



Children's Programme



Education Unit



Centre for Exceptional Children



Research Foundation

ANNUAL REPORT

2019-2020



BALA MANDIR KAMARAJ TRUST

ABOUT BALA MANDIR

Established in 1949 by Sri Kamaraj and Smt Manjubhashini as a children’s Home, Bala Mandir has sheltered thousands of children in difficult circumstances from their infancy—orphan, destitute and socio-economically deprived, and now the activities are expanded to include children with special needs. With an impeccable track record of a highly ethical and professional approach, Bala Mandir is well known for working towards holistic and all-round development of the children under its care. Bala Mandir is a registered society under the Tamil Nadu Societies Registration Act, 1975.

Bala Mandir Vision

Bala Mandir endorses the rights of all children and envisions for them loving care, good upbringing and opportunities for development especially for children in difficult circumstances. The Vision statement is based on the following values that drive Bala Mandir’s actions

- All children need loving care, good upbringing and opportunities for development
- A child without a family needs these all the more

Bala Mandir Mission

- To serve foundlings, orphans, abandoned, destitute, socially and economically deprived children and youth, irrespective of caste, creed, gender and religion through Institutional and Non-Institutional programmes for care, all around education, medical support, rehabilitation and related research
- To collaborate, coordinate and affiliate with Indian and International agencies in similar fields of work
- To work with the Government for the formulation of suitable policies in the area of childcare and provide support for its effective implementation

Bala Mandir’s activities are now organised into 4 verticals:

1. Children’s Programme—Home for orphan and destitute children in Chennai and Nagercoil.
2. Education Unit—Day Care Centre, Primary and High Schools in Chennai.
3. Madhuras Narayanan Centre (MNC) Unit for children with intellectual disabilities.
4. Bala Mandir Research Foundation (BMRF)—Outreach programmes in early childhood practices

Bala Mandir Values

The following code of conduct guidelines capture the Bala Mandir values:

- | | |
|------------------------------|--|
| 1. Child-centric Behaviour | 6. Caring for the Environment |
| 2. Integrity | 7. Secular Outlook |
| 3. Equality and Teamwork | 8. Continual Improvement and Striving for Excellence |
| 4. Professional Approach | 9. Inclusion |
| 5. Respect for Law and Rules | |

Bala Mandir website: www.balamandir.org

MNC website: www.mncindia.org

BMRF website: www.parentingredefined.com / www.bmrf.in



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REPORT FOR THE YEAR 2019 –20

The year 2019-20 was a near normal year with only the last two weeks affected by the pandemic. The outbreak of the COVID-19 Pandemic has taken up much of thinking and planning. As in the past, we once again expect Bala Mandir to come out stronger from this crisis. It has been heartening to see the resilience of the Bala Mandir staff and children to meet this unprecedented situation with a positive state of mind.

The theme for the year 2019-20 was the 70th Anniversary celebrations and as part of this each unit took stock of its status and made 5-year plans. The completion of the Harmony Square project and the expected rental income gives us the comfort to look at the future in a more optimistic way. While the pandemic has forced us to review our short-term plans, it has also provided each unit with the breathing space to look at strengthening processes and to use digital technology more effectively in all areas of operations.

The following are the last year highlights of the 4 verticals:

1. Children's Home: Both the Chennai and Nagercoil Homes had a successful year, and the needs of every child were focused upon. The expected growth in the numbers of children did not happen due to statutory obstacles and both units are working with the respective authorities to overcome this. The pandemic posed a significant challenge, especially in the Chennai unit, since over 108 children stayed back and they had to be safely taken care of, while engaging them positively.

2. Education Units: The highlight of the year was the significant improvement made in ECCD (Early Childhood Care and Development), in terms of using of alternative tools for evaluation of children, formalising the "inclusion" of children with special needs and building a new Sensory Park. The project for conversion of VTC building for use by Vidyalaya Nursery and Primary School has been completed. The Tamil medium Primary school will move to the current Vidyalaya building



Sensory Park for ECCD



6th International Conference of MNC



to enable the two schools to work in a more integrated manner. The High School experimented with various new initiatives including mentoring of the children by volunteers. The Education vertical has drawn up ambitious plans for the next year. On the one hand, the actions during the year have been constrained by the pandemic, while on the other hand it enables us to use technology and positively engage with every individual child.

- 3. MNC Unit:** The Madhuram Narayanan Centre for Exceptional Children had a busy year. Apart from the regular activities, it organised an International Conference in November 2019 which had excellent participation and was impactful. The unit also firmed up its plans for launching a new programme – 'Jivikam' for older children. The MNC team also responded quickly to the lockdown and is creatively engaging with parents and sending the children activities to perform in their homes.
- 4. BMRF:** Apart from continued work with rural communities for parenting, this unit continued to improve the processes for assessment of children in ECCD in preparation with outreach training programmes for NGOs. The pandemic has reduced the outreach activities considerably but enabled the BMRF team to fine tune the training tools and materials.

Financial Results

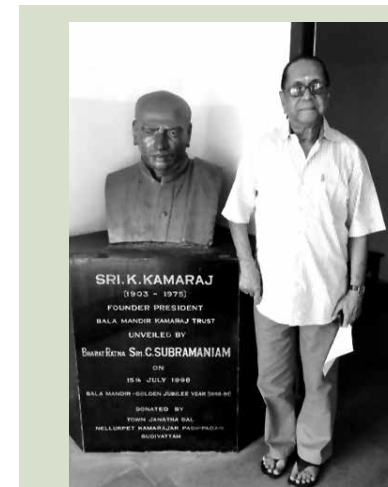
The tables and graphs on page 4 of the report provide the summary of the financials and cash flow. The 2019-20 financial results were consistent with the past years. The Harmony Square project was completed during the year and there is a significant increase in the balance sheet asset value due to the valuation of Bala Mandir's portion of the Harmony Square building. This has no cash implication as seen in the fund flow charts.

We would like to express our gratitude to all our donors, well-wishers, and friends including the members of the various collaborating organisations who continue to whole-heartedly support us in our mission to provide qualitative care to the orphan, destitute and special needs children of Bala Mandir and those in difficult circumstances and from the nearby slums. Our sincere thanks are also due to the staff and volunteers who work tirelessly in our endeavours to maintain high standards of child centricity and integrity and moving towards continuous improvement and excellence.

Maya Gaitonde

Maya Gaitonde

Honorary General Secretary



We remember Mr. Sethuram who passed away on July 4th 2020 at the age of 93. Mr. Sethuram had been associated with Bala Mandir from the 1950s, since the time of Sri. Kamaraj and Smt. Manjubhashini. He had served as Treasurer and then as President from 1992 to 2017 until he stepped down due to advanced age. With his helping nature and generosity, he provided unstinting support to Bala Mandir.

