



ANNUAL REPORT

2020 – 2021



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. Madhuram 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.bmrf.in



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REPORT FOR THE YEAR 2020-21

The year 2020-21 defied all forecasts and the Covid-19 pandemic continues to challenge all of us. The year also turned out to be one of learning and accelerated change. Once it became clear that the impact of the pandemic is going to be a long drawn one, all units of Bala Mandir moved from the project mode of coping with the threat of the virus, to getting back to work and focusing on our goals with a new routine, which is continuously evolving and improving as the situation demands. The 4 verticals of Bala Mandir faced different challenges during the year and coped well with them.

- 1. Children's Home:** When the pandemic stuck, all the guardians were asked to take their children home. While most of the children in our Nagercoil Home (as in most other similar Homes) went back home, very few children from the Chennai Home could go home and most children stayed with us right through the pandemic since Bala Mandir Chennai mostly caters to children with special situations and those lacking family support. The large number of children in the Home meant high focus on safety and security throughout the year. It also meant that we had to take care of education and engagement of the children from within the Home and early adaptation of online technology. The pandemic also forced a rethink on the kitchen arrangement and a professional arrangement has necessarily evolved due to the crisis. Individual child focus has improved, the Home care processes got better, and the organisation stronger.
- 2. Education Units:** The children from the nearby community who attend our Schools were one of the most affected groups with loss of income of their parents, schools being closed, being confined to small spaces, and not having digital devices to connect to the School's WhatsApp or Online classes. During the year the School team did their best to reach out to this community and supported them with dry rations, mobile ownership schemes, assigning Mentors to support the children, spoken English classes, etc. Classes were held for the Bala Mandir Home children of the Primary School at the Cultural Centre, while the High School children went through WhatsApp and Online classes. The Education team also took this opportunity to rework plans. In response to the drop in demand for Tamil medium education, the Government Aided Tamil Medium Primary School is being closed. The



Home Children attending Vidyalaya classes at the Bala Mandir Cultural Centre



English Medium Primary School has tied up with Aaha Guru for improving their academic processes. The Inclusion process is being revamped and Higher Secondary classes are planned to be added to High school. To link the Schools more strongly with Bala Mandir, new logos have been developed and name boards more prominently displayed.

3. **MNC Unit:** This unit was severely handicapped by the pandemic since the children with special needs that it serves, need physiotherapy and other inputs which cannot be done effectively through online methods. The MNC team responded innovatively by creating a 24-hour programme for every child which could be administered by the parents from their homes with online guidance and support from the MNC staff. This process has got refined over the last one year and applies now to both the Early Intervention Centre as well as the Jivikam programme.
4. **BMRF:** This unit has completely transformed its operations during the year and moved extensively to online training and support to the various organisations working on the issues related to Parenting and Early Childhood Care and Development. The unit has also taken this opportunity to revive the networking with other NGOs and individuals who are engaged in similar fields and working on joint initiatives for the larger social impact and refining its tools / resources.

During the year there have also been some good improvements to the Bala Mandir Infrastructure, with newly laid out internal roads using paver blocks, the completion of the Vidyalaya building modification, further improvement in the greenery and landscaping as well as the bridge linking the two MNC buildings.

Thankfully, income was not adversely impacted by Covid and Bala Mandir could pay full salaries for all its employees through the year. We would like to express our gratitude to all our donors, well-wishers and friends, including members of the various collaborating organisations, who continue to whole heartedly support us in our mission to provide qualitative care to the orphan and destitute, 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 went that extra mile to help us during the tough times of Covid, and continue to work tirelessly, as partners in our endeavours to maintain high standards of work.

Maya Gaitonde

Maya Gaitonde

Honorary General Secretary



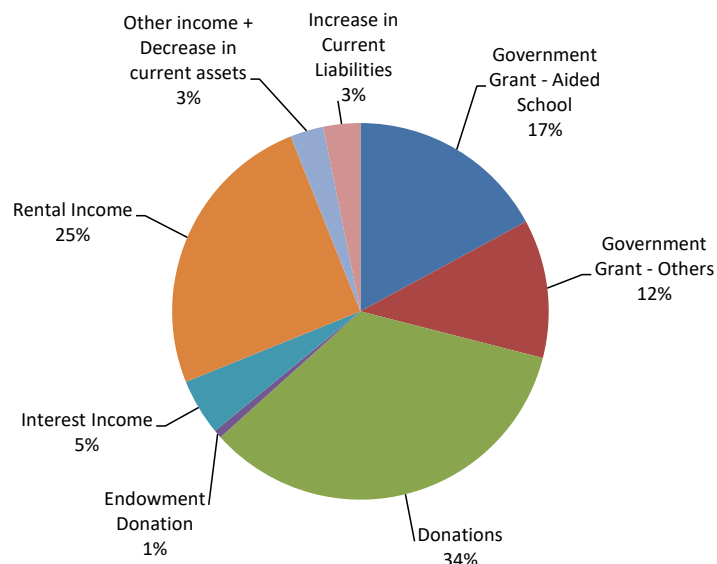
Internal road work



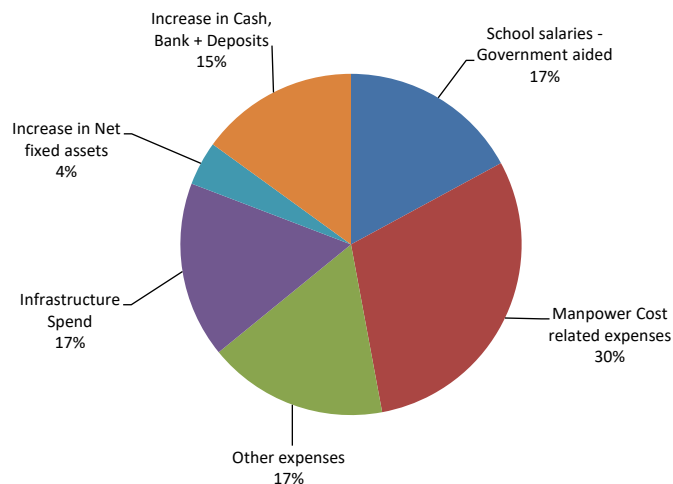
SUMMARY OF FINANCIALS

	Year 2020-21	Year 2019-20
	Rs.	Rs.
INCOME		
Government Grant - Aided School	1,80,79,981	1,88,62,871
Government Grant - Others	1,25,81,157	1,48,86,500
Normal Donations	3,63,29,353	3,86,06,859
Interest Income	51,18,294	50,33,916
Rental Income	2,65,08,704	25,06,721
Other Income	15,41,149	49,78,174
Total Income	10,01,58,639	8,48,75,041
EXPENDITURE		
School salaries - Government aided	1,80,79,981	1,88,62,871
Manpower Cost related expenses	3,17,09,169	3,28,44,530
Food expenses	63,46,669	66,77,185
Repairs / Infrastructure improvement	1,76,46,592	72,88,110
Depreciation	1,25,00,308	75,68,544
Other expenses	1,16,78,912	1,83,86,200
Total Expenditure	9,79,61,631	9,16,27,440
Income transferred to General Fund	21,97,008	-67,52,400

