



## Annual Report 2013-14



MOBILE  
CRECHES

Nurturing Childhood Sowing Change

**Vision**

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

**Mission**

To promote Early Childhood Development (health, nutrition, learning, care and protection) of young children, through advocacy and building capacities at the national level, and direct action at urban slums and construction sites in Delhi NCR.

# ANNUAL REPORT 2013-14



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# Chairperson's Note

For the country, the year was full of surprises, high on rhetoric as well as real hope. For the Young Child, the early promise of new initiatives and structures was put on hold as all eyes turned to the elections. For Mobile Creches (MC), it brought accolades and change.

Three characteristics of 2013-14 stand out: articulation of a new strategy, coming to fruition of new partnerships, and the election of a new Board. It goes without saying that the new encapsulates the insights and experiences of the last 44 years, the internal and external contexts of today, and the challenges of tomorrow.

Strategy development is, essentially, a stock taking exercise, of our reason for being. Young children, especially of the lowest quintiles, continue to suffer poor health, malnutrition and neglect and have, only recently, started to appear on the radar of policy makers. We have learnt that we cannot make change alone: we need many hands and many voices. The strategy for 2014-17 reflects this insight. It has articulated a clear thrust towards advocacy on all three fronts: in the Construction Sector, for institutionalizing crèches at all sites, run by other NGOs trained by MC; in the State of Delhi, for better implementation of state programmes for children under six years, monitored and bolstered by MC and its network partners; at the national level, for the translation of the new Early Childhood Care and Education (ECCE) Policy into action and the framing of a comprehensive legislation for the Under-Sixes.

2013-14 saw a widening of our partnership base, with greater diversity in vantage points and the nature of relationships. There is a new breed of donors that is looking at the big picture: governance processes, knowledge systems and communications and, hence, the long term value addition and sustainability of the organization. The builder partners have risen to the challenge posed by MC, above, and the positive response is not just confined to the old timers. Platform building around policy and legislation issues of the Young Child, have brought new comrades into the fold: women's groups; students and teachers of law; a variety of citizens groups. The Governments – Central and States – know that MC is a valuable technical resource in ECCD, with its feet firmly on the ground.

Every three years MC puts a new Board – known as the Governing Council, or GC – in place. The new GC, 2014-17, reflects a good mix of skills, experience and backgrounds: we have members from the corporate, government and social sectors, with expertise in Strategy, Organization Development, ECCD programming, Advocacy and Audit and Accounts, alongside never-say-die MC loyalists. Almost all members have served on the GC, at least one term, or on one of our several standing committees, with great commitment and a sense of ownership.

The three highlights are just snap shots of a moment in time – germination and culmination of seeds sown somewhere along the way. After 20 years of immersion at MC, I am seeing, what could be described as, the tipping point, on many fronts. Suddenly, it seems, accolades are pouring in; the funding environment is, both, more challenging and promising; there are more men on the staff (and the Board!) and the average age is lower; there is a treasure trove of MC publications in evidence building and training methodologies; there is more space for dialogue on the Young Child with all stakeholders (as this Annual Report reflects). There is change in the air. And surely, this is not sudden.

The challenges, going forward, are layered: How do we straddle the two ends of the spectrum of grass root engagement and policy level interventions? How do we motivate and retain the crèche worker on the ground as well as the line manager in the middle? Most importantly, how do we continue to stay focused on making change in the lives of young children? These are strategic and organizational issues, interconnected and complex. There are no easy answers and, yet, there are tools to use and principles to follow – our Mission-Vision and Core Values – to guide us through the complexity.

Sanjay Kaul takes over, as Chairperson, from April 1, 2014. He has served in the Government for many years especially in the areas of Health and Education and brings invaluable experience and empathy to the cause of the Young Child. I wish him and Midula, our Executive Director for over 17 years, the very best. I sign off with a sense of celebration and a reminder to ourselves, that we have miles to go.

*Anjali Alexander*

# From the Executive Director's Desk

'I believe and therefore I am' is as relevant today for MC as it would have been when it started out on its journey of ensuring care and development for the young child at a construction site in 1969. To achieve its mission of ensuring quality childcare services to millions of children deprived of care, adequate food, medical care and opportunities for learning, MC reached out to multiple stakeholders who could facilitate and channelize this change. The Annual Report this year captures the highs and the lows – the stories of achievements and impact coupled with the challenges we experienced as we relentlessly moved forward for a stronger voice.

The first chapter encapsulates MC's attempts to reach out to 14,000 children in two distinct urban settings – construction sites and urban settlements. In both scenarios, the neglect and deprivation, whilst overtly very similar, actually require very different approaches. At the construction sites, the need to urgently intervene during the short window of opportunity is critical as more than 60% children move out within 3 months and 85% within 6 months. In the relatively more stable populations of urban slums, it is important to engage with communities to improve child care practices, access government services and demand for quality programmes.

The next chapter captures the attempts made by Mobile Creches to influence the closest sphere of influence – the parents and larger community in which the child is situated. The interventions ranging from creating awareness to facilitating active citizenship helped MC to reach out to more than 7000 families through multiple strategies. The results manifested through the participation of community leaders both in the field programme and advocacy initiatives are a testimony to the great potential that people have in ensuring that their children get the best quality of services from the State.

The story of MC's intervention would be incomplete without bringing on board the range of decision makers it tries to influence – the site manager at construction sites to the policy makers in the Government. Last year, MC worked closely with several alliances and networks to create pressure groups to bring legal entitlements for the young child or ensure that it finds space in the manifestos of different parties during the elections. MC continued to function as a watchdog as also to provide constructive suggestions for policy formulations and finalisation of the 'ECCE Curriculum' and 'Quality Guidelines' documents for the Government. Sustained efforts were made to provide technical support for piloting AW cum Crèches with various state governments, with partial success.

It is important here to acknowledge the internal stakeholders – the team that works in unison, from the worker at the centre, to the managers and the Board Members all linked by the common thread of a larger vision. Their commitment and readiness to learn and innovate is what provides MC the cutting edge to retain its leadership in the ECCD arena. In 2013 they participated in developing a strategy for the next 3 years. The collective effort resulted in a greater awareness and appreciation of the larger issues at work and brought in its wake renewed energy and clarity of purpose amongst the team members.

The active and sustained support from our donor friends has helped MC in multiple ways. The recent spate of recognitions and accolades including 'The Star Impact Award' reinforces that MC is well positioned to reach out to new strategic partners. MC reached out to many new corporate, institutional, and individual partners and some of them contributed substantially to close program deficits and increase corpus funds. The trust and confidence reposed by them motivates us to continuously strive to ensure greater impact and transparency in our work.

Looking ahead, MC is poised to scale up through replication of its model through different players, both, in civil society and the government. Documentation of its models, processes and training materials provides the necessary confidence to respond to the new goals that it has set out for itself. Plans to build internal capacities at all levels together with a sustained effort to streamline its management information systems through an ERP will bring about operational efficiency. Efforts will also be made to develop a communications strategy to bring about greater visibility to MC's work and the issue that it stands for through the creative use of new technologies and media.

I would like to take this opportunity to formally acknowledge the leadership and support provided by the outgoing Board Members, especially the Chairperson, in taking the organization to greater heights.

*Mridula Bajaj*



*"Earlier my mother used to leave me alone in the jhuggi while she went to work at the site. I'd be hungry and cry all day."  
Priti, 5 years, construction site centre*

# Children

In India, a majority of young children spend their childhood in poverty, in poor sanitary conditions, without adequate food or proper care, amid social and gender inequities. Timely interventions in the first six years of a child's life, that integrate health, nutrition, early learning and care, can change the life trajectory of the child. In 1969, Mobile Creches (MC) made a small beginning to make this change.

The first, make-shift crèche at the Gandhi Darshan site in Delhi made an attempt to make developmental childcare a reality for children of the lowest socio-economic stratum – migrant construction workers. Today, MC works on multiple fronts – provision of childcare services, capacity building and mobilization of communities, training of childcare workers and advocacy with builders and the state/central governments on childcare and related issues – to ensure that the needs and rights of all children under six years of age are addressed.

MC is committed to Early Childhood Development (ECD) and the integrated set of interventions including, and especially, quality childcare services in the early years, needed to achieve this goal. Ensuring childcare services at construction sites and urban slums, through various models of partnership with communities and builders, is a characteristic that defines MC for its many partners. It also defines for MC, its approach to the issues of programming, organizational strategy and structure, values and mission, and larger issues of development.

## Reaching the Unreached

In the year 2013-14, Mobile Creches ensured holistic childcare and health for **13,627 children**, at 53 construction sites and seven urban slum settlements, in and around Delhi, National Capital Region (NCR).

### Children reached on Construction Sites and Urban Slums as per age group, 2013-14 & 2012-13

Age Group	2013-14			2012-13		
	Construction sites	Urban Slums	Total	Construction sites	Urban Slums	Total
a) Under 3 years	2723 (27%)	1705 (51%)	4428 (33%)	2921 (30%)	2991 (66%)	5912 (41%)
b) 3-6 years	2960 (29%)	1686 (49%)	4646 (34%)	2770 (38%)	1553 (34%)	4323 (30%)
c) 6-12 years	3968 (38%)	-	3968 (29%)	3581 (36%)	-	3581 (25%)
d) Municipal Schools	585 (6%)	-	585 (4%)	601 (6%)	-	601 (4%)
<b>Total: a+b+c+d</b>	<b>10236 (100%)</b>	<b>3391 (100%)</b>	<b>13627 (100%)</b>	<b>9873 (100%)</b>	<b>4544 (100%)</b>	<b>14417 (100%)</b>

We reached out to 13627 children in 2013-14 compared to 14417 children in 2012-13. Though the outreach at construction sites increased, in the reporting year, there was a 25% decline in the urban settlements, mainly, due to our exit from two slum areas, Kirby Place and Harolla Basti.

Two-thirds of the children reached were below six years of age, which reflects our focus on the 'young child'. The first years of life are the most formative, when the brain undergoes explosive growth as billions of neurons connect and the foundations for personality and learning capacities take hold. In 2013-14, only 12% of the targeted older children for school could be mainstreamed. The main hurdle to getting larger numbers into schools is access – long distances compounded by lack of transport facilities.

## Childcare at Construction Sites

MC enters a construction site and creates a little island of safety, security and stability, amid the heat, dust and concrete. While the mothers and fathers are at work, MC makes sure that their children get to eat, learn, play, build relationships and grow, in an environment that is conducive to their overall development.

We ensure holistic childcare at construction sites for children of migrant workers through two models – (1) Direct delivery of daycare services by MC and (2) Facilitation of daycare services by MC. Under **Model 1, Daycare Direct Delivery**, the operation is entirely managed by MC with 20-80% funding support from builders and the rest from other sources. However, under **Model 2, Daycare Facilitation**, the responsibility of setting up and managing the crèche is shared, with 90-100% of the running cost covered by the Builders/ Contractors. MC provides initial training and set-up and shoulders the responsibility for ongoing community programmes, supervision and motivation, and knowledge building of the workers.



For almost three decades Model 1 was the only model in operation. With the coming of the Building and Other Construction Workers Act in 1996, growing concerns over sustainability of our initiatives, and a sense of urgency in reaching the migrant child in larger numbers, Mobile Creches changed tracks. It was important to enlist a predefined level of minimal support from the builders, financially as well as managerially. The growing distances of construction activity from our base in Delhi and the limits imposed by having to place only Mobile Creche’s staff at the daycare centers at these outposts forced us to rethink strategy – the stakeholder base and respective roles had to be expanded. We needed greater ownership by the builders, other NGOs as service providers and increased role of the community in supplementing our efforts.

*“Sometimes when we are travelling in the train and ask someone, ‘what station’, they ask us to shut up. I want to read. I want to learn.”*  
**Dayanand, 9 years, construction site centre**

#### Monthly Average Reach of Children at Construction Sites- Direct Delivery and Facilitation, 2013-14

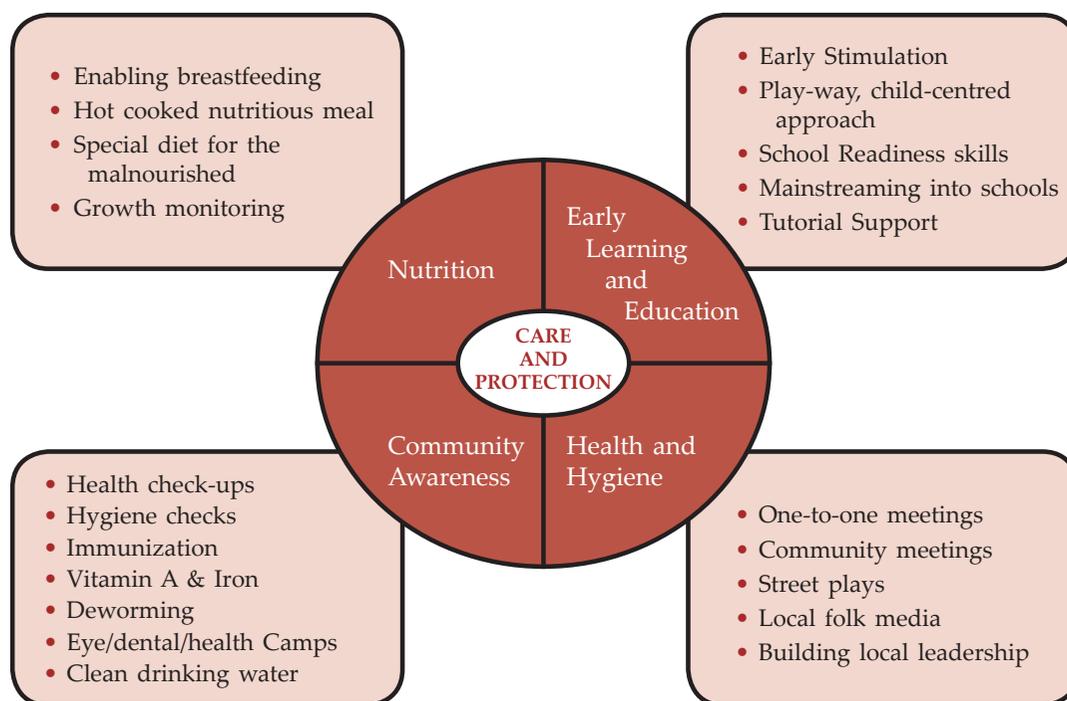
	Apr '13	May '13	June '13	July '13	Aug '13	Sep '13	Oct '13	Nov '13	Dec '13	Jan '14	Feb '14	Mar '14	Monthly average over 2013-14
<b>Model 1: Daycare Direct Delivery</b>	947	818	885	1225	1130	1226	1253	1135	1210	1251	1209	1085	1115
<b>Model 2: Daycare Facilitation</b>	833	782	837	896	948	1005	999	917	997	927	974	967	924
<b>Monthly Average</b>	<b>1780</b>	<b>1600</b>	<b>1722</b>	<b>2121</b>	<b>2078</b>	<b>2231</b>	<b>2252</b>	<b>2052</b>	<b>2207</b>	<b>2178</b>	<b>2183</b>	<b>2052</b>	<b>2038</b>

We reached out to a total of **10,236 children, over 2013-14, at construction sites** – 5,319 children through Daycare Direct Delivery and 4,917 children through Daycare Facilitation – serving a **monthly average of 2,038 children**. While ‘total reach’ includes every child touched at the daycare centres through the year, the ‘monthly average’ gives a sense of the numbers at our centres at any point in time. The ratio of the two numbers is suggestive of the short stay of children at the sites and the low numbers in the first quarter, in the table above, indicative of the seasonality of migration.

**Daycare Direct Delivery** served a monthly average of 1,115 children – an increase as compared to last year – at 25 centres. Through **Daycare Facilitation, Model 2**, the reach increased by an impressive 32%, as compared to last year. Twelve builders took great ownership to run 28 centres in the year, of which five centres were outside Delhi (NCR) – in Amritsar, Mohali, and Neemrana. The average number of children reached per month was 924 through this model.

## Daycare Direct Delivery, Model 1: The MC Way

Our work is based on sound principles of Child Development and tried and tested over 44 years. The integrated daycare intervention at the construction sites has four prime components: 1. Nutrition, 2. Health and Hygiene, 3. Early Learning and Education, 4. Community Awareness. Loving Care and Protection is the overarching principle and approach that holds all the others together, with the Childcare Worker at the helm. Refer to Chapter 2: Community, for details on community interventions.



### Nutrition

Presence of a crèche at the worksite makes the first necessary condition to good nutrition a reality for the mother and child: exclusive breastfeeding for the first six months. MC negotiates with contractors for women workers to take nursing breaks. In addition there is balanced and timely supplementary nutrition, spread out over three meals per day to all attending children, comprising 500 calories and 12 grams of protein per day.