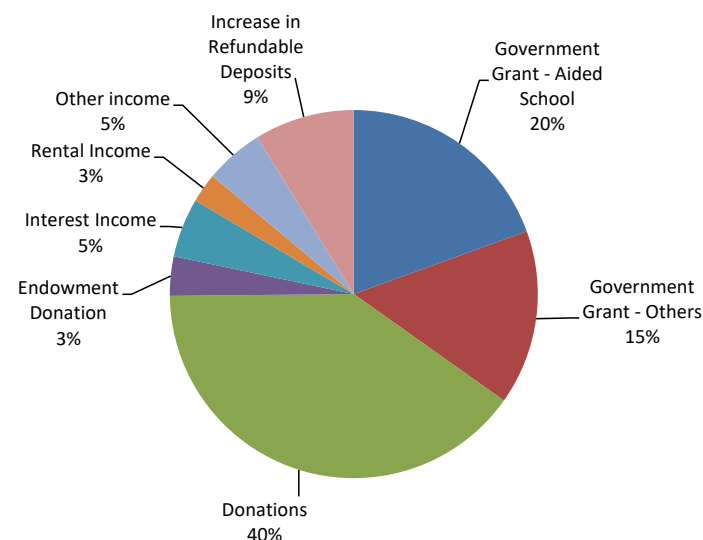


SUMMARY OF FINANCIALS

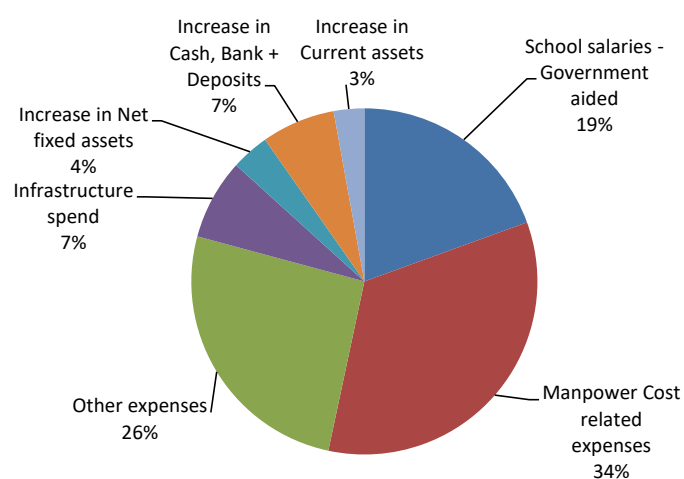
	Year 2019-20	Year 2018-19
	Rs.	Rs.
INCOME		
Government Grant - Aided School	1,88,62,871	1,84,11,424
Government Grant - Others	1,48,86,500	74,84,321
Normal Donations	3,86,06,859	4,53,83,474
Interest Income	50,33,916	46,86,892
Rental Income	25,06,721	0
Other Income	49,78,174	53,95,960
Total Income	8,48,75,041	8,13,62,070
EXPENDITURE		
School salaries - Government aided	1,88,62,871	1,84,11,424
Manpower Cost related expenses	3,28,44,530	3,18,51,618
Food expenses	66,77,185	69,35,890
Repairs / Infrastructure improvement	72,88,110	85,06,048
Depreciation	75,68,544	25,84,589
Other expenses	1,83,86,200	1,38,27,356
Total Expenditure	9,16,27,440	8,21,16,925
Income transferred to General Fund	-67,52,400	-7,54,855

	Year 2019-20	Year 2018-19
	Rs.	Rs.
SOURCE OF FUNDS		
Capital fund	20,09,40,344	2,26,77,749
Endowment Fund	4,61,35,122	4,27,93,568
Corpus Fund - Others	66,87,705	64,87,705
General Fund	58,74,424	1,26,26,824
Total	25,96,37,596	8,45,85,846
APPLICATION OF FUNDS		
Net Fixed Assets	21,84,31,031	4,42,90,616
Current Assets, Loans and Advances		
Inventories	0	8,26,600
Cash and bank balances	3,89,58,964	94,88,246
Fixed Deposits	2,04,08,000	4,32,11,000
Loans and advances	50,48,936	14,56,517
Less - Current liability & Provisions	2,32,09,335	1,46,87,133
Net current assets	4,12,06,565	4,02,95,230
Total	25,96,37,596	8,45,85,846

Sources of Funds

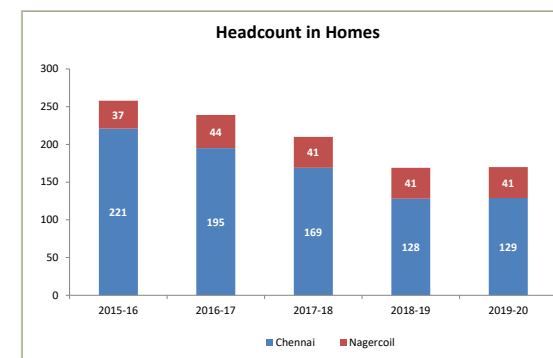


Use of Funds

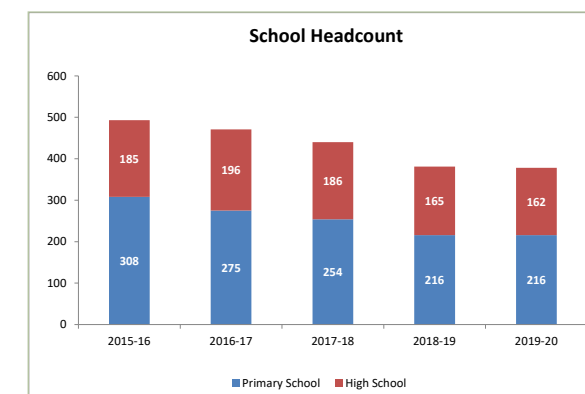


Note: Capital Fund and Fixed Asset values increased due to Harmony Square project. There is no impact of this on the fund flow.

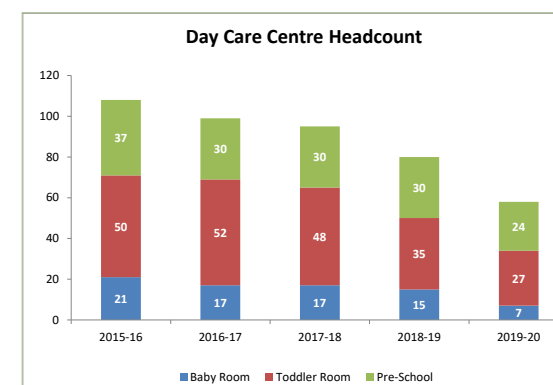
STATISTICAL SUMMARY ACROSS UNITS



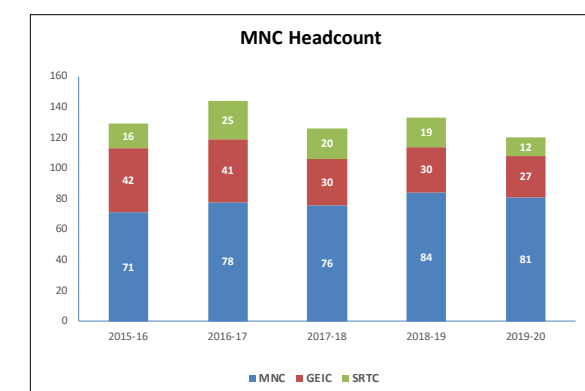
Note: The dropping trend was halted in 2019-20. Now the approved headcount as per infrastructure is higher in both homes compared to actual. Presently the headcount in children's home reflects increased focus on rehabilitation / adoption as well as the statutory rules relating to transfer of children as per the jurisdiction and other increasing regulation to bring down the number of children staying in Homes.



Note: The decreasing trend of headcount in the schools was halted in 2019-20 with both Vidyalaya and SMHS trying to step up the quality of education and reaching out to the children in the community. The trend would reverse once Vidyalaya moves to the new building and the word spreads about the new initiatives and the improved quality of education in both schools.



Note: The decreasing trend of children in Day Care Centre is due to shifting of slums from the vicinity of Bala Mandir and the trend in reduction in size of the families. With the improved processes that have been put in place, Bala Mandir is exploring alternative options for the working of the day care centre by reaching out to help more working mothers.



Note: The MNC numbers remained stable. MNC offers a unique service in Early Intervention for children with intellectual disability. In 2020-21 a new activity is planned to be added to cover older children. This will help the children acquire job focused skills which can lead to a productive future for these children.



