

ANNUAL REPORT

2022 – 2023



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, special needs children, 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 5 verticals:

1. **BM Children's Homes** – For destitute children in Chennai and Nagercoil.
2. **BM Education Unit** – Creche, Primary and High Schools in Chennai.
3. **BM Centre for Special Children (MNC)** - For children with intellectual disabilities.
4. **BM Research Unit (BMRF)** – Outreach and Research programmes in early childhood practices.
5. **BM Kinship Care** – Supports needy children who have lost one or both parents

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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Organisation





REPORT FOR THE YEAR 2022-23

2022-23 was the first normal year after the Covid-19 pandemic – getting back to the regular routines in the 3 core areas of Bala Mandir – Children’s Homes, Schools and the unit for special need children – while it was a year of transformation and growth for the two emerging areas – Kinship Care and Research Unit. The past two years had forced a lot of changes in processes, and it was a challenge to recreate some of the earlier significant processes while retaining some of the new ideas which we learnt during the pandemic. This process of adjustment continues in all the units.

As Bala Mandir looks forward to its 75th year celebrations on March 10, 2024, we are finding the need for a rethink in the approach for all units. This is partly because of the external changes which are happening around us and the increased confidence gained through the strengthened leadership, with professionals anchoring each of the units as directors and a group of dedicated volunteer members who are taking ownership for the work in each unit combined with outside volunteer organisations who are all aligned with Bala Mandir’s values and processes.

The Chennai and Nagercoil Homes continue to function fully in compliance with the Government norms. As these norms are undergoing changes, we are adapting to the same, especially related to rehabilitation of children into society, leading to the headcount of older children coming down, while the headcount of younger children in Chennai is increasing. Under the re-engineering project of the Education unit, the Primary School continues to make good progress. The High School continues to deal with the need for multiple changes – while continuing to remain positive on giving the best holistic education to the children and the start of the Higher Secondary classes during the year. The unit for Special Needs children continues to face the challenge of falling number of children in the Early Intervention Centres as a result of mushrooming local therapy centres. The special school for children over 6 years continues to make good progress.

The Early Childhood Care and Development (ECCD) programme, for below 3 years children of BMRF expanded from 5 villages to 16 villages in Gummidipoondi with a big increase in the coverage of children and families under this programme. The unit has also strengthened its research and networking activities which will enable a building of the necessary resources for the future growth of the programme for a larger social impact.



Training for Anganwadi supervisors



Staff get-together for Founder’s Day



Creative Writing workshop in the Schools

improvements made in the storm water drainage system around Bala Mandir. We continue to pursue projects which include expanding the school capacity and enhancement of infrastructure in the Chennai Home. Keeping in mind the future plans, Bala Mandir continues to focus on improving its human capital by improving its HR processes, and regular ongoing training of staff in all its units. The processes around the various events and programmes and staff interactions like Samvaad are being used to build team work and share best practices.

The income for the year once again fell short of the expenditure mainly on account of delay in the receipt of Government grant. The problem related to discontinuation of grant from Central Government for the MNC unit operation after its merger with Bala Mandir was resolved during the year. This will enable us to start getting the grant in the future. The continued support from our donors, well-wishers, and friends including the members of Bala Mandir and its various collaborating organisations ensures that Bala Mandir continues to make progress in reaching its goals to provide qualitative care to the orphan and destitute in the Home and special needs children in MNC and those in difficult circumstances from the nearby slums in the schools and its outreach programmes. Our sincere thanks are due to the staff and volunteers who work tirelessly, as partners in our endeavours to maintain high standards of work.

Maya Gaitonde

Maya Gaitonde

Honorary General Secretary



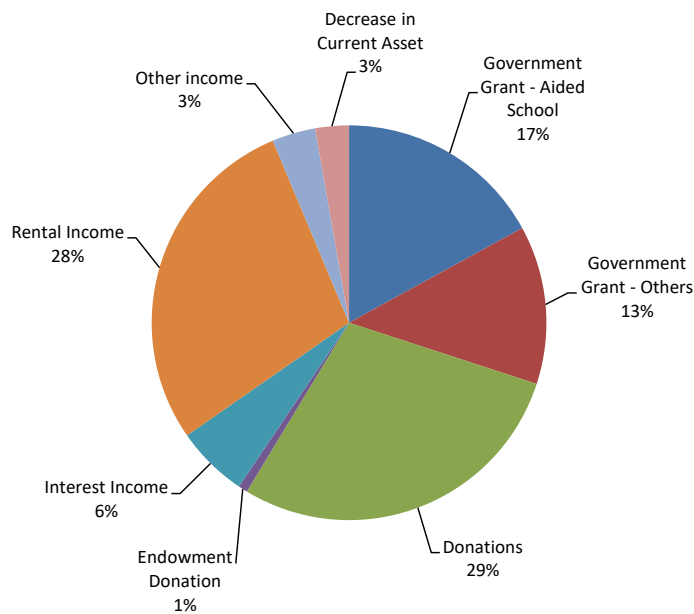
We mourn the unexpected loss of Ms. Punitha Ramalingam, who was associated with Bala Mandir for over 25 years. Her remarkable ability to adapt herself efficiently, to her changing roles in Bala Mandir – as part of Vocational Training Centre, Rehabilitation Programme for Home children, Day Care Centre, Infants & Toddlers Block and Cultural programmes and functions was indeed inspirational. She embodied the values of Bala Mandir and we will keenly miss her presence and calm nature.



SUMMARY OF FINANCIALS

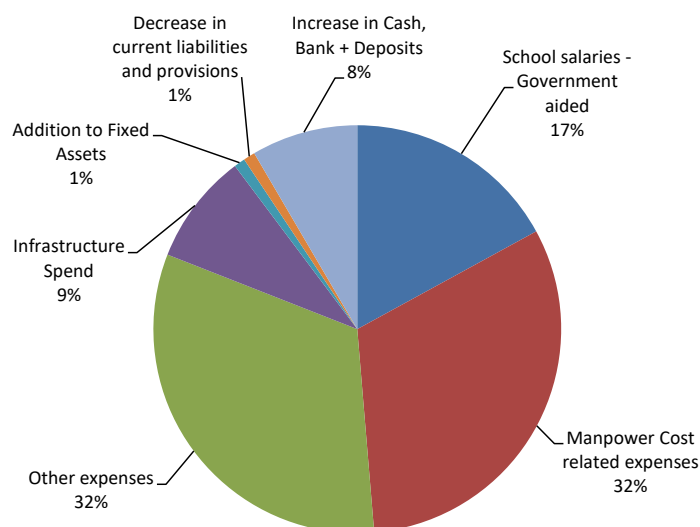
	Year 2022-23	Year 2021-22
	Rs.	Rs.
INCOME		
Government Grant - Aided School	2,08,00,563	1,91,45,549
Government Grant - Others	1,58,40,221	1,13,47,759
Normal Donations	3,49,75,224	2,81,35,858
Interest Income	72,07,190	67,38,116
Rental Income	3,46,10,082	3,06,69,816
Other Income	43,45,013	37,36,599
Total Income	11,77,78,293	9,97,73,697
EXPENDITURE		
School salaries - Government aided	2,08,00,563	1,91,45,549
Manpower Cost related expenses	3,86,14,334	3,24,55,461
Food expenses	1,20,65,300	91,22,777
Repairs / Infrastructure improvement	1,07,45,591	1,43,42,770
Depreciation	1,16,63,950	1,23,12,136
Other expenses	2,73,38,045	1,69,86,900
Total Expenditure	12,12,27,784	10,43,65,593
Income transferred to General Fund	-34,49,491	-45,91,896