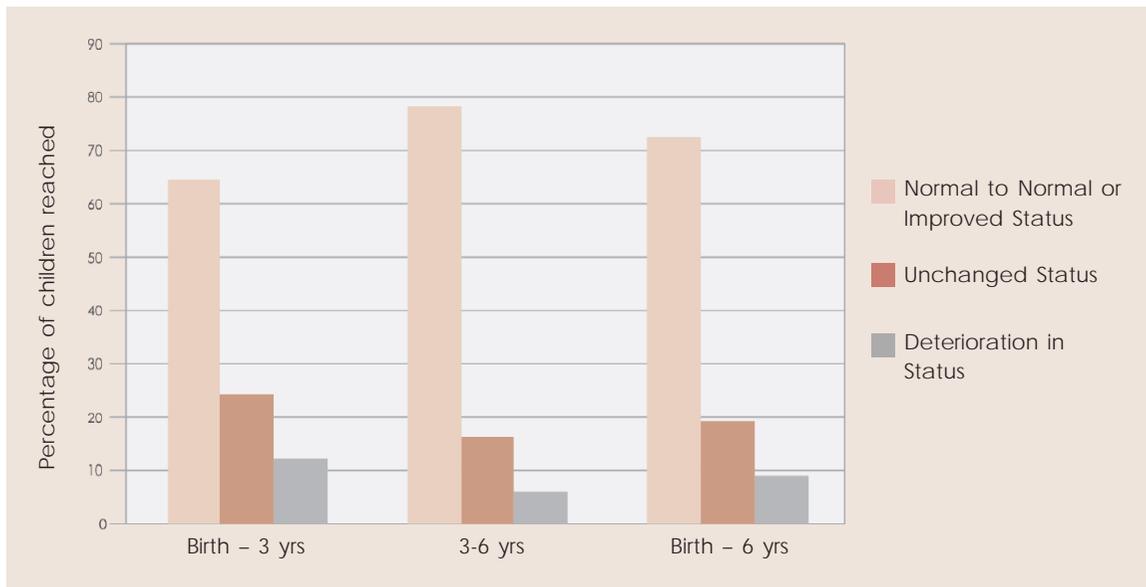
### Tackling Malnutrition

In the year 2013-14, 1347 of our Under Six children (44%) were malnourished. We added an egg and a banana to their regular diet. Amongst them, the severely malnourished were fed every one to two hours, with smaller meals of an indigenously prepared low-cost, ready-to-use therapeutic food (RUTF), made of rice, wheat, and chickpeas. In some cases the mothers were given the powder so that the feeding can be continued at home. Critical to tackling malnutrition is regular growth monitoring, which happened on schedule in the reporting year, on the 10th of every month. The short average stay of children is, however, a huge challenge to achieve nutritional impact.

#### What makes children irregular?

Firstly, roughly 8% of the mothers at the sites don't work and they often like to keep their children with them. Secondly, the living conditions at the shanties make for frequent illnesses, which affect attendance. Also, seasonal factors like harvest time, in the first quarter, when the workers go back to the village, have an adverse impact on attendance at the MC centres.

**Daycare Direct Delivery:  
Nutrition Grade Change for Under Sixes who stayed at our centre for at least 6 months, 2013-14**



In the year 2013-14, half the Under Threes and 70% of the Three to Sixes were categorised under Normal Grade for the year. Retention of 'normal' is a challenge in itself; it is even more difficult to bring about improvements in nutritional grade, especially of the Under Threes as compared to the three-to-six year olds, since a single illness can reverse the progress made over previous months. Our records show that two out of three children were sick for more than two days every month – an example of the daily threats to our children's wellbeing.

## Health and Hygiene

The health program at MC includes a wide range of preventive, curative, and promotional interventions. The 'preventive' is integrated in the daily rituals and systems at the centres: washing hands before meals, using baby cribs made of cloth for easy washing, cleaning toys with disinfectants, etc. Availability of clean drinking water for children and maintenance of basic hygiene in and around the premises are non-negotiable at every centre.

We age-appropriately immunized 96% of the children (4,047) who stayed for a minimum of two months. Most of them were immunised by an Auxiliary Nurse Midwife (ANM) from the Public Health Centres (PHCs). These immunizations were noted in the health cards maintained for every child at the centre, along with their medical history.

The health camps held twice a year and at least two regular visits, per centre per month, by one of our empanelled doctors, ensure regular health check-ups and referrals to nearby specialty

**Crèche, Birth-2 years:** The focus is on love, care, and nurturance, with opportunities for development of gross and fine motor skills and language. The small children are free to sing, dance, crawl, and jump in a colourful environment, with lots of toys and pictures for stimulation and one-on-one interaction with the caregivers.

**Balwadi classroom, 3-5 years:** All activities are woven around monthly themes designed to encourage development of sensory motor skills and pre-reading, pre-writing, and number concepts. The children participate in activities such as painting, pasting, cutting, stringing beads, playing with blocks, moulding clay, singing songs and dancing, all of which help their cognitive development.

**Non-formal education classroom, 6 years and above:** The focus is on developing reading and writing skills to get the children school-ready. Rudiments of math and language are taught through a theme-based syllabus and children are encouraged to borrow books from the library. Life skills are inculcated through participation in the Bal Sabhas, festivals, visits to places of interest; it increases their exposure to the world outside and builds their self-confidence.

government hospitals. Almost 2,500 children got their treatments at the camps. In an emergency, MC Staff and community members take the children to a nearby PHC.

## Early Learning and Education

MC emphasizes early stimulation, culturally appropriate learning, and the acquisition of psychosocial skills in children. We provide this through a specially designed curriculum for each age group, below.

## Holistic Care and Protection

Construction sites do not make the safest playgrounds: children, left to their own devices without adult supervision, are vulnerable to abuse, the vagaries of nature and the perils of a worksite in progress.

It poses serious threats to their health, physical safety and emotional security. MC keeps the children safe and protected in the daycare havens. Our comprehensive Child Protection Policy incorporates all aspects of care and protection of children. The Policy has been shared and is accessible to all staff and others associated with our work. Regular workshops are held for employees in the field to build a deeper understanding on child protection. Refer to Chapter 3: Childcare Worker.

### A Safe Haven

Safety elements are taken into consideration in the layout of the Daycare Centre – cooking area is separated from the play area and is at a height, medicines stored separately and also at a height, making sure there are no metallic or broken toys as they can cause physical injury, avoiding small play objects which can be swallowed, checking for loose electrical fittings, setting up of a fence around the centre and making sure that no child leaves the centre alone.



*“Chocolate coloured shirt, pant, a hat and a stick. I want to be a policewoman when I grow up.”*  
**Neeto, 5 years, construction site centre**

Conventionally, Care and Protection have been used only in the context of threats to, or abuse of, older children. It is high time we broadened this definition to include the youngest child, in her most vulnerable years, and the developmental care and protection needed at the time.

## Daycare Facilitation, Model 2: Scaling up the MC Way

In this form of intervention, the partnership model changes: after the initial set-up and training of childcare workers by MC, the Builder takes over the responsibility of running the crèche. MC continues, however, to provide monitoring, supervision and community engagement. It follows, therefore, that the MC cost per child is much lower under Model 2.

**In this Model, the builder is expected to provide the following:**

- **Infrastructure:** Two-three rooms as per the number of children; basic amenities like water for cleaning, safe water for drinking, electricity, toilet bathroom, kitchen with a water outlet; open yard surrounded with fencing.
- **Childcare Workers:** Appointment of trained workers; minimum wages to all workers; compensatory day off to staff for attending workshops.
- **Daycare Norms:** Adult child ratio up to 25-30. Hot meals for all children. Education materials, toys and playing material, stationery, etc.

After a tentative start, in 2009-10, the MC reach through Model 2 has increased nine-fold. While most of the Builders meet most of the expectations above, supply of safe drinking water and toys and educational materials continues to be a challenge. On the other hand **major achievements** include the following:

- Hot cooked meals are served to children across all centres
- Minimum wages are paid to all workers employed by builders at the centre
- Doctors' visits are organized by the builders
- Strong links have been forged with the local PHCs

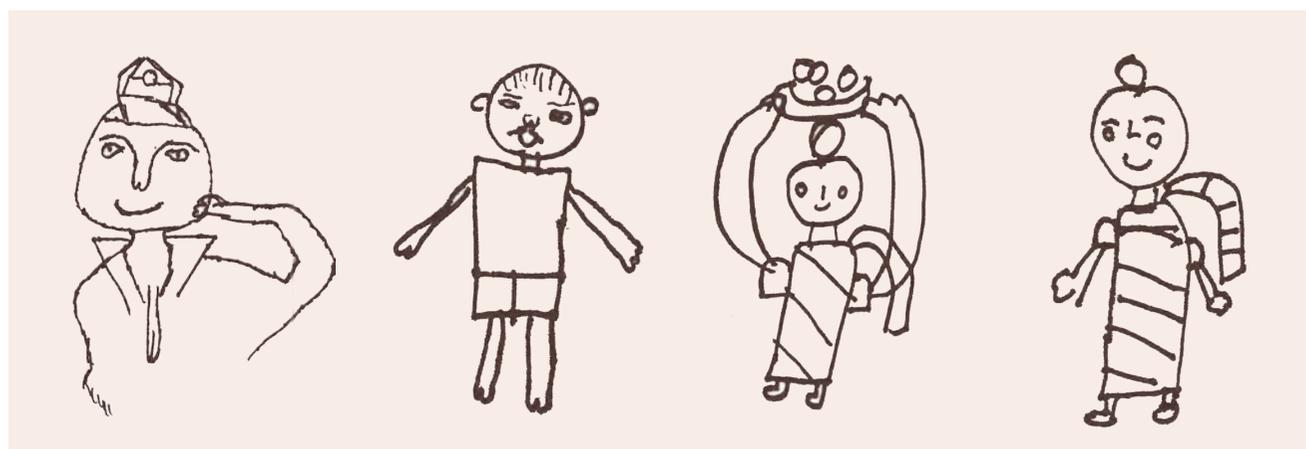
**Problems faced under Model 2:**

- Appropriate adult-child ratios not always adhered to
- Keeping workers motivated is a challenge. Salaries are not always paid by the 10th of every month.
- Special diet (eggs, banana) to the malnourished children is not always a part of daily nutrition.

The challenges above are a natural consequence of decentralization, and reflect the trade-offs between quality and quantity. Future plans include the introduction of other NGO service providers, trained by MC to run crèches financed by the Builder. This tripartite partnership, discussed in Chapter 4, will bring a further sharing of responsibility and a scaling up to reach more children.

**Activities at Construction Sites, Models 1 & 2, 2013-14**

Apr–Jun'13	Excursions to India Gate and Rail Museum in May and Summer Camps in June – Learning about locomotion, taking a joy ride, making clay toys, papier-mâché creations, paintings, and much more
Jul–Sep'13	Excursions to the Nehru Planetarium and Bal Bhavan, followed by flag-hoisting on Independence Day and celebrating the girl child during 'Meena Week'
Oct–Dec'13	Children's Day with special art & craft and all festivals celebrated with aplomb and gaiety, in the traditional garb, with play acting and more
Jan–Mar'14	All-round participation by the community, contractors and corporate partners on Republic day; two and three legged races and other creative games on the Annual Sports Day; Excursions to the Museum of Natural History.



## Childcare in Urban Settlements

The second largest urban population, and the largest slum-living population, of the world are in India. Hence, it should come as no shock to us that a quarter of India's urban population lives in poverty – in slums and resettlement colonies. The condition of the children in these slum bastis is especially vulnerable. The table below elucidates the dismal status of child health in slums versus the rest of the urban population.

### The Young Child in Urban Slums as per National Family Health Survey III

	Slums	Non Slums
Under 5 Mortality Rate	73 per 1000 live births	42 per 1000 live births
Full Immunization for Children under 3	40%	65%
Stunting for Children under 3	54%	33%
Underweight Children under 3	47%	26%

*National Family Health Survey III-2005-06*

MC works in seven urban settlements of Delhi, with a population of 40,000, in close partnership with the community - to bring change in childcare practices, build capacities for the provision of childcare services and raise informed demand for state services to improve the overall situation of the young child.

In 2013-14, we reached out to **3,391 children** through the two interventions: **Family based interventions and Community based crechès.**

### Children Reached at Urban Slums, 2013-14

	Number of children reached
Family Based Intervention	2776 (82%)
Community Based Crèches	615 (18%)
<b>Total</b>	<b>3391 (100%)</b>

Through Family Based Interventions we initiate a relationship with young families – who have children under six years of age or are expecting a child – to build awareness on child care practices, the government programmes they are entitled to, and ways to access those. The Community Based Crèches are run by women trained by MC so they can run their own crèches and, thus, provide an affordable, quality childcare option in the neighbourhood, for working women's children. Apart from young children, we also reached out to 366 pregnant women in the year 2013-14.

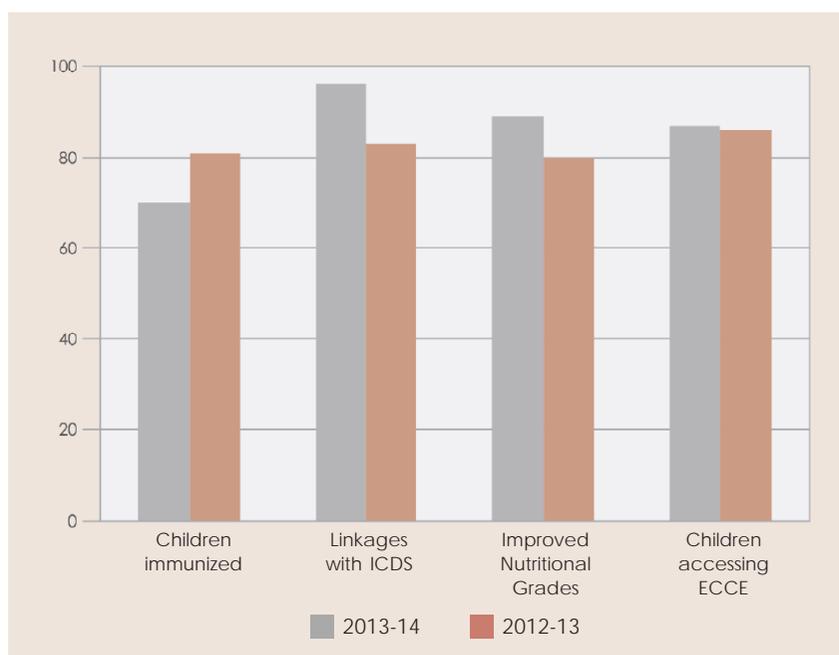
## Family Based Intervention

### A Typical Family Visit

We visit a home with an Under Six child every quarter, and a home with an Under Three child every month. Each visit's duration varies from 45 minutes to an hour. The first visit is to collect baseline data on the existing childcare practices. This is done to assess gaps in immunization, nutrition, adult-child interaction and birth registration. Interactions are designed around flash cards, games and charts. Every visit consists of the following:

- **Information on Age-specific Childcare Practices:** We talk to the mother of a newborn child, for instance, about exclusive breastfeeding, no pre-lacteals, immunization and simple hygiene.
- **Growth Monitoring:** We weigh the child and determine the child's nutritional grade. Then we share the diagnosis with the parents and advise further care as per the grade.
- **Developmental Milestones:** With the help of a checklist, we spend some time understanding whether the child is meeting age appropriate developmental milestones. We then suggest ways of active stimulation to the parents.
- **Parenting skills:** We provide parenting tips as per the age of the child or based on any problem shared.
- **Government Schemes:** We provide information about various schemes that could be accessed for their child, like, Laadli, Janani Suraksha Yojana, Indira Gandhi Matri Swasthya Yojana, etc.

Change in Early Childhood Indicators in 2013-14 and 2012-13



### Impact of the Family Based Intervention

Among newborn babies from 183 families, we observed that 276(99%) of 280 babies were fed colostrum and 251(90%) were exclusively breast-fed for six months. Twelve new Anganwadi Centres (AWCs) were operationalized and MC continued linkages with workers of 30 AWCs where 2,672 children received supplementary nutrition. We also referred 11 malnourished children to the Nutritional Rehabilitation Centre (NRC) to receive medication, special nutrition and care. Two mothers refused to stay with their child at the NRC, for the 14 days required, because of other family responsibilities.

The dip in the coverage of age appropriate immunizations can be explained by the unavailability of typhoid and the measles-mumps-rubella (MMR) vaccine in the PHCs. In the year 2013-14, we could achieve 90% normal and improved nutritional status for Under Threes as compared to 80% last year. However, 162 children continued to stay below normal, and this can be attributed to the lack of safe drinking water and unsanitary living conditions. Concerted efforts were made through creating awareness but illnesses like diarrhea and acute respiratory infections continued to affect children's health.