CHILDREN'S PROGRAMME



Overview / Key Highlights

The Children's Programme covers all the activities related to the holistic development of the children admitted to full-time care in the Bala Mandir's Homes in Chennai and Nagercoil. Many of the little children are admitted to the Reception Home—where their stay is kept to a minimum time—before either being rehabilitated with family, released for adoption or admitted to the Bala Mandir Children's Home for long term institutional care.

Bala Mandir is an approved specialized adoption agency and all adoptions take place through the Central Adoption Resource Authority (CARA). The Bala Mandir team conducts home studies and does follow up as per defined process.

As the children grow up, besides education, they go through co-curricular and extra-curricular activities for their all-round development and social workers monitor the children for their physical

and psycho-social well-being. All the admissions to the Children's Programme are as per prescribed statutory process. The Home in Chennai admits children below 6 years while the Nagercoil home is exclusively for girls admitted above 5 years.

The Rehabilitation programme of Bala Mandir is a very essential part of the Children's Programme activities. Bala Mandir works towards rehabilitating the children under its care back into their own homes and then, into society. When children are not in a position to be given for adoption and the parent/guardian comes from difficult circumstances, their institutionalization becomes necessary. When the position of the parent/guardian improves, the child is rehabilitated after a home study and counselling, through a Home Sponsorship programme—which entails a support for maintenance and education for the child. The social workers of Bala Mandir monitor the integration of the children with the parent/guardian and the society. When there is an adjustment difficulty, it is handled with care and sensitivity—in a child-centric way.

During 2019-20 the earlier dropping trend of headcount stabilized and we expect the numbers to go up in the future since the sanctioned capacity is higher than the actual headcount in both Homes, which have well established practices. During the lockdown while most of the children in the Nagercoil Home went back to a parent/guardian, most of the children in the Chennai Home were not able to do so and continued to stay in Bala Mandir.





REPORT ON ACTIVITIES

CHENNAI HOME



Feeding the baby



Maha Shivarathri celebrations



Karthigai Deepam celebrations



Cultural programme for Social Defence

Health: Immunization and Annual health checkup was done for all the children as per schedule. The visiting doctors came regularly to check up on the children and staff. As part of the overall well-being process, individual plans were drawn up for each child and healthcare and counselling inputs were given where necessary.

Festivals & Functions: As in the past, all festivals were celebrated with the children dressing in special clothes and performing special songs, dance and skits as per the stories underlying the festivals and explanation of the traditions. The annual calendar of the home includes several functions—Kamarajar Day, Founder's Day, Medical Day, Friendship Day, Bala Mandir Anniversary—all organized at the Cultural Centre. None of the festivals and functions for 2019-20 were affected by the pandemic. Even during the lockdown that followed, the Bala Mandir Home celebrated festivals on a small scale following strict precautions and COVID-19 safety protocols.

Outside Events/Visits: The annual schedule of children included planned visits to homes of members for Kolu, Durga Pooja pandal, Sri Sathya Sai Anniversary function and Christmas Carnival. The children also participated in music programmes of Madras Youth Choir at Jeeva Park and Krishna Gana Sabha as well as the Zonal level sports and cultural meet organized by the Department of Social Defence. Senior girls performed a dance at the Tamil Nadu Trade Fair Tourist Centre (Theevuthidal) organized by DCPU (District Child Protection Unit) on the occasion of National Girl Child Day. Chennai district collector Mrs. Seethalakshmi was the Chief Guest and the children had a great experience interacting with her. Children participated in the Geetha Chanting competition conducted by Chinmaya



Fun activity during Krishna Jayanti



Junior choir performing for Bharathiyar's birthday celebrations at Krishna Gana Sabha



Christmas outing with Nagercoil girls



Visit to the park



Trip to Kanniyakumari



Fun at Muttom Beach, Nagercoil

Mission, the competitions held by BHUMI—Nakshatra, and the Tiruppaavai Thiruvizha chanting competition.

Educational Trips: Visits were organized to five places of worship to understand religious unity, i.e. Besant Nagar Ashtalakshmi Temple, St. Thomas Mount, Jain Temple and Gurudwara as per normal schedule. Different groups visited Dakshinachitra Heritage Museum, Chennai Museum, Birla Planetarium, Harbour, Crocodile Park, Sai Baba Temple, ISKCON Temple, etc. Children watched horse-riding, Band parade of the Army in the Military Tattoo cum battle re-enactment at Madras Christian College School in Chetpet. Children, both boys and girls, were encouraged to go shopping in small groups with a specific budget and allowed to purchase what they wanted.

Nagercoil Visit: 13 senior girls, staff and the Superintendent went on a week's tour of Nagercoil between 21st and 26th April, after taking permission from CWC of Chennai and DCPO. With the Bala Mandir Nagercoil Home as their base, the group visited all the nearby places of historical importance and scenic beauty.



Puppet show by volunteers



Creative activity with Miranda Corti

Volunteer Activity: Volunteers from Grandma Tales Time put up puppet shows for the children—covering mythological stories, historical stories and folk tales. Miranda Corti, Benedict and Izzy from the UK came on their yearly two-week visit and conducted various activities in the Main Block. They taught rhymes and dance for the children, who actively participated in the activities. A group of students from ITES Singapore interacted with the children and performed a dance and sang songs. Ms. Rajeswari, from the Women Police Wing of E3, gave an awareness talk about Childline 1098 and 1091 for the adolescents, and spoke about adolescent issues in society, that children growing in Homes must be aware of. Junior and Sub-Junior Children are trained in Indian Choral Music by Madras Youth Choir every Saturday. Yoga classes for Vidyalaya children are held every Monday by Sky Yoga. CHAI volunteers held English classes for children from Standard V to X every Monday and Friday.

Value Education Classes: Classes were held by Mr. Venmani Kumar, Gokula Bhakta Jana Sabha, for bhajans and chanting, HGS took value education classes for senior girls and Ms. Janaki for the junior boys and girls.

Admin/Statutory Compliance: Aadhar Camp was conducted in Bala Mandir, organized by the Department of Social Defence, in which 15 Homes participated. The District level Inspection Committee visited Bala Mandir. The review meeting organised by DCPU on 16th October helped identify various areas for improvement which were then all addressed.



Thiruppavai chanting



Aadhar camp for children



Nagercoil girls visiting Chennai

Founder's Day: Service Awards were given for those who had completed 20 years and 25 years of service in Bala Mandir. Valli (DCC) and Logasundari (Children's Programme) received the award for 20 years. Panneerselvam (Admin), Deepthi (DCC) and Usha Rani (Paramedical) received the award for 25 years.

NAGERCOIL HOME

Health: The general health of the children was good, and the regular health checks and other routine processes were followed to ensure the same. Individual and group counselling was also given as needed.

Festivals and Celebrations: The annual calendar of festivals and events was followed with some year on year improvements. This includes celebration of birthdays and Alumni Visit Day.

Academic and Extra-Curricular activities: The Nagercoil Home children continued to do well in academics and the Home helped the children with tuition and other support as needed. The children also won several prizes in extra-curricular activities including sports, elocution and quiz. The children are also given training in crafts, music, bhajans, meditation as well as tailoring.

Creche: The Home also operates a creche during the day, in which 15 children from the nearby slum community are looked after during the time when the Home children are away at school.

Visits: A group of 15 girls from the Nagercoil Home visited the Chennai Home and did sightseeing with the Chennai girls.



The girls from the Nagercoil Home enjoying an outing



Deepavali at Nagercoil

Administration: The home got its registration renewed for five years under the J.J. Act. The Government had fixed the capacity at a lower level, and an attempt is being made to correct it. The Children's Committee and Home management committee meetings were regularly held and all regulations were fully complied with.

