training; 3 days - Handholding visits for in-service training	Increased knowledge, skills and attitude towards crèche running and management
2	Orientation on ECD and crèche operations	To orient and sensitise on the importance of ECD and building skills for running quality crèches	71 Crèche Helpers from 21 districts of Haryana. 4 days training	Increased understanding about their role in running quality crèches
3	Orientation on ECD, concept and importance of crèches	To orient on the creche concept and its importance	287 Mid-level functionaries: Supervisors, CDPOs, DPOs of Haryana 1 Training; 1/2 day	Strengthened caregiver-child relationship for creating a SEL conducive environment
4	Capacity Building on ECCE and Supportive Supervision	To enhance knowledge and skills on ECCE activities, play-way methodologies and supportive supervision	10 Mid-level functionaries: Supervisors, CDPOs, DPOs of Jammu. 1 physical training	Enhanced knowledge and skills on play-way methodologies, skills of supportive supervision along with attitudinal change
5	ECCE strengthening	To strengthen preschool component under ICDS	70 AWW trained from Jammu and Delhi 4 physical training; 5 days each	Strengthened knowledge and skills on ECCE activities and play-way methodologies
6	Orientation and sensitisation on ECCE and understanding their roles and responsibilities	To build capacity of helpers on the importance of ECD and ECCE and to bring clarity about their roles and responsibilities.	50 Helpers trained from Jammu 1 physical training; 5 days	Capacity built on the importance of ECD and ECCE and roles and responsibilities clarified
7	Training on Socio-Emotional Learning	To train the AWWs on conducting training with the Mahila Mandals on various components of SEL	661 AWWs of Delhi trained 4 online sessions; 4 batches for each session	Enhanced capacity of the AWWs on conducting training with the Mahila Mandal members in the community on various components of SEL
8	Training on Community Engagement	To strengthen community engagement for better support and monitoring of local Anganwadi Support and Monitoring Committees	50 ASMC groups formed in Jammu and 2 Creche committees 2 workshops; 3 days each	50 ASMCs strengthened in Jammu for strengthening and monitoring the Anganwadi Centres

ANNEXURE 5

List of Mobile Creches' Publication and Training Materials in 2021-22

S No	Name of the Resource	Description	Type
Research Studies (Evidence)			
1	Women Need Creches: National Study on Women's participation in Paid work and the Nature of Childcare arrangements in India	A Study was conducted at the national level on interlinkages between women's participation in paid work and the nature of childcare arrangements in India. It provides an insight into the status of childcare provision and perceived needs of women engaged in paid and unpaid work. [To be published]	Report
2	Informal childcare arrangements and support in selected communities of Delhi: A Dipstick study	A Dipstick study was conducted to examine the structure and processes of informal childcare arrangements in the selected communities of Delhi.	Report
3	Tracking Immunization Status of Children Under Six years in Delhi	Survey in partnership with Delhi Commission for the Protection of Child Rights (DCPCR) to track immunisation status of children from birth to 6 years of age and to understand the gaps and challenges of immunization services.	Report
4	Implementation of Pradhan Mantri Matru Vandana Yojana (PMMVY) during Covid-19 in five states: A Status Check Study.	A study was conducted to examine the benefits and challenges faced by pregnant women and lactating mothers in accessing PMMVY during the COVID times in Jharkhand, Chhattisgarh, Madhya Pradesh, Odisha, and Delhi.	Report
5	Impact of COVID-19 on young children and their families: A Survey	A study launched by Harvard School T.H. Chan School of Public Health, ECDAN, and Saving Brains to examine the social, economic, health, and educational impacts of COVID-19 on young children and caregivers. 190 caregivers were interviewed including 98 caregivers from Delhi NCR, 42 caregivers from Bangalore (Karnataka), and 50 caregivers from Ahmedabad (Gujarat). The sample was derived from childcare centres including 4 Mobile creches run direct delivery centres from Delhi NCR and 14 NGO-run childcare centres from Bangalore, Ahmedabad, and Delhi NCR.	Survey Report
Published Knowledge Pieces			
6	Mobile Creches Innovation for Inclusive and Quality ECD	An article published in an International Journal Childhood Education Innovations. The article shares MC's best practices and innovations with the global audience of practitioners and advocates in ECD and childcare. https://doi.org/10.1080/00094056.2021.2000274	Publication
7	Unfolding Opportunity: Moving Childcare Forward to Support Children, Families, Communities, and the Economy	A commentary for the Paediatrics supplement on Promoting Early Childhood Development Globally Through Caregiving Interventions	Publication
8	Girl Child Protection	An article published in 'Yojana' Magazine issued by Ministry of Information & Broadcasting, Government of India. The article highlighted the rights-based perspectives of girl child, intersection of vulnerabilities including COVID-19 and other crisis context. The article recommended for a gender-responsive child protection system in humanitarian crisis.	Publication
9	Early Childhood Development in Urban Informal Settlements and Slums, Graduate Institute of International and Development Studies (IHEID), Geneva and Save the Children Switzerland.	Published Case Study of Mobile Creches in a Project Report from the 'Mobilities, Spaces, and Cities' specialisation track of the Development Studies Interdisciplinary programme at IHEID.	Publication (Report)