Sources of Funds



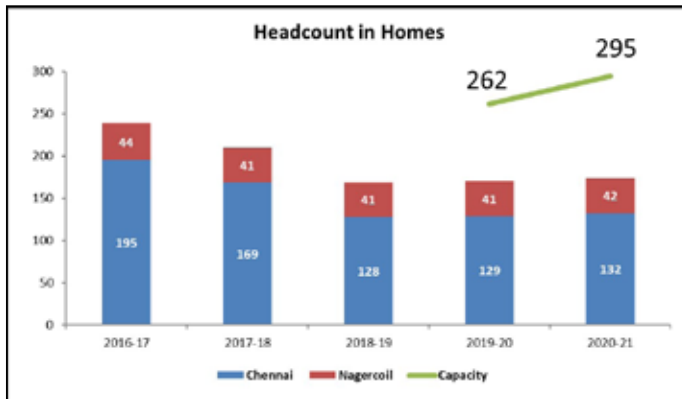
Use of Funds



	Year 2020-21	Year 2019-20
	Rs.	Rs.
SOURCE OF FUNDS		
Capital fund	20,09,40,344	20,09,40,344
Endowment Fund	4,68,90,178	4,61,35,122
Corpus Fund - Others	66,87,705	66,87,705
General Fund	80,71,432	58,74,424
Total	26,25,89,660	25,96,37,596
APPLICATION OF FUNDS		
Net Fixed Assets	21,03,50,340	21,84,31,031
Current Assets, Loans and Advances		
Cash and bank incl. deposits	7,52,52,575	5,93,66,964
Other Current Assets	35,54,870	50,48,936
Less - Current liability & Provisions	2,65,68,125	2,32,09,335
Net current assets	5,22,39,320	4,12,06,565
Total	26,25,89,660	25,96,37,596

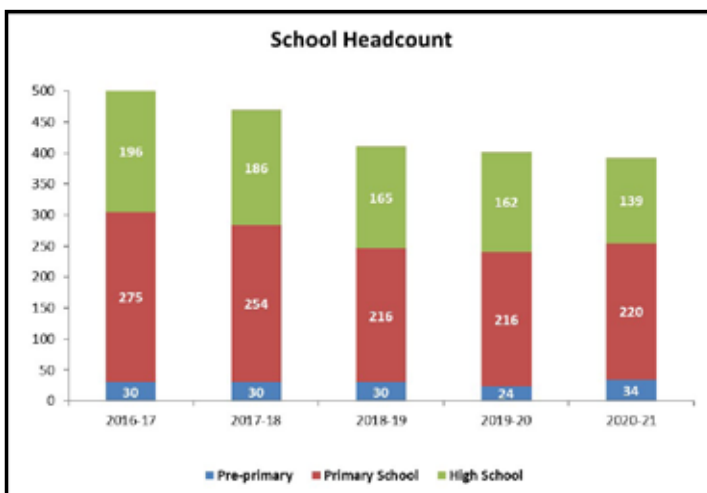


STATISTICAL SUMMARY ACROSS UNITS



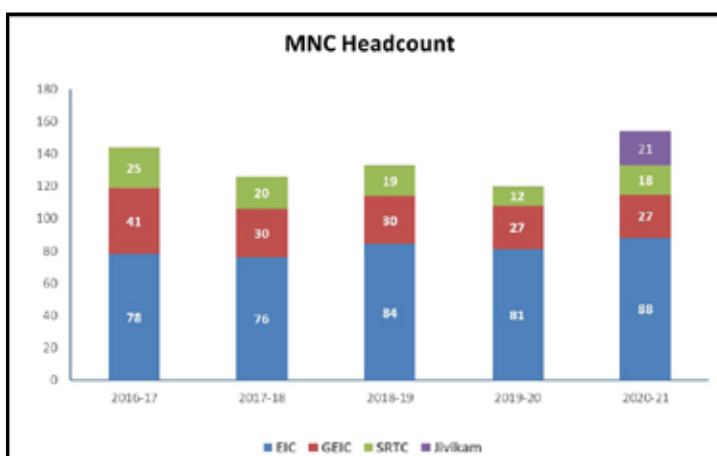
Children's Home Headcount has been steady in the last 3 years.

The capacity of both Chennai (220) and Nagercoil (75) Homes are more than the actual numbers as seen from the graphs.



The School headcount has been steady in the last 3 years.

The impact of the School Re-engineering project will be seen in the coming years.



MNC Headcount has gone up in 2020-21 due to the Jivikam project as well as some unexpected new admissions which happened despite the pandemic situation.



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 Bala Mandir's Homes in Chennai and Nagercoil. 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.

Bala Mandir pays special attention to rehabilitation of the children back into their own homes and then on to society. Only the children, who cannot be given for adoption, and when the parent/guardian is also not able to take care of them, grow up in our Homes. Bala Mandir monitors the integration of the rehabilitation of older children with the parent/guardian and the society and supports them through a Home Sponsorship programme.

During 2020-21, the approved capacity of the Nagercoil Home was increased from 42 to 75 but the overall headcount of both Homes remains unchanged. Both Chennai and Nagercoil Homes continue to work with the Government authorities to better utilise the available capacity while focusing the efforts at helping the children realise their full potential.