### Impact of Interventions on Nutritional status 2013-14

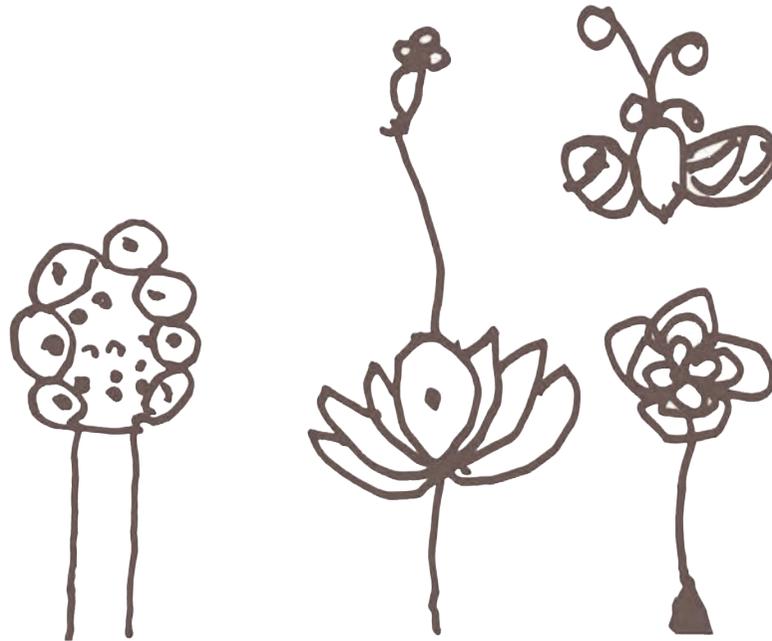
Change in Status	No. of children under 3	Percentage
Normal to Normal	1080	71%
Improved	282	19%
No Change in Nutrition Status	71	5%
Deterioration	91	6%
<b>Total</b>	<b>1524</b>	<b>100%</b>

### Community Based Crèches

MC partners with communities to provide neighbourhood crèches, managed by community women and supported by MC, through training, stipends, and the provision of space in their buildings to ensure quality of services. Twenty-nine Community based crèches are being run in six urban settlements through which we have been able to reach 615 children in the year 2013-14.

These community based crèches address the need for childcare and protection for the families who need these services, in the absence of any support system in the neighbourhood or childcare services provided by the state. These are alternative models to address childcare needs of the community by its members.

These community initiatives of direct reach are but a part of a more broad based set of initiatives to bring change in the overall situation of young children: building awareness, mobilizing communities, reaching out to local NGOs and the formation of common platforms to feed into state-level advocacy. Refer Chapter 5: Citizen and State for details.





*"Be it at home, be it at the site. Does work ever get done for a woman?  
At least here there is guarantee of earning at the end of the month.  
Not so in the village..."*

***Sarita Devi, mother and a construction worker***

# Community

The early years of childhood are a period of rapid growth, great vulnerability, as well as maximum dependence on adult care. Hence, it is vital that we reach out to the family and other members of the community to change the attitudes and actions of parents, grandparents, siblings, neighbours, teachers and social groups, as they deeply influence the world of a child.

Both the populations that Mobile Creches (MC) works with, at construction sites and urban slums, are from among the lowest economic strata. The former has new migrants while the latter has more settled, urbanized migrants. The lives of the former, therefore, are marked by shorter time horizons and greater deprivations. Perceptions about what early childhood development constitutes are, perhaps, similar and the economic insecurity and uncertainty of what tomorrow may bring, just as severe for both groups. In both scenarios, where parents are working, there is no adult care-giver at home or other available arrangements for childcare, which greatly compromises the care and development of the child.

At construction sites, with a short window of opportunity, we focus on the following: nurturing easily identifiable leaders within the worker community as change agents; facilitating on-site services for the families and, where possible, linking them to government services.

At the slum settlements, relationship building with the community is more broad-based as well as deeper: intense family interface; working the spectrum from young adolescents to young parents; creating awareness, access and entitlement to basic services that are/should be provided by the state.

## Community Interventions: Construction Sites

We reached **4,497 migrant families at Construction Sites**, through our community engagement initiatives, in the year 2013-14. Most of the families at our sites came from three states: Madhya Pradesh (23%), Bihar (22%) and West Bengal (23%). It is difficult to build a long-term relationship with families on the move. But working with the migrant population for the last five decades, MC has devised ways to ensure that parents and the community understand and participate in the child development process.

### Community Awareness and Development

Parents are the primary stakeholder and, hence, a natural starting point. We conduct monthly **Parent Meetings** at our daycare centres – often with the help of flash cards, charts and other media – to discuss topics like parenting, stimulation activities, cooking nutritious food, redistributing care work within the family, and more. The parents are also encouraged to participate regularly in health camps, sports days and excursions.

We reach out to the community through **street theatre** – lokdoot performances on issues like cleanliness, nutrition and immunization; **folk media** on early childhood practices; **health camps**, where health check-ups are coupled with an agenda for generating awareness on child nutrition, health and hygiene. We also link community members to the **local Primary Health Centres (PHCs)**.

### Community Members Reached at Construction Sites, 2013-14

Media	Reach
Street Theatre	9053 community people reached through 73 plays
Health Camps	8459 community people reached through 48 camps
Folk Media	444 community people reached through 20 presentations
Parent Meetings	6190 community people reached through 482 meetings
Linked to PHCs	3326 community people

## Local Monitoring

The challenge of constant movement at the work sites led to the setting up of the **Saathi Samuh**, a group of community leaders, to keep the young-child agenda alive, well beyond the MC intervention. We had 127 Saathis working for the young child in the year 2013-14 at the Daycare Direct Delivery sites (Model 1) and, for the first time, 21 saathis were identified and motivated from five Daycare Facilitation Centres (Model 2).

The primary responsibility of the Samuh is to motivate parents to send their children, regularly, to the daycare centre or the local school. Saathi Samuh members also follow up with families to oversee that malnourished children are fed appropriately at home and that children and pregnant women get help in reaching a nearby nursing home, in case of an emergency. Five workshops were held with members of Saathi Samuh, in 2013-14, on Nutrition and Cleanliness. The members identified families with malnourished children and mapped their jhuggis with red dots and closely monitored those children.

Due to the short duration of stay, building this group is a challenge and needs constant effort; it is one way towards sustaining impact. In the long term, members are expected to sensitize other women for care work and when the families shift to another work site, to take the lead in counseling parents at the new site.

## Community Interventions: Urban Slums

The community in a slum settlement in Delhi, typically, consists of families who are settled migrants from various states: West Bengal, Rajasthan, Uttar Pradesh, Bihar, Madhya Pradesh and others. They are small-time vegetable sellers, rag-pickers, or those doing home-based piece-work in stitching-embroidery, bindi-making, etc. Compared to construction worker families at any one labour camp, this community is almost always more diverse, in terms of origin as well as socio-economic status.

The Community Engagement strategy in the urban slums is a mix of the interventions below. We **reached out to 2,563 families** through intensive as well as extensive ways of working with the community members.

### Community Awareness

We believe that awareness is the first step towards action and, in time, change. We work with parents and communities to help them become informed care-givers, sensitive towards the needs of children, and we empower the youth and the community to play the role of a watchdog and take the childcare agenda forward.

In 2013-14 we reached out to **2660 community members** through 18 street play performances and 13 folk media presentations on early childhood issues. After each performance, we did a feedback session with flash cards and games for a further in-depth understanding, and set-up discussions with smaller groups to figure out steps to address the issues that emerged.

### Taking the day off – for community service

Sarita, a community leader, decided to do something about the piles of garbage in the labour camp, at the Vatika India Centre. Neither the community members nor the building contractors in charge were doing anything about it. She took a day's leave and began cleaning the mess. Her dedication motivated the other community members to join in. In no time the garbage was collected and disposed off. Thereafter, Sarita laid down plans with the community to do this on a daily basis, in order to keep their living area clear of flies and mosquitoes, and the disease they bring.

### Exit Strategy

In 2013-14 Mobile Creches phased out of two of the seven areas we had worked in, since 2000-2002. In **Kirby Place, Delhi** we got ten anganwadis operational and nurtured Basti Vikas Samiti (BVS), a community based organisation (CBO). Today, BVS is a strong voice demanding early childhood services. As an active member of Delhi FORCES and other networks, they are capacitated and motivated to carry the ECD agenda forward at the State level.

In **Harolla Basti (U.P.)** we couldn't form a community group to take on the ECD agenda or make a dent on the delivery of services due to the constant threat of eviction on the residents' minds. We decided to withdraw and reallocate our energies to ground level advocacy efforts within Delhi.

## Parent Development Programme

We had initiated a Parents Development Programme (PDP) in the year 2012-13 to help strengthen parenting skills in families from the vulnerable communities. PDP consists of 12 sessions, held every month, on different domains of parenting. In 2013-14, 124 parents participated in the programme: eight women's groups and two men's groups. The biggest challenge was to mobilize fathers; their participation has improved over time. The PDP sammelan in February 2014 brought different groups together and was attended by about 140 people, including government functionaries like Anganwadi Workers (AWWs), Supervisors and Child Development Project Officers (CDPOs).

## Empowering the Youth and the Community

MC believes that 'childcare' is everybody's business, not only the child's, or her parents'. It is deeply connected to the status of women, the learning capacities and skill levels of young people, access to jobs and the wellbeing of families.

We build community groups – their understanding of the socio-political context and their capacities to play the watchdog role – in the area of child development. In 2013-14, four registered groups raised demand that Early Childhood Development (ECD) services ought to help monitor quality of state programmes to access and ensure the quality.

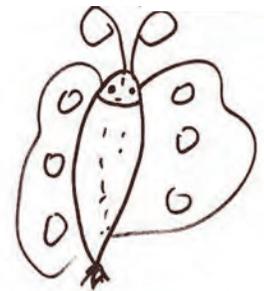
### Childcare Agenda – Steps by CBOs

- During the election campaigns in 2013-14, a charter of demands, followed by a signature campaign of 1000 community members, was handed over to the contestants. The result: three major parties included the young child's needs in their manifestoes!
- A CBO from Kirby place and Dakshinpuri used the Right to Information to assess the status of Anganwadi-cum-Crèches (AWCCs) in their areas.
- The Local Councilors of Dakshinpuri, Seemapuri and Khanpur have donated a water tank, refrigerator and chairs to Community Based Crèches in recognition of their work with children.
- CBO members also motivated parents to access the Anganwadi Centres (AWCs) and PHCs.

To develop new ECD advocates we look to the youth, the parents of tomorrow and the change agents of today. In 2013-14 we had **229 youth group members**, of which 100 participated in workshops organized by us to enhance their knowledge on ECD. We organized events through the reporting year like Nutrition week, Youth Annual Day and other Awareness Building events to involve young people in young child issues.

Sustaining the interest of CBO members or the youth groups is, however, a challenge as survival issues take over. Often local political bosses try to divert these energies towards their own party work. Building social capital is a fragile process and harnessing it towards long-term inclusive change even more so.

Future plans include the setting up of childcare centres in a few slum bastis, on the basis of recommended norms to the government, for running the AWCCs (refer Chapter 5). Community participation will play a major role in its success: local monitoring of quality, involvement in local governance, and keeping the childcare agenda alive among parents and the larger community.





*"In the beginning I used to think how will I care for someone else's child?  
But here I realized it is much more than that - I'm laying the foundation of  
the child's life. I really miss the smiles of the children on Sundays!"  
Mobile Creches Childcare Worker*

# Childcare Worker

All children need a good start in life, especially during the most vulnerable periods in early childhood, when maximum development takes place. This is made possible through a lot of love and care comprising feeding, cleaning, playing and communicating, in a safe, protective and nurturing environment. In a childcare facility outside the home, this bagful of 'Care' is delivered by the 'Care-giver', who needs to ensure that not just the parents, but the entire community and other service providers, are also integrated in her work.

Providing quality care requires sensitivity, right attitude, adequate knowledge and appropriate skills that only a committed, specially trained worker can provide. Training, thus, assumes a very critical role in our attempt to ensure delivery of a high quality programme in challenging circumstances. The expectations from the childcare worker are high, since it is in her care that we vest the responsibility of providing what is developmentally and culturally appropriate for the Young Child.

All childcare workers in the Mobile Creches (MC) Programme work with a diverse group of children: different ages, ethnic background, learning levels and health situations. At construction sites, particularly, they work in very difficult circumstances: poor infrastructure, difficult commute to centres, dust and concrete, and uncertain tenure and financial support. They need to be able to juggle multiple tasks, work with the team and think on their feet to execute the delivery of quality care. All staff working at the day care centres has been through a rigorous training program and continues to attend in-service training workshops and seminars to refresh skills and knowledge. The childcare workers are the lynchpins, holding everything together. Sustaining motivation amongst our workers and on the job development are, therefore, an important focus of our Human Resource plans.

Apart from its staff, Mobile Creches trains community women, organizations, networks and government functionaries.

## Community Women's Training

MC trains local community women at construction sites and the urban slum settlements where we work. The trainees come from a wide variety of backgrounds. Some are non-literates while others have completed the 12th Class. Appropriate training methodologies are employed to address the challenges posed by this. The training is 70% practical, hands-on, and 30% theoretical. The program is spread over a period of six months and, finally, a three-month placement in the field. The childcare workers are paid a stipend during training. Training modules are customised in terms of content as well as time period, without compromising on quality.

### The core training includes:

- Sensitization to Early Childhood Development (ECD) and attitude building
- Knowledge and principles of ECD
- Skill development relating to stimulation, holistic development of the child, cognitive development, nutrition, health, hygiene, role for worker, community communication, and more

In 2013-14, Mobile Creches trained ten batches of **110 community women** at construction sites and urban slums. The trained workers are employed by MC, the Contractors, other NGOs, or as Anganwadi Workers (AWWs) at Anganwadi Centres (AWCs). Sometimes, the trainees decide to run their own, home-based

### Clear Roles and Responsibilities at MC Centres

At construction sites our centres are staffed by a Centre In-Charge, supported by teachers, crèche workers, and a helper, across three groups of children: birth to 3 years, 3 to 6 years, and 6 years and older. The Centre In-Charge is responsible for overall operations at the centre, and the teachers/crèche workers focus on feeding, stimulation, play-way activities, reading, writing, counting, etc. as per curriculum and profile of the children in the crèche, balwadi and the non-formal/bridge-course education sections. The helper provides overall support in the form of washing, cleaning, chopping vegetables, etc., as well as helping in the crèche when more hands are needed.

crèches. Of the women trained, 72 started working as childcare workers, largely, at construction sites. Some of these trainings were specifically held to create a pool of childcare workers for the new tripartite model of partnership – between MC, another NGO and the builder (Refer Chapter 4).

Of those trained at Urban Slums, 12 workers began running Community-based Crèches within the year. We also conducted Training of Trainers (TOTs) with 12 members of Community Based Organisations, from five slum areas. Given MC's future plans of building resource centres in these areas – ECD services facilitation hubs – the TOT trainees will be drawn upon to engage with and build capacities of local communities.

## Training for Organisations

Crèches trains organizations/networks and their members/functionaries to develop their ECD perspective, build management skills to run crèches and daycare centres, communicate effectively with the community and train other childcare workers. Training modules are tailor made to the requirements of the trainee organizations and the content ranges from a skill-based core to socio-political perspective building for the organization. **In 2013-14, we trained 95 participants** via five short-term trainings.

Objective of the Training	Trainee Profile	Duration	Organizations trained	Number of Participants
Skill training on age appropriate stimulation activities for children and creation of child-friendly environment	Creche workers, Supervisors	10 days	Public Health Resource Network, CINI, Ekjut, Chaupal, Jan Swasthya Sahyog	33
Improving the crèche programme and introducing stimulation activities for children in Bhondsi Jail, Gurgaon	Creche workers, Women inmates	12 days	India Vision Foundation – Delhi	20
Skill training on stimulation activities for under threes and daily planning	Childcare workers	2 days	Nipun – Delhi	10
Skill training in different methods of conducting mothers meetings	Staff, Anganwadi workers	2 days	Hope World Wide	25
Skill training on age appropriate stimulation activities for children	Childcare workers	2 days	World Vision	7

In 2013-14, Mobile Creches proactively engaged with Government functionaries and other agencies to promote the setting up of Anganwadi Cum Crèches (AWCCs) in several states, like, Madhya Pradesh, Andhra Pradesh, Odisha, Rajasthan and Delhi. We have been able to open some doors and conduct sensitization workshops in two states, to initiate the process with multiple stakeholders in order to build a common understanding and vision of the concept. In readiness for the above, MC decided to expand its own pool of trainers: in 2013-14, we organized TOTs with the supervisory cadre of the MC Daycare Team.

## Training, Teaching and Learning Material

We regularly strengthen our training through development of audio-visuals aids, new curriculums, learning materials and more. These materials are used by MC or its partner organizations and ensure consistent messaging on ECD.

In 2013-14, we created audio-visuals of three tried and tested folk-media presentations on ECD. Formation of training batches and retaining them has been a consistent challenge. It was, therefore, important to add a motivational component to the training programme. Some personal experiences of old and new Mobile Creches workers were documented in a film, **"Saathi Haath Badhana"**, which would be used to motivate new participants.



Other documents developed and published in the reporting year: the Crèche Curriculum and a guide to making toys from waste materials. Crèche Manuals I and II were also translated into Telegu, in preparation for training with the Andhra Pradesh Government. As a part of the Creche Teaching Kit, a set of four hand-painted, picture-story Flash Cards were also developed to be used for story-telling with creche children.





*"There is a genuine reason behind having a crèche at a site. The working mothers are then completely sure about the wellbeing of their children and give their 100% to work."*

**Ravi Mandla, Senior GM, Bestech Construction Group**

# Construction Industry

Mobile Creches (MC) has been watching the rapid rise of cities over decades: commercial skyscrapers, shopping malls and residential complexes. The construction industry is at Rs 2,40,000 crore, today, and the second largest employer in India after agriculture. It employs three crore workers, of which 90% belong to the unorganized sector, and 75% are unskilled.