Sources of Funds



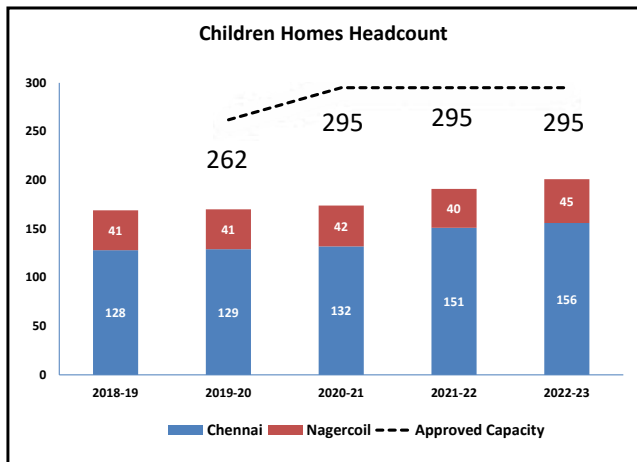
	Year 2022-23	Year 2021-22
	Rs.	Rs.
SOURCE OF FUNDS		
Capital fund	20,59,40,344	20,59,40,344
Endowment Fund	5,04,00,090	4,94,80,090
Corpus Fund - Others	66,87,705	66,87,705
General Fund	30,046	34,79,537
Total	26,30,58,185	26,55,87,676
APPLICATION OF FUNDS		
Net Fixed Assets	19,06,01,167	20,11,87,326
Current Assets, Loans and Advances		
Cash and bank incl. deposits	9,98,51,161	8,95,55,202
Other Current Assets	17,30,280	50,97,056
Less - Current liability & Provisions	2,91,24,422	3,02,51,908
Net current assets	7,24,57,018	6,44,00,350
Total	26,30,58,185	26,55,87,676

Use of Funds

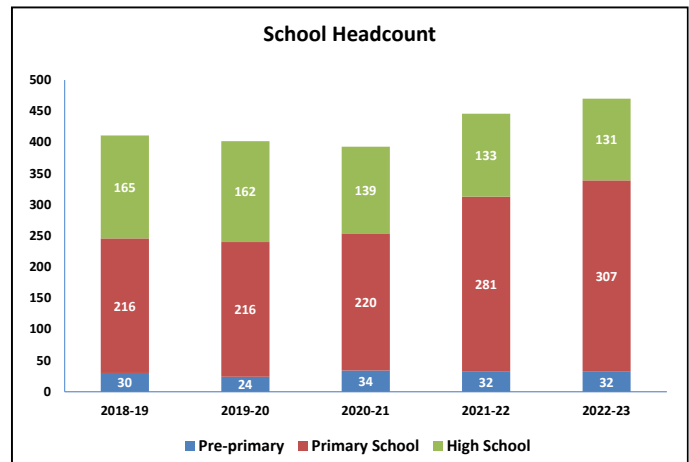




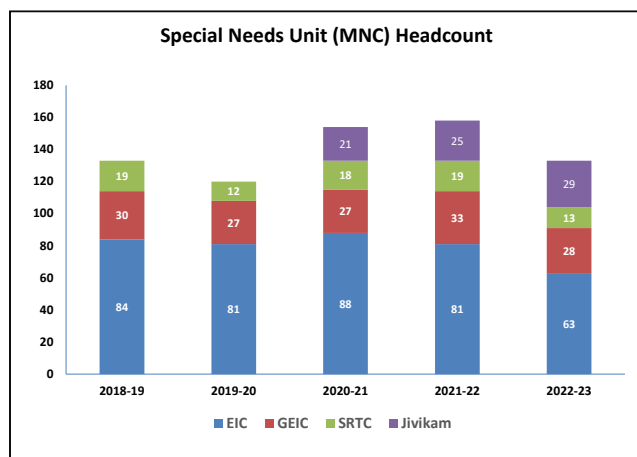
STATISTICAL SUMMARY ACROSS UNITS



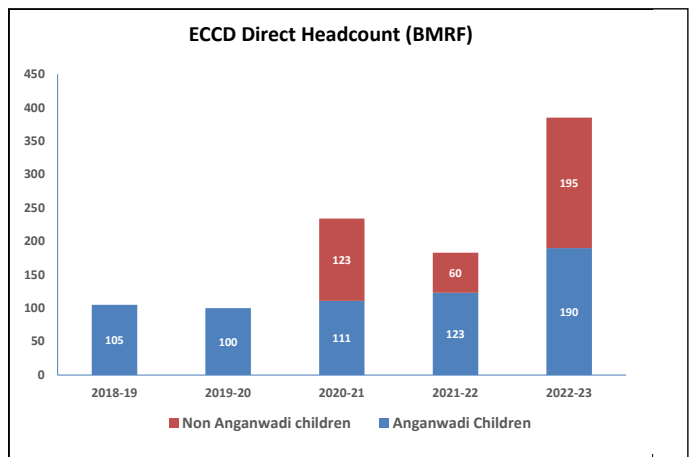
Children's Homes headcount continues to increase, though it remains below the approved capacity



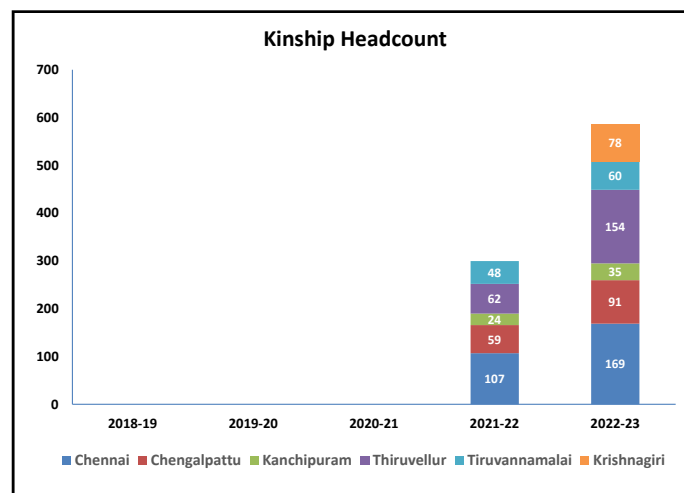
Primary school headcount is increasing while High school headcount has remained stagnant



A drop in the Early Intervention Centre was seen in 2022-23 while the headcount in other categories remained stable



This table refers to the number of children who benefit from BMRF's ECCD project in Tiruvallur District. In 2022-23 several new villages were added to the programme



Kinship Care is a new activity of Bala Mandir which was started in response to the adverse impact of Covid on children. The number of children doubled in 2022-23



BALA MANDIR CHILDREN'S HOMES



Overview / Key Highlights

Children in the Chennai and Nagercoil Homes continue to be admitted through due statutory process and grow up under the full-time care of the institution. The destitute and orphan children grow up in Bala Mandir until rehabilitation back to society. The admission policy of the Chennai Home is below 8 years and that of the exclusive girls Home in Nagercoil is above 5 years. The Chennai Home is also a Reception Home for short term stay of children. The focus for the children growing up in Bala Mandir is holistic development – academics, along with extra-curricular activities. Monitoring for their physical and psycho-social well-being is regularly done, along with health and education.