REPORT ON ACTIVITIES

CHENNAI HOME



Washing of fruits



Health check-up for a child



Activities for toddlers



Deepavali celebration

Covid Protocol: Around 110 children were present in the Home right through the lockdown. To ensure their safety, strict safety protocols as per Government Covid guidelines were put into place inside the Home with rules for entry and exit clearly defined and followed. Many non-residential staff agreed to stay back in the homes 24 x 7 to support the children. Frequent cleaning of the facility was ensured and necessary equipment for the same was procured. Usage of masks, monitoring of temperature, regular hand-washing, sanitizer in each Block and norms for social distancing were clearly defined and followed. The children and staff were given Vitamin C and Kabasura Kudineer. After the lockdown eased, in September 2021, admission of children and appointment of staff was restarted, after they were tested for Covid, placed under quarantine before being admitted inside the Home. This also enabled the staff to go on leave on rotation basis and get back to work after following proper quarantine procedures.

Health: The doctors and hospitals supported through tele-consultation. Medicines for the children were procured under the guidance of the doctors, who visited whenever it was necessary. Despite the lockdown we ensured that the immunization schedule of the children was not missed, and the children were kept in good health and engaged through various activities. We were lucky to have no case of Covid during the year. Taking advantage of the work from home opportunity, Bala Mandir started work on the Medical Software to move from manual to digital records for all medical processes.

Festivals and functions: All festivals and functions were held in-house with no compromise on quality, despite the lockdown. In a first of its kind in Bala Mandir, we took to conducting



Traditional games on Pongal day



72nd Anniversary celebrations



72nd Anniversary celebrations



Online classes

online, various activities to coincide with important days like Independence Day, Republic Day, etc. Focus of the activities was on the children experiencing new learnings by participating in various internal competitions. The 72nd Anniversary of Bala Mandir on March 10, 2021 was held in the Bala Mandir Cultural Centre with limited physical audience but the programme was webcast live to a larger audience outside. The cultural programme showcased how Bala Mandir coped with the challenges posed by Covid by way of skit, dances, song, puppet show and mime. Dr. Girija Vaidyanathan, Former Chief Secretary of Tamil Nadu and a Trustee of Bala Mandir, was the Chief Guest who joined online. Employee of the Year awards were given away by President of Bala Mandir, Mr. N. Kumar, who was physically present.

The programme can be watched on the Bala Mandir YouTube channel: https://youtu.be/WD7can03_L4

Children's Academic Activities: While following all precautions, the Vidyalaya Primary School teachers started coming to the Home to conduct regular physical classes from Standard I to V – at the Bala Mandir Cultural Centre. The classes were held in the morning and only basic skills in Tamil, Mathematics and English were covered to ensure that the children do not miss out totally on Academics. In the same way, regular activities were conducted by the ECCD team for the toddlers, with light exercises, rhymes, indoor games and storytelling sessions, while the KG children had classes with worksheets prepared by their teachers. Speech Therapy and Occupational Therapy were done for children in need of it – both online and in person. The Middle School children responded to school lessons which were received through WhatsApp from the school teachers, while the High School children attended online classes. Caregivers ensured attendance, response, and submission of homework. The class IX and above children had physical classes in January for a limited period.



Learning to measure



Bala Mandir placed 2nd at National Level Competition for Homes conducted by Cognizant Technologies

Children's Activities: Computers with internet facilities were set up in the Home to enable outside volunteers and teachers to help the children. Spoken English classes by CHAI volunteers which used to earlier happen once a week became a daily routine for all High School children. During the weekends young volunteers from U & I group took Mathematics classes for the High School children. The Vidyalaya children were under the care of the volunteers from Cognizant Technology Solutions (CTS) who have been supporting the children in the past. Now their support became online and spread over different days of the week. There were many other individual volunteers supporting the children through online sessions and the challenge was to monitor these sessions and ensure their effectiveness.

Practical life skill activities also started as part of regular routine. This included games linked to learning about provisions, measurements using weighing scale, checking on manufacturing and expiry dates of products. Other activities focused on drawing, craft work, handwriting, etc. Bala Mandir participated in a competition held by Cognizant Technology Solutions for Homes at a National level and were placed all-India Second.

Kitchen: With some of staff not being able to come in due to the pandemic, kitchen operations became challenging. To deal with this exigency vegetables and sambar for lunch and dinner were arranged from a certified outside kitchen for a few months while rest of the food was prepared in the Bala Mandir kitchen by the skeleton staff available.



Senior girls help in the kitchen during lockdown



Online programme for Madras Youth Choir on Independence Day



Police interacting on road safety awareness



Flooding during Nivar

Subsequently we have started cooking all food inside Bala Mandir but with the kitchen operations being outsourced to Ambience Gourmet, with Bala Mandir staff continuing to work. Changes have been made in the menu to bring in more nutrition and variety in the food.

Government related: Government officials came to Bala Mandir at various times for inspection and providing awareness on Covid-19 and women police spoke about Kavalan App for safety of the girls. We continue to work closely with the officials and provide all required details of the children on an ongoing basis.

Infrastructure: During heavy rain following the Nivar storm all the residential staff and children worked as a team and cleaned all the flooded rooms in the ground floor in the Main Block. Since then, new storm water drains have been constructed in front of Bala Mandir which will hopefully avoid any future flooding. The refurbishing of the Infants/Baby Room was completed and cupboards added. Work on the Montessori classroom attached to the Home was also completed.

NAGERCOIL HOME

Most of the children in the Nagercoil Home went home during the lockdown and returned in groups as the lockdown was lifted and limited schoolwork started. During the year the Home got the approval confirming the revised capacity of 75 children, against the head count of 42 children.



Craft classes at Nagercoil



Tailoring classes at Nagercoil



Holiday activity

The children were in good health and regular medical checks were done. Immunity-boosting food was given to the girls. All the children—those who stayed back and those who went home—were provided with online classes for their education. Special classes were also arranged at the Nagercoil Bala Mandir campus. All national and religious festivals were celebrated with simplicity. Arts and crafts, tailoring and sports were conducted to engage the children. Online meditation classes and spiritual classes were held on Sundays. Individual or group counselling was provided when necessary.

REHABILITATION

Adoption: The pandemic and the resultant lockdown severely impacted the Adoption process which came to a standstill for several months and resumed with tele-counselling for the prospective adoptive parents and follow ups through WhatsApp and video conferencing since it was not possible to visit their homes. When the situation was conducive for the visits, officials visited Bala Mandir for inspection, spreading Covid awareness and for adoption—both for the counselling sessions and for sub-committee meetings while handing over a child. Legalisation was completed for two children and three children were placed under foster care.