These workers are landless labourers and marginal farmers who migrate to the cities in search of work, offer their labour at building sites, camp down in rough shelters devoid of the simplest amenities, and work long hours. With them, come their children, who grow up amid this constant movement, with little access to schools, health services, childcare and nurture of any kind. A 'guesstimate' puts the number of children of construction workers at around 60 lakhs in India. By the same arithmetic there are 2 lakh of them in Delhi/ National Capital Region (NCR), with about 20,000 children at large project sites.

The child on construction sites has been the starting point of MC's work. A deep commitment to the developmental rights of this child and insights into her life-context have constituted the basis of our belief that a 'creche' on a work site is critical to the health and development of the child, education of the older sibling and an essential support for the woman worker.

## A Worksite Creche – What's in it for the Builder?

**Builds a culture of safety in the whole organization** – Workers start to use gloves, hard hats, other instructions for operating equipment resulting in better worker safety.

**Saves cost and promotes timely job completion** – Mothers arrive on time and can breastfeed the child at the crèche; workers don't have to take a day off to care for a young/sick child or attend to an accident in unsafe surroundings.

**Enhances efficiency** – A stress-free worker is a productive worker who can work with full concentration, make fewer mistakes, use less time for the same job and avoid accidents and delays.

**Creates a harmonious work environment** – There are fewer fights over mothers taking a break; workers appreciate the contractor for the facility and are more likely to stay on with him.

**Facilitates compliance** – The Building and Other Construction Workers Act (BOCWA) 1996 requires a crèche at the site; the CSR Bill passed in 2013 requires eligible companies to set aside a small part of their profits towards developmental initiatives. A crèche on site along with other welfare measures helps check both boxes, above.

**Saves compensation and litigation costs** – A safer and more humane workplace will pre-empt costs of litigation and compensation in case of accident/death. Construction companies embroiled in court cases may also be held to ransom by slow, bureaucratic processes.

## Changing Relationship with Construction Sector Partners

The construction sector in India is characterized by a lack of transparency and non-compliance, bad press mostly well founded, and scams involving accidents, land acquisition deals, reneging on promises made to consumers, and so on. And it is with this sector that MC has formed partnerships, creating inroads at different rungs of decision making to bring about a change in the life of a construction workers' child. In the last 44 years we have partnered with over 250 builders to run 700 crèches.

In the early years we would run crèches at worksites with minimum contractor support. Gaining entry to the sites was the big battle; thereafter we would raise funds from various sources (contractor, corporate, individuals, funding agencies) and if monies were sufficient MC would run its high quality programme. The concerns were those of reach and sustainability.

Over time MC grew in confidence, credibility and skills to be able to negotiate better terms with the contractors: some locally trained and hired personnel; minimum wages to the childcare worker, adequate physical infrastructure and support in the form of at least 25% of the running cost. In the past five years we



have moved beyond adequate personnel and increased cost sharing, to asking the contractor to play an increased role in the management of crèches. And that was the beginning of Daycare Facilitation: facilitating services as opposed to providing services. MC's reach through this model has increased nine-fold in the last five years. This is indicative of the emergence of a new age industry leader – who thinks differently and wants to make a difference.

#### Children reached on Construction Sites through Daycare Facilitation, 2009-14

	No. of daycares	No. of children reached
2013-14	28	4917
2012-13	24	3691
2011-12	24	3122
2010-11	18	3111
2009-10	15	543

#### Advocacy with Builders in 2013-14 to make Childcare a part of their Policies

To further our vision to have crèches at every worksite, we began advocating with Builders and Real Estate players to commit to Childcare, that is, incorporate the 'provision of childcare services at all sites' into their organization policy. The Amrapali Group was amongst the first to commit in policy, in 2012-13, and in the reporting year they established childcare facilities at every new project that they began. In 2013-14, Bestech and the Eldeco Groups made a similar commitment to childcare.

## Roadmap Ahead

The Delhi/NCR is expected to see construction worth **Rs 20,000 crores** in the next five years, using male and female labour. We estimate that the Delhi/NCR will have at least **2 lakh children** on its building sites, and the Delhi story of urbanization and booming construction will be retold in smaller cities. But, MC continues to be the only organization working for the 'migrant, young child'. Thus, we will need to redevise our strategy to work not only at few larger sites but as many sites as possible and in more cities, too.

To reach more children, we need to create new practitioners for the construction industry – by training NGOs to be providers of childcare services at the construction sites. Hence, as part of a new strategy for scale-up over 2014-17, we introduced a new Tripartite Model in the year 2013-14, involving MC, Builders and NGOs. We would negotiate with Builders for space, infrastructure and partial finance for childcare at their project sites and train NGOs to run the childcare programme. MC will provide supplementary finance, monitoring and technical support, and engage with the community for better childcare practices.

## Shapoorji Pallonji – Going up the Responsibility Ladder

Shapoorji Pallonji have been our partners in Delhi/NCR for almost a decade. They sought our help to extend childcare services to other cities where they work, starting with Rohtak and then moving on to Amritsar. MC had been waiting and preparing for just such an opportunity: to facilitate the running of crèches in second tier, rapidly growing towns, where MC would come in to provide technical guidance. Shapoorji Pallonji extended their full cooperation and ran four childcare centers, in 2013-14, reaching out to 445 children.





*"To engage with legislation, a strategic process has to be developed and democratic spaces have to be used to advantage. One has to proactively engage with the ministries, legislators, political parties, women's groups and other civil society groups in this process of legal and policy reform."*  
**Professor Arlene Manoharan, Faculty, National Law School of India, University, Bangalore**

# Citizen and State

The objective of Mobile Creches' (MC) advocacy, both at the national and the state levels, is to ensure policy change and effective legislations for the Young Child, at the Centre, and improved services by way of quality, coverage, budgets and institutional mechanisms at the State level. The year 2013-14 saw positive responses from the Government in the Early Childhood Development (ECD) arena and MC continued its efforts to bring pro-poor changes in policy, laws and programmes.

In 2013-14, MC engaged with a range of stakeholders – National/ State Governments, Delhi State Government and Local Governance structures, Networks, Civil Society Institutions, Citizens' Groups, Campaigns, Academia and NGOs. Engagement with each one of them required different strategies ranging from awareness building, collaborative activities to playing a watchdog role.

MC engaged with the state in two ways: as technical resource within the Committees formed by the Government, MC input into the law-policy-programme framework for children under six; in an institutional capacity or as representative of civil society alliances, MC advocated for changes in programme design, allocations or implementation mechanisms, based on ground realities and people's concerns.

In order to strengthen and broadbase the platform for children under six, MC initiated, led and/or supported civil society networks and campaigns on related issues. The collectives explored a comprehensive Right to ECD and also intervened in implementation of Early Childhood Care and Education (ECCE) Policy.

On the programme implementation front MC used multipronged strategies – platform building, technical guidance, community mobilization – to operationalize Anganwadi Centres-cum-Crèches (AWCCs) under the Restructured Integrated Child Development Services (ICDS) Scheme.

## Policy Advocacy for Children Under Six

### Early Childhood Care and Education (ECCE) Policy

MC advocated on implementation of the ECCE Policy, in its institutional capacity and as a member of various Civil Society networks. The approved policy included a number of recommendations provided by the Alliance for Right to Early Childhood Development (The Alliance), a network co-founded by MC, where its Secretariat is currently located.

In a number of networking meetings on Education, or on Children's Rights, the ECCE Policy and its gains were presented and discussed. The ECCE Policy, along with the National Curriculum Framework and Quality Norms for ECCE services, would bring about change in the situation of this much neglected yet critical age group, when children in poverty are most invisible. Awareness building on the Policy was considered critical. MC did capacity building of network partners on Policy commitment towards inclusion, monitoring and supervision, institutional mechanisms, convergence, capacity building and quality norms.

A team of network members, including MC, met the then Joint Secretary, Ministry of Women and Child Development (MWCD), to discuss implementation of ECCE Policy. He felt that within a year and a half, when ECCE Councils would be operational at the central and state levels, the Policy implementation would be smoother.

### Advocacy Gains in 2013-14

**ECCE Policy** articulated barrier free universal access to ECD services, quality monitoring, decentralisation and appropriate budget. It acknowledged the 'care continuum', reiterated the focus on the Under Threes and universal access to ECCE through multiple institutions.

**National Food Security Act (NFSA)** committed to providing take home rations/one meal to all pregnant and lactating women, children under three years and a snack and one meal to all children, 3-6 years, at the Anganwadi Centres (AWCs); and provided a cash entitlement of not less than Rs 6000 under universalized Maternity Entitlement (ME)

**Restructured ICDS** was rolled out in 'mission mode' with a budget of Rs.1.23 lakh crores, for the 2012-17 plan period. It also implied rolling out of 70,000 AWCCs.

## Laws Related to Children Under Six

### Comprehensive Legal Rights for Children Under Six

The young child's right is a comprehensive and integrated right to health, nutrition, learning and education, care and protection. The rights are inseparable and inalienable. During a brainstorming workshop in March 2013, The Alliance had decided to work on drafting a comprehensive legislation and the framework of Rights required for this age group.

As the first step, MC as the Secretariat of The Alliance, consolidated its work with different Rights groups, which included Right to Food (RTF), Right to Education (RTE), Gender Rights, etc. The strategy adopted was to work with different fora to bring the young child agenda within the demand for each right and, simultaneously, work towards building up a strong voice for the young child across networks and on the ground. A Background Note was developed to guide the framing of the Legislation, wherein the 'comprehensive' was unpacked to look at entitlements in an age-disaggregated way. Collaboration with National Law University (NLU), Delhi, was sought to provide guidance and lead the law-drafting process.

Professor Matthew, NLU, proposed that the Alliance adopt a "bottom-up" approach to the framing of legislation. At the root of the non-implementability of most Indian Laws is the top-down approach that starts with the framing of the statute, followed by the framing of the rules at the state and national levels. The Alliance initiated a collaborative process with NLU to explore how the drafting of a Comprehensive Law can start with rule-making, instead, with people at the grassroots as stakeholders in the collective process.

### Connecting Issues, Organizations and Networks

**Advocacy with National Mission on Empowerment of Women (NMEW) on Maternity Benefit Act** – Studies done by the International Labour Organisation (ILO) and civil society groups showed very little coverage of ME in spite of a number of schemes on the ground. In a Consultation organised by NMEW, MC proposed the idea of 'nursing breaks' for the working mothers, as a critical link between the child's Right to Food and the working mother's maternity entitlements. The Alliance, National Alliance for Maternal Health and Human Rights (NAMHHR) and NMEW are working on strengthening and implementation of the Maternity Benefits Act.

### Consultation on Comprehensive Legal Rights for Children Under Six

With a view to understanding the 'bottom-up' approach to law making, a consultation was organized in collaboration with NLU. The experts included, among others, Prof Babu Mathew, NLU on Bottom-up approaches; Prof. Arlene Manoharan, Faculty, National Law School (NLS), Bangalore on Juvenile Justice (JJ) Act: Experiences in Rule Making and Implementation, Dr. Niranjana Ardhya, NLS, Bangalore on rule-making experience in RTE; Mr. Kiran Kamal Prasad on Bonded Labour Act and the Role of Vigilance Committees.

It was decided that as preparatory to starting work towards a comprehensive legislation, the Alliance could begin work on developing a set of model rules under NFSA. MC, as the Alliance Secretariat, took up the responsibility to coordinate this task. Work is underway to guide the process of drafting the rules on Maternity Entitlements and ICDS under NFSA.

### Advocacy on Women's Work, Maternity Entitlements and Crèches

- Brainstorming meeting in February 2013 on analysing existing policies on women and children through the lens of unpaid care work of women
- MC took part in the Right to Food Convention held in Ahmedabad where The Alliance collaborated with NAMHHR to organize a workshop on 'Rules for ICDS and Maternity Entitlements'. Issues of cash transfer under certain schemes, zero balance bank accounts and identification of beneficiaries received special attention.
- Another workshop at the Convention on 'Women's work and the Right to Food' drew attention to the issue of recognizing, reducing and redistributing women's unpaid work through policy interventions and linking it to the call for universalising crèches. The group also emphasised special focus on dalit women, women with disability, single women, etc.

**Representations in Diverse Platforms to Advocate Young Child's Justiciable Rights** – MC articulated the need for a comprehensive legislation at multiple platforms: National Seminar on Child Wellbeing and the State, RTE Forum organized Stock Taking on Right to Education Act, Peoples' Education Assembly, Right to Food Convention, etc. The debate was around the form of law and included recommendations like harmonization of existing sectoral laws that impact children under six as also the creation of new laws. In the Workshop on rules for ICDS issues of quality, infrastructure and coverage were discussed at length. Participants suggested institutionalization of all under-six services of ICDS through legislation and a review of Government Orders from different states that have enriched the process.

## Programmes for Children Under Six

### Implementation of Restructured ICDS

ICDS in Mission Mode was rolled out in 2012-13 as an action against malnutrition and also with the objective of making AWCs vibrant ECD centres. New and strengthened components, additional budget and human resource are part of the package. Information materials on **ECCE Policy and Restructured ICDS** were prepared by MC and widely disseminated.

#### Joint Secretary MWCD on Restructured ICDS

- In 15 states, Restructured ICDS has been rolled out and posts have been sanctioned. The southern states, Gujarat, Andhra Pradesh and Madhya Pradesh have shown early promise in moving forward.
- Salaries and Supplementary Nutrition expenses are well utilized but the other budgets go unused, since procurement takes time and approval. Effort is on to monitor each component separately at each level.
- Many elements were already or almost in place: The ECCE Council for central programme monitoring; the National Curriculum Framework; state level curriculums; a Joint Secretary appointed for ICDS and Mission Steering Committee.

Forum for Creche and Childcare Services (FORCES), an Alliance member, initiated a stock taking on the implementation of Restructured ICDS. It was observed that most states had little information; Odisha and Andhra Pradesh, however, had taken progressive steps and invested financial and human resources into universalization of Restructured ICDS. While some gains in budgets and implementation processes have been made, the battle for provision of minimum wages for Anganwadi Workers (AWWs) will have to continue.

### Curriculum Development for ECCE

MC was part of the Expert Group formed by the MWCD to draft the National Curriculum Framework for ECCE. This was long overdue given the weakness of the ECCE component under ICDS. This will guide the planning for activities during the four hours committed to ECCE activities under the Restructured ICDS. In March 2013, 16 states had finished preparing the framework and the rest were in the pipeline.

### Piloting Anganwadi Centre cum Crèches (AWCCs)

2012-13 offered a wonderful opportunity to address the widespread need of crèches, under the AWCC initiative. Strengthened by its recognition as a **technical resource agency, for piloting AWCCs under the ICDS restructuring**, in 2013-14, MC approached the State Women and Child Development Departments (WCDs) to provide technical support for setting-up, running and managing crèches and build a pool of State training resource organisations for scaling up.



MC identified eight States – Madhya Pradesh, West Bengal, Andhra Pradesh, Odisha, Gujarat, Rajasthan, Jharkhand and Delhi – to work with, initially. This choice was based on the state’s prioritization of Restructured ICDS and the presence of a State resource organization at the local level. Meetings were held with State WCD officials for planning and need based proposals sent thereafter. Among the eight states, Madhya Pradesh and Andhra Pradesh responded positively. After conducting conceptualization workshops and visits to local AWCs, a Memorandum of Understanding was signed for piloting 15 AWCCs in Andhra Pradesh and 63 AWCCs in Madhya Pradesh.

### Overall challenges faced by MC in partnering with State WCDs

- Lack of clarity on the concept of crèches and their management
- Lack of priority amongst the States on rolling out of AWCC and training for the same
- Turnover of decision making officials at the State level

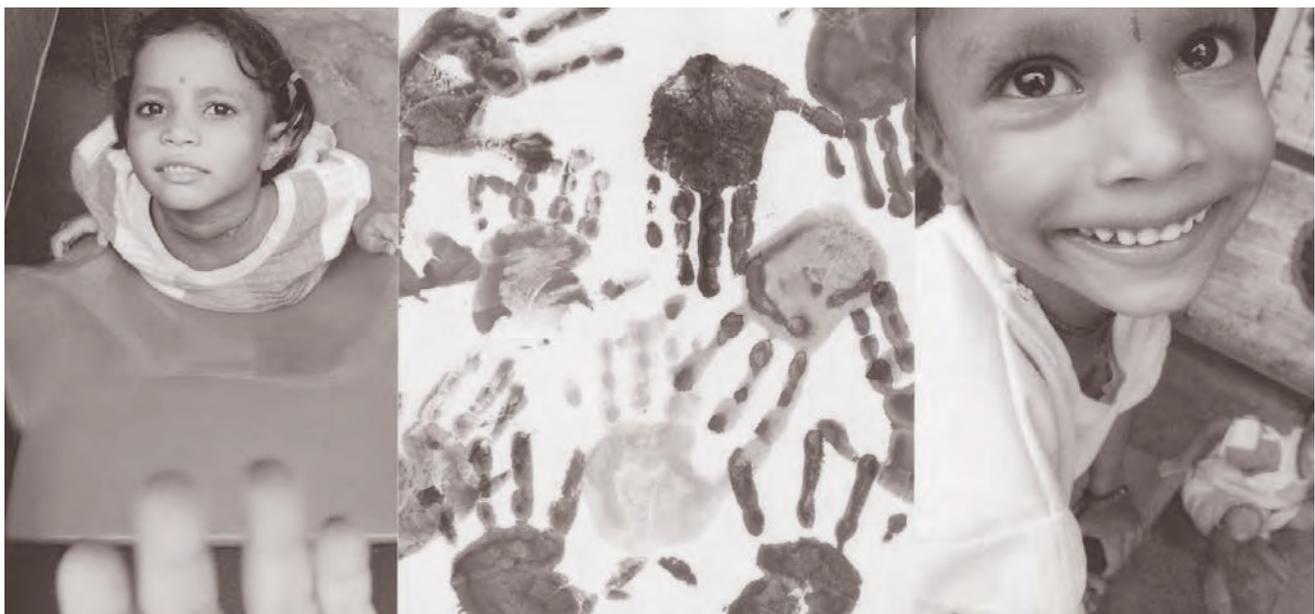
## Community Awareness and Demand Generation at the Delhi State Level

Over the last ten years Mobile Creches (MC) has strengthened its advocacy efforts at the grass roots end of the spectrum. We have realized that our voice gets heard when people from grassroots and citizens’ groups speak in unison. Our work, therefore, has been rooted in ground realities through awareness building, mobilization of communities to become aware of their rights and demand services they are entitled to. This pressure from below would help in better implementation of state programme.