REHABILITATION

Adoption: Bala Mandir received the license for Adoption for the period of five years from 2018 to 2023. There continues to be strong demand for adoption with many parents being counselled, and home studies conducted with follow-up studies done. Follow-up visits are an important part of the process since it ensures that the child is well integrated into the family and adjustment issues, if any, are addressed immediately. All data was uploaded immediately into the CARA website.



Inspection by the Probation Officer

Key Statistics for the year 2019-20	
Adoption legalized	10
Placed in Foster Care	14
Home studies Conducted	66
Follow up studies conducted	148
Children in the Home on 31st March	6

Inspection: CWC members and Probation Officers regularly visit and discuss the rehabilitation of children in the Reception Unit



Inspection by a High Court judge

and Children's Home to explore the possibility of their being placed in adoption. There were also several visits to the Home by the Authorities—CARA, SARA, DCPO and CWC during which they reviewed registers, individual files of children and accounts of the unit. Based on the suggestion during one of the inspections, the baby room is being modified to a more spacious room by combining three rooms into one.

Process changes: CARA has been making many process and system changes. The new system now requires the doctor to update the data online. CARA is also training people on the new processes and systems. One of the areas being focused on is to place older children under adoption which has its own challenges with the adjustment of the children.

Rehabilitation: During the year, 4 children were rehabilitated to their parent/guardian, after completion of Std X. Bala Mandir continues to financially support the children after they moved to their homes through a system of Home Sponsorship. Last year the education of 19 children were sponsored and 4 children completed their graduation and moved out of the sponsorship.

Other Education Sponsorship: 18 children of the Bala Mandir staff were supported for their school education through the Kamaraj Fund and 8 children of the Bala Mandir Alumni received support for school fees through the Manjubhashini Fund, while 23 children were supported for higher education



Adoption training by Central Adoption Resource Authority



Activity during lockdown



Teaching the children how to wash their hands



Studies during lockdown

through the Higher Education Endowment. Apart from this, students who had passed out of Standard X of Satyamurthi High School were supported to pursue their higher studies—Standard XI – 7 children, Standard XII – 15 children.

RESPONSE TO COVID-19 LOCKDOWN

A total of 108 children out of 129 continued in the Bala Mandir Chennai Home as of end March after the lockdown and only 21 children went home. This is despite the action taken as per CWC guidelines of contacting parents/guardians and asking them to take the children back, while in the Nagercoil Home only 2 children stayed back. In view of the large group in Chennai and the challenges in ensuring social distancing, a decision was



Social distancing at prayer



Games during the lockdown

made to create a bio-zone with strict rules for people coming in and going out. Many of the staff, who were non-residential, agreed to stay back in Bala Mandir 24/7 to take care of the needs of the children. Only essential staff and members were allowed into the home and they had to make self-declaration on state of their health and adherence to norms.

Advice was taken from visiting doctors and experts and COVID-19 awareness sessions were conducted for all the children. A visit was also organised for an epidemiologist from the National Institute of Epidemiology to review the protocols and make suggestions for improved safety. All norms were followed within the Home, and records were maintained of the daily health of the children. The children and staff were also given immunity-building supplements. A schedule was drawn up and the commonly used areas were frequently sanitized.

For a positive engagement of the children, volunteer-led Online Spoken English classes were started for all the children. Various other group activities were planned, including value education, use of Diksha app for brushing up on academics and improving basics of mathematics.



EDUCATION



Overview / Key Highlights

The toddler to pre-KG classes in the Day Care Centre is the starting point of the Bala Mandir Education vertical which moves into English medium and Tamil medium classes from Standard I upwards to Standard X. By recognizing the Early Childhood Education, the new National Education policy (NEP) formalizes the process which Bala Mandir has been following for many years. Over the years Bala Mandir has developed its own best practices in early childhood development. These are shared with the urban slum community around through the Bala Mandir Day Care Centre as well as BMRF's outreach programme.

The NEP also talks about early education in mother tongue. For many years Bala Mandir had only Tamil medium in the primary classes while offering both English and Tamil medium options in high schools. However around 5 years back, Bala Mandir responded to the demands of parents for English medium in the primary classes and started the Vidyalaya English Medium Nursery and



Primary School but kept its focus on bilingual teaching and learning. While the English medium classes are becoming increasingly popular, the Tamil medium sections in KG and Primary school have unfortunately shown a steady decline in numbers despite full subsidy from the Government, a problem being faced throughout the State.

In 2019-20, the Early Childhood Care and Development (ECCD) team continued to fine tune its evaluation process while continuing to focus on the Montessori Method of teaching and learning. With focus on 'inclusion', the Occupational Therapy (OT) centre was put to good use and a Sensory Park was added. The Primary and High school teams continued to focus on holistic education including art, sports, academics, cultural and value education. The emphasis on providing learning support continues and the management focus is on admissions and enrollment of children in difficult circumstances—poverty, deprivation, destitution dropouts, etc. with the zero-rejection policy of Bala Mandir.

A school re-engineering project has been launched in 2019-20 which looks at repositioning the Bala Mandir schools with focus on improving the academic standard and school management processes. The School teams responded quickly to the lockdown and started daily WhatsApp classes for all the classes and is working towards ensuring that maximum number of children access the messages and respond to the same on a daily basis.





REPORT ON ACTIVITIES



Group activity in progress



Activities for children



DCC Sports Day

The Bala Mandir's Day Care Centre, which includes the Baby, Toddler, Pre-KG and Kindergarten sections under its comprehensive ECCD programme took several initiatives to improve its effectiveness and efficiency, including the following:

- **Vertical System:** From the conventional 'Horizontal' system of single grade classes 'Vertical' mixed age classroom was introduced to facilitate peer learning and align to the AWC model (Anganwadi Centres).
- **Thematic Monthly Curriculum** was followed with age appropriate information on the subject with interactive learning methods through stories, rhymes, role play and group activities.
- **Integration of Montessori & Mainstream:** Children in Pre-KG, LKG & UKG attended Montessori sessions alongside their mainstream class for improved learning & development. This included a bridging preparatory course to help children for smooth transition to mainstream in Standard I.
- **Inclusion** was introduced in 2018-2019 by admitting special needs children with potential to join the Mainstream into the Bala Mandir schools. A team of multi-functional professionals co-ordinated and reviewed the holistic development of the children and ensured equal opportunities for participation of exceptional children along with the neuro-typical ones.
- **Occupational Therapy (OT)** is now an integral part of ECCD with well-equipped facilities and professional therapists
- **Training programmes** were focused on imparting and enhancing teaching skills and attributes conceptualising innovative yet structured curriculum.
- **Child Assessment:** Regular monitoring and scientific assessment of the development of each child was carried out based on the 4 tools—COR (Child Observation Record), LTP (Learning Through Play) for centre-based activities, IMOW (In My Own Way) for identifying delays and difficulties and NDDS (The Nipissing District Developmental Screen) for interaction with parents.
- **An outdoor playground** with a Sensory Park for children aged 1-6 years to support holistic development, keeping in mind different types of play, inclusion and safety, was set up. This project was supported by L&T and was ready for inauguration in March but could not be done as planned due to the lockdown following the COVID-19 pandemic.



Learning to work on the computer



Vidyalaya class in progress

Bala Mandir's Primary School consists of the Tamil medium school which is running since 1956 and the Vidyalaya English Medium School which was relaunched in 2014. The key highlights for the year were as follows:

- **Inclusion and Special Education** continued to be a focus area as efforts continued to integrate the children with special needs who were inducted in the previous year. To support this activity the OT set-up was reinforced as described earlier.
- To complement mainstream learning, **Audio Visual classes** using smart TV and Montessori based training materials were being put to effective use.
- **Value education classes** were enriched with various add-on activities/role plays and a School Health Education programme has also been integrated into the schedule.
- **The Nalanda Way** workbook supporting learning through arts is also part of the school routine.
- Plans have been drawn up for the Tamil and English medium schools to work closely and share common resources for the benefit of children. This would be facilitated in the new academic year by the shifting of the Tamil medium school to the old Vidyalaya building and Vidyalaya moving to the erstwhile Vocational Training Centre building which has been modified internally for use as a school.
- To study some of the best practices, the Bala Mandir team visited other schools catering to children from economically weaker section like our students. After the visits it was decided to take the help of Aha Guru organisation to help strengthen the academic process of the primary school.