Bala Mandir is also an Adoption Agency, coming under Central Adoption Resource Authority (CARA). Home studies and follow-ups are regularly done by the Adoption team. The focus of the Government is now on rehabilitating the children back into families as far as possible. For children identified with no family, Foster Care is being encouraged, after following the due process for the same. Bala Mandir continues to support rehabilitation of the children who have grown up in the Bala Mandir Homes through the Home sponsorship programme till they settle down in their lives.

The Government is making many changes in the regulations of Homes like Bala Mandir which depend on Government grant in aid and the same are being complied with. One such new requirement was to register under the Tamil Nadu Hostels and Homes for Women and Children (Regulation) Act, 2014 – which has been applied for in March.

The headcount of the Chennai Home continues to increase, especially in the Infants and Toddlers Block. However, the infrastructure for the older children in both Chennai and Nagercoil continues to be underutilised with the approved capacity being much higher than the actual headcount. Even though the Nagercoil Home is not officially defined as a Reception Home, on a regular basis around 5-8 girls in the age group 14 to 18 are being sent for temporary accommodation which is included in the total headcount.



REPORT ON ACTIVITIES

CHENNAI HOME



Flags made by the toddlers



Honouring our helpers on Kamaraj Day



Madras Youth Choir performing on Founders Day



Long Service Awards on BM Anniversary

Health: Basic health tests were conducted for all the children being freshly admitted to Bala Mandir. Immunization and annual health check were done as per schedule. The doctors visited regularly to check up on the children and staff, and provided advice on hospitalisation, healthcare and counselling inputs. Occupational Therapy and Speech Therapy were provided on need basis for children, especially babies and toddlers. Counselling sessions were held for the older children.

Festivals and Functions: All festivals and functions were celebrated. After a hiatus of 2 years, the Balu Sir Summer Camp was held in May – both Junior and Senior camps, covering arts and crafts, drama, mime and dance. One additional feature was the Cookery Class by the Ambience team for the older children. It garnered much interest among the children, since it covered both theoretical and practical aspects of it. The Bala Mandir staff enjoyed the tasty food prepared by the children.

The 74th Anniversary of Bala Mandir was celebrated on March 10, 2023, with Dr. Lalitha Balakrishnan, Principal of MOP Vaishnav College being the Chief Guest. The children of all units put up a cultural programme on the topic – Culture Through the Lens of Bala Mandir. Ms. Lalitha in her inspirational speech, exhorted the children to follow their dreams through discipline and hard work.

Academics of Children: All the children attended their schools regularly. KG children had lessons during the morning session and arts & crafts post lunch. Regular Saturday activities were held for them. As a new initiative, class-wise evening tuition sessions were started for the High School children. Some of the Primary and High School children attended remedial classes to bridge learning gaps. While one of the boys is going to a CBSE school, 2 children attend NIOS classes, and all other children are in Tamil Nadu State Board.

Several volunteers helped the children in preparation for the Board examinations, and the Primary children attended the volunteer driven Read A Story programme, to improve English reading skills.

Other Activities: Various other activities were held – LIFT/English programme by U & I volunteers, Adolescent Wellness Programme by SCARF, online Critical Thinking sessions, online Music Technology sessions and General Knowledge sessions.



Visit to the Anveshika ship at Chennai Harbour



Gandhi Jayanthi celebrations at Nagercoil



Staff programme on Children's Day, Nagercoil

Girls belonging to the Junior Wing of Madras Youth Choir participated in outside programmes.

In the month of May, an online programme on Bhagavad Gita was held for 19 days by Midam Charities of Pondicherry – explaining in a simple way how to follow the Gita in daily life. The children enjoyed the programme and participated enthusiastically.

The children participated in various competitions – both cultural and sports, and won several prizes. Through the year, during the holidays, the children went through activities in the Home which were both enjoyable, educative and informative. They had several outings – such as Rail Museum, VGP Marine Kingdome and Snow World, visiting some of the Members' homes for Golu, and a visit to the *Sagar Anveshika* ship at the Chennai Harbour, organised by the National Institute of Ocean Technology.

NAGERCOIL HOME

The general medical condition of all the girls was good. Regular health checks were conducted. Those girls who needed further treatment were referred to the appropriate hospitals. All festivals and functions were celebrated, keeping with tradition, including the birthdays of the girls in the Home.

Academics were being regularly monitored and those in need of help, given special care and support. Tuition classes were organised. Standard X and XII girls were given special coaching in the Home.

The extra-curricular activities consisted of – Our Talent Time, Gardening, Sports & Games, Arts & Crafts, Tailoring, Yoga and Spiritual classes. The girls participated in different sports events and won prizes. Motivational sessions on the importance of education, and awareness sessions on POCSO were held at



Institutional visit by the wardens to Bala Mandir Home



Government officials visit the Home



Adoption Sub-Committee meeting



Inspection for Licence renewal

various times. Special counselling is also being done for the older girls who have been sent for temporary stay.

REHABILITATION

Adoption: As a policy change, the District Magistrate now issues orders for legalisation of adoption. A total of 16 District Magistrate orders were received during the year. In total, 21 parents were placed with children. Home studies and follow ups were conducted regularly.

There were 9 boys and 5 girls in the Adoption Unit as on March 31st 2023.

Chennai Home: A total of 13 boys and 7 girls were handed over to parents, 2 boys and 2 girls were sent for Foster Care and 2 boy and 4 girls transferred to other institutions. Amongst the rehabilitated children 6 children are being supported through Home Sponsorship Scheme for higher studies.

Nagercoil Home: 8 rehabilitated girls were supported financially for their Higher Education in streams like Law, Diploma in Dress Making, Diploma in Nursing, and other degree courses.



BALA MANDIR SCHOOLS



Overview / Key Highlights

The Bala Mandir Schools begun in the 1950s, continue to this day, catering to the educational needs of the children of the Bala Mandir Home and the nearby socio-economically weaker community. The schools have been adapting to the social changes and to the needed/demanding shift from Tamil to English medium. Focus on holistic education continues. Apart from academics, the Schools focus on arts and crafts, music, dance, sports, cultural activities and value education. Volunteers have a large role to play in helping the children in these areas. The schools also provide nutritious breakfast and lunch to the children and rely primarily on the support of donors for funding all the activities.

The year gone by was the first full-fledged one post pandemic and at the beginning of the year, there were many challenges by way of student disinterest in academics, misbehaviour, and psychological issues. But by the end of the year, with constant support and perseverance, the students started attending school regularly and on time. This near normalcy was brought about by the joint efforts of the teachers and with the co-operation of the parents.

The focus for the year was not only student improvement, but also teacher improvement through workshops and training programmes and reverting back to the various processes which had been set aside during the two years of pandemic created disruption.

Satyamurthi High School got the permission to start English medium section in Higher Secondary and the first batch of Standard XI students were admitted. While there is a strong demand for Primary School admission, the High School still requires to complete its re-engineering process and come up to standard.



REPORT ON ACTIVITIES

Bala Mandir Creche



Montessori class in progress

A crèche run inside the Bala Mandir premises is supporting the children of working mothers in the slums nearby, Bala Mandir staff and siblings of special needs children of the MNC unit. The crèche staff are trained to stimulate children aged one and half to three years and the development of the children is assessed regularly and the parents are updated through parent-teacher meetings, thus ensuring holistic development. Schedules and syllabus set, are being followed regularly. At the end of the year, there were 32 children in the Crèche. The Crèche has been successful in serving as a feeder for around 18 children to LKG in Vidyalaya. These children have shown good responses in terms of learning and development owing to their exposure to the Crèche curriculum.