Rehabilitation: Last year, two girls were rehabilitated with their family and are being supported by Bala Mandir for their education. 11 children were supported in total, through Home Sponsorship and 9 moved out of it after graduation.

Other Education Sponsorship: 23 children of the staff were supported through the Kamaraj Fund and 1 child of the Bala Mandir Alumni was supported through the Manjubhashini Fund. 15 students were provided Higher Education support for various streams. Apart from this, 10 students who passed out of Standard X of Satyamurthi High School were provided support to pursue higher studies—Standard XI and Standard XII.



EDUCATION



Overview / Key Highlights

Having started in the 1950s as an extension to the Home activities, the schools under the Education Unit meet the educational needs of the Bala Mandir Home children as well as the nearby economically, needy community. Over the years the schools have been adapting to the social changes and currently the unit consists of Day Care Centre which caters to the needs of toddler to pre-KG classes, Primary school in Tamil Medium (with full Government support) and Vidyalaya English Medium School (self-financed) as well as Satyamurthi High School (partly Government aided). In 2019-20, a school re-engineering project was launched and this gained traction in 2020-21.

In response to the dropping headcount in the Tamil medium classes, a decision was made to close the Tamil Medium Primary School and focus all efforts on the English Medium School to accelerate the improvement and to meet the demands of parents. The high school continues to offer both Tamil and English medium but the number of Tamil medium students in the middle school has come down drastically. Various improvements are underway in both schools and plans have been drawn up for the addition of Higher Secondary classes from the academic year 2022-23.

The Primary and High School teams continue to focus on holistic education including art, sports, academics, cultural and value education. The emphasis on inclusion and providing learning support continues and the same is getting streamlined with better processes for improved learning outcome. The schools will continue with the policy of very low fees and providing free mid-day meals and breakfast for the children who come from difficult circumstances. In 2020-21 the Education unit did its best to engage with all the children through various means—daily WhatsApp based lessons through worksheets and videos, online classes and limited physical interaction when it was feasible. To support the families, dry ration was also distributed.



REPORT ON ACTIVITIES

Day Care Centre and Pre-KG:



Activities for day scholars

There was no formal physical working of the Day Care Centre right through the year. Following the partial relaxation of the lockdown in August 2020, classes for the Home children started, with teachers coming in three times a week, which was later extended to five days a week while adhering strictly to safety norms. Focus on Montessori methodology continued and WhatsApp based worksheets were also shared as supplement.

The day scholars were also sent worksheets and videos through WhatsApp. However, it was a challenge to get them to respond on a regular basis. The team tried to engage with the children and the parents through phone calls. Distribution of ration also helped reach out to them.

For their personal skill enhancement, teachers were given training on usage of computers, internet access, mails, etc. They also attended Spoken English classes as well as comprehensive phonetic training, to improve personal reading awareness and how reading instructions should be given to the children.

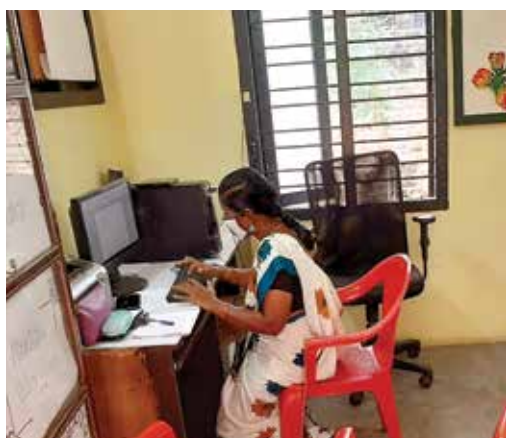
Vidyalaya Primary School



Fun activity for day scholars

The Vidyalaya Nursery & Primary school shifted its location to a larger building which used to house the Vocational Training Centre in the past. This building has been internally modified to make it suitable for running a school with a capacity of 350 students. A Smartboard has also been installed in Vidyalaya. Since parents could not visit the school due to the Covid constraints, the team prepared short videos on the school and circulated it through WhatsApp to canvass for new admissions. The positive impact of this can be seen in the next academic year.

The classes from Standard I to V started following the AhaGuru method, which identifies and measures skills to be acquired by students in each subject. Lessons are specifically structured to impart these skills. Periodic tests help identify children who may be lagging, and they are offered remedial classes to catch up.



Computer classes for teachers

Over 20% of the Vidyalaya students are from the Bala Mandir Homes. From August onwards, the teachers of Vidyalaya started taking physical classes for them inside Bala Mandir. This turned out to an excellent opportunity to try out the new methodology that was planned to be followed from this year onwards. Despite a short academic year and only half a day of classes, the team could meet the expectation in terms of the achieving the expected skill levels of the children in the various subjects.



Vidyalaya building



Classes at the Cultural Centre



AhaGuru training for Vidyalaya teachers



Mobile scheme implementation

The teachers were also helping the day scholars academically and emotionally through the phone. The team sent teaching materials and assignments through WhatsApp. Teachers talked to parents at regular intervals seeking their support to make the children complete the assignment sent to them and respond through WhatsApp. Given the fact that most of our students come from economically weaker section regular participation was a challenge for many students due to various family issues, accelerated by Covid 19.

To overcome this challenge, for a few months we organized in-person tuition classes for a limited number of students living in nearby areas when the pandemic appeared to be under control. We had to stop this initiative when the situation changed, and the second wave set in.

Children requiring learning support were supported by the special educators. Occupational Therapy and Speech Therapy was also continued for the children in the Home and will support of the parents for the day scholars.

Teachers attended Spoken English class every week, held by CHAI Volunteers. The Vidyalaya teachers also went through the AhaGuru training methodology. A Maths Lab has been established in Vidyalaya under the guidance of AhaGuru team and we have purchased Tabs to use digital technology to enhance the education.

Satyamurthi High School (SMHS)

WhatsApp groups were started in SMHS immediately after the lockdown was announced. Initial focus was only on Standard X students of the year 2019-20. By April '20, similar groups were begun for Standard VI to IX and teachers provided the students with worksheets along with the videos. The work of the students was evaluated, and feedback given on a daily basis with weekly academic review to plan for the next week. Eventually the 2019-20 Standard X exams were cancelled and all the students were declared as passed with the average of quarterly and half yearly examination marks and 20% weightage for attendance.