Annual Day celebrations at Vidyalaya



Project Day



Field trip to Officers Training Academy



Field trip to the Indian Coastguard Air Station



Interaction with police about POCSO

Satyamurthi High School which consists of Tamil and English medium schools, also launched the re-engineering journey during the year and continued to take several initiatives

- Summer activity camp was conducted for students of Standard VI to VIII in the summer of 2019 with several new activities.
- New routines were introduced to improve the mental maths for all classes.
- Special classes were started for Standard X early in the year to prepare them for the exams which unfortunately could not be held due to the COVID-19 pandemic and all students were announced as passed by default by the Education Department.
- CHAI Volunteers continued to take spoken English classes for the children.
- Educational field trips were organized to Officers' Training Academy, Indian Coast Guards air station at Meenambakkam and the Ramakrishna Mission Science Centre.
- Volunteers were assigned as mentors for students from Standard X. They were divided into 15 groups headed by a dedicated mentor, who helped improve the academic standards as preparation for the public exams.
- A van was started for Kannagi Nagar students to help reduce commuting time. These children were spending 4 hours everyday commuting, which has now dropped to 2 hours. Additionally, their travel has become safe from home to school and back.
- Football continues as the main sports of choice for all the boys and the school team continued to perform well in tournaments.
- World Yoga Day was celebrated and all the children continue to do yoga asana along with the Sky Yoga volunteers.

Response to COVID-19 lockdown

- The Education activities came to an abrupt stop in March due to the lockdown following the COVID-19 pandemic. The last academic year was closed prematurely and while the lockdown continues, the new academic year has started.
- The socio-economic conditions of our students do not allow us to consider online classes for our students and instead we have resorted to daily lessons on WhatsApp. WhatsApp



The U-14 throwball team



English speech during the Govind Swaminadhan Seminar



Distribution of ration to parents

groups have been formed for all classes and the teachers are posting lessons on a daily basis, which has become the new routine during the lockdown. The participation of the students was initially less than 50% and after lot of effort, the response level is now up to 70% - 80% and we are trying to make it 100% by the end of 2020-21.

- The teachers helped the students academically and emotionally. With a view to not let the learning process discontinue, the early childhood team is taking steps to encourage parents to help out with doing various activities at home.
- Early on during the lockdown, Bala Mandir distributed ration to all the parents of the school children to help alleviate their problems and indirectly help the children.
- Considering the extended duration of the lockdown and the criticality of the academic year, the Standard X children will be provided smart mobile phones with a subsidy from Bala Mandir to enable online classes to be conducted for them.



A massive tree-planting exercise was held in December, to recover the loss of greenery due to floods of 2015 and Cyclone Vardah in 2016. Children from all units, Trustees, Members, Staff, Government officials and Friends planted these trees.

It has been Bala Mandir's endeavour to plant a large variety of trees, so that, in the future, we may conduct tree walks for children—for Bala Mandir children and those visiting from outside.





MADHURAM NARAYANAN CENTRE FOR EXCEPTIONAL CHILDREN



Overview / Key Highlights

For over three decades, the Madhurarum Narayanan Centre for Exceptional Children (MNC), now a unit of Bala Mandir, has been providing Early Intervention Services to children with Development Delays, Intellectual Disability and associated conditions such as Cerebral Palsy, Down Syndrome, Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, Micro & Macrocephaly, Pervasive Development Disorder and metabolic disorders.

The Early Intervention program at MNC, Upanayan, is a systematic and structured programme designed by an interdisciplinary team consisting of developmental psychologists, special educators, experts in audiology, neonatology and nutrition, physio and occupational therapists. The programme was put through an intense field research, testing and refinement. Its workability and suitability was thereby established. A special educator, therapist and parent/caregiver come together, for an initial assessment of the child and for reaching the base line to commence the training. A lesson plan

is drawn up and specific integrated training with special education and therapeutic interventions are programmed for each child and implemented through an Individualized Education Plan (IEP). Parental involvement is an important part of the programme and the parent or a designated member of the family is trained as the "carry over agent" in assisting the child in applying the skills learnt in the classroom settings to perform in activities of daily living, at home. A supportive software Upaneeta records all information of the child, including the objectives and goals set for training, quarterly assessment of the training given and the progress made by child in the training, the challenges faced and the evaluation done at the end of the year.

The MNC day care centre also provides home visits and follow ups, which has benefitted over 6200 children in the last 30 years from all across India and abroad. As a pioneer in the field of Early Intervention, MNC has been selected by the Government of Tamil Nadu to mentor all the District Early Intervention Centres where MNC's Upanayan programme is being implemented. In addition it manages the Tamil Nadu Government's Chennai District Early Intervention Centre and Autism Centre.





AVMVK Memorial Oration
by Dr. Beena Koshy



Young Krishnas and Radhas at Janamashtami



Celebrating Republic Day



Teachers sing patriotic songs and the children wave flags for Independence Day

REPORT ON ACTIVITIES

- The fifth Social Accounts for the period 2017-2019 was presented for audit which was held on 21st September 2019. Mrs. Mahalakshmi and Mrs. Latha Suresh of Centre for Social Initiative and Management along with Mrs. Girija Kumarbabu (Social worker), Mr. Aroon Kumar (CFO, Express Infrastructure P Ltd), Ms. Akshaya Ramadurai (leading Advocate) and Mr. Aravind Sankaran (independent consultant) conducted the audit and issued the audit certificate.
- The fourth Air Vice-Marshall V. Krishnaswamy Memorial Oration was delivered by Dr. Beena Koshy, Professor and Head, Developmental Pediatrics, Christian Medical College, Vellore. She spoke on "Disability Reduction and Beyond" on Thursday, 7th November 2019.
- The 6th International Conference and the 16th National Workshop conducted on 8th and 9th November and was attended by 100 delegates. It was conducted by experts from the USA and across India.
- 139 children benefitted from Early Intervention Services in MNC. Out of these, 30 were from the Tamil Nadu Government's Chennai District Early Intervention Centre and 15 from State Resource Centre for Autism at KK Nagar—places where MNC has been guiding and mentoring personnel on a monthly basis through visits by the senior special educators.
- Fifteen children were placed in SUPA—Socially Useful Productive Activity Group with the ultimate aim to prepare the children for functional and meaningful occupation in their adult years.



Children performing a skit at their graduation 'Samyam'



Judges at work at Nutri Fest



Christmas celebrations

- Festivals and functions were celebrated as per the well established calendar that is followed in MNC.
- MNC infrastructure was further upgraded by the addition of a lift and by the laying of anti-skid floor mat on the second floor of the P-H. Mortensen Block.

Evaluations / Check ups

- 99 children were evaluated for speech and communication by students from SRM College of Speech and Language Pathology. 12 post-graduate students and 2 staff members guided them in the evaluation.
- Dental check up and follow-up of children was done by Baskar Dental Clinic. Overall 81 children benefitted this year.
- Specialised Physical Education and continuous evaluation was done for 82 students.
- External Evaluation for the first quarter was done for the 2-4 group by Mrs. Revathi Kannan of Trichy and 4-6 years group by Ms. Kalusha of Vijay Human Services. Children of SUPA were evaluated by Mrs. Vimala Kannan of MNC. During the second quarter the evaluation was done by the Group Heads interchanging their groups. 11 Children have completed Upanayan and plan to join other institutions for further training at the end of the academic year 2019-20.
- 79 children benefitted from the expert guidance of in-house occupational therapist and 47 from the physiotherapist during the year.