Monitoring and Evaluation (M&E) Reports			
10	Monitoring & Evaluation Framework: Setting up and Implementing Creches in the State of Haryana	An M&E Framework was developed for government partnership in Haryana to set-up and implement 500 quality crèches with adequate infrastructure and well-trained crèche staff for quality service delivery for children under six years of age.	M&E Document
11	Identifying Needs for Universalization of Creches in Haryana, India: A Scoping Study	A Scoping study was conducted to review the secondary data and existing evidence to assess the status of Haryana on the indicators of female employment, maternal health, and early childhood development; to establish evidence-based need for childcare	Report
12	Need Assessment and Space Audit in Bengaluru (Karnataka) Urban Regions	Conducted need assessment and carried out space audit at 60 locations in Bengaluru Urban, to identify need for creches and available infrastructure to upgrade anganwadis as anganwadi cum creches, to benefit urban working women's children.	Report
13	Building capacities to strengthen ECCE in ICDS centres: Endline survey report. Ramban, Jammu and Kashmir	An Impact Evaluation study (Endline) to understand the impact of the project at the beneficiary level. Baseline was done in 2019 and Endline in 2021.	Report
Training Materials (Content Developed)			
14	Three curriculum themes on Weather, Our Helpers, and Modes of Travel of 'Anandmay Adhigam', Balwadi Curriculum for Children from 3-5 years	An updated and revised ECCE Curriculum package incorporates, curriculum booklet, which is a detailed lesson plan for Balwadi teachers, worksheets for children, story books, flash cards, and poems.	Teaching Learning Material
15	Revision Curriculum 'Punravritti Pustika' for three quarters of Balwadi Curriculum for Children from 3-5 years	One-month long lesson plan after completing 3 themes to provide an opportunity for children to revise what all have been done in the previous three themes.	Teaching Learning Material
16	Three Assessment Booklets 'Maine Seekha, Maine Socha, Maine Samjha' for three quarters of Balwadi Curriculum for Children from 3-5 years	Three Assessment booklets are individual booklets for every child, containing monthly and quarterly assessments. It helps Balwadi workers to modify and upskill the teaching strategy as per the levels of children.	Classroom-based Assessment Booklet
Knowledge Events			
17	Covid-19 and Impact on ECD: Implication for Service Providers	https://www.youtube.com/watch?v=Ap1RYw3l8sl	Webinar
18	Intentional Integration of SEL and Wellbeing into ECD programs: Implication for Effective Delivery at Scale	https://youtu.be/CC3rV91zUHW	Webinar
19	4 th Anita Kaul Memorial Lecture Challenges to India's Democracy and the Role of the Indian Media	Full text of Lecture by Pamela Phillipose: https://bit.ly/2ZfxcXS Link to watch and share the full recording of the webinar: https://bit.ly/3vKQBAY	Lecture
20	Leveraging Science to Advance Early Childhood Policies and Programs	Leveraging Science to Advance Early Childhood Policies and Programs Workshop 2 (vimeo.com)	Workshop

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 31 st March 2026.
- Section 80G of the Income Tax Act 1961; AAAAM0094PF20214 dated 28-05-2021 valid till 31st March 2026.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988. The registration has been renewed w.e.f 1st January 2022 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. A Strategic Review exercise is done, for the purpose of defining the Strategic Plan for the next 5 years. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives.