Students who were not responding were contacted over phone to motivate them to participate in online teaching. The response improved steadily, especially in the higher classes. Since many of the parents sent away their children from Chennai to their hometowns, the response level of the children of Standard VI, VII and VIII remained a matter of concern right through the year. This in turn is going to be a challenge in the coming years



Distribution of provisions



Artwork by SMHS student shared online



Learning in Smart Class environment

since we need to make up for the possible regression in learning amongst the middle school children.

With a view to start online classes, a mobile smart phone sponsorship plan was firmed up. The parents could purchase a good mobile phone with a subsidy from Bala Mandir and deferred payment terms. After most of the children got smart phones, daily online classes were started before the School reopened on 19th January 2021 for Standard X and from 8th February for Standard IX. But due to the second wave of Covid, the School closed again from 22nd March 2021. Once the Government announced that all students including the Standard X students would be considered as having passed without writing exams, the tempo dropped.

With a view to emotionally support the children during the pandemic year and also as an ongoing support to them, the children from Standard IX and X were assigned individual Mentors from a group of volunteers under the name “Dosti Project” which is an all-India initiative with defined good practices and review mechanism. The Mentors spent an hour per week with the students right through the year to motivate them for all round development. This was a new initiative of the school. Despite the various challenges faced, the overall outcome among the children was very positive.

Other new initiatives that were tried during the year included Peer Learning with one student preparing the lessons and explaining to others, Mental Maths with teachers calling the students over the phone, sharing of YouTube short stories with the students and WhatsApp group for Arts where the students express their thoughts and feelings through art. Two smartboards were installed in the school, and during the brief physical classes in February/March period these were used. During this time, we also started Science experiment-based classes by an AhaGuru instructor, and career counselling sessions were held on Saturdays.

Overall, the year 2020-21 was a severely curtailed year for the schools with several constraints but it also turned out to be a year in which the Bala Mandir schools decisively moved forward in its journey of reengineering to reposition itself and improve the academic standards and the management processes.



MADHURAM NARAYANAN CENTRE FOR EXCEPTIONAL CHILDREN



Overview / Key Highlights

For over three decades, the Madhuram 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, Downs Syndrome, Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, Micro & Macrocephaly, Pervasive Development Disorder and metabolic disorders.

The Early Intervention programme at MNC, Upanayan, is systematic and structured, designed by developmental psychologists, special educators, experts in audiology, neonatology and nutrition, physio and occupational therapists. 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. The 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.

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. It manages the Tamil Nadu Government’s Chennai District Early Intervention Centre and Autism Centre. The MNC unit also runs a diploma course in Special Education, which is recognised by Rehabilitation Council of India (RCI).



REPORT ON ACTIVITIES



Arts and craft classes at home

When the lockdown kept the schools closed, MNC team decided to help parents and a 24-hour home-based programme which was introduced in July 2020, with enthusiastic participation of parents and children and since then it is getting refined every month and its effectiveness is improving.

142 children (108 in EIC+ 16 in SRTC + 18 in Jivikam) benefited from the seamless intervention being provided online, through formation of WhatsApp groups. Each child interacted with the Special Educator and Therapist – minimum 3 sessions for 30 minutes a week but received a schedule of activities for the whole week. 121 children were assessed online and provided intervention mainly focusing on language stimulation.

Regular online classes were provided in Special Education, Physiotherapy, Speech and Language Therapy, Vision Therapy in a comprehensive package to avoid regression. Special educator contacted each child (142 children) weekly twice and Therapists contacted weekly once. Follow up was over phone calls, video calls and WhatsApp. Parents shared the performances of their children in the form of photos and videos. Depending on the progress attained by the child in performing the given task, the next skill was set as the new goal.

Jivikam Skill Development Unit was started at the beginning of the academic year. Children who were hitherto trained in SUPA (Socially Useful and Productive Activity) transitioned to Jivikam.



NLP training in progress



Help from Rotary Club Besant Nagar for mobility aids and appliances



Stacking, a skill to improve cognition being done at home

As in Upanayan Early Intervention Programme, Jivikam focuses on the underlying cognitive processes in 15 selected domains for children with Intellectual Disability and associated conditions from the age of 6 and above. Each child learns in activity-based ways with his peers so that personal growth and social maturation take place in meaningful contexts. The activities are designed to take the children through the inter-related developmental processes needed for sustaining and deepening the performance of the child in the long term. In the short term, each child will enjoy the activity as well the master the skills embedded in each activity.

During the first six months, in-house staff training was conducted for two hours a day. The subjects covered were Upanayan, teaching strategies, behavioural objectives, preparation for mainstreaming, and procedures in teaching. The sessions started in July and went on till January 2021. The rest of the day was dedicated to online classes with the children. The teachers came to the centre three times in a week.

Online consultations were given to the parents for Immunity Boosting. The coordinator of Annapoorna Project interacted with the parents and shared the Immune Booster food/diet with the parents.

From February 2021 onwards, in addition to individual session, Special Educators planned for a group session. Children were grouped, based on their performance level and activities such as yoga, action songs, storytelling were conducted online. Online



Online audience for Sports Day



Dr Sundar of Freedom Trust examining an MNC child

Parent-Teacher meetings were conducted once a month, for course correction.

Festivals and functions were celebrated in MNC. 31st Annual Day, Sports Day, Nutrifest were all celebrated online. The Annual Day was on the theme “Stay Safe, Stay Healthy”. The children performed activities related to the theme in their home environment. Nutrifest, a festival for nutritional awareness among parents focused on the theme ‘Pandemic Inspirations – Recognising and acknowledging our traditional food items’. The parents cooked at home and the display and recipe was viewed online by the judges at the Centre.

Infrastructure Improvement: A foot bridge at two levels, first floor and second floor, has been built between P-H. Mortensen Building and the Gerda Mortensen Building, the two buildings that house MNC. This helps the children and the parents to move from class to class seamlessly, with ease of movement even for wheel chairs.

During the pandemic MNC distributed dry ration bags to the parents four times. A camp for Mobility Aids and Appliances Assessment and Distribution at the Centre was held on March 25th to specially help the children. 32 children were assessed and many were selected to receive splints, shoes and wheelchair free of cost.