Vidyalaya Nursery and Primary School:



AhaGuru training in progress

The headcount of Vidyalaya stood at 307. The partnership with AhaGuru continued, so did the other partnerships with Teach For India, Bhumi and Nalanda Way to improve the educational levels and emotional well-being of the children. One of the important initiatives of the School is the Inclusion programme which is supported by KaRe Therapy. There were 34 students in the programme. The Special Educators and Therapists of the KaRe team work in close co-ordination with the mainstream teachers to work out an individual lesson plan for these students, and are providing the needed comprehensive support. Periodic reviews are being held at all levels.

Value Education classes were held throughout the year, along with Saturday Club activities in arts & crafts, music, dance. Classes on Art Integration with subjects were held by Nalanda Way. Sports is being encouraged, and students – both boys and



Children attending KaRe Therapy session



Drill by the Crèche children



Football for boys and girls - Just For Kicks



Balu Sir Story-telling Day



PTA for Vidyalaya



Field Trip to Guindy National Park for Vidyalaya students

girls of Standard IV, are part of the Just For Kicks, a football programme. They participated in the JFK Chennai football league conducted on the grounds of Jawaharlal Nehru Indoor Stadium, Periamet in January 2023. Read A Story, an online a volunteer-driven programme, designed to improve reading and fluency in English language continued through the year for the students.

All festivals and functions, like Independence Day, Republic Day, Christmas, etc were celebrated. The Annual Day showcased the “Pledges of Bala Mandir” through dance, drama and music. Sports Day was held and the children put up different displays. Prize winners were awarded medals and certificates. A field trip to Guindy National Park was organised for the students.

PTA Meetings were held regularly, and was attended by 80% of the parents. Each parent was met individually to discuss the academics and classroom behaviour of their wards.

Satyamurthi Higher Secondary School:

The headcount at Satyamurthi Higher Secondary School stood at 131. The focus of the School was to bridge the learning gaps, with remedials being conducted for students lagging behind and regular tests being conducted for Standard X and XI students. After each test, parent-teacher meetings were held for each of the Standard X and XI students, to understand their ward’s progress.

After getting the approval in August 2022, Standard XI in Commerce stream commenced with six students. The Standard X students did well in the Board examinations, and so did the



Science model at SMHSS



'Assorted Short Stories' a book of creative writing by the students

Standard XI, even though some of them had moved from Tamil medium in Standard X to English medium in Standard XI.

Value Education and Health Education classes were restarted and individual counselling and group counselling were held for the students. Daily assembly sessions included Prayer, Thought for the Day, Thirukkural, News of the Day and Science Quiz, all aimed to build confidence among the students to speak in front of an audience.

Saturday Club activities were introduced with experiments and projects at the Vikalpa Lab, Music, Dance and Spoken Hindi classes. The highlight of the year was the conduct of a Creative Writing Workshop by volunteers, who guided our students of Standard V – VIII to put down their thought processes as a story. These stories were published as a book and internally circulated with each story child author receiving a copy.

All important events and functions were celebrated–International Yoga Day, Education Day, Annual Day, Medical Day Quiz, Independence Day, Children's Day, Republic Day, etc. There was a field trip organised to DakshinaChitra for all the students. There was also the International Drug Awareness session organised by T.T.K. Hospital. Focus on Sports continued and the Throw Ball team won the Under-15 tournament. The Police Boys and Girls Club was also active through the year.



International Yoga Day



BALA MANDIR CENTRE FOR SPECIAL CHILDREN (MNC)



Overview / Key Highlights

For more than three decades, this Bala Mandir unit for special needs (MNC), has been providing Early Intervention Services to children with Developmental delays, Intellectual Disability and associated conditions such as Cerebral Palsy, Down's Syndrome, Autism Spectrum Disorder, Attention Deficit Hyperactivity Disorder, Micro & Macrocephaly, Pervasive Development disorder and metabolic disorders. Its core programme Upanayan, for Early Intervention, was designed by developmental psychologists, special Educators, experts in audiology, neonatology and nutrition, physio and occupational therapists.

An Individualized Education Plan (IEP) is worked out by a group of special educators and therapists along with the parent/caregiver. Integrated training is implemented with special education and therapeutic interventions with the parent or a designated member of family as the "carry over agent" to assist the child in applying the skills learnt, to daily living at home. The software Upaneeta records all information of the child, training given and the progress made by the child.

The Unit mentors all District Early Intervention Centres of the Government of Tamil Nadu, which are using the Upanayan programme as well as manages the Chennai District Early Intervention Centre and an Autism Centre. It also runs a Diploma in Special Education (DECSE) which is recognized by the Rehabilitation Council of India. (RCI).

Jivikam, a programme for children above 6 years, started in 2020-21, added three labs: urban gardening, arts and crafts, and a small kitchen, to explore the potential in every child for further training to pursue a vocation. Various initiatives are taken to develop the skills and concepts in the developmental domains like functional academics, communication, activities of daily living, social interaction, self-care, regulation, health and safety.



REPORT ON ACTIVITIES



Rangoli for Pongal



Pillayar models in clay for Vinayaka Chaturthi

104 Children benefited from Early Intervention Services last year. Out of these 28 were from Chennai District Early Intervention Centre and 13 from State Resource Centre for Autism in K K Nagar – places where MNC has been guiding and mentoring personnel on a monthly basis through visits by the senior special educators.

29 children benefited from training in the Jivikam Skill development Unit. A herbal garden was initiated with the participation of the children and parents and with the guidance of Ms. Shoba Menon of Nizhal Trust. Children made door mats using a wooden hand weaving loom.

Events and Celebrations

Festivals and functions were celebrated as per the well-established calendar followed by the Unit. Pongal, Vinayaka Chaturthi, Ayudha Pooja, Diwali, Christmas, Father's Day, Teacher's Day, Independence Day, Annual Day, Sports Day were all celebrated with the participation of all the children and mothers wherever needed.

As a means of empowering the mothers, a smocking workshop was conducted for two weeks, so that they could learn and use the art to supplement their income.

In October, children of Jivikam opened a petty shop in the premises for a whole month, to use their skills in functional academics – the concept of using money to buy things was introduced to the children who manned the shop in turns.



Action song by EIC children for Moving Ahead



Mothers dance for Samyam



Skit on protecting agriculture for Sports Day

In January, the 10th Government sponsored Refresher course was conducted for 154 special educators and therapists of Government run EICs all over TN. It focussed on refreshing processes in the implementation of the Early Intervention according to current needs.

In March, Nutrifest was celebrated to create awareness on the importance of a balanced diet for the child. Mothers took part in a cookery competition where the theme was “Traditional, Healthy, and Age-Appropriate Short Eats”.

A comprehensive interactive session for the parents, with consultant paediatrician Dr. Subramaniam was held to clear all doubts associated with the health and behaviour of the children, and this was greatly appreciated.

Evaluations/check ups

90 children received a comprehensive check by the two visiting Developmental paediatricians during the year. Dental check up by the post graduate interns of SRM Dental College, Kattankulathur was held during the year.

33 children were referred to Sankara Netralaya for vision examination and further treatment during the year.

78 children in first quarter and 88 in third quarter had assessment /evaluation done by PG students of the Speech and



A team with their display at Nutrifest



One of the batches of the Refresher Course

Language Pathology department of SRM Institute of Science and Technology.



Children creating flower art

165 children had experiential training in real life situations under the Sambhavam project, in different places like Supermarket, Guindy Park and a restaurant.