### Strengthening Networking at the Delhi State Level

MC as secretariat of FORCES” Delhi Chapter, a network of 40 organizations, decided to decentralize their work to widen and strengthen the issues of young children at the grassroots. Delhi was divided into four areas: North, South, West and East. Each area would have an area representative who would then lead the area with 9-10 local partners. Steering Group would comprise of four area representatives and three elected members from the network. All planning and implementation of network activities would be carried out by the Steering group. This would help to enhance the leadership qualities and ownership and better engagement with Urban Local Bodies. As a result year 2013-14 witnessed some positive outcomes:

- Formulation of collective demand letter with other alliance members
- Submission of the demand letter before to the political parties before the elections
- Multiple demand letters and RTI applications, before the Department of Women and Child Development, Delhi Commission for Protection of Child Rights and local representatives, to implement the norms of Restructured ICDS



Highlight was that the steering group even helped to raise fund for an event with other network partners to raise demand on the young child during election.

### **Inclusion of Children Under Six Agenda in the Political Manifestoes**

As the Delhi State/Lok Sabha Elections drew close Delhi FORCES joined hands with other Networks and community members to mobilize 4000 community members across 26 slum for inclusion of the young child agenda in political party manifestoes. It also came together with networks like Right to Food, Delhi Right to Education, Jan Swathaya Abhiyaan, Sanjha Manch and Wada Na Todo to make the 'young child' an election issue. **Provision of crèches found place in a number of manifestos and so did quality delivery of ICDS.**

#### **The charter of demands placed before various political parties was as follows:**

1. Six months of minimum wages as universal maternity entitlement to all women
2. Implementation of Restructured ICDS and, within that, AWCC with flexible timings, proper infrastructure and basic services as a universal entitlement for all children under six
3. Implementation of statutory crèches
4. Comprehensive legislation for children under six on free and universal right to health, nutrition, age-appropriate learning, responsive care, safety and protection
5. Budgets for children at every tier of the Government – from Central to Panchayat.





*"It's great work and a great vision. I salute Mobile Creches for the safe haven they provide for young kids at construction sites and it is a privilege for me to contribute in a small way through my music."*

***Utsav Lal, Glasgow-based Raga pianist***

# MC Partners

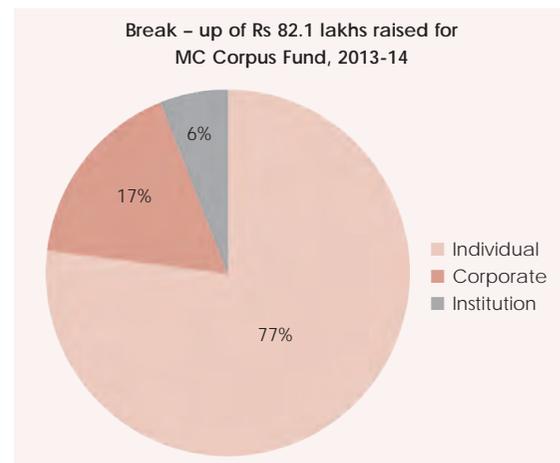
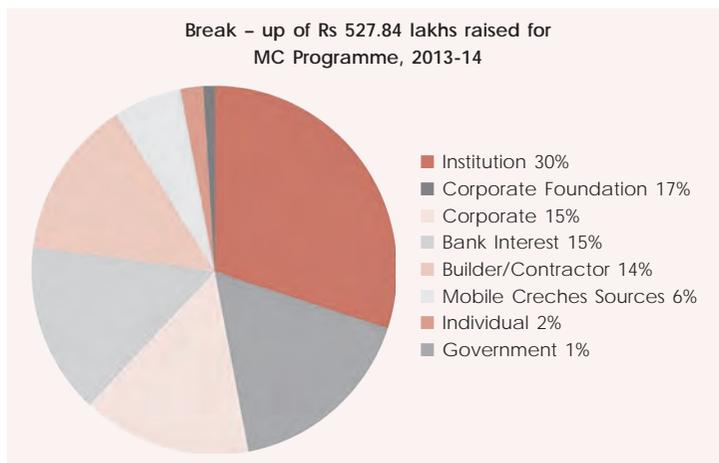
Mobile Creches (MC) has had a long innings evolving from an idea to an organization, and today, into a movement for the rights of the young child. MC has not only created an identity for itself, around the issues of the Young Child, but also made a dent in the socio-political contexts in which it works. We have built this edifice on two pillars: the MC team and our partners, who continue to be an integral part of this journey.

Our partners consist of corporates, corporate foundations, institutional funding agencies, government, individuals and local contractors/builders. They contribute by way of their skills, expertise, personal networks and funds. We have come to count on them and learn from them.

## Donor Partners

In 2013-14 our Donor Partners helped raise Rs 609.94 lakhs – Rs 527.84 lakhs (87%) for MC programmes and Rs 82.1 lakhs (13%) for the MC Corpus Fund.

Institutional donors have been the mainstay of most NGOs in India, as compared to the predominance of individual giving, in the US for instance. In recent years corporate foundations and, even more recently, the corporate sector have emerged as the new philanthropists. Contributions from the construction sector have been on account of an occupational partnership. Unlike before, we pursued and persevered with individual donors, in the last five years, for the Corpus for MC (CMC) Campaign. The pie charts, below, reflect the mix today.



### Institutions

Institutional funding agencies bring to the table an understanding and empathy for the issue. This holds true especially for long-term partners like Plan International (India) and Bernard van Leer Foundation (BvLF), who constituted the top two institutional donors. The contribution of this category of donors increased from 26% to 30% this year. NEG FIRE was a major new partner introduced in 2013-14.

### Corporate Foundations

Partnership with Corporate Foundations accounted for 17% of our programme funds as compared to 24% in the year 2012-13. Google Inc. Charitable Giving Funds

**Employee Engagement Program (EEP)** is an integral part of any partnership with corporates today: their employees directly engage with our children at the daycare centres. In 2013-14, MC hosted 15 such interactions. A Sampler:

- **American Express** – Fun and games at our Annual Sports Days
- **Boeing** – Art and craft with the children
- **Kohler** – Painting and music at our daycare centre
- **KPMG** – Christmas and Republic Day celebrations
- **SAP Labs** – Lessons in hygiene; Puppet Show
- **Standard Chartered** – Art and poetry.

of Tides Foundation and KPMG Foundation continued to be the top two contributors in this category and the decline in percentage was largely on account of the former.

### Corporates

In 2013-14, their contribution remained almost similar, at 15%, to that of last year. The composition of this slice, however, was different: Indian Corporate Funding increased by 71% and Foreign Corporate Funding declined by 37%, reflecting the growing interest of local corporates. These funds, mostly, went towards our construction site and urban slums programme. The highest contributors were Boeing and KPMG.



Mobile Creches received an **Award in Health** from STARS Foundation, UK in December 2013. The Award ceremony was held in London. Our ED, Mridula Bajaj, sitting middle, with the other awardees.

### Contractor/Builder

In 2013-14, the contribution of contractors to the resource-pie was 14%. However, the daycare centres at construction sites accounted for as much as 51% of the total expenditure of MC. On average, therefore, the builders covered less than a third of the programme cost, requiring supplementary funding through other sources, especially at centres completely run and staffed by MC. The top three builders in terms of contribution in the reporting year were Vatika India, Bestech Group and Unitech Group.

### Individual

In 2013-14, individual donors continued to hold the 2% space in programme funds but formed 77% of the Corpus Fund pie. On aggregate, individual partners were responsible for 12% of the total funds raised – for programme and corpus – in the year.

### Building the MC Corpus Fund

On March 31st 2014, the MC Corpus Fund stood at Rs 418.50 lakhs. Between 2009 and 2014, we added Rs 358.49 lakhs to the Corpus Fund, a bulk of it through 100% tax exempt, rupee funds. The interest from the Corpus and other Funds is already flowing in, providing MC with the much needed, non-earmarked monies. In the year 2013-14, we raised Rs 82.1 lakhs for the Corpus, from 137 donors, increasing the total Corpus by 24%. Most of it came from individuals, with HDFC being a major exception and sole corporate contributor.

Over the next 3-5 years we expect institutional funders to continue to play the lead role as donors, accounting for at least 35% of the whole. With the new Companies Act, 2013, we expect some redistribution between the corporate and corporate foundation components, but the total will stay in the region of 30%; this was, temporarily, inflated because of the Google Tides windfall in early 2010. As we move into more participatory models of partnership with builders, their contribution will increase, in absolute terms, but may not be reflected in MC expenditures. Donations from individuals, channeled into the Corpus over 2009-14 will, now, be solicited for programme funds. However, since the 100% tax exemption will not be valid any more, we expect the size, if not the number, of donations to decrease.

## Volunteers

Volunteers at MC are a motley crew: students, professionals, retirees, those someone between jobs, home-makers, and others. Their experiences and motives are varied, but they have one thing in common – time to give and compassion for their fellow beings. In 2013-14, 45 volunteers worked with MC, mostly students who worked on a range of projects – art & craft, photography, documentation in the office, etc.

*"The children taught me how to make a plane, boat and a flower by folding paper. The talent of these children is fascinating." - Qudrat Singh, Std XII, GD Goenka World School*

## Events: Engaging Donor Partners

### Twin Piano Recitals

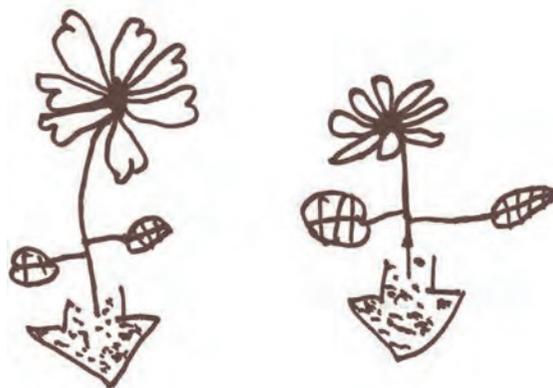
After a long hiatus, MC organized a fund-raising event: An evening of Hindustani Classical Ragas on the piano, presented by young 'raga pianist', Utsav Lal, on 1st September 2013. A disciple of Ustad Wasifuddin Dagar, he is based in Glasgow-Scotland and has performed at prestigious global and Indian venues. The event was sponsored by YES Bank Ltd and hosted by The Oberoi, Gurgaon. Utsav performed a week later, for MC again, at the India Habitat Centre in Delhi. The concerts were a great success and helped raise funds for MC programmes and the Corpus.

### Airtel Delhi Half Marathon

In December 2013, four teams from KPMG ran the Airtel Delhi Half Marathon in support of MC. They were joined by an enthusiastic team from MC, consisting of staff and volunteers. MC raised the third highest pledge amount for the event.

### Communication

Information related to our activities, quarterly reports, reminders about donations and volunteering options, souvenir and more are some of the regular communication we send out to our Partners. They also received our Rakhi cards, brochures, annual planner and a quarterly FR Bulletin. Online connect through the website and sharing of updates via social media and e-newsletter was also maintained through the year.





*"From the safe haven of an academic institution to the construction sites of Delhi, and into the lives of migrant children. What a journey it has been! A journey of constant learning, a journey of comradeship with those who helped to build Mobile Creches ... and a continuing journey of searching for answers"*

***Devika Singh, Co-founder, Mobile Creches***

# The MC Team

Mobile Creches is what Mobile Creches does. Unpacking the major components of the MC programme – childcare services through various models of stakeholder partnerships, capacity building of childcare workers and communities, advocacy at national and local levels – yields a rich mix of everyday actions, at multiple locations, as revealed by the preceding chapters.

Who are the people who do, in their individual capacities and as teams, what MC does? It is the crèche worker who travels two hours to get to the start of a hard day's work at a centre in Haryana; the Centre-In-Charge who has to manage the show in the midst of multiple uncertainties of a construction site; the driver who has to scout new locations, in far flung areas, every other day; the project leader who builds rapport with the community and the local political leaders in a slum basti of multiple ethnicities; the heads of functions who lead their own teams as well as work collaboratively with donors, government officials and other NGO partners; the Executive Director who juggles, people, tasks and priorities to keep the machinery oiled and functioning; the volunteers and Board members who look at the big picture and give of their time, expertise and passion. Each and every person plays his/her part to keep MC on the move, towards a common goal.

Ensuring that the aspirations of the organization are in keeping with the size and quality of its human and material resources is key to its success. In the year 2013-14, the MC Team focused on working on the new Strategy Plan for 2014-17, identifying gaps in the organizational structure, skills and style, and initiating work on all critical dimensions of HR development.

## Strategy Development

The Strategy Plan, 2014-17, evolved from a participatory process of dialogue amongst its stakeholders, internal and external to the organization.

MC undertook a detailed exercise, over four months, to finalize the plan using internal resources and a team of three consultants: Mr. Gurumani led the process with his specific focus on the External Environment; Ms. Vasanti Vepa reviewed the Organizational Human Resource and Culture; Mr. Khilesh Chaturvedi carried out the internal Program Review.

## Team Strengthening

MC took immediate steps to address the gaps, which emerged from the strategy exercise, on the organisational front, with improved systems and leadership development:

- **New Director positions** to lead program operations and advocacy
- **Salary revisions** based on benchmarking and internal alignment of roles
- **Job fitment** based on individual assessments and growth plans with cross-functional learnings
- **Changed Service Rules** for a more flexible work environment
- **Skill upgrades** with 15 in-service trainings and 10 external trainings
- **Increased separation of** governance and management roles

Our field team is directly responsible for the impact of our programme. Hence, to sustain motivation and develop their skills, we conducted role based trainings for the entire crèche team: the **crèche workers** learned stimulation activities and toy-making for the children; the **balwadi workers** understood deeply the

## Strategic Objectives 2014-17

### Advocacy with Builders and the State:

Institutionalization of crèches at construction sites – builders/developers take on responsibility for running crèches at construction sites, in policy and practice

### State Level Advocacy in Delhi with multiple stakeholders:

Enhanced implementation of policy-programmes for the Under Sixes in Delhi, particularly the Restructured Integrated Child Development Services (ICDS) Scheme in terms of quality, coverage, budgets and systems

**National Level Advocacy:** (a) Building a campaign to demand for Right to Early Childhood Development (ECD) through levers like Early Childhood Care and Education (ECCE) Policy, Restructured ICDS, etc. and develop a framework for legislation; (b) Advocacy with the Government on law, policy programmes related to the young child.

importance of balwadi assessment so as to determine the progress of each child and take necessary action; the **non-formal-education (NFE) teachers** got to know more about different themes and methods of teaching the curriculum; the **Centre In-charges** learned about handling their roles and responsibilities in a better way; and the **project leaders** attended training for IT as well as a Training of Trainers workshop.

A sampler of external workshops attended by members of the MC Team:

- Convention on **National Stocktaking**, organised by the Right To Education Forum
- Training Session on **Management and FCRA** organised by iVolunteer
- Workshop on **Writing Impact-full reports for Donors** organised by iVolunteer
- Teacher Training Workshop on **Story-telling** organised by Katha
- State Level Sensitization Programme on **Social Defence** organized by Samarth

### Leadership

A Senior Manager Team (SMT) comprising the Heads of all departments was constituted in October 2013 to create a common platform for leadership building, cross functional learnings and a collective ownership and understanding of organizational challenges and aspirations.

### Governance

The year 2013-14 saw the election of a new Governing Council (GC), some welcomes and goodbyes in the General Body (GB), as well as serious deliberations on governance and strategy, by the GC.

The GC constitutes 13 members, nine elected from the invited membership of the GB and four co-opted from within or outside the GB. To prepare for elections in 2013-14, the Nominating Committee (NC) appointed by the GB swung into action, in early 2013, to start to identify potential candidates for the new GC 2014-17. In the first half of the reporting year, NC members met with prospective members to assess availability, inclination and the expertise and experience needed by MC for an effective GC. In keeping with the rotation policy introduced in 2005, two GC members became ineligible for re-election to the new GC. Based on names shortlisted by the NC, nominations were received from GB members, elections held at a special meeting of the GB, in Nov 2013, and invitations sent to coopted members, in early 2014. Members of the new GC (2014-17) attended the GC meetings in Feb and Mar 2014, for the approval of the Annual Budget 2014-15 and the Annual Plan 2014-15, respectively.