Bridge connecting two buildings of MNC



BALA MANDIR RESEARCH FOUNDATION (BMRF)



Overview / Key Highlights

Bala Mandir Research Foundation (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, and 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 2020-21 has been a year of positive change for BMRF. The switch to the online mode enabled BMRF team to reach out to a wider group and also restart the networking across a wider group of professionals with similar goals.



REPORT ON ACTIVITIES

TRAINING



Field staff teaching the children



Suraksha training

Almost all the activities of BMRF went online and this has opened up several new opportunities for training and development. This has also led to more focused efforts on the development of resource materials to support the training and other programmes.

Integrated In-service Training: BMRF has developed a programme for KG teachers that integrates Montessori and Special Education into Mainstream learning. The training can be done in various durations and was tested in the Bala Mandir schools. Apart from this, the Vidyalaya teachers and BM Home matrons were also trained by BMRF.

Local Expert Trainers (LET) Training: Sick Kids International, Canada, in partnership with Bala Mandir certified 5 Local Expert Trainers through training sessions conducted over the year 2019-20. The video sessions of the certification process for the trainers were compiled and made into a complete manual with the contents, activities, methodologies.

Training for the Health NGO Suraksha, Nagercoil: Suraksha Community Centre for Family Health, Nagercoil, doing active community service in the tribal area of Kanyakumari District working primarily for the health and welfare of women and children, has been associated with BMRF since 2007. A fresh training programme was held for their creche teachers, helpers, counsellors and a few administrative staff.

Apart from LTPC and Parenting modules, methods for effective communication with the parents and home-based activities for children during the pandemic, were taught. This programme indirectly benefited 141 children over 6 villages.



Suraksha online training



SOS in-person training



SOS trainees

Training for SOS Children's Village, Tambaram: As part of the capacity-building programme for 12 housemothers and 7 co-workers of SOS Children's Village, a training programme was conducted by two BMRF resource persons, as well as three external trainers, Ms. Hema Srinivas, Ms. Saulina Arnold and Ms. Vidya Shankar, members of the Network for Information on Parenting (NIP). This programme has the potential to benefit 180 children.

ICDS: Ms. Nirmala, BMRF trainer undertook in-person training for the Anganwadi Instructresses (20 participants) in November and December 2020 on the request of ICDS. In January and February 2021, Ms. Nirmala and Ms. Bhuvaneshwari conducted in-person training for 25 ICDS Anganwadi Supervisors of 8 districts.

NIPCCID Home-based Activities Training: Ms. Nirmala, BMRF trainer, was invited as a resource person for a training programme on early home-based stimulation for 0 to 3 years children, organised by NIPCCD, Bangalore Regional Centre in January 2021. The virtual training had about 90 participants. It was an orientation programme for the State of Tamil Nadu Anganwadi functionaries.

PROJECTS

Gummidipoondi ECCD Project: This project was being managed in 2020-21 by a local NGO, IWDI, with the support of BMRF trainers. Phase VI has been completed and Phase VII is on-going.



Gummidipoondi project - IEC



Home-based activity



Role of fathers in parenting



Gummidpoondi project training



Home-based activity

In spite of the lockdown, work was carried out at a good pace. The monitoring has been happening through the year and action plans made, including refresher training, project training and IEC (Information, Education, Communication) training. A Tripartite Project review meeting was held in March 2021 with Michelin Tyres, IWDI and BMRF. The follow-up of the meeting outcomes and suggestions for improvement were carried out. This project benefits 115 children in 5 villages.

CAPACITY BUILDING

Resources: The development, revisions and translations of BMRF resource materials continued throughout the year and Tamil translation of IMOW was completed.

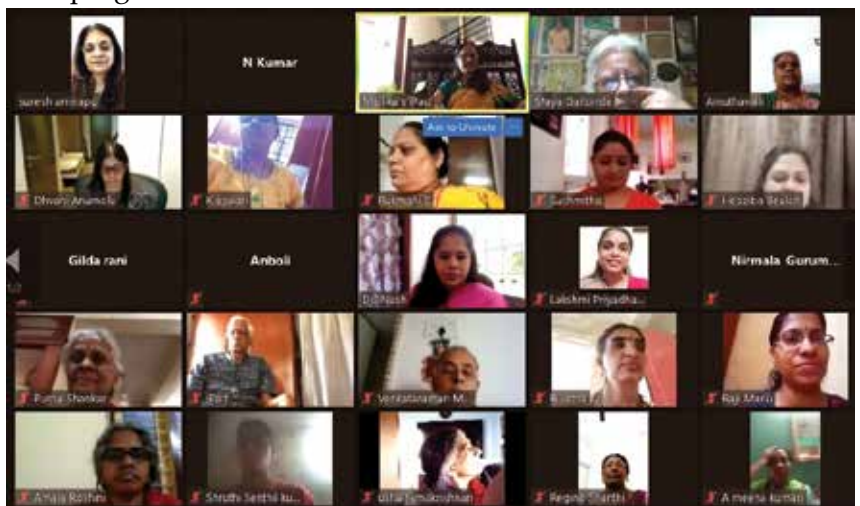
Website: The BMRF website, www.parentingredefined.com was redeveloped and is live under a new domain name 'www.bmrf.in'.

Networking for Information on Training (NIP): The NIP group reconnected in January 2021 and plans are being drawn up for more regular and active interactions and exchanges amongst the members.

Staff Training: BMRF staff members attended a virtual Master Training in ECCE, conducted by TN Forces, held on Wednesdays and Saturdays in August and September 2020.

MOU: The MOU between Sick Kids International, Canada (formerly Hincks-Dellcrest) and BMRF ensures that BMRF can continue with its LTP programme in India.

SMM Seminar: The annual Smt. Manjubhashini Memorial Seminar was on "Implementing Inclusive Education in Mainstream Schools". It was held online on 6th February 2021 with Ms. Kalpana D Kumar, Founder, Kare Therapy Centre as the keynote speaker and Ms Mallika Ganapathy, BMRF Committee member as moderator. There were close to 50 participants in the programme.