Children took part in competitions conducted for special children in various institutions and won prizes and certificates.

AVMVK Academy

The Academy with RCI accreditation has over the past decade trained 70 + students for the Diploma Course in Early Childhood Special Education (MR). The parents of MNC children are also encouraged to undergo this diploma course to empower and help them manage their children better as they step into adult years. In 2022-23, there were 11 students in the Academy.



Teachers Day



Mega outing with the children



BALA MANDIR RESEARCH UNIT (BMRF)



Overview / Key Highlights

Bala Mandir's Research unit (BMRF) has been serving the community for more than three decades, in the area of Early Childhood Care and Development (ECCD) – based on the fundamental developmental needs of the child and parental involvement and response. The ECCD Parenting Training programme has reached out to parents and those who play the role of parents – through schools, creches, NGOs, community workers, ECCD professionals and Government bodies, and as a result has enriched the role of teachers, professionals, field workers as well. It essentially covers the socio-economically deprived communities in rural, urban and tribal areas across India. For over two decades, BMRF has been associated with the Integrated Child Development Services (ICDS) programme of the Government of Tamil Nadu, to the extent that in October 2022, 10 lakh copies of the BMRF tool for Birth to 3 Years was printed by ICDS and distributed to AWCs.

Armed with many useful learnings and processes of remote working from the pandemic induced lockdown but free of its constraints, BMRF returned to its normal range of activities in 2022-23 with a new level of energy in both its outreach as well as its in-house activities. The vision and mission of BMRF was refocused to have a widespread social impact through its various activities including projects, training, development of resource materials, meetings and seminars.



REPORT ON ACTIVITIES

PROJECTS

ECCD Rural Project in Tiruvallur District

With the support of Michelin India Private Limited (MIPL), BMRF continued its ECCD project in select rural villages in Gummidipoondi and Ellapuram Blocks in Tiruvallur District, comprising of centre, home and community-based interventions. Five villages were covered in Phase IX (2022-23). BMRF field staff supported the Anganwadi Centres in pre-school education to promote holistic development and conducted daily home visits to cover both children as well as pregnant women and post-natal mothers. In addition, quarterly Information, Education and Communication (IEC) sessions were held to increase awareness on parenting and ECCD.



Training for village ECCD Committee

Parenting

"I got married at a very young age and did not know how to raise a child. Bala Mandir staff came to my house and taught me about child development. They insisted on my spending good time with my child and also insisted that my husband supports me in this. I am very happy and proud when my child comes home and shares what they learn," says a mother from Pallavakkam village.



Children's Day celebrations at AWC



Data through digitized tool EPICOLLECT

BMRF also carried out a regional Needs Assessment Study to understand prevailing structural opportunities and challenges at the community level and map out positive and self-sustaining strategies for the continued development of ECCD outcomes in the villages.

ECCD Extension Project

BMRF launched an ECCD Pilot Extension project in January 2023 in 6 additional villages in Tiruvallur District to increase its social impact in the area. This project aimed to pilot test the effectiveness of two working models; the first based on working directly in the community through the creation of parent-child groups and the second comprising centre-based interventions to enhance the quality of ECCD inputs in the ICDS AWCs.

TRAINING

Gummidipoondi ECCD Rural Project: ICDS Training: ICDS training was undertaken through the year, on various topics of child development and partnerships with parents and community. The attendees were freshly recruited Child Development Project Officers and Anganwadi Supervisors.

Integrated Rural Community Development Society (IRCDS) Training: Training for Integrated Rural Community Development Society (IRCDS) Anganwadi Supervisors and Helpers was held virtually in April, on the topic of flashcards.

ECCD Training of Trainers: BMRF ECCD virtual training was completed in the month of March 2022. The evaluation process and the executive summary and the final training programme report was completed thereafter.



Training for Anganwadi supervisors



Swadhar, Pune - Online LTPC Training Programme



Training for Andhra Pradesh partners of Children Believe

Training for Arunodhaya: In-person training was held for the NGO Arunodhaya, Ennore for their field staff on the topic of Parenting of Adolescents.

Swadhar, Pune-ECCD Project: At the request of Swadhar, an NGO in Pune and NIP Partner, BMRF is training their staff for conducting an integrated urban slum development project in Pune. Eight training sessions were held for Coordinator and Supervisor level workers, who in turn would train other staff in the local language.

Training for the partners of the Children Believe: A 3-day training was conducted on ECCD, for the Andhra Pradesh partners of Children Believe in Coimbatore in English, with Telugu translations where necessary. LTP & JOP booklets in Telugu were given to the participants.

RESEARCH ACTIVITIES

The following three key studies have been initiated as part of the research activities:

1. MNC Tracer Study: Data was collected for a Tracer Study of Early Intervention to be undertaken of approximately 50 children who were part of the moving ahead group of MNC over the past 5 years (2017-18 onwards). This would cover children who had moved on to mainstream schools or special schools or otherwise.

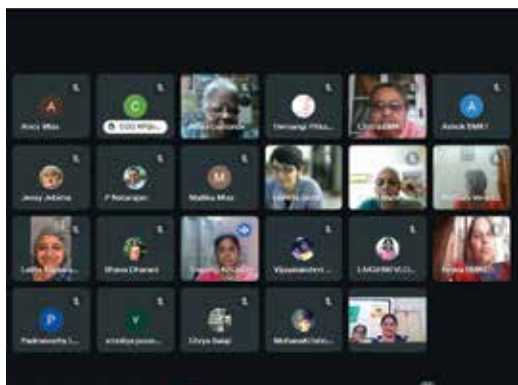
2. Bala Mandir Home Alumni Rehabilitation study 1999 to 2019 Master data of all the rehabilitated BMKT Chennai Home children has been collected. Analysis of the data is currently on-going and the process for evaluation will follow.



IEC Programme on locally available nutritious food at Theruvoy Village



Training of field staff



S. Manjubhashini Seminar

3. ECCD Tracer Study: The ECCD study has been divided into three sub studies.

1. Backward Tracer Study – Tracing the children who have been in Bala Mandir Creche, KG and the Bala Mandir Home from 2018-2020 using old Child Observation Record (COR) format, and COR-2 revised format 2020-23.
2. COR Validation – Compilation and consolidation of the COR-2 based on the IMOW and validating the same in consultation with professionals.
3. ECCD Forward Tracer Study – Observation of children using the newly validated COR for a specific period of time to know their progress, will be carried out in 2023-24.

SEMINARS AND CONFERENCES

Global LTP Conference

BMRF made a presentation on the LTP work in India, at the two-day virtual Global LTP Conference.

LTP PLUS

Post the global LTP Conference, a smaller meeting of core LTP - International members was held in November 2022, to share and discuss in more detail implementation and research with respect to BMRF's LTP Plus programme with a specific focus on Parenting.

SMM Seminar

The annual S. Manjubhashini Memorial Seminar (SMM) was virtually held on 25th March 2023, the topic being 'The Role of Creches – ECCD and Women's Welfare'. Ms. Sakunthala Sharma, Secretary of Children Garden School Society, delivered the opening remarks about the need for creches. Other speakers gave insights on creches and their impact on ECCD. A talk by Ms. Sridevi Raghavan, Sr. Vice President of the Babilou Family, France – a pioneer in Early Education, provided a glimpse into the distinction between practices adapted by the West and in Asia. Ms. Sandhya Maheswari, representative from ICDS, Government of Tamil Nadu, talked about Government's schemes for ECCD and offered any help that Bala Mandir or the attendees may require in this field.