Six new members were invited to join the GB in 2013-14, for an initial period of three years and five others, invited as Core Members for life. All these members have made invaluable contributions to MC, by way of committee membership or as co-opted members in the GC, in the fields of MC programme, strategy, accounts, HR, and fundraising. Four members resigned from Core Membership after a long association spanning decades. Their contributions to MC Training, fundraising and friend-raising, and streamlining accounting procedures will always be remembered. Two Associate Members, instrumental in setting up the Mumbai Branch in the early 70s and then its spin-off into an independent entity in 2007, took their leave from GB membership to focus more on the Mumbai operations.

### Learning Afternoons

Learning Afternoons were introduced in 2013-14 to bring in external perspectives for managers and programme-officers. An External Expert is invited to share insights with the group on the larger socio-economic environment. Three workshops took place in the reporting year on ECCE and Research, ILO initiative to reach out to migrant children and Civil Society.

**The Annual Retreat** (December '13, January '14) was attended by 125 MC staff in Rishikesh and Jaipur. The theme of the year was "Pehchan Wahi Udaan Nayi" (Same identity, newer heights). The goal was to share the results of the strategy exercise and its final articulation, and to build team spirit and motivation.

MC celebrated its **45th Founder's Day** (15th March '14) at Sankriti Kendra, New Delhi, with games, poetry, dance and music. Employees who have worked with MC for more than 20 years were acknowledged and given a token of appreciation. Superlative performer, highest fundraiser, unsung heroes, those who go beyond the call duty and those who lead from front were also some of the people in the MC family, thus appreciated. The event saw a lot of participation by MC's Alumni, who were given paintings prepared by our children as mementoes.

# Financials

In 2013-14, the Financial Health of the organization presented a positive picture. Over the year before, Income increased by 11.7% and expenditure by 5.3%.

Mobile Creches (MC) raises monetary resources for its programmes through multiple partners (For details, refer to Chapter 6: MC Partners). The Resource Mobilization Policy lays down the guidelines to be followed in pursuing different sources. It suggests a good mix of donors, as well as a balance between Unrestricted and Earmarked (for a certain use) Funds and Foreign and Indian contributions.

## Summary of Financial Resources 2012-13 & 2013-14

Financial Resources	2012-13 (Rs in lakhs)	%	2013-14 (Rs in lakhs)	%
General Donation (Indian)	8.19	1.73	5.54	1.05
General Donation (Foreign)	2.60	0.55	2.92	0.55
Earmarked Donation (Indian)*				
Institutional	3.43	0.73	13.04	2.47
Corporate	25.47	5.39	43.66	8.27
Corporate Foundation	16.23	3.44	12.05	2.28
Others	0.12	0.03	0.21	0.04
Earmarked Donation (Foreign)*				
Institutional	121.06	25.62	147.09	27.87
Corporate	35.05	7.42	22.09	4.18
Corporate Foundation	97.70	20.68	79.44	15.05
Child Sponsorship	1.26	0.27	1.45	0.27
Fund Raising Event	-	-	13.75	2.60
Contractor/Builder Contribution	76.77	16.25	74.67	14.15
Government Aid*	2.54	0.54	2.54	0.48
Interest (Indian)**	21.12	4.47	24.73	4.69
Interest (Foreign) * & ***	34.14	7.23	56.31	10.67
Others ****	14.70	3.11	18.61	3.53
<b>Total</b>	<b>460.38</b>		<b>518.10</b>	
<b>As per Balance sheet</b>				
Special Funds (Interests& Receipts)*****	12.09	2.56	9.74	1.85
<b>Grand Total</b>	<b>472.47</b>	<b>100.00</b>	<b>527.84</b>	<b>100.00</b>

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

\*\* Interest earned on Investment INR Corpus Fund (Including the Corpus Fund received u/s 35AC) and General Fund (on accrual basis)

\*\*\* Interest earned on Investment of FCRA Corpus Fund and unutilized Grants (Out of Total - Rs 31.23 lakhs to the extent utilized)

\*\*\*\* Amount received from resource collections & sale of assets etc.

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

In 2013-14 MC raised 41% of its resources from Indian sources and 59% in the form of foreign contributions. Only 28% of the monies raised were not restricted, in terms of its usage; the rest were earmarked for specific initiatives or functions. There was no major change as compared to 2012-13, other than a slight increase in favour of Indian donations and unrestricted funds.

The total expenditure increased from the Rs 426.72 lakhs in 2012-13 to Rs 449.49 lakhs, representing an increase of 5.34%. This was lower as compared to anticipated budgeted expenditure, largely because of slow movement in states for implementing the Anganwadi-cum Crèches (AWCC) models.

The overall distribution of expenditure over different programme components stayed fairly stable. The absolute expenditure changes were substantial in the following: Training expenses increased by 28% on account of intensive lobbying and preparation of materials for the roll-out of AWCC trainings with the states; expenditure on Advocacy, national and state level, increased by 35% on account of reaching out to new partners in our effort to lobby for the rights of the Young Child; Resource Mobilization expenses decreased by 23% due, largely, to unfilled, senior management positions.

#### Summary of Expenditure, 2012-13 & 2013-14

Area of Expenditure	2012-13				2013-14			
	Expenses (Income & Expenditure)	Expenses (Funds/ Property/ Assets)	Total	%	Expenses (Income & Expenditure)	Expenses (Funds/ Property/ Assets)	Total	%
Childcare at Construction Site: Direct Delivery	190.42	0.53	190.95	44.75	204.29	0.76	205.05	45.62
Childcare at Construction Site: Facilitation	24.88	0.02	24.90	5.84	24.83		24.83	5.52
Childcare in Urban Slums	43.34	0.03	43.37	10.16	43.32		43.32	9.64
Training For ECD	24.82	5.10	29.92	7.01	26.91	11.42	38.33	8.53
Advocacy: National Level	17.07	-	17.07	4.00	25.83	-	25.83	5.75
Advocacy: State Level	7.67		7.67	1.80	7.61		7.61	1.69
Resource Mobilization	28.59	-	28.59	6.70	22.03	-	22.03	4.90
Organizational Development & Human Resource Development	27.92	1.82	29.74	6.97	30.17	1.57	31.74	7.06
Administration	54.29	0.22	54.51	12.77	49.86	0.89	50.75	11.29
<b>Total</b>	<b>419.00</b>	<b>7.72</b>	<b>426.72</b>	<b>100</b>	<b>434.85</b>	<b>14.64</b>	<b>449.49</b>	<b>100</b>

#### Balance Sheet as on 31st March 2014

Liabilities	2013-2014 (Rs in lakhs)	Assets	2013-2014 (Rs in lakhs)
Property/Equipment Fund	27.81	Fixed Assets	28.99
General Fund	278.33	Investment (of Corpus, Funds & Others)	957.11
Corpus Fund	154.39	Stock In Hand	10.51
Corpus Fund - U/S 35AC, IT Act	264.11	Cash & Bank Balances	20.77
Human Resource Development & Staff Welfare Fund*	32.20	Debtors, Deposits & Advances	
Special Project Fund**	6.96	Grants Receivables	7.42
Programme Fund	25.08	Loans & Advances	0.61
		Sundry Debtors	22.08
		Others Assets***	42.32
		<b>Sub Total</b>	<b>1,089.81</b>
		LESS Liabilities	
		Unutilized Donations/Grants	281.13
		Sundry Creditors	8.47
		Others****	11.33
<b>Total</b>	<b>788.88</b>	<b>Total</b>	<b>788.88</b>

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

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

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

\*\*\*\* Provision of Gratuity (reappointment above 58 years) – MC; Provision of Group Gratuity Scheme of Employees – LIC; Provision for Leave Encashment.

**Statement of Income and Expenditure Account for the year ended 31st March 2014**

<b>INCOME (As Per Income &amp; Expenditure)</b>	<b>2013-14 (Rs in lakhs)</b>	<b>%</b>
General Donation (Indian)	5.54	1.07
General Donation (Foreign)	2.92	0.56
Earmarked Donation (Indian)*		
Institutional	13.04	2.52
Corporate	43.66	8.43
Corporate Foundations	12.05	2.33
Others	0.21	0.04
Earmarked Donation (Foreign)*		
Institutional	147.09	28.39
Corporate	22.09	4.26
Corporate Foundations	79.44	15.33
Fund Raising Event & Child Sponsorship	15.20	2.93
Contractor/Builder Contribution	74.67	14.41
Government Aid*	2.54	0.49
Interest (Indian)**	24.73	4.77
Interest (Foreign)* & ***	56.31	10.87
Others ****	18.61	3.59
<b>Total*****</b>	<b>518.10</b>	<b>100.00</b>
<b>EXPENDITURE</b>		
Childcare at Construction Site: Direct Delivery	204.29	46.98
Childcare at Construction Site: Facilitation	24.83	5.71
Childcare in Urban Slums	43.32	9.96
Training For ECD	26.91	6.19
Advocacy: National Level	25.83	5.94
Advocacy: State Level	7.61	1.75
Resource Mobilization	22.03	5.07
Organizational Development & Human Resource Development	30.17	6.94
Administration	49.86	11.47
<b>Total*****</b>	<b>434.85</b>	<b>100.00</b>
<b>Programme Fund</b>	<b>25.08</b>	
<b>SURPLUS</b>	<b>58.17</b>	

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

\*\* Interest earned on Investment of INR Corpus Fund (Including the Corpus Fund received u/s 35AC) and General Fund (on accrual basis)

\*\*\* Interest earned on Investment of FCRA-Corpus Fund and unutilized Grants (out of total Rs 31.23 lakhs to the extent utilized)

\*\*\*\*Amount received from Resource Collections & Sale of Assets etc.

\*\*\*\*\* Income does not include sum of Rs 9.74 lakhs received as interest & income in Special Funds and Expenditure does not include Rs 14.64 lakhs against the same

MOBILE CRECHES FOR WORKING MOTHER'S CHILDREN  
DIZ AREA, SECTOR-IV, RAJA BAZAR, NEW DELHI  
RECEIPTS & PAYMENTS ACCOUNT  
FOR THE YEAR ENDED 31ST MARCH'14

RECEIPTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)	PAYMENTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)
<b>OPENING BALANCE(01.04.2013)</b>					
(i) Cash & Bank Balances			Administrative & Utility Services Expenses		9,38,578
- Cash in Hand	1,12,235		Field Programme Expenses		38,78,676
- Canara Bank SB A/C - 11602	7,33,625		Expenses - Corpus-35AC		20,13,497
- Canara Bank SB A/C - 11603	1,668		Expenditure out of Govt Grant		2,54,104
- Canara Bank SB A/C - 12910	75,841		Expenditure out of Specific Fund ( R & N/R)		68,94,193
- HDFC Bank-00031110004603	55,185		Expenses out of Foreign Specific Fund		
- HDFC Bank-00031110004379	39,905		- Boeing Company Ltd (Jan'12 to Dec'12) EXTENDED	4,23,141	
- Standard Chartered SB A/C No.-89425	90,995		- Boeing Company Ltd (Jan'13 to Dec'13)	17,85,476	
- Standard Chartered SBA/C No.-89417	5,79,420		- Henderson TR Pacific-NPC (Jul'12 to Jun'13)	42,288	
(ii) Investment(Agst Funds & Others)(01.04.2013)			- Schoders Investments (Jul'13 to Jun'14)	2,78,288	
- In Banks	1,05,00,000		- Plan International (July 12 to June 13)	22,13,223	
- In Public Sector Undertakings & Financial Institutions	5,13,39,569		- Plan International (July 13 to June 14)	35,82,912	
- Bonds (at Cost)	25,85,000		- Ford Foundation - (Sep'12 to Aug'13)	6,35,048	
- Mutual Funds(at Lower of Cost or NAV)	1,78,43,792		- Bernard Van Leer Foundation-Corpus Campaign(Apr'13 to Mar'14)	16,63,012	
(iii) Cheques in Hand	7,00,000		- The Tides Foundation/Google Inc(Apr'13 to Mar'14)	79,39,314	
- With Canara Bank A/C No. 11602, New Delhi	15,00,000		- Arata & Aifiah Yamasaki	25,004	
- With HDFC A/C No.00031110004379		8,61,47,264	- Give India - Day Care	41,306	
(iv) Advances	10,029		- Give India - Staff Salary	8,004	
- Staff Advances			- Give India - Excursion	41,024	
<b>RECEIPTS DURING THE YEAR</b>			- Give 2 Asia - Day Care Program	1,508	
Foreign Grants - Earmarked Projects	4,84,450		- Charity Aid Foundation - Computer Learning Program	27,340	
- Schoders Investment(Jul'13 to Jun'14)	16,89,000		- Charity Aid Foundation - Day Care Program	1,86,706	
- Plan International (July 12 to June 13)	37,88,000		- Charity Aid Foundation - America (Aug'13 to Aug'15)	64,896	
- Plan International (July 13 to June 14)	6,04,178		- Charity Aid Foundation - Microsoft (Nov'13 to Oct'14)	79,513	
- Arata & Aifiah Yamasaki	89,762		- Kayhan Foundation - Day Care Program (Apr'13 to Mar'14)	6,00,000	
- Give India	3,01,750		- De Nicola Simon-ITU Staff/ILFS Gazipur(Feb'13 to Jul'13)	50,564	
- Give 2 Asia	1,66,780		- The Ananda Trust-Urban Slums(Dec'12 to Nov'13)	5,02,957	
- Charity Aid Foundation - Day Care	2,484		- American India Foundation-I (Oct'13 to Sep'14)	10,20,870	
- Charity Aid Foundation - Computer Learning Program	1,18,566		- American India Foundation-II (Jan'13 to Sep'14)	3,89,955	
- Charity Aid Foundation - America	6,00,000		- NEG FIRE - Urban Slums & Advocacy(Apr'13 to Mar'15)	13,96,190	
- Charity Aid Foundation - Microsoft	1,88,360		- French Embassy - Day Care Program (Apr'13 to Mar'14)	6,05,517	
- Kayhan Foundation - Day Care Program	2,40,630		- Action Aid (Jun'13 to Dec'13)	5,60,473	
- The Ananda Trust- Urban Slums	15,20,151		- Unified Way Delhi - Day Care Program (Jan'14 to Dec'14)	47,668	
- NEG-Fire - Urban Slums & Advocacy	6,05,734		- Harvard School of Public Health	79,193	
- French Embassy - Day Care Program	5,60,473		- UNICEF (Sep'13 to Aug'14)	5,31,314	
- Action Aid	79,193		- Bryan Guinness		
- Harvard School of Public Health	55,10,113		Expenditure Against HR Dev. & Staff Welfare fund		
- Star Foundation	30,69,000		- Premium paid for Insurance policy-Staff Medical	1,57,297	
- Dasa/Impact Foundation	15,000		Expenditure Against Day care Programme(FC-Donation)	2,91,671	
- CWDS - Forces	6,00,000		Expenditure Against Day care Programme & Others(FC-Intt)	31,21,328	2,83,92,811
- UNICEF	2,02,13,824		Expenditure Against Special Project Fund		
Foreign Donation - Institutional		1,11,129	- Day care Support, Stipend & Others		11,42,012
Foreign Donation - Individuals		43,642	Gratuity paid to Staff (LIC-GGS)		10,65,943
FC - Interest on Fixed Deposits/Saving Bank A/C		63,27,720	Fixed Assets Purchased		1,37,551
<b>INDIAN GRANTS</b>			Donation in Kind		42
- KPMG - Day Care Prog./Unitech	6,00,000		- In-Kind - Vehicle & Computers (N/R)		41,455
- KPMG - Day Care Prog./Ansal API	3,00,000		- In-Kind - Nutrition Items, Children Kit & Toys etc		4,51,625
- Concern India Foundation- Atharva	6,73,689		- In-Kind-Office Equipment (Fans,Cameras, Handy Cam & Coolers		2
- Concern India Foundation- Raja Bazar	6,00,000				
- HDFC Ltd. - Noida Sec-100	6,00,000				
- ONGC-Event & Day Care	1,96,000				
- Plan India- Day care Program	5,39,500				
- Jamshedi Tata Trust	12,54,000				
- PNB Housing Finance Ltd.	5,88,000				



RECEIPTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)	PAYMENTS	AMOUNT (In Rs.)	AMOUNT (In Rs.)
- Kohler India Ltd. - Palm Drive	345,800		Payment Against Payable - P.Y.		
- Sopra Groups	21,038		- TDS Payable	74,857	
- DLF Trust - Day Care Programme	875,000		- Expenses Payable	46,283	
- Give India - Day care Programme (Nutrition)	270,000		- Sundry Creditors	120,232	
- Give India - Day care Programme (Education)	14,000		- Gratuity	725,498	
- Give Foundation - Salary	20,000		- Licence Fees Paid	62,882	1,029,452
- Give India - Day care Programme (Excursion)	39,500				
- Charity Aid Foundation - Microsoft Day Care Program	168,360				
- Charity Aid Foundation - Library Programme	1,242				
- Charity Aid Foundation - Day Care Program	334,438				
- SAIL	294,000	7,734,567	Closing balance (as on 31.03.2014)		
			(i) Cash & Bank Balances		
			- Cash in Hand	155,633	
<b>Government Grants</b>			- With Canara Bank SB A/c No. 0270101011602	618,706	
- Delhi Social Welfare Board - R.G.N.C.S.		242,537	- With Canara Bank SB A/c No. 02701010135246	2,015	
			- With Canara Bank SB A/c No. 0270101011603	226,974	
<b>Donation / Contribution &amp; Others</b>		8,864,298	- With Canara Bank SB A/c No. 0270101012910	118,244	
<b>Donation in Kind</b>			- With HDFC Bank SB A/c No. 00031110004603	131,604	
- In-Kind - Vehicle & Computers (N/R)	42		- With HDFC Bank SB A/c No. 00031110004379	51,268	
- In-Kind - Nutrition Items Children Kit & Toys etc	41,455		- With Standard Chartered Bank SB A/c No. 52510089425	72,825	
- In-Kind - Sweaters & Blankets	451,625		- With Standard Chartered Bank SB A/c No. 52510089417	452,604	
- In-Kind - Office Equipment (Fans, Cameras, Handy Cam & Coolers etc)	2	493,124	- With Standard Chartered Bank, C/B A/c No. -52505128000	247,048	
Interest on Investment and Saving Bank A/c & Dividend			(ii) Advances		
		2,297,631	- Staff Advances	25,090	
Profit on Redemption of Investment in Mutual Funds		1,140,445	(iii) Investment (Agst Funds & Others) (31.03.2014)		
			- In Banks	21,400,000	
Sale of Assets		118,845	- In Public Sector Undertakings & Financial Institutions	46,671,569	
			- Bonds (at Cost)	2,565,000	
Other Income		69,261	- Mutual Funds (at Lower of Cost or NAV)	25,074,046	97,812,626
Special Project Fund		276,456			
Income Tax Refund Order		636,382			
Corpus Fund - FC		1,323,502			
Corpus Fund 35AC		6,886,351			
Special Project Fund - Interest		59,846			
Gratuity of Staff (LIC-GGS)		1,065,943			
<b>Total (In Rs.)</b>		<b>144,052,567</b>	<b>Total (In Rs.)</b>		<b>144,052,567</b>

*[Signature]*  
Sr. Finance Manager

*[Signature]*  
Executive Director

On the basis of books of account produced & examined by us, and explanation given to us, we certify the Receipts & Payments Account of Mobile Creches For Working Mother's Children for the period from 01.04.2013 to 31.03.2014 to be true & correct.