S Manjubhashini Seminar

MOVING TOWARDS A NEW NORMAL

Most meetings and trainings have become online

More people are involved and focused discussions leading to improved execution and networking



Executive Committee meeting



Annual General Body meeting

Partner Organisations have moved online

Larger number of new volunteers and professionals supporting the children



Digital technology has now become a part of all Bala Mandir activities

MOVING TOWARDS A NEW NORMAL

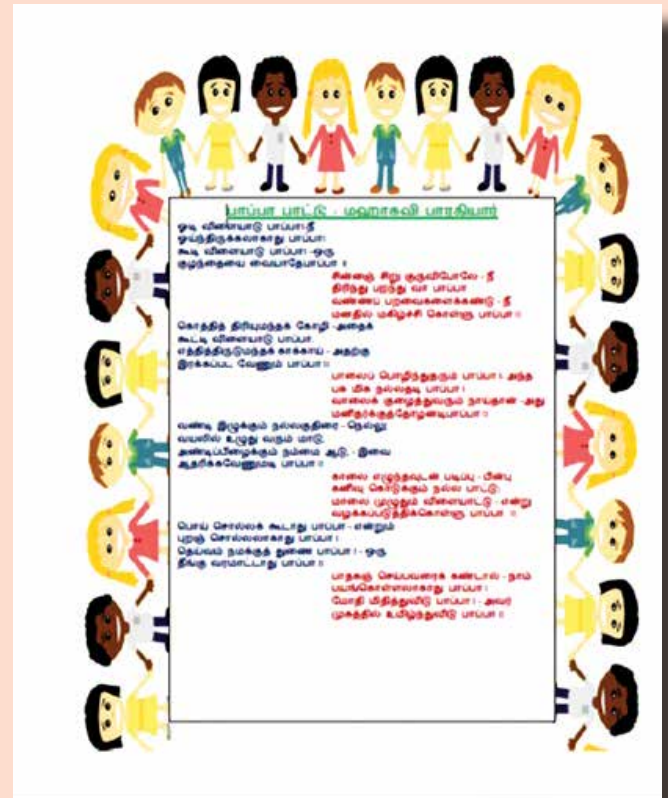
New professionals have taken charge of HR

New initiatives across Bala Mandir in recruitment, training, rewards and recognition



Study Circle for internal staff communication has gone online

Monthly sharing of information and interactions have become easier and effective



Bala Mandir is evolving and adapting to the changes



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. This year an additional contribution was made for laying of the internal road in Bala Mandir premises.
- **Vidyalaya School Building:**
The Estate of Knud Neilsen
Ms. Hema Sridharan & Mr. S. Srikanth
- **Ranga Smart Class Project:**
- Class of 79 from IIM Bangalore donated three Smart Boards in memory of their batchmate, R. Rangarajan
- **Landscaping Project**
Mr. K. V. Rangaswami
Mr. Sriram Panchu
- **Mr. V. Srikanth** provided support towards Main Block restrooms renovation project.
- **M/s. S. Subrahmanyam Construction Company Private Limited** provided support for improvement of Daswani Block
- **Ms. Ambuja Raghavan** provided support for infrastructural improvements

SUPPORT FROM ORGANISATIONS FOR EDUCATION PROGRAMME

- **Saint-Gobain India Foundation** continues to support the salary of teachers in English Medium Classes Standard I to X as well as the Special Educators.
- **Shri Sarita Jain Foundation** provides support for our educational initiatives
- **Orient Blackswan Limited** provides support for Admin salaries

SUPPORT FROM ORGANISATIONS FOR ACTIVITIES OF MADHURAM NARAYANAN CENTRE

- M/s. Parker Hannifin India Private Limited
- Profiniti Systems
- Stanley Engineered Fastening India Private Limited
- Shanthi Arts Foundation & Endowments

INDIVIDUALS WHO HAVE MADE SPECIAL CONTRIBUTIONS TOWARDS VARIOUS ACTIVITIES:

Children's Programme: (i) Mr. V. Srikanth (ii) Prof. Rishikesh T. Krishnan (iii) Mr. N. Thiagarajan (iv) Mr. Vivek Gaitonde (v) Mr. T. C. Govindan (vi) M/s. Mercuri Goldmann India Pvt. Ltd (vii) Dr. Shantaram and Ms. C. R. Kalyani (viii) Mr. N. Suryanarayanan (ix) Ms. Chandrika & Mr. Lokesh Parwani

Education: (i) Ms. Ruchi Doshi (ii) Mr. A.K. Nehru (iii) Mr. M. A. Mubeen (iv) Mr. Akhil Nehru (v) Mr. Nikhil Nehru (vi) Ms. Jyotsna and Mr. Sanjay Mehta

MNC: (i) Mr. Kamlesh Narasimhan (ii) Mrs. Latha Madhavan (iii) Mr. Madhavan Kandadai

General: (i) Ms. Madhura Visweswaran (ii) Mr. William Pranav Miller (iii) Mr. Visvanathan Sivakumar (iv) Ms. Ranga Gopalswami (v) Ms. E. Gowri (vi) Mr. A. Dinakar (vii) Mr. Harjas Singh Rattha (viii) Mr. V. Srinivasan

ENDOWMENTS CREATED:

- **Food Endowment:** ((i) Mr. Thyagarajan (ii) Ms. Swethambari Kesavan (iii) Ms. Vidya Subramaniam
- **Vidyalaya Endowment:** (i) Dr. Kalpana Balakrishnan & (ii) Mr. P. Natarajan (for N. P. Haran & Kamala Haran Endowment) (iii) Lodge Harmony No. 217
- **Education Endowment:** Mr. G. Krishna Murthy (for Guthi Venkata Subbamma Venkateswarlu Endowment)



- **DCC Endowment:** (i) Ms. Shivamala Miller & Ms. Premamala Ramalingam (for Ramalingam Endowment)

DONATIONS IN KIND:

For Children's Programme

- **Provisions:** (i) Mr. C. K. Muralidharan (ii) Mr. R. Venkatesha Sharma (iii) Mr. Sunil Hasija (iv) Mr. Ahuja Family (v) Ms. Jayanthi Krishnamurthy (vi) Mr. Jaganmohan (vii) Ms. Durga
- **Covid Needs:** (i) Mr. Venkatesha Sharma (ii) Inner Wheel Club Madras Next Gen (iii) Ms. K. Radhika Kylasam (iv) Mr. N. Kumar
- **Diwali dresses for all children and staff of Bala Mandir:** (i) Ms. Bhargavi Sundararajan & Ms. Usha Ranganathan (ii) Colour Tree
- **Dress Materials:** (i) Mr. Ajay Agarwal (ii) Mr. R. S. Vanamali (iii) Ooruni Foundation
- **Stationery Items & Other Necessities:** (i) Mr. Hari Nadar (ii) Ms. Sharadha (iii) Ms. J. Usha (iv) Tamizhnadu Brahmins Association (v) G. Malathi (vi) Inner Wheel Club Madras Next Gen
- **Audio Equipment & Wet Grinder:** IROWA (SR) Chennai
- **Games and Books:** Ms. Gayathri Mukund