3. GOVERNANCE

(a) General Body (as on 31st March 2022)

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

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

FOUNDER MEMBERS (LIFE)	Dipa Sinha	Rajan Sinha
Devika Singh	Gaurav Mehndiratta*	Ritu K. Mal
Indra Bhatia	Indu Balagopal	Rohit Bhasin*
CORE MEMBERS (LIFE/3-YEAR TERM)	Jolly Rohatagi	Sanjay Kaul
Adarsh Sharma	Kali Vohra	Saurabh Prakash
Ajay Vohra	Kumkum Ghosh* **	Shankar Venkateswaran
Amitabh Behar	Manju Vaish	Satyavati Berera
Amrita Jain	Manas Satpathy*	Shashi Kiran
Anjali Alexander	Mathew Cherian	Venita Kaul
Anup Khosla	Mina Swaminathan	Vera Garg
Archna Kumar	Mohini Prakash	Ved Arya
Arvind Wadhwa	Mridula Seth	Yashwanti Rana**
Asha Chaudhri	Priti Sanwalka	ASSOCIATE MEMBERS
Asha Singh	Renu Karnad	Nisha Mehta*
Biraj Patnaik	Raman Ahuja*	Mrinalini Kochar*
Brinda Singh	Ranjana Agarwal	

* Term ends 31st March 2023

** Ms. Kumkum Ghosh and Ms. Yashwanti Rana stepped down as GB members w.e.f 12th September 2021.

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 25 th September 2021. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3-year term. Devika Singh, GB member, was paid an honorarium for her inputs, as Advisor, to the ECD Partnership and Community Engagement functions, at Mobile Creches.

(b) Governing Council (Board)

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

A Board Rotation Policy exists and is practiced as per Clause 14 (d) of the Rules and Regulations of Mobile Creches: Any member who has served three consecutive terms (beginning 1.04.2005) immediately preceding the next term (as office bearer or member of the GC) shall not be eligible for nomination. None of the Board members are related by blood or marriage.

Governing Council (Board) as on 31st March 2022

S.No.	Name	Age	Gender	Occupation.	Position in the Board
1	Amrita Jain*	64	F	Advisor, Grassroots Advocacy & Capacity Building, Mobile Creches	Chairperson
2	Kali Vohra*	60	F	Fully Involved with MC since 1984	Secretary
3	Raman Ahuja*	56	M	An independent advisor and consultant with several multilateral organizations	Joint Secretary
4	Rohit Bhasin*	62	M	An independent advisor and member of the Governing Council (Board) of Save the Children, India	Treasurer
5	Priti Sanwalka*	53	F	Chartered Accountant, Volunteering with various NGOs	Member
6	Rajan Sinha*	66	M	CEO, Mantrana Consulting Pvt. Ltd., an HR consulting firm	Member
7	Ved Arya*	64	M	Founder & Director of the Buddha Institute, which aims to groom youth as development entrepreneurs	Member
8	Adarsh Sharma*	76	F	Former Director, National Institute of Public Cooperation and Child Development (NIPCCD)	Member
9	Rita Sarin**	66	F	Vice President & Country Director, The Hunger Project	Co-opted Member
10	Samir Mathur**	68	M	Retired IAS Officer	Co-opted Member
11	Gaurav Mehndiratta***	47	M	Partner and National Head, Corporate and International Tax, KPMG in India	Member
12	Sunil Ganesh***	41	M	Founder, Pragyan Advisory, a Business Consulting Services which develops, implements customised leadership & capability building solutions	Co-opted Member
13	Geeta Goel***	49	F	Country Director, Michael & Susan Dell Foundation India, LLP	Co-opted Member

*Elected from the GB at its meeting held on 30 th November 2019 for the term 2020-23.