Community Impact

"We have brought many changes in the Anganwadi in my village. The attendance of the children has improved significantly and they are coming very neatly to the AWC. We have created awareness among pregnant women, lactating mothers, young married women, Anganwadi parents on the importance of ECCD, which has led to happier families," says a local young woman, who is now a field staff.



BALA MANDIR KINSHIP CARE



Overview / Key Highlights

The Kinship Care programme was started in July 2021 to support the children who had lost one or both parents due to the Covid 19 pandemic. In a vast majority of cases, the only breadwinner of the family had died, and the children continued to live with their extended families, rather than moving to a shelter home. Knowing that this setback would cause significant adverse impact on the development of the children especially amongst the socio-economically weaker section of the society, Bala Mandir started this programme with a goal to create a 'Virtual Home' for the children, through dedicated field social workers in each district to support the children and the family in various ways.

The term Kinship Care refers to the full-time care of a child by a surviving single parent, relative or another member of the extended family (who is next of kin) with external support from Bala Mandir, with a goal to extend all services which are normally provided to the child in Bala Mandir Homes. Over time, this programme has also been extended to non-Covid deaths of parents. Initial admissions were restricted to children below 12 years of age. In 90% of the cases the surviving parent is the mother, and she needs to be emotionally and psychologically supported and empowered in various ways to provide the best opportunity for the child to develop and reach his/her full potential. The aim is to continue to support the children until they settle down in their lives.

The Kinship Care programme has been continuously evolving as new needs emerge and children grow up. The number of children and the areas covered have also been steadily rising, since there is an increasing need and the immediate social impact is high. During the year 2022-23, the total number of children under this programme doubled and the numbers are growing further. As of March 2023, the programme was extended across 6 districts, and this is also expanding. The average spend per child per annum is up to Rs. 20,000 and there is no Government support for this programme.



REPORT ON ACTIVITIES



Screenshot of Dhruva K software, key enabler for growth of programme



Field trip - interaction with family

One of the key enablers for the growth of the Kinship Care programme is the Dhruva K software which helps track all the information and enables the team to communicate and coordinate in a seamless manner without compromising on the process and ensuring good control and clear decision making. This software has also been evolving with the growth of the project. Payment of part of the school fees of the children is a major activity which happens in the beginning of the academic year. We also make payment of tuition fees, van fees etc. All payments are made direct to the institutions after following the laid down approval process which is based on a clearly defined eligibility criterion.

English Reading Programme

One of the biggest impediments to learning is the inability to read English and this skill needs to be mastered when the child is still in the primary school. The Read-A-Story programme in collaboration with Pune-based NGO N Plus One, was used to get a dedicated volunteer to spend one-on-one time with a child virtually, to help the child read English fluently. Over 80 children were enrolled in the English reading programme. With a view to expand the programme to cover more children with many more Tamil speaking volunteers Kinship Care is now working with "Happy Reading", an organisation based in Chennai to roll out the English reading programme with improved content and more rigour which has been developed by this organisation.

Stories such as these go on to prove that Read-A-Story not only improves English proficiency of the child but also brings a sense of solid, stable and consistent support to the family for care of the children. The programme helps connect an educated and successful parent who inspires the child with the world of possibilities and careers.

Parental Touch

"My grieving child who could not come to terms with her father's death, has started smiling after the volunteer started engaging with her on a regular basis. Now she is motivated to study," said a happy mother to Arul, our social worker in Chennai.

Hope and Care

"After I lost my husband to Covid, I was lost and wondered how I will manage life with two children. It was devastating to see my in-laws ask us to move out of the house. At that time, Pradeep from Bala Mandir walked into our life, giving us a message of hope. Thanks to him, I could pay the fees for my two children in the last academic year, amidst the fear, anxiety, confusion and stress. With Sujatha madam's counselling, I learnt to march forward in life with renewed energy and vigour. Today I am happy with my two children, facing life more courageously, with the reassurance from Bala Mandir that they are with us for the long-term," a beneficiary mother of two children from Tiruvallur.



Kai Mel Kalvi Tab for Maths

Women Empowerment

Our social worker for Tiruvallur, Magendiran was able to help a mother of two young children to procure a commercial grinder to start her own batter business. Today the mother earns Rs. 300 per day after material cost, from the idli batter that she sells in her residential area.



Livelihood Support - Grinder



Livelihood Support - Sewing machine

Kai Mel Kalvi Tab Project

Started as a pilot project in collaboration with Aid India, 40 Tablets pre-loaded with Maths and English content have been purchased and distributed to BM Kinship Care children to help bridge the learning gaps. The children in remote areas and villages who do not have access to private tuitions and those who are studying in government schools, were specially chosen for the pilot. With these Tabs, the children learn at their own pace and master foundational concepts. The social workers have been trained on a structured approach for engaging with the children on the use of Tabs and motivate them. After the success of the pilot, this project is now being rolled out in a bigger way to cover Maths skills needed for Standards IV to VIII.

Counselling for Mothers

The sudden death of the bread-winner due to Covid has caused deep emotional scars among the surviving mothers. The emotional stability of the mother has a direct impact on development of the child. Monthly online group counselling sessions are organised for the mothers, to empower them and help them forward. These sessions have made a big difference to the confidence of the mothers and their mental wellbeing. More than 140 mothers have attended the counselling sessions in the last year. Individual counselling sessions are also held as needed.

Livelihood Support

The surviving single mother's emotional turmoil is often aggravated by their financial distress. Not being highly educated and with the responsibility to take care of young children on their return from school, leaves the mothers with few career options. To support such mothers, we have provided them tailoring machines, grinders and refrigerators, to pursue small businesses from the comfort of their homes, while taking care of their children. In 2022-23 we supported 15 mothers with such livelihood support initiative. While continuing this, the way forward is to organize skilling programmes that help mothers find a suitable job.

Children's Day Out

For many of the bereaving families, there was no family outing over the last 2 years, because of the social stigma and lack of funds. Realising this, a field trip was organised to Vandalur Zoo for a group of 32 children, 26 parents and relatives. The trip was a good success and met the objective of holistic support to the children and to build confidence. There were also some indirect



Quarterly team meeting



Social worker presentation

benefits of forming a feeling of community where there can be mutual support. This idea is now being duplicated in other districts through summer camp, medical camp etc. for the groups to come together and form a community for helping each other. In this way the Kinship Care Programme continues to evolve and grow.

Helping Develop Confidence



Social worker engaged in story-telling

"My role started with helping children to read English, virtually. As we went along in this journey, the children started looking up to me for many things. It's been a joyful discussion all along. The reading programme has helped the children grow in confidence in reading English. In my opinion, this reading programme will not only help children improve their English, but will probably help them to shape themselves to make the right choices as they grow with a sense of security," shares a volunteer from the English Reading Programme



Children's Day Out to Vandalur Zoo



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.