**Sr. Manager Finance**  
**Mobile Creches**  
For Working Mother's Children

**Executive Director**  
**Mobile Creches**  
For Working Mother's Children

Thakur, Vaidyanath Aiyar & Co.  
Chartered Accountants  
Firm Registration No. - 000038N

*[Signature]*

K.N. GUPTA  
(PARTNER)  
M.No.-3169



Place :- New Delhi

Date :- **13 SEP 2014**

## Mobile Creches' Partners

### General Donations

#### Less than Rs. 10000

A B L Gupta  
 Accord Info Media  
 Agia Ram  
 Ajay Kumar  
 Amit Sharma  
 Anil Bhalla  
 Anjali Alexander  
 Anju  
 Anju Saini  
 Anurag Jain  
 Arjun Kumar Dawar  
 Arun Kumar  
 Arvind Wadhwa  
 Asha Verma  
 Ashish Dewan  
 Ashwini Kumar  
 Avar Singh  
 Balwan  
 Bhagwan Das Sharma  
 Bimla Devi  
 Chandrakala  
 Chandrakant Poddar  
 Community - the Youth  
 Collective  
 D S Misal  
 Dharamvir  
 Doll Singh  
 Durga Ghosh  
 Eena Parashar  
 Faisal Khan  
 Fanatic Studio  
 Gaurav Mathur & Rajendra  
 Geetika Raj  
 Geraldine A Rainbird  
 Give Foundation  
 Hargovind  
 Harish Chandra Dete  
 H L Kapoor Financial  
 Consultants (P) Ltd  
 Inderjit

Jatinder Singh  
 Jitender Kumar  
 Kali Vohra  
 Kamlesh  
 Kanta Rani  
 Karl Bulandar  
 Krishna Kumar Singh  
 Krishna Yadav  
 M S Yadav  
 Man Mohan Bhatnagar  
 Manju Vaish  
 Manju Yadav  
 Manjusree Talukdar  
 Manoj Kumar  
 Mansi Jaju  
 Mayank  
 Meera Kuckreja  
 Mohammad Shabudin  
 Mohit Kumar  
 Mukesh Kumar Garg  
 Nagar Mal Bansal  
 Naresh Dutt Sharma  
 Neena Narayan  
 Neeraj Goyal  
 Neeru & Shyama  
 Neeru Gupta  
 Nepal Singh  
 Nirmal Manchanda  
 Nirmal Srivastav  
 Nitin Kumar Gupta  
 Padma Upadhyay  
 Pankaj Phanda  
 Pavitra Yadav  
 Pawan Agarwal  
 Pawan Kumar  
 Prabhat Sinha  
 Pramath Sarangi  
 PRAVAH  
 Preminda Langer  
 R Pandey  
 Rahul Gupta

Raj & Anju  
 Rajesh  
 Rajesh Tomar  
 Rajiv Kapur  
 Rajiv Kumar  
 Rajni Pushkaran  
 Raju Sheikh  
 Rakesh  
 Rakesh Kumar  
 Rakesh Sharma  
 Ramesh  
 Ratan Dayal  
 Ravi Kathuria & Kamal Goyal  
 Ravinder Kaur  
 Renu  
 Rohit Gupta  
 Ruchi Rastogi Jain  
 S Sirish Kumar  
 Sally Benjamin  
 Sanjeeda  
 Santosh Kumar Pal  
 Sartraj Aalam  
 Satpal  
 Shanta Gopalan  
 Sharof  
 Shashi  
 Shekhawat  
 Sirinath Kussliya Sahgal  
 Public Trust  
 Sudarshan Madhok  
 Sudeshna Sengupta  
 Sunita  
 Suraj Bhan  
 Suresh  
 Surwan Kumar  
 Susan Singh  
 Sushila  
 Sushmita Mishra  
 Swechha  
 Usha Murarka  
 Utsav Lal

Vandana  
 Vasdev Yadav  
 Ved Prakash  
 Victoria (Tino) Westmacott  
 Vidya Training Institute  
 Vilal  
 Virendra Kumar  
 Vishwas Singh  
 Yadunath Singh  
 Yash Saini

#### Rs. 10000 to less than Rs. 40000

Abhishek Poddar  
 Durga Indramani  
 Foundation  
 Gerry Gold  
 Gobind T Shahani  
 Harmeet Singh Bedi  
 Help the Needy  
 Hemant Puthran  
 IES India (P) Ltd Abroad  
 Jaideep Singh Dang (Col.)  
 Japanese Volunteer Group  
 Mallika Vinod Raj Kumar  
 Marina Faetanini  
 Metores Trust  
 Rajeev Budhiraja  
 S N Kuckreja  
 Sage Publications India  
 (P) Ltd  
 Santosh Malhotra  
 Sitaram Jindal Foundation  
 Society for the International  
 Education of Students  
 Usha Kumar

#### Rs. 40000 to less than Rs. 1 Lakh

Canara Bank  
 Compass Group  
 Lalit and Anubha Gupta  
 Foundation

## Earmarked Donations/Grants

### Less than Rs. 1 Lakh

DLF Foundation  
Henderson TR Pacific  
Sopra Group

### Rs. 1 Lakh to less than

#### Rs.10 Lakhs

Action Aid  
Ananda Charitable Trust  
Arata Afifah Yamasaki  
Charities Aid Foundation  
Delhi Social Welfare Board –  
Rajiv Gandhi Creche

Scheme  
French Embassy  
Give India Foundation  
Give2Asia  
Harvard School of Public  
Health  
HDFC Ltd  
Kohler India  
Microsoft Corporation India  
(P) Ltd  
Oil and Natural Gas  
Corporation (ONGC)

Punjab National Bank Housing  
Finance Ltd  
Schoders Investment  
Steel Authority of India Ltd  
The Kayhan Foundation, UK  
UNICEF  
United Technologies  
Corporation  
United Way of Delhi

### Rs. 10 Lakhs and above

American India Foundation  
(Ashok Alexander; Bill &  
Melinda Gates Foundation)

Bernard Van Leer Foundation  
Boeing International  
Corporation India (P) Ltd.  
Concern India Foundation  
Ford Foundation  
Google Inc. Charitable Giving  
Fund of Tides Foundation  
Jamshed Ji Tata Trust  
KPMG Foundation  
NEG Fire  
Plan International (India)  
Stars Foundation, U.K.

## Donations to the Corpus Fund

### Less than Rs. 10000

Abhimanyu Singh  
Abhishek Poddar  
Aditya Rana  
Akanksha Malhautra  
Amrith Sharma  
Anand Shankar G  
Anita Prakash Lokur  
Anshuman Nirwan  
Asha Pathak  
Ashok Bihari Lal  
Ashok Kumar  
Bijo Joseh  
Bikram Singh  
Gautam Wadhwa  
Harpreet  
Jai Swarup Pathak  
Jatinder Singh  
Lalita Agarwal  
Madhuri Sondhi  
Mamta  
Man Mohan Bhatnagar  
Man Mohini Rastogi  
Manglam Textiles  
Manish Mattoo  
Naresh Kumar Gupta  
Neeraj Wadhwa  
Perfect Security Services  
Rahul Rana  
Rajiv Kapoor  
Ramesh Kumar  
Ranvir Singh  
S R Iyer  
Sachin  
Sachin Jain  
Sachin Sharma

Sai Photostat  
Sanjivani Singh  
Seema Paul  
Shobha Bhatia  
Shree Krishan Multani  
Shreeja Kanoria  
Shruti Krishna  
Shyamilal  
Sri Andal Stores  
Sudeshna Sengupta  
Suman Ahuja  
Vera Garg  
Vivek Swarup Pathak

### Rs. 10000 to less than Rs. 40000

Aman Alexander  
Amrit Banaspati Company Ltd  
Annie Mathew  
Anupam Sachdev  
Aruna Sanwalka  
Asha Chaudhri  
Asha Singh  
Ashwin Alexander  
Bomi F Daruwala  
Ena Mehra  
Gireesh Mohan  
Guneet Bhatia  
Himmat Singh  
Indra Bhatia  
K Krishna Moorthy  
K Sairam  
Kamlesh Mathur  
Katgara Foundation  
M R Boga  
Madhurima Singh

Manjula Chandra  
Namrata Karan Kapur  
Nitin Gupta  
Nitin Mohan  
Om Prakash Sapra  
Prabha Rao  
Priti Sanwalka  
Rajat Mathur  
Ranjana Agarwal  
Reeta Sondhi  
Renu Dhawan  
Rohini Krishna Moorthy  
S Anandalakshmy  
Sameer Rastogi  
Sanjay Kapoor  
Shankar Venkateswaran  
Shivangi Sharda  
Sudarshan Agarwal  
Sukarm Charitable Trust  
Sunit Arora  
Suresh Chandra Gupta  
Tarun Rohatgi  
Vaish & Associates  
Vikarnajit Chaudhri  
Vinod Kumar Sanwalka  
Vivek Kohli

### Rs. 40000 to less than

#### Rs. 1 Lakh

Anil Tandon  
Arvind Wadhwa  
Devraj Singh  
G S Iyer  
H L Kapoor Financial  
Consultants (P) Ltd  
Lakshmikumaran & Sridharan

Mukul Sahu Jain  
Nirmala Tandon  
Premvati Raghubir Singh  
Charitable Trust  
Raman Sobti  
Sanjay Kaul  
Sunita Jindal  
Urvashi Dharnija  
Vinod G Nehemiah

### Rs. 1 Lakh to less than

#### Rs. 10 Lakhs

Ajay Vohra  
American India Foundation  
(James Allman)  
Andhkaar Vinaash Samiti  
Ashok Alexander  
Bhilai Engineering  
Corporation (P) Ltd  
Dalmia Manav Seva Trust  
Deepankar Sanwalka  
Drawmet Wires (P) Ltd  
Ghanshyam Gupta  
Hemant Luthra  
M S Swaminathan  
Manju Vaish  
Nine Dot Nine Mediaworx (P)  
Ltd  
Rupesh Jain  
Sneh Bhargava  
Star Foundation  
Vipul Tuli

### Rs. 10 Lakhs to less than

#### Rs. 15 Lakhs

HDFC Ltd  
Satyavati Berera

## Donations in Kind

Aakash Manchanda	Fab India Overseas (P) Ltd	Mohini Prakash	Saloni Mathur
Accenture India (P) Ltd	Harish Gosain	Mohit Mehrotra	Sandhya Juneja
Amit	Indra Bhatia	Monika Khatri	Sanjay Kaul
Amit Bakshi	Information Handling Services	Mridula Bajaj	Sarita Sharma
Amrita Jain	Japanese Volunteer Group	Nandi Thomas	Seema
Anita Prakash	Jitin	Navneet Kaur	Sharda
Anjali Alexander	Kali Vohra	Neena Narayana	Schneider India (P) Ltd
Aruna Nigam (Dr.)	Kashish Punj	NlIt Foundation	Shreeja Kanoria
Asha Sharma	Ketki Bose	Noor Jahan	Sonia Sharma
Barkha	Kavita Singh	Paash Exclusifs India (P) Ltd	Star Foundation
Bhupesh Mistri	Kavya	Perfect Fashion (P) Ltd	Suparna Saxena
British High Commission	Kiran Dhawan	Pooja Garg	Susheela Mittal
Balaji Trust	KPMG Foundation	Promila Katoch	Swati Saxena
Comfort Garments (P) Ltd	Kayhan Foundation	Pushpalata Jain	Tushar
Dinesh Logani	Lovely Abraham	Rajni Pushkaran	Vandana
Deepa Negi	M Sharda	Ravinder	Vidya Training Institute
Dilip Kumar Sinha	Meenu George	Renu Negi	
Dipanjana Bose	Mini Boga	Ritu Mal	
Delhi Public School, Dwarka, Mathura Road	Modern School, Barakhambha Road	Sabharwal	

## Volunteers: Individual

Abesh Das Gupta	Gurbani Sethi	Miya Sommel	Siddhant Bakshi
Abhimanyu Negi	Hans Suri	Nidhi Jain	Suhasini Bali
Adwiti Verma	Kajol Singh	Pooja Garg	Sukriti Sharma
Akhil Abrol	Kritin Thapar	Oudrat Singh	Tanveen Kaur
Anshika Bhasin	Lakpachui Siro	Radhika Rajawat	Tarun Gupta
Anshuman Kathuria	Magdalena Stickel	Rashi Taliya	Tejas Sharma
Arushi Garg	Manan Kedia	Raunak Aggarwal	Udita Narayan
Ayati Arind	Maria Phourides	Ruchi Rai	Umang Gupta
Cassandra	Mathew Smith	Samridhi Gupta	Yashaswika Yadav
Devina Aggarwal	Meesha Holley	Shalini Suri	Yusuf Hassan
Geetika Agarwal	Minaal Chaudhry	Shruti Pokhriyal	Zachary R Leja

## Volunteers: Corporate employees, School groups, Others

Boeing International Corporation India (P) Ltd	Jamia Milia Islamia, Delhi Japanese Volunteer Group	Microsoft Corporation India (P) Ltd	NIPCCD
Cargill India (P) Ltd	Kohler Group	Modern School Barakhamba	SAP Labs India (P) Ltd
Macquarie Global Services	KPMG, India	Narsee Monjee Institute of Management Studies, Mumbai	Standard Chartered Bank
IP University	KPMG, UK		Youth Reach
	Lady Irwin College		

## Doctors who donated services at construction site daycare centres

Ashwani Kansal (Dr.)  
G S Shekhawat (Dr.)  
Mahinder K Lamba (Dr.)  
Meera Malhautra (Dr.)  
Prabhat Kumar Sinha (Dr.)  
Pradeep Tandon (Dr.)  
Sadhna Mehta (Dr.)  
Sandeep (Dr.)