**Co-opted by email circulation to GC on 31 st December 2019, for the term 2020-23

***Gaurav Mehndiratta was appointed as member w.e.f 1 st January '22. Sunil Ganesh and Geeta Goel were appointed as co-opted members w.e.f 1 st January '22.

(c) Details of Governing Council meetings held in 2021-22

The GC met four 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.

S.No.	Date of the meeting	*No. of members present	Business conducted
1	July 24 th , 2021	10	Approval of Annual Statement of Accounts for FY 2020-21; Tabling Strategy Plan (2017-22) Review Report; Update on ED's performance and KRAs for next year.
2	September 25 th , 2021	7	Approval of Annual Report 2020-21; Adoption of Audited Annual Statement of Accounts 2020-21; Recommendation of Statutory Auditor for 2021-22; Ratifying resignation from GB members.
3	December 4 th , 2021	12	Tabling of draft Strategy Framework 2022-27; Resource planning for Strategy 2022-27
4	March 26 th , 2022	10	Approval of Strategy Plan 2022-27; Approval of Annual Operational Plan for FY 2022-23, and Annual Budget 2022-23; Approval of HR Structure and Plan 2022-23; Information for Nomination Process 2023-26

*Six members constitute a quorum

(d) Committees

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

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

Details of Committee Membership – 2020-23

	Human Resource	Finance & Audit	Governance Development Committee
Committee Chair: (GC/GB members)	Rajan Sinha	Rohit Bhasin	Raman Ahuja
GC/GB Members	Vera Garg Kali Vohra	Anup Khosla Priti Sanwalka	Shankar Venkateswaran Sanjay Kaul Satyavati Berera Rita Sarin
External Experts	Sunil Ganesh		
Heads of Departments	Chief Operating Officer Senior Manager HR	Chief Operating Officer Manager Finance	Executive Director
Ex Officio Members	Chairperson & ED	Chairperson & ED	Chairperson

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

(e) 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

4. ACCOUNTABILITY AND TRANSPARENCY

(a) Audited Financials

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

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

(b) Annual Report

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

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

(c) Staff Details

Table 1: Highest, 2nd Highest and Lowest Paid Staff Members (As on 31st March 2022)

Particulars	Name	Designation	Salary (per month)
Operational Head of the Organisation	Sumitra Mishra	Executive Director	2,50,000/-
Highest paid staff member after Operational Head	Seema Sahai	Chief Operating Officer	1,53,759/-
Lowest paid staff member in the organisation	Mamta Pandey	Helper	19,464/-

Table 1: Highest, 2nd Highest and Lowest Paid Staff Members (As on 31st March 2022)

Slab of gross salary plus benefits (Rs per month)	Male Staff	Female Staff	Total staff
Less than 5,000			
5,000-10,000			
10,000-25,000	6	65	71
25,000-50,000	11	37	48
50,000-1,00,000	4	10	14
1,00,000 - above		4	4
Total Staff	21	116	137

(d) Auditors, Bankers, and Investment Advisors

- **Statutory Auditors:** Thakur Vaidyanath Aiyar & Co., 221-223, Deen Dayal Upadhyaya 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, Sikanderpur Road, Sector 25, Gurugram, Haryana-122020
- **Legal Advisors:** Vaish Associates, Mohan Dev Building, 13 Tolstoy Marg, New Delhi -110001
- **Investment Advisors:** Client Associates, 2nd Floor, Block-B, Vatika Tower, Golf Course Road, Sector-54, Gurugram-122002