Mr. Robert Burgess Consul General of the Consulate of USA at Chennai inaugurating the conference



Eco friendly Ganesha made by one of the students

- 124 children had a medical check-up by two pediatricians who visited the centre on a weekly basis and guided the special educators in choosing appropriate skills for the children and monitored their progress.
- Plans are afoot for a vertical in the MNC Unit for children with special needs, between 6+ to 12 years to prepare them for a socially useful and productive adulthood by imparting skills in selected vocations.

RESPONSE TO COVID-19 LOCKDOWN

- MNC unit activities at the centre stopped in March due to the lockdown announced by the Government. Quickly realizing the likely adverse impact of the discontinuity in therapy and change in routine, the MNC team quickly reorganized themselves and started working with the parents of the children online—to be continued throughout 2020-21.
- Each class teacher has formed a Whatsapp group with her class and apart from checking on the wellbeing of the parents and children, they started sharing ideas to keep the children engaged through play, learning of skills and helping in household work.
- The parents were encouraged to post videos and further suggestions were given to keep the children meaningfully



Visit of WHO delegates



Sports Day torch being lit by Master Daniel and the Chief Guest, Air Marshal A. Varthaman

engaged. These videos are also shared with other staff and the Principal for getting more ideas to share with the parents.

- Since many of the parents had lost their livelihoods and the family was suffering badly, the unit also organized distribution of ration from Bala Mandir to the needy parents and also by coordinating with other NGOs.



Children between the ages of 4 to 6 years performing a skit



BALA MANDIR RESEARCH FOUNDATION (BMRF)



Overview / Key Highlights

BMRF has over the years built up a comprehensive Early Childhood Care and Development (ECCD) programme based on the fundamentals of child development needs and parenting responses. The programme is partially based on the 'Learning Through Play Calendars' developed by the Hincks-Dellcrest Centre, Toronto, Canada. The partnership with Sick Kids International continues. The ECCD and Parenting training programmes have reached out to parents and those in a parenting role in various environments through schools, creches, NGOs, community workers, ECCD professionals and government bodies, spanning socio-economically deprived communities across rural and urban India. BMRF has been associated with the ICDS (Integrated Child Development Services) programme of the Government for more than two decades.

The year 2019-20 has been an eventful year for BMRF with the forging of new partnerships, extension of its ECCD programmes and parent training sessions, organising of seminars and workshops, development of resource materials and mentoring of interns from social work departments.

REPORT ON ACTIVITIES



IEC programme in Gummidipoondi



Rural project work in progress

- 1. ICDS Training:** Training for Anganwadi workers from over 20 districts on child development related topics was provided in the months of June 2019 and February 2020 on request from ICDS State Training Centre, Taramani.
- 2. ECCD Project Sponsored by L&T:** BMRF undertook training and upgradation of skills of the staff of the Bala Mandir ECCD units—Day Care Centre to Kindergarten which admits children 1 to 6 years from the Home and neighbouring urban slums. This impacted both teachers and children positively and further upgraded the unit as a Model ECCD Centre.
- 3. Local Expert Trainers (LET) Training:** In line with an agreement between BMKT and Sick Kids International, LET training was undertaken by BMRF and certified by Sick Kids. Over the year, five professionals have been working in various capacities in Bala Mandir ECCD programmes. The completion of the course and the awarding of certificates included video-recorded training sessions. Along with the 5 Master Trainers recognised by Sick Kids for their work over two decades in BMRF, these Trainers will be taking up ECCD training in the community.



S. Manjubhashini Seminar



Corporate training programme on parenting



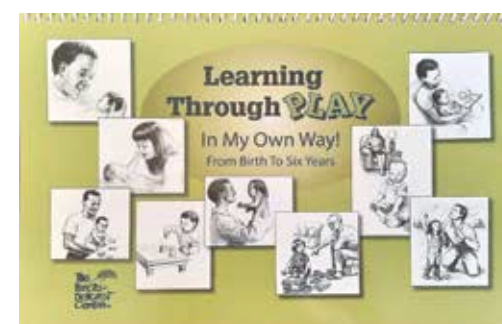
Meeting the mothers of urban slums



IWDI field staff training

4. **Outreach Training and Consultancy:** In April 2019, BMRF conducted two days of consultancy programmes with Bansuri Foundation, on a new ECCD project in the Yerwada slum for tribal communities, and the integration of modules on Primary-level Montessori methods into an ECCD teacher-training course in Pune. The local Network for Information on Parenting (NIP) was also briefed on the latest resource materials and tools. BMRF trainers conducted a half-day training session on Positive Parenting for over 30 female employees of Michelin Tyres in September 2019.

5. **ECCD Project (with Michelin Tyres):** This project, targeted at implementing the principles of ECCD and parenting for holistic development of the child during early childhood in five villages in the Tiruvalluvar district, has completed five years. From this year onwards, the project is now working under a tripartite model with BMRF as technical consultants and a locally based NGO, Integrated Women Development Institute (IWDI), as the implementing partners. The IWDI staff was trained in two phases and two review meetings were conducted to track and review implementation methods and progress, discuss gaps and challenges and provide inputs and feedback. A one-day training programme was also held, targeting primarily pregnant women on the 'first 1000 days'—a critical period of development—conception to 2 years of age, when the foundations of optimum health, growth, and neuro-development are established.



MLearning Through Play - In My Own Way



NDDS Looksee Checklist

6. **Resource Materials and Tools:** IMOW (LearningThrough Play in My Own Way) enhanced version of LTPC developed by BMRF and endorsed in Canada was used by 15 trained professionals on 151 children (infant to 6 years) for assessment. The children were observed in different settings and those with delays were identified over the various stages. The IMOW has been translated into Tamil, anticipating a future demand. Looksee Checklist (earlier called the Nipissing District Developmental Screen—NDDS), is a simple screening parenting tool that follows a child from 1 month to 6 years of age with simple yes or no questions about the child's abilities along with tips and activities to support their development. This tool helps parents and caregivers to identify the gaps and take remedial steps. The tool will be effective for one-to-one interactions with parents at the centre and for home visits. This pilot is the forerunner of an international partnership.

7. **Workshops and Seminars:** BMRF teams participated in various workshops organized on Child Rights, Equality of Education, Child labour, creating awareness on the harmful effects of Punishment and highlighting the ways and benefits of using Positive Discipline for children.

8. **S. Manjubhashini Seminar** was held in February 2020 where the IMOW tool was formally launched. Ms. Usha Ramakrishnan introduced the resource and explained its workings. She has played a large part in the development of the tool along with other BMRF members. She demonstrated the effective use of the resource to a large audience of over 56 people comprising teachers, Special Educators, Social Work Counsellors, ECCD Professionals and KG teachers.



Audience at the Dr. Anandalakshmi Memorial

RESPONSE TO COVID-19 LOCKDOWN

1. With all outreach activities suspended due to the lockdown the BMRF team intensified its virtual interactions within the team of experts to take stock and sharpen all its tools.
2. With a view to add the capability for online transactions and seminars, it was decided to revamp the web site and the work on the same has been started.
3. In 2020-21 BMRF will review various online methods to take its training and outreach programmes forward.



OUR APPRECIATION GOES OUT TO...

Bala Mandir continues to offer its deep appreciation and heartfelt gratitude to its donors, partners, well-wishers and volunteers, who give regularly and unstintingly.