SUPPORT FOR EDUCATION

- **Saint-Gobain India Foundation** continues to support the salary of a group of teachers in English Medium Classes.
- **Guru Krupa Foundation** supported the nutritional meals and educational needs for Bala Mandir Schools
- **Shri Sarita Jain Foundation** provides support for the educational initiatives
- **United Industries Automotive Plastic Private Limited** provided support towards salaries of ECCD employees
- **Orient Blackswan Limited** provides support for Admin salaries

SUPPORT FOR SPECIAL CHILDREN

- **ABI Showatech India Private Limited**

SUPPORT FOR RESEARCH UNIT

- **Michelin India Private Limited**

SUPPORT FOR KINSHIP CARE

- **Mphasis Limited** towards education of 100 children
- **Ideal Fastener India Private Limited** towards social workers' salaries

DONATIONS FROM INDIVIDUALS

General: (i) Mr. R. Pattabiraman (ii) Mr. A. Dinakar (iii) Mr. V. Srinivasan (iv) Mr. Thirunahu P.S (v) Ms. Soundhri T.B (vi) Ms. Vani Saikumarsarathy (vii) Mr. Venkat Rangan (viii) Ms. Aruna & Mr. Rajmohan Neervannan (ix) Ms. Sumana Narasimhan (x) Mr. S. B. Prabhakar Rao (xi) Rohini Subramanian

Children's Home:

- **Sponsorship of children:** (i) Mr. V. Srikanth (ii) Ms. Ornella & Gloria Gualtieri (iii) Dr. Shantaram and Ms. C. R. Kalyani (iv) Mr. N. Suryanarayanan (v) M/s. Mercuri Goldmann India Pvt. Ltd (vi) Ms. Chandra Srikanth (vii) SKCL Property Management

Services LLP (viii) Bruno Beltramo

(ix) Ms. Chandrika & Mr. Lokesh Parwani

(x) Sree Annapurneswari Trust for Child and Youth Development (xi) Ms. Santha Srinivasan (xii) Credai Chennai Women's Wing

- **Education:** (i) Ms. Menaka Parthasarathy (ii) Mr. M. A. Mubeen (iii) Mr. A.K. Nehru (iv) Mr. Akhil Nehru (v) Mr. Nikhil Nehru (vi) Rajeswari Nathan Foundation (vii) Mr. L. Ravichandran, Bangalore (viii) Ms. Thangam Krishnamurthy
- **MNC:** (i) Ms. Annapoorna Seetharam (ii) Mr. M. Karthik Krishnan
- **BMRF:** Forsenia Engineering Private Limited
- **Kinship Care:** (i) Mr. K.V. Subramanian (ii) S. Subrahmanyam Construction Company Private Limited (iii) Sree Annapurneswari Trust for Child and Youth Development (iv) Mr. Ravichandran Lakshminarayanan (v) Mr. G. K. Kannan
- **Medical:** (i) Madras Red Fort Doctors Foundation (ii) Mr. N. Thiagarajan (iii) Mr. Thirunahu P. S

Endowments Created:

- **Food Endowment:** (i) Thangam Krishnamurthy
- **Vidyalaya Endowment:** (i) Dr. Kalpana Balakrishnan (ii) Mr. P. Natarajan (iii) Lodge Harmony No 217
- **Higher Education Endowment:** Mr. V. Srikanth
- **SGS Endowment:** (i) Mr. Subba Reddy (ii) Mr. G. Anbumani (iii) Mr. M. Vaidyanathan (iv) Mr. N. L. Rajah

DONATIONS IN KIND

For Children's Programme

- **Provisions:** (i) Mr. C. K. Muralidharan (ii) Mr. Priyesh Sunderrajan (iii) PSBB School (iv) D. G. Vaishnav College (v) Mr. Dilip Bajaj
- **Deepavali dresses:** For all children and staff of Bala Mandir – (i) Ms. Bhargavi Sundararajan & Ms. Usha Ranganathan
- **Clothes/Dress Materials/Shoes:** (i) Colour Tree (ii) Ooruni Foundation (iii) Sunshine Sri Sarada School (iv) Mr. Selva Kumar (v) Ms. Malathy Muralidharan



- **Stationery Items & Other Necessities:** (i) Aman Kandhari (ii) Malathy Madhavan Charitable Trust (iii) Mr. Mehul T. Shah (iv) Mr. Ravi V (v) Ms. Anu Jacob (vi) Ms. Amita Raj (vii) Mr. Ravish Vats
- **Infants & Toddlers Block:** MSPC Children Home
- **Children's Needs:** Rox Trading and Systems Private Limited (ii) Ms. Neha Agarwal (iii) Ms. Swethambari Kesavan (iv) Mr. Kantilal Shah & Niru (v) Mr. R. Genoraj (vi) Mr. N. E. Pratap (vii) Navia Markets Ltd (viii) Ms. Geetha Rajashekaran

For Nagercoil:

- **Dresses:** (i) Sri Chennai Silks (ii) Mr. Ajoy Kumar (iii) Mr. Ramakrishnan
- **Provisions:** (i) Mr. Chellappan (ii) Ms. Chembaka Devi (iii) Ms. Joshini
- **Coconuts:** Rajalekshmi Nursing Home
- **Stationery Items:** (i) Tamil Nadu Maruthuvar Samuthaaya Peravai (ii) Mr. Vengadesh (iii) Loyola Institute of Technology
- **Bedsheets:** Mr. Satyadas

For Unit for Special Children:

- **Aids & Appliances, gaiters, splints, wheelchairs:** Rotary Club of Madras – Besant Nagar

For Vidyalaya Primary School

- **Water Cooler:** Mr. Sekar

For Satyamurthi Higher Secondary School

- **Water Cooler:** Mr. Sadagopan Srinivasan
- **Throwball team uniforms:** Ms. Aparna Chandrasekar
- **Computer, Smart TV, Library Books:** Police Boys and Girls Club – Joint Commissioner of Police, West Zone
- **Notebooks and A4 Papers:** Seshasayee Papers, Puthiya Thalaimurai Television

For Kinship Care

Livelihood Support for Mothers

- **Sewing Machines, Wet Grinders, Refrigerator, Street Food Cart:** (i) Ms. Archana Ramkumar (ii) Ms. Sumana Narasimhan (iii) Mr. Phani Kumar Anupindi (iv) Ms. Malathy Muralidharan (v) MAC Charities (vi) Anandkrishnan Kailash

For the Children:

- **TABS & Bicycles:** (i) Ms. Malathy Muralidharan (ii) Mr. Anandkrishnan Kailash, (iii) Mr. Phani Kumar Anupindi

For Main Office

- **Television for Display:** Mr. N. Thiagarajan

Services Provided By

- **Mr. M. Ravi,** provides Engineering support for all the infrastructure projects of Bala Mandir.

- **Mr. E.N. Senthilrajan** supports all the IT related issues of Bala Mandir.
- **Ms. Sujatha Sethuraman** provides counselling support for school children and mothers and children of Kinship Care.
- **Mr. Bharath Natarajan** supports the academics of children.
- **Ms. Sarada Jagan and Mr. M.S. Jagan** are supporting to organise volunteers for the English reading programme of Kinship Care.
- **M/s. Sindoori Faber** provided housekeeping services for the entire Bala Mandir campus
- **M/s. SKCL** provided maintenance support after office hours.