## Mobile Creches Team

Aditya Singh	Kanan Misra	Padma Upadhaya	Seema Thakur
Anita Dabral	Kanta Rani Negi	Paramjeet Chowdhree	Shakuntla
Anita Devi	Kanta Singh	Pinki	Shanti Kumari
Anita Yadav	Kavita Singh	Poona Shukla	Sharmila
Anjali Mittal	Krishna	Poonam (Shakuntala)	Shashikant
Archana	Kusum Batura	Prajawati	Sheila Devi
Aruna Devi	Kusum Sharma	Prem Chawala	Shikha Rajput
Asha Rani Kashyap	Laltesh	Pushpa	Shova Dahal
Asha Sharma	Lata Trehan	Putul	Shreeja Kanoria
Bala Devi	Laxmi Roka	Radha Pandey	Snehlata
Balvinder Kaur	Lovely Abraham	Rajan Prasad	Sonia Sharma
Bhagwati Jain	Madan Lal	Rajesh Mittal	Sonu
Bhagyalaxmi	Madan Lal - 2	Rajkumari	Sudeshna Sengupta
Bimla Devi	Madhusudan Tiwari	Rajni	Suja Saji Samuel
Caroline Prabha Masih	Mahavir Singh	Rajni Dora	Suman
Chanderkanta Sethi	Maimul	Rajni Pushkaran	Suman
Chirashree Ghosh	Mamta	Rani Kashyap	Suman Lata
Devender Kumar	Mamta Pandey	Raseedan Begam	Sunita
Durga Rani	Mamta Shukla	Ravinder Kumar	Sunita Kandiyal
Geeta	Manoj Kumar	Reena	Sunita Kumari
Gunjan Chawla	Maya Tiwari	Reeta Mishra	Sunita Rawat
Hardevi Sharma	Mayanka Gupta	Rinki	Sunita Sharma
Hari Kishan	Meena Saxena	Rinku Pandey	Sunita Solanki
Harvinder Kaur Saini	Meenu	Rita Rawat	Sushma Mittal
Iqbal Singh	Mehnaz Zamani	Roseline Shobha	Swarcha Devgun
Jyoti	Mridula Bajaj	Sandhya Chauhan	Usha
Kamini Malhotra	Nargis Sharma	Santosh	Usha Saini
Kamla Devi	Nasim Ahamad	Sapna	Uttra Bhardwaj
Kamla Thakur	Neelam Srivastava	Sarita Sharma	Vibha
Kamla Thapa	Neeru Bhatnagar	Sarita Verma	Vijayalaxmi Puri
Kamlesh Gusain	Neetu Rani	Satayeshwari Pehlu	Vijaylakshmi Sharma
Kamlesh Sharma - 1	Nirmal	Savitri	Vineeta
Kamlesh Sharma - 2	Nirmal Budhiraja	Sawan Kr. Suman	

## Childcare Initiatives, Construction Sites & Slums

### Childcare Services – Direct Delivery at Construction Sites

Ansal Properties & Infrastructure, Esencia Project, Gurgaon, Haryana	Raheja Developers, Atharva, Gurgaon, Haryana
B.G. Shirke Construction Technology, DDA, Rohini, Delhi	Raheja Developers, Vedanta, Gurgaon, Haryana
Bestech Group, Park View Sanskruti, Gurgaon, Haryana	Raja Bazar, New Delhi
Bestech Group, Park View Ananda, Gurgaon, Haryana	Ramprastha Promoters and Developers, Primera, Gurgaon, Haryana
Bestech Group, Park View Spa, Gurgaon, Haryana	Unitech Group, Uniworld Resort, Gurgaon, Haryana
Bestech Group, Park View Spa Next, Gurgaon, Haryana	Unitech Group, Unitech Grande, Noida, Uttar Pradesh
DLF, Corporate Greens, Gurgaon, Haryana	Unitech Group, Exquisite Nirvana Country - II, Gurgaon, Haryana
DLF, Ghata Camp, Gurgaon, Haryana	Unitech Group, Unitech Infopark, Gurgaon, Haryana
DLF, New Town Height, Gurgaon, Haryana	Vatika Group, Vatika India Next I, Manesar, Haryana
DLF, Ultima, Gurgaon, Haryana	Vatika Group, Vatika India Next II, Manesar, Haryana
EMAAR MGF Land, Palm Drive, Gurgaon, Haryana	Vipul Group, Lavanya Apartments, Gurgaon, Haryana
Granite Gate Properties, Lotus Panache, Noida, Uttar Pradesh	Vipul Group, Vipul World Apartments, Gurgaon, Haryana
Granite Gate Properties, 3C Lotus Boulevard, Noida, Uttar Pradesh	

### Childcare Services – Facilitation at Construction Sites

Ahluwalia Contracts India, Primanti Villas and Residences, Gurgaon, Haryana	CHD Developers, 106 Golf Avenue, Gurgaon, Haryana
Amrapali Group, Amrapali Sapphire, Noida, Uttar Pradesh	Eldeco Group, Eldeco Aamantaran, Noida, Uttar Pradesh
Amrapali Group, Amrapali Silicon City, Noida, Uttar Pradesh	Eldeco Group, Eldeco Hillside, Neemrana, Rajasthan
Amrapali Group, Amrapali Princely Estate, Noida, Uttar Pradesh	Eldeco Group, Eldeco County Villa, Sonapat, Haryana
Amrapali Group, Amrapali Centurian Park, Greater Noida, Uttar Pradesh	Eldeco Group, Eldeco Estate One Villas, Panipat, Haryana
Amrapali Group, Amrapali Golf Homes, Greater Noida, Uttar Pradesh	Raheja Developers, Navodaya, Gurgaon, Haryana
Amrapali Group, Amrapali Tech Park, Greater Noida, Uttar Pradesh	Shapoorji Pallonji, Taj Vivanta, Amritsar, Punjab
Amrapali Group, Amrapali Leisure Valley, Greater Noida, Uttar Pradesh	Shapoorji Pallonji, Hines Skyview Corporate Park, Gurgaon, Haryana
Amrapali Group, Amrapali Leisure Park, Greater Noida, Uttar Pradesh	Shapoorji Pallonji, Medical College, Mewat, Haryana
ATS Group, ATS One Hamlet, Noida, Uttar Pradesh	Shapoorji Pallonji, Godrej Frontier, Gurgaon, Haryana
ATS Group, ATS Pristine, Noida, Uttar Pradesh	Spaze Towers, Spaze Privy, Gurgaon, Haryana
Bestech Group, Park View Residences, Mohali, Punjab	Spaze Towers, Spaze Boulevard, Gurgaon, Haryana
CHD Developers, CHD Avenue 71, Gurgaon, Haryana	Supertech Group, Supertech Eco Village I, Noida Extension, Uttar Pradesh
	Unitech Group, Unihomes, Noida, Uttar Pradesh
	Vipul Group, Vipul Gardens, Dharuhera, Haryana

### Childcare Initiative at Urban Settlement

Dakshinpuri, Khanpur, Kirby Place, Madanpur Khadar, Seemapuri and Trilokpuri in New Delhi

# Credibility Alliance Norms Compliance Report

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

## 1. Identity

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

Mobile Creches is also registered under the following acts:

- Section 12A of the Income Tax Act, 1961; Registration No. DLI © (I-49)/73-74 dated 26.09.73
- Section 80G of the Income Tax Act 1961; Registration No. DIT (E) 2007-08/M-71/1231 dated 30.3.07, valid till perpetuity
- Section 35 AC and 80GGA; of the Income Tax Act 1961: Notification No. S. O. 2370 (e), dated October 3, 2008; File No. NC 270/237/2007 valid till March 31, 2014.
- Foreign Contribution Regulation Act (FCRA); Registration. No. 231650048 dated 8.3.1988

## 2. Vision, Purpose, Aims & Objectives, Achievements

Mobile Creches has an articulated statement of its Vision and Mission. It has also defined its Core Values. A Strategic Review exercise is done, for the purpose of defining the Strategic Plan for the next 3-5 years. This Strategic Plan has a defined set of aims and objectives and indicators to measure the organization's performance against its stated objectives.

## 3. Governance

### (a) General Body

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)

#### List of General Body (GB) Members as on March 31st, 2014

Founder Members (Life)	Core Members (Life/Other)	Associate Members
Devika Singh	Biraj Patnaik*	Renu Mathur
Indra Bhatia	Brinda Singh	Ritu. K. Mal
	Doll Singh	S. Anandalakshmy
	Indu Balagopal	Sanjay Gupta*
	Jolly Rohatagi	Sanjay Kaul
	Kali Vohra	Satyavati Berera*
	Kumkum Ghosh	Saurabh Prakash
	Manju Vaish	Shankar Venkateswaran
	Mathew Cherian	Shanti Ghosh
	Mina Swaminathan	Shashi Kiran
	Mohini Prakash	Ved Arya*
	Mridula Seth	Venita Kaul
	Rajan Sinha	Vera Garg
	Ranjana Agarwal	Yashwanti Rana
		Padma Sahdev

\*These are Core Members invited for an initial period of three years, ending on March 31, 2017

**Note:** The strength of the General Body increased from 42 in the previous year to 46 this year - 6 members joined as Core Members w.e.f 1st October '13; Core member, Lakshmi Krishnamurthy resigned; and Associate member, Diana Benjamin passed away during the year.

The Annual General Meeting (AGM) is held every year for adopting the Annual Report and Audited Statements of Accounts. The Statutory Auditor is appointed at every AGM. The AGM was held on 21st September 2013. The General Body (GB) also meets once in 3 years to elect members of the Governing Council (GC) for the next 3 year term. The GB met on 16th November 2013 for electing the GC for 2014-17.

**(b) Governing Council (Board)**

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

**Details of Governing Council (GC) Members as on March 31, 2014**

**Anjali Alexander, 59, CHAIRPERSON**

M.A. (Economics), Former Lecturer (Economics), Indraprastha College Delhi University  
Fully involved with MC since 1994 with special focus on Communication, Board Development and Policy Advocacy  
Meetings attended: Four of Four

**Kali Vohra, 52, SECRETARY**

B.A. (English) Hons, L.L.B  
Fully involved with MC since 1985 with special focus on personnel, legal and Board matters  
Meetings attended: Four of Four

**Sanjay Kaul, 60, TREASURER**

M.A (Economics), IAS (Retd.), MD and CEO, National Collateral Management Services Ltd. (NCMSL)  
30 years+ experience in development administration of which 15 years in education, health, nutrition, water & sanitation  
Meetings attended: Four of Four

**Ritu Mal, 57, JT. SECRETARY**

B. Com. (Hons.), MBA, HR Consultant with SMEs and Volunteer with Scope Plus  
30 years+ experience with the corporate sector, in HR and general management consulting  
Meetings attended: Four of Four

**Amitabh Behar, 43, MEMBER**

M.Phil (Political Science), JNU; Executive Director, National Foundation for India (NFI)  
Board member, International Partnership Agreement Program of DFID/others; Convener of the Wada Na Todo Abhiyaan Experience in rights based campaigning, people centered advocacy, coalition building, networking and grant making  
Meetings attended: Two of Four

**Arvind Wadhwa, 72, MEMBER**

M. Sc. in Food & Nutrition, Former Reader, Lady Irwin College, Delhi University (Retd.)  
Meetings attended: Four of Four

**Biraj Patnaik, 41, MEMBER**

PGDM IRMA, Chevening Gurukul Scholar - LSE '2005, Principal Adviser to the Commissioners of the Supreme Court in the Right to Food Case; Adviser to the Central Vigilance Committee on the PDS; Member of the Advisory Committee of the Ministry of Rural Development, to oversee the Socio-economic Caste Census 2011, Co-founded the Mitani programme in Chhattisgarh  
Meetings attended: Two of Four

**Jolly Rohatagi, 69, MEMBER**

B.A. (Delhi College of Arts), M.A., Teacher at Pearl Academy, Delhi; Treasurer, Janmadhyan New Delhi, Founder Member, Ashray Adhikar Abhiyan, Earth Matters Foundation and Dastkari Haat Samiti. Worked with Oxfam India Trust, Oxfam Wereldwinkles, and UNDP  
Meetings attended: Three of Four

**Sanjay Gupta, 54, MEMBER**

FCA; Chief Executive Officer, English Helper Inc. Till Feb 2010, he was the Senior Executive and India Leader providing leadership oversight for American Express in India.  
Meetings attended: Two of Four

**Satyavati Berera, 53, MEMBER**

B.A. (Economics) Hons., FCA, Regional Managing Partner - North and India Consulting Leader, Pricewaterhouse Coopers (PwC), 25 years+ experience in carrying out audits and business advisory work; with PwC since 1980 (as partner, since 1995)  
Meetings attended: Two of Four

**Shankar Venkateswaran, 56, MEMBER**

B Tech., PGDM, Chief Tata Sustainability Group  
Experience in senior managerial/consultancy positions in the corporate and development sector  
Meetings attended: Two of Four

**Venita Kaul, 64, MEMBER**

B. Tech, PhD (Educational Psychology), Professor at Ambedkar University, Delhi and Director at Center for Early Childhood Education and Development, Experience in the areas of Elementary Education, Early Childhood Education and Integrated Child Development. Was Senior Education Specialist, World Bank 1998-2008  
Meetings attended: Zero of Four

#### Vera Garg, 54, MEMBER

M.A. (History), M. Phil (Modern Indian History), taught in colleges in India and in a high school in Singapore  
Teacher Social Studies and Community Service Coordinator at American Embassy School, New Delhi

Meetings attended: Two of Four

- Members 1 to 9 were elected by the General Body at its meeting held on 18 September 2010 and Members 10 to 13 were co-opted by the Governing Council
- A Board Rotation Policy exists and is practiced
- None of the Board members are related by blood or marriage or received any remuneration or sitting fee during the year
- Only one Board member, Anjali Alexander, received reimbursement of Rs. 27,768/- for transport and remuneration for work on a project, of Rs 20,000

#### (c) Details of Governing Council (Board) meetings held in 2013-14

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

Serial No.	Date of meeting	*No. of Members Present	Business conducted
1.	14th September 2013	11	Approval of Annual Report and Audited Financial Statements 2012-13
2.	16th November 2013	10	Approval of Strategy Plan 2014-17
3.	22nd February 2014	6	Approval of Annual Plan 2014-15; Approval of names for Co-opted members for the Governing Council 2014-17
4.	29th March 2014	9	Approval of Annual Budget 2014-15

\*Six members constitute a quorum

#### (d) Committees

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

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

#### Details of Committee Membership – 2011-14

	Committee Coordinators	GC/GB Members	External Experts	Department Managers, Mobile Creches
Resource Mobilization	Anjali Alexander Chairperson	Vera Garg	Kunal Verma	Sr. Manager, Resource Mobilisation
Strategic Plan	Anjali Alexander Chairperson	Shankar Venkateswaran	Ved Arya	Executive Director
Audit & Accounts	Sanjay Kaul Treasurer	Amrita Jain	Priti Sanwalka	Sr. Manager, Accounts
Investment	Kali Vohra Secretary	Anjali Alexander	Devraj Singh	Sr. Manager, Accounts
Human Resource	Ritu Mal Jt. Secretary	-	Rajan Sinha (is also GB member)	Dep. Manager, Human Resource
Nominating Committee (2012-14)	Ritu Mal Jt. Secretary	Anjali Alexander Amrita Jain Asha Singh Mathew Cherian Vera Garg	-	-

#### Note:

1. The Chairperson & Executive Director are ex-officio members of all committees, but are active members in committees where they are specifically mentioned.
2. Nominating Committee is a temporary committee, constituted half way through the GC term, for the purpose of identifying new GC/GB members.

## 4. Operations

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

## 5. Accountability and Transparency

### (a) Audited Financials

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

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

### (b) Annual Report

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

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

### (c) Auditors, Bankers and Legal Advisors

Auditors	Bankers	Legal Advisors
Thakur Vaidyanath Aiyar & Co. 221-223, Deen Dayal Upadhyaya Marg New Delhi-110001	Canara Bank, Gole Market, New Delhi-11000 Standard Chartered 10, Sansad Marg, New Delhi-110001 HDFC Bank Ltd. G-3/4, Surya Kiran Building 19, Kasturba Gandhi Marg, New Delhi – 110001	Aiyar & Company 26, A Barakhamba Road New Delhi-110001 Vaish Associates Mohan Dev Building 13 Tolstoy Marg New Delhi-110001

### (d) Staff Details

#### Highest, 2nd Highest and Lowest Paid Staff Members (As on 31 March 2014)

Particulars	Name	Designation	Salary (Per Month)
Operational Head of the Organisation	Mridula Bajaj	Executive Director (ED)	Rs 83,000
Highest paid staff member after Operational Head	Shreeja Kanoria	Communication Manager	Rs 37,000
Lowest paid staff member in the organisation	Pinki	Creche Worker	Rs 5,500

#### Distribution of Staff according to Salary levels and gender (As on 31 March 2014)

Slab of gross salary plus benefits (Rs per month)	Male staff	Female staff	Total staff
Less than 5,000	-	-	-
5,000-10,000	04	60	64
10,000-25,000	11	57	68
25,000-50,000	-	08	08
50,000-1,00,000	-	01	01
Total Staff	15	126	141

### (e) Travel Details

#### International Travel

Total cost of International Travel by all Personnel including Volunteers and Board Members - Rs. 1,14,883/-

Name	Designation	Purpose	Amount	Sponsored By
Mridula Bajaj	Executive Director	To attend a conference organized by Asia Pacific Regional Network for Early Childhood (ARNEC) at Singapore	Rs.36,700/-	Asia Pacific Regional Network for Early Childhood (ARNEC)
Mridula Bajaj	Executive Director	To attend award ceremony by STARS Foundation in London as Mobile Creches won the Asia Pacific Health Award for 2013	Amount not known	Directly sponsored by the STARS Foundation
Anjali Alexander	Chairperson	To attend award ceremony by STARS Foundation in London as Mobile Creches won the Asia Pacific Health Award for 2013	Rs.78,183/-	Bernard van Leer Foundation (BVLFF)

Total - Rs. 1,14,883/- (One Lakh fourteen thousand eight hundred and eighty three)

## **Acknowledgments**

*Photographs:* **Meesha Holley**

*Design & Print:* **Systems Vision**

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



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