DONORS, PARTNERS AND WELL WISHERS: INFRASTRUCTURE:

- **Braade-Stiftung Denmark:** continues to be the major contributor towards the maintenance of the buildings and the Children's Programme in Bala Mandir Chennai and Nagercoil Homes
- **Ms. Ornella Gualtieri, Italy:** continued her yearly contributions for various infrastructural improvement projects across all units
- **M/s. Lissi and Egon Kristiansens Trust:** provided support for Vidyalaya School project
- **M/s. Jayashree Memorial Trust** provided support for the infrastructural enhancement of the schools
- **M/s. L & T Construction** contributed towards construction of a Sensory Play park
- **Ms. Uthra & Mr. Sundar Kodiyalam** provided support towards the repair/refurbishing of compound wall
- **Mr. V. Srikanth** provided support towards landscaping project
- **M/s. BDG Charitable Trust** provided support towards Vidyalaya School building

VOCATIONAL TRAINING PROGRAMME:

- **Action Children Aid:** sponsored trainees of the last batch of NCVT Course
- **Blue Star Limited** supported the salary of the instructor of the short-term A/c Mechanic Course

SUPPORT FROM ORGANISATIONS FOR EDUCATION PROGRAMME

- **L & T Construction** provided salary support for ECCD Project
- **Saint-Gobain India Foundation** continues to support the salary of teachers in English medium classes for Standard I to X as well as the Special Educators

- **Shri Sarita Jain Foundation**
- **Orient Blackswan Limited**

SUPPORT FROM ORGANISATIONS FOR ACTIVITIES OF MADHURAM NARAYANAN CENTRE

(i) Ramco Industries Ltd, (ii) Rajsriya Automotive Industries Pvt Ltd, (iii) Take Solutions Ltd (iv) Chennai Mission (v) L & T Ltd, (vi) Express Infrastructure Ltd (vii) e G Innovations Pvt Ltd (viii) Manav Seva Dharma Samvardhani (ix) Rane Foundation (x) Bharati Infratel Ltd (xi) H T Parekh Foundation

INDIVIDUALS WHO HAVE MADE SPECIAL CONTRIBUTIONS TOWARDS VARIOUS ACTIVITIES:

Children's Programme: (i) Mr. R. Balasubramanian (ii) M/s Alpha International Pvt. Ltd (iii) Ms. Ranga Gopalswami (iv) Mr. G. Samuel (v) Mr. V. Srikanth (vi) M/s. Mercuri Goldmann India Pvt. Ltd (vii) Dr. Shantaram and Ms. C. R. Kalyani (viii) Ms. Ornella Gualtieri & Ms. Gloria Gualtieri (ix) Mr. Lokesh Parwani

Education: (i) Ms. Menaka Parthasarathy (ii) Ms. Ruchi Doshi (iii) Mr. A.K. Nehru (iv) Mr. A. Ramesh (v) Mr. M. A. Mubeen (vii) Dr. Santosh Chawla (vii) Mr. Akhil Nehru (viii) Mr. Nikhil Nehru (ix) Ms. Jyotsna and Mr. Sanjay Mehta (x) Mr. Akshay Nehru (xi) Ms. Revathy Nehru (xii) Prof. Rishiksha Krishnan (xiii) Dr. N. Ramamoorthy

General: (i) Mr. A. Dinakar (ii) Mr. Subramanya Sridhar Meka (iii) Mr. P. Natarajan (iv) Ms. Ranga Gopalswami (v) Mr. Kaushik Ramamoorthy

Higher Education: (i) Ms. Renuka K. Narasimhan

Medical: (i) Ms. Chitra Ramachandran (ii) Dr. T. N. Krishnaswami & Janaki Ammal Charitable Trust

Madhuram Narayanan Centre:

(i) Mr. D. V. Sridharan (ii) Ms. Lakshmi



Vaidyanathan (iii) Ms. Latha Madhavan (iv) Ms. Padma Seshadri

ENDOWMENTS CREATED:

- **Food Endowment:** (i) Mr. Prasad Gandhi (ii) Mr. P.S. Vijayaraghavan (iii) Ms. Madhu Sharma (iv) Ms. N. Lalitha (v) Mr. Ganpat Mani (vi) Mr. Thyagarajan (vii) Lodge Harmony No 217 (viii) Mr. N. S. Subramanian
- **Vidyalaya Endowment:** (i) Dr. Kalpana Balakrishnan (for N. P. Haran & Kamala Haran Endowment)
- **Higher Education Endowment:** (i) Mr. Vivekanandan (for Dr. Dilip Veeraraghavan Memorial Trust)
- **Education Endowment:** (i) Mr. Abhishek Srikanth (ii) Mr. G. Krishna Murthy (iii) Ms. Chitra Krishnamurthy (for Prizes in High School) (iv) Mr. R. Rangamani (for Prizes in High School)
- **DCC Endowment:** (i) Ms. N. Janaki (ii) Ms. Malathi Srinivasan
- **Medical Endowment:** (i) Mr. Krishnakumar, Ms. Shanthi Krishna Kumar & Ms. Thrishla Kumar (ii) Ms. N. Janaki
- **Children's Programme:** (i) Ms. Sumita & Mr. Bhaskar Menon (ii) Mr. Krishna Subramaniya Murti (in the name of Ms. Lakshmi Krishnamurthy)
- **General - SGS Endowment:** (i) Mr. Sriram Panchu (ii) Mr. N. L. Rajah (iii) Mr. G. Anbumani (iv) Mr. M. Vaidyanathan (v) Mr. P. Subba Reddy

DONATIONS IN KIND:

- **Provisions:** (i) Mr. C. K. Muralidharan (ii) Mr. Jaganmohan (iv) Dr. Lakshmi Venu (v) Ms. Rupa Sood (vi) Mr. Sunil Hasija (vii) Ms. Jayanthi Krishnamurthi (viii) Mr. Rajesh Maggon (ix) Ms. Ranjani Balakrishnan
- **Clothing:** (i) Ms. Saroja Vaidyanathan (ii) Master Rohan (iii) Ms. Kanniga Kamalakannan
- **Diwali dresses:** For all children and staff of Bala Mandir – Mrs. Bhargavi Sundarajan & Ms. Usha Ranganathan

- **Stationery Items:** (i) Ms. Rashika & Mr. Sanjay Boppini
- **Necessities:** (i) Mr. V. Ramakrishnan (ii) Ms. Raknee & Mr. Vishal (iii) Mr. Ahuja & Family (iv) Mr. Vineet Jain (v) M/s. T. V. S. Motor Company (vi) M/s. P.S.B.B. School (vii) Master Rohan
- **Water Heaters** – Mr. K. S. Ranganathan
- **Water Cooler/ Steel water bottles** – M/s. Bank of Baroda
- **Water Heater, Serving utensils and other items** – AVC Welfare Trust
- **Audio-visual equipment for Vidyalaya** – Ms. Shrika Madivanan
- **Dresses & Toys for children of Infants & Toddlers Block** - Malathi Madhavan Charitable Trust

SERVICES PROVIDED BY:

- **EPMS**, headed by Mr. M. Ravi, anchor all the infrastructure projects of Bala Mandir
- **M/s. Sindoori Faber** provided staff for cleaning the entire Bala Mandir campus

MEDICAL SUPPORT

1. **Dr. Mohan Rajan** provided eye care for our children and staff
2. **Apex Laboratories** provided free monthly supply of medicines
3. **Dr. Rasappa** provided free investigations and scans
4. **Dr. Veena** provided free scans

PARTNER ORGANISATIONS WHO INTERACT ACROSS BM FOR SPECIFIC PURPOSES:

- Madras Youth Choir train children in Choral Music
- Sky Yoga conducts Yoga classes
- YRG Care provides Lifeskill lessons
- Altius Foundation conducts Khan Academy Mathematics classes in the school
- Cognizant Technology Solutions volunteers teach English to the Vidyalaya children through interactive, thematic, audio-visual aided sessions



- Nalanda Way conducts Art In Education Programme at Primary level
- Citizens for Harmony, Amity & Integrity, a group of volunteers provides Spoken English classes for DCC and Vidyalaya, for the staff.
- Duchess Club invited the children for their yearly Christmas Carnival, which they enjoyed very much

VOLUNTEERS:

1. Sri. Venmani Kumar of Gokula Bhaktha Jana Sabha, continues teaching Bhajans and Tiruppavai for the Home children
2. Ms. Miranda Corti and her son Benedict from London, this year, along with Izzy, continued their yearly visit to Bala Mandir and taught art, craft, knitting and sketching. Children enjoyed baking cakes along with them and doing dance lessons
3. Ms. Lalitha Srinivasan and Ms. Radha Krishnan of Grandma Tales Time have interactive puppet show sessions based on mythology and folk tales
4. Mr. Thanigaivelan organized Games Carnival for the children of the Home
5. Dr. Suchitra and Ms. Anjana conducted tuition classes for children of various age groups
6. Ms. P. Sharada taught the children patriotic songs and slokams
7. Young volunteer Ms. Thatchayini taught the Standard VIII students of the Home
8. Ms. Uma Raman helped the English medium teachers in strengthening the teaching of English language, aiding in their self-improvement
9. Ms. Smita Aiyar, Ms. Hima Bindu, Ms. Jayanthi Kini and Ms. Sripriya Rangamani held Spoken English classes for Vidyalaya children with the aid of audio-visuals
10. Satyamurthi School Standard X students were mentored on a biweekly basis for their preparation for the public exams by Ms. Lakshmi Vaidyanathan, Ms. Gita Krishnan, Ms. Shashikala, Ms. Priya Balasubramanian, Ms. Revathy Krishnamurthy, Ms. Priya Rangamani, Ms. Bhanu, Ms. Shanti, Mr. Gopal, Mr. Bharanidharan, Mr. Natesan and Mr. Rangamani. Apart from this a good number of internal BM staff volunteers also supported in this plan
11. Ms. Padmini Sharma, who has compered for all the Annual Workshops and International Conferences of MNC, and also helps in the documentation of the proceedings
12. Mr. V. Desikan helps MNC in day-to-day work, sending invitations and volunteers during International Conference
13. Ms. Archana Natarajan continues to anchor the Newsletter

BALA MANDIR KAMARAJ TRUST**Organisational Set Up****PATRONS**

Ms. Saroj Goenka, Mr. V. Sethuram

BOARD OF TRUSTEES

- | | |
|---|----------------------------|
| 1. Mr. N. Kumar, <i>President</i> | 5. Mr. K.V. Rangaswami |
| 2. Ms. Maya Gaitonde, <i>Hon. Gen. Secy</i> | 6. Mr. Sriram Panchu |
| 3. Mr. P. Natarajan, <i>Hon. Treasurer</i> | 7. Ms. Girija Vaidyanathan |
| 4. Mr. M.K. Sonthalia | |

EXECUTIVE COMMITTEE

Name	Work Involvement	Name	Work Involvement
1. Mr. N. Kumar	President	12. Premilla Rajan	Medical
2. Maya Gaitonde	Hon. Gen. Secy	13. Latha Kumaraswami	Medical
3. P. Natarajan	Hon. Treasurer	14. M. Venkataraman	Schools
4. Swathantra Sakthivel	Hon. Jt. Secy	15. N. Ramesh	Schools
5. Jaya Krishnaswamy	Hon. Jt. Secy	16. Lakshmi Gopal	BMRF
6. Punitha Ramalingam	Hon. Jt. Treasurer	17. Rukmini Amirapu	BMRF
7. Kalpakam Narayanan	Tailoring	18. Uma Kannan	BMKT, Nagercoil
8. Dr. P.J.N. Reddy	Medical	19. N. Siva Subramaniam	Finance
9. Leela Natarajan	Children's Programme	20. Ashok Aiyar	Training & Events
10. G. Anbumani	Legal Matters	21. S. Krishnan	MNC
11. Padma Shankar	Schools		

SUB COMMITTEES**Educational - Schools**

Swathantra Sakthivel - MIC
Padma Shankar - MIC
K. Srinivasamurthi
P. Natarajan
M Venkataraman
N. Ramesh
Uma Raman
D. Chandrasekar

Education - ECCD

Punitha Ramalingam - MIC
M. Venkataraman
Prema Daniel
Lakshmi Gopal
Uma Shanker
Preethi Krishnan
Dhavani Anumolu

Medical

Premilla Rajan - MIC
Dr. P.J.N. Reddy
Latha Kumaraswami
Dr. Suchitra
Dr. Aruna Balachandra
Chitra Krishnan

Children's Programme

Leela Natarajan - MIC
Punitha Ramalingam
Dr. P.J.N. Reddy
P. Natarajan
Kalpakam Narayanan
Hema Sridharan
Chitra Krishnan

Nagercoil

Uma Kannan - Secy
Lakshmi Nair - Treasurer
Kulathooran Pillai
Sahadevan
Parveena
Dr. Gopal Surendran
Vijayakumari
Dinesh Krishnan

BMRF

Rukmini Amirapu - MIC
Dhvani Anumolu
Indu Balagopal
Jaya Krishnaswamy
Dr. Aruna Balachandra
Lakshmi Gopal
Vijayalakshmi Sureshkumar

MNC

N. Krishnan - MIC
Jaya Krishnaswamy
N. Kumar
Dr. Aruna Rathnam
Dr. Vijayraghavan
Dr. Jayachandran
Prabhakar Rao
Sateesh Parasaran
P. Natarajan

Honorary General Secretary, Ms. Maya Gaitonde, Ex-officio member of all sub committees.

BALA MANDIR KAMARAJ TRUST

Organisational Set Up

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Padma Shankar - MIC
K. Srinivasamurthi
P. Natarajan
M Venkataraman
N. Ramesh
Uma Raman
D. Chandrasekar

Education - ECCD

Punitha Ramalingam - MIC
M. Venkataraman
Prema Daniel
Lakshmi Gopal
Uma Shanker
Preethi Krishnan
Dhavani Anumolu

Medical

Premilla Rajan - MIC
Dr. P.J.N. Reddy
Latha Kumaraswami
Dr. Suchitra
Dr. Aruna Balachandra
Chitra Krishnan

Children's Programme

Leela Natarajan - MIC
Punitha Ramalingam
Dr. P.J.N. Reddy
P. Natarajan
Kalpakam Narayanan
Hema Sridharan
Chitra Krishnan

Nagercoil

Uma Kannan - Secy
Lakshmi Nair - Treasurer
Kulathooran Pillai
Sahadevan
Parveena
Dr. Gopal Surendran
Vijayakumari
Dinesh Krishnan

BMRF

Rukmini Amirapu - MIC
Dhvani Anumolu
Indu Balagopal
Jaya Krishnaswamy
Dr. Aruna Balachandra
Lakshmi Gopal
Vijayalakshmi Sureshkumar

MNC

N. Krishnan - MIC
Jaya Krishnaswamy
N. Kumar
Dr. Aruna Rathnam
Dr. Vijayraghavan
Dr. Jayachandran
Prabhakar Rao
Sateesh Parasaran
P. Natarajan

Honorary General Secretary, Ms. Maya Gaitonde, Ex-officio member of all sub committees.