Medical Support

- **Rajan Eye Care** provided free eye checkup and surgeries for the children
- **Apex Laboratories** provided free monthly supply of medicines
- **YRG Care** provided free Covid tests for all the children
- **VRR Diagnostics** provided free scans for children referred by the doctors
- **Vaccine World** provided vaccines at a discount
- **Facilitated by Rotary Club of Madras North West:** (i) **Sankara Netralaya** of Saint Thomas Mount, conducted eye check and provided free spectacles to students and staff of the Bala Mandir Schools. (ii) **Government Dental Hospital** conducted a dental camp, supported students and staff with cleaning and filling.
- **Rainbow Hospital, Guindy** provided free treatment for our children
- **Chennai Corporation** conducted medical check up and provided de-worming tablets twice yearly

PARTNER ORGANISATIONS AND INDIVIDUALS WHO INTERACT ACROSS BM

Organisations

- **Madras Youth Choir** continues to train the children of the Bala Mandir Schools in Choral Music
- **Read A Story** volunteers held sessions for Vidyalaya children – both from the Home and School. This was part of the tie up with N+One, a Pune based NGO.
- **U & I Volunteer** group held for the Home children – English Programme for Standard II & III, and LIFT programme for High School students. They also co-ordinated for painting the Library



room wall of the Girls Section with motivational messages.

- **Bala Vikas Classes by Sri Satya Sai Organisation** are being held for all the children in the Home
- **Sushruth & Avanti Bhadhe of Midam Charities, Pondicherry** conducted online Bhagavad Gita classes for the Home children during summer vacation.
- **Bhumi Organization** deputed a teacher for Primary School and conducted Eco Champs programme for Standard III – V students of Vidyalaya.
- **Teach For India** deputed 2 teachers for the Schools.
- **Victory Sports** organized Football coaching for boys of Satyamurthi Higher Secondary School
- **Members of Rajasthan Youth Association** painted the outside wall of Bala Mandir, facing G. N. Chetty Road. They also helped with Hindi classes as part of the Saturday club activities.
- **Decathlon Private Limited** conducted games for the children
- **Ms. Deepa Senthilrajan & her team from Deloitte**, conducted a creative writing workshop for Standard V- VIII students of the Schools
- **Jouve India Private Limited** helped print the compiled book of stories written by the children during the Creative Writing Workshop.
- **Employees of Boeing, Chennai** conducted a session on aircraft and aerodynamics for students of Standard VI – VIII at the Vikalpa Lab. Some of them also mentored the high school children.
- **Mitra Seva Foundation** organised a trip to VGP Marine Kingdom and Snow World, providing food, transport and volunteers.
- **Dr. Rajasekhar and his team from National Institute of Ocean Technology, Chennai**, organised a trip to the harbour for the Home children. The children were provided transportation, and snacks.
- **Ms. Nityasree Sriram** helps with English lessons for a Bala Mandir boy
- **Ms. Manimekalai** takes tuition classes for the Home children in the evenings.
- **Mr. Thiagarajan** helped prepare the Standard X students for the board exams.
- **Ms. Sriranjini Sivasubramaniam** helped one of the junior Home boys in his academics.
- **Ms. Krithi Rao** took Music Technology classes online for the senior children of the Home
- **Ms. Malathy Sethuram** taught Hindi for Standard VI – VIII Home children
- **Ms. Jaya Sridhar** taught Maths and English for the Standard IX children of the Home
- **Mr. Aditya Krishna Menon** had General Knowledge classes for Standard VI & VII boys of the Home
- **Ms. Sumitra Ramji** took Yoga classes for Standard I & II children of the Home
- **Ms. Avanti Prabhakar**, Asst. Professor, Dept of PG Studies and Research in Home Science, JBAS College for Women, helped MNC parents for nutritional food and also during Nutrifest
- **25 Students from JBAS College (Home Science Department)** made special recipes for Nutrifest and exhibited in MNC
- **20 P.G. Students of the Department of Audiology and Speech Language Pathology, SRM Institute of Science and Technology, Kattankulathur**, assessed the new admissions to MNC for speech and language impairment and gave them activities for the quarter accordingly.
- **20 P.G students of the Department of Paediatric and Preventive Dentistry, SRM Kattankulathur Dental College** conducted free dental camp and bi-monthly dental screening for MNC children
- **4 teachers including Ms. Andal, Ms. Sudha from Krishnamacharya Yoga Mandiram** gave Individual Yoga Programme for each child of MNC and taught asanas for mothers and teachers
- **5 Students from MOP Vaishnav College** helped take stock of teaching and learning materials available at MNC and helped the teachers download new materials for their use.
- **Ms. Archana Natarajan** is mentoring the Bala Mandir HR team & continues to anchor the Newsletter.

INDIVIDUALS

- **Mr. Arun Prasath V, Mr. Gobinath and Mr. Renganathan** are helping in the development of custom-built software data for children in the Home and School – Dhruva H, S & K.
- **Mr. Narendar Keshav** volunteered his time for the Schools and helped in English language learning.
- **Ms. Shivani Malik** visited on Sunday mornings to spend time with toddlers at Infants & Toddlers Block

BALA MANDIR KAMARAJ TRUST
Organisational Set Up - As of September 2023

PATRONS

Ms. Saroj Goenka

Ms. Jaya Krishnaswamy

BOARD OF TRUSTEES

- | | |
|--|-------------------------|
| 1. N. Kumar, <i>President</i> | 5. Girija Vaidyanathan |
| 2. Maya Gaitonde, <i>Hon. Gen. Secretary</i> | 6. Prabha Sridevan |
| 3. P. Natarajan, <i>Hon. Treasurer</i> | 7. Ramesh Mangaleswaran |
| 4. M.K. Sonthalia | |

EXECUTIVE COMMITTEE

Name		Name
1. N. Kumar	<i>President</i>	12. Ashok Aiyar
2. Maya Gaitonde	<i>Hon. Gen. Secretary</i>	13. Latha Kumaraswami
3. P. Natarajan	<i>Hon. Treasurer</i>	14. Rukmini Amirapu
4. S. Krishnan	<i>Hon. Joint Secretary</i>	15. Lakshmi Nair
5. Leela Natarajan	<i>Hon. Joint Secretary</i>	16. N. Ramesh
6. M. Venkataraman	<i>Hon. Joint Treasurer</i>	17. Dhvani Anumolu
7. N. Sivasubramaniam	<i>Finance</i>	18. Hema Sridharan
8. G. Anbumani	<i>Legal Matters</i>	19. Preethi Krishnan
9. Dr. P. J. N. Reddy	<i>Medical</i>	20. L. Ravichandran
10. Kalpakam Narayanan		21. Dr. Andal Raghavan
11. Swathanthra Shaktivel		

SUB COMMITTEES

BM Children's Homes

Chennai

Leela Natarajan
P. Natarajan
Kalpakam Narayanan
Hema Sridharan
Dr. R. Suchitra
Chitra Krishnan

Nagercoil

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

BM Schools

M. Venkataraman	Radha Vasudevan
Preethi Krishnan	Sujatha Sethuraman
P. Natarajan	Ranjani Muralidharan
N. Ramesh	
Bharath Natarajan	
Swathanthra Shaktivel	
Meena Suresh	
D. Chandrasekar	

BM Research Unit

Rukmini Amirapu
Dhvani Anumolu
Preethi Krishnan
Jaya Krishnaswamy
P. Natarajan
Lakshmi Gopal
Mallika Ganapathy
Janaki Balakrishnan
Dr. Aruna Rathnam
Dr. R. Bindu

BM Special Needs Unit

S. Krishnan
Dr. Andal Raghavan
Jaya Krishnaswamy
Dr. K. Vijayaraghavan
Janaki Balakrishnan
P. Natarajan
Dr. Aruna Rathnam
Dr. S. Vasanthi

BM Kinship Care Unit

L. Ravichandran
P. Natarajan
M. Venkataraman
G.V. Kumar
K.G. Murali,
Sujatha Sethuraman
Chitra Krishnan
Akila Satheesh

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



Bala Mandir Kamaraj Trust

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