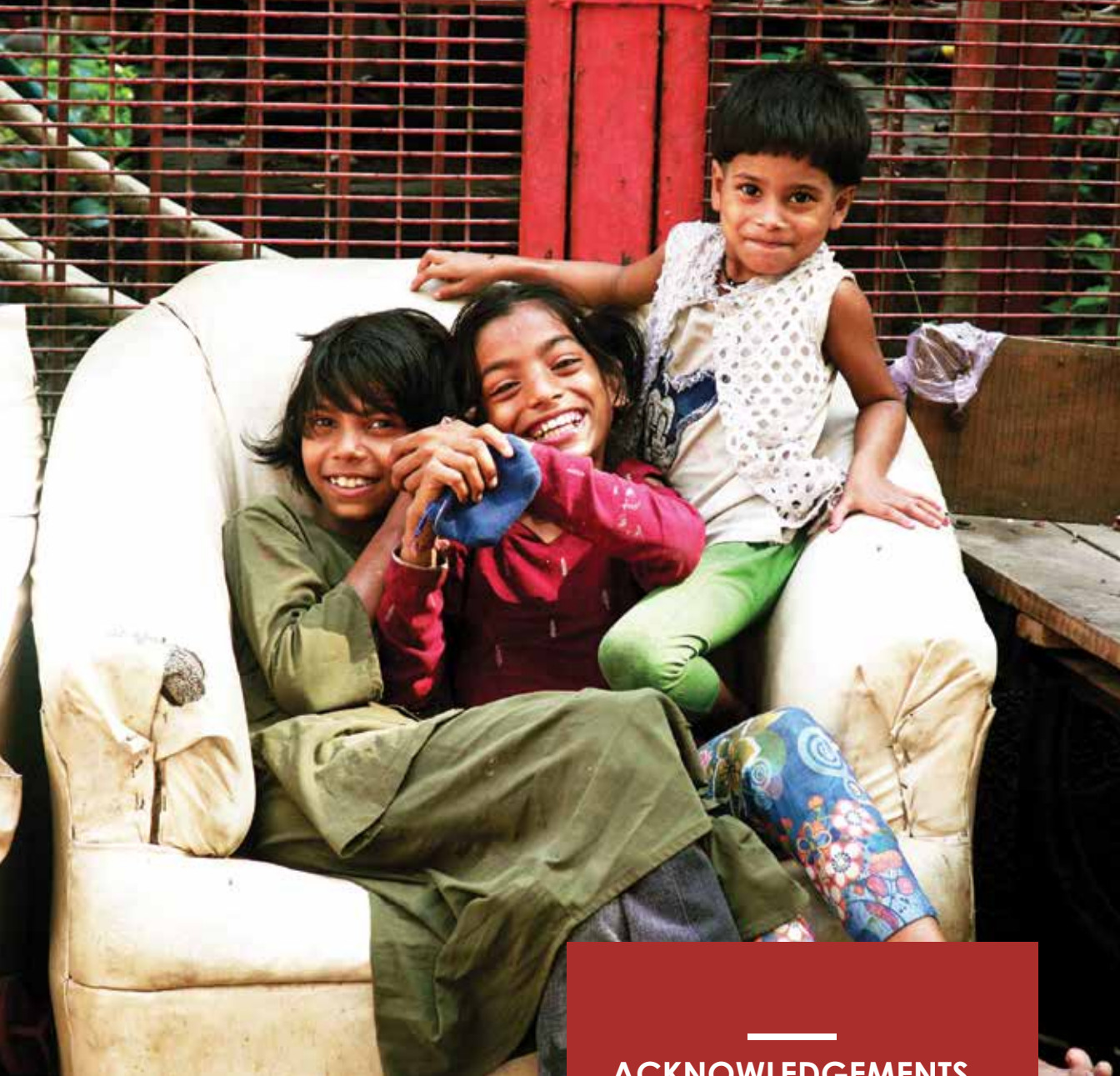
(d) Auditors, Bankers, and Investment Advisors

Canara Bank, Gole Market, New Delhi-110001
 Standard Chartered, 10, Sansad Marg, New Delhi-110001
 HDFC Bank Ltd., 209-214, Kailash Building, Kasturba Gandhi, Marg, New Delhi- 110001
 State Bank of India, 11 Sansad Marg, New Delhi-110001
 Kotak Mahindra Bank, G-39, Outer Circle, Connaught Place, New Delhi- 110001

(e) Travel details:

No international travel was undertaken by any staff member due to COVID-19 pandemic conditions in the country.





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



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