For Madhuram Narayanan Centre:

- **Dry ration for parents:** (i) Bhoomika Trust (ii) Ms. Padma Seshadri
- **Therapy Requirements:** Microfocus, Taramani
- **Mobility aids and Appliances:** (i) Freedom Trust, Tiruvanmiyur (ii) Rotary Club of Madras, Besant Nagar
- **SERVICES PROVIDED BY:** EPMS headed by Mr. M. Ravi, anchor all the infrastructure projects of Bala Mandir
- **M/s. Sindoori Faber** provided cleaners for the entire Bala Mandir campus
- **RT - MediBus Technologies** headed by Mr. Srirama Raja and his team is helping configure their Medical software for Bala Mandir use

MEDICAL SUPPORT

- **Apex Laboratories** provided free monthly supply of medicines

- **YRG Care** provided free Covid tests for all our children
- **VRR Diagnostics** provided free scans for children referred by our doctors
- **Vaccine World** provided vaccines at a discount

PARTNER ORGANISATIONS WHO INTERACT ACROSS BM FOR SPECIFIC PURPOSES:

All the initiatives by volunteers were held online this year

- Madras Youth Choir continue to train the children in Choral Music
- 26 volunteers from Citizens for Harmony, Amity & Integrity (CHAI), provided Spoken English classes for high school children and all the school teachers through the year
- 13 volunteers from Cognizant Technologies held Mathematics and Spoken English classes every day for the Vidyalaya children and supported the children to prepare for the National level competition for Homes
- 16 volunteers and 3 coordinators from U & I were involved in taking Mathematics classes for High School children every Saturday
- 60 volunteers of Chennai Mentors supported the Satyamurthi High School students under the NATPU Mentorship programme with each student being supported by one mentor through the year through weekly phone calls and volunteer coordinators monitoring and helping the mentors in the process
- Ms. Sumathi Sudhakar took up Spoken English classes for Standard IX and X girls
- Dr. Suchitra took classes in Mathematics for three of our senior girls
- Ms. Gayathri Mukund, Special Educator from Bangalore, takes classes for the special needs children of Bala Mandir
- Ms. Sreelekha recorded stories for the junior and senior children as part of storytelling session on Balu Sir's birthday
- Mr. E.N. Senthilrajan, his wife Ms. Deepa and their daughter Ms. Kavya, conducted Python Coding Programme for the children



- Mr. E.N. Senthilrajan is supporting the transformation of Bala Mandir's digital and IT initiatives.
- Mr. V. Arun Prasath is helping in the development of Dhruva software which is used to manage the Child information.
- Ms. Jayaradha Shankar and Ms. Geetha Rajagopal from Singapore took Critical Thinking classes for Standard VIII children as part of their Kannamma Project
- Ms. Hema Sridharan holds interactive session with the children of Standard III, IV and V
- Ms. V. Jayalakshmi and Ms. Hema Srinivas helped mentor the senior girls of the Home
- Ms. Sriranjini takes music classes for girls of Standard III, IV and V
- Ms. Archana Natarajan has been working at improving the HR processes for Bala Mandir, and continues to anchor the Newsletter.

CLEANER AND GREENER BALA MANDIR



BALA MANDIR KAMARAJ TRUST

Organisational Set Up

PATRON

Ms. Saroj Goenka

BOARD OF TRUSTEES

- | | |
|--|----------------------------|
| 1. Mr. N. Kumar, <i>President</i> | 5. Mr. K.V. Rangaswami |
| 2. Ms. Maya Gaitonde, <i>Hon. Gen. Secretary</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		Name
1. N. Kumar	President	11. Dr. P.J.N. Reddy
2. Maya Gaitonde	Hon. Gen. Secretary	12. Leela Natarajan
3. P. Natarajan	Hon. Treasurer	13. Premilla Rajan
4. Swathantra Sakthivel	Hon. Jt. Secretary	14. Latha Kumaraswami
5. Jaya Krishnaswamy	Hon. Jt. Secretary	15. Lakshmi Gopal
6. Punitha Ramalingam	Hon. Jt. Treasurer	16. Rukmini Amirapu
7. N. Sivasubramaniam	Finance	17. Lakshmi Nair
8. G. Anbumani	Legal Matters	18. S. Krishnan
9. Ashok Aiyar	Events	19. M. Venkataraman
10. Kalpakam Narayanan		20. N. Ramesh

SUB COMMITTEES

Educational Units

Punitha Ramalingam – MIC, ECCD
M. Venkataraman – MIC, Vidyalaya
P. Natarajan – MIC, SMHS
N. Ramesh – MIC, SMHS
Preethi Krishnan
K. Srinivasamurthi
D. Chandrasekar
Uma Raman

Children's Programme

Leela Natarajan – MIC, Girls Section
Punitha Ramalingam – MIC, I & T Block
P. Natarajan – MIC, Boys Section
Dr. P. J. N. Reddy – Medical
Kalpakam Narayanan
Hema Sridharan
Chitra Krishnan – Director

NAGERCOIL

Lakshmi Nair - Secretary
Uma Kannan
Kulathooran Pillai
Sahadevan
Dr. Krishna
Dr. Gopal Surendran
Vijayakumari
Dinesh Krishnan
Prema Rajagopal

BMRF

Rukmini Amirapu - MIC
Dhvani Anumolu – MIC
Indu Balagopal
Jaya Krishnaswamy
Dr. Aruna Balachandra
Lakshmi Gopal
Mallika Ganapathy
Tara Srinivas
Dr. Aruna Rathnam
P. Natarajan

MNC

S. Krishnan - MIC
Jaya Krishnaswamy - MIC
Vimala Kannan
N. Kumar
Dr. Jayachandran
Dr. Vijayaraghavan
Satish Parasaran
P. Natarajan
Dr. Aruna Rathnam – Director

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



Bala Mandir Kamaraj Trust

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