



Annual Report

2017-18



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. It has grown over the past six decades and more into a premier social welfare organisation, branching out from childcare to education, vocational training, healthcare, rehabilitation of children, and research and networking on their behalf. 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

With an impeccable track record of a highly ethical and professional approach, Bala Mandir is well-known for working towards a holistic and all-round development of the children under its care. With this in focus, Bala Mandir has gone beyond childcare and rehabilitation and today runs schools (Primary and Higher Secondary), a Vocational Institution and medical centres in its campus located in the heart of urban Chennai and Nagercoil.

Bala Mandir Values

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

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

More details on Bala Mandir can be found on its website www.balamandir.org



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REPORT FOR THE YEAR 2017-18

We take great pleasure in presenting this Annual Report of our 69th year of service to children. The year was an important milestone in our journey for renewal and transformation that has been unfolding in the last few years. While continuing to make improvements in our various activities, during the year we took decisive steps in adding new activities to Bala Mandir, and to support the same, we amended our Memorandum of Association (MOA) with an expanded scope of activities extending to research and care of children with special needs.

Both Bala Mandir Research Foundation (BMRF) and Maduram Narayanan Centre for Exceptional Children (MNC) have been like sister organisations, with whom we have been working closely for many years. Unlike Bala Mandir, these two organisations also extend their service support to the outside community. We have created new units within Bala Mandir to cover the activities that were earlier under these entities. The BMRF unit has been operational since the early part of 2017-18 while the MNC unit would become part of Bala Mandir in 2018-19. This development opens up a vast new opportunity for Bala Mandir to expand its activities and offer a more comprehensive service to meet the needs of children.



Outer view of the renovated Main Block

This annual report gives you a glimpse of changes that are happening in the various units of Bala Mandir as we strive to provide the best possible inputs for the holistic development of the children under our care. In the last few years we have been working on putting in place various management processes and this is enabling us to cope with the increased number of units and staff with expanded range of activities.

The following are some of the significant developments in the various activities of Bala Mandir –

- **Children's Home in Chennai:** The bureaucratic application of government norms has resulted in the reduction of head count in our children's home in Chennai. The norms for space and toilets in the JJ Act do not differentiate between infants and adolescents. The authorities decided to apply the norm for area per child and number of children per toilet for all the children, irrespective of age, resulting in a decrease of our numbers and the transfer of many of our children to other homes. We have started the construction of additional toilets in the infants and toddler section to meet the regulations. Along with this, we plan to re-allocate our space suitably to get our approved numbers back to the earlier level.
- **Children's Home in Nagercoil:** The new building is yet to be put to use since the process for approval of the new home took much longer than anticipated due to a more rigid regulatory process. All the necessary formalities are now completed and we will start using the new building as soon as we get the approval.
- **Early Childhood Care and Development:** BMRF continues to share best practices on early childhood development and parenting issues with the larger community as part of its CSR partnership and consultancy projects. The day care centre at BMKT serves as a training centre for NGO personnel and ECCD professionals. The integration of mainstream with pre-primary Montessori environment has enhanced the effectiveness.



- **Schools improvement project:** The English medium primary school (Vidyalaya) added one more class during the year. During the last year, we started a new Montessori Elementary environment to supplement the Montessori Pre-primary environment started in 2013. The Bala Mandir schools continue to focus on educational support for children with delays and difficulties in learning. The high school improvement project is going smoothly with support from the various partner agencies who are helping us in English, Maths, Extra Curricular and after school and Saturday activities.



Elementary Montessori class

- **Vocational Training:** We are at a crossroads on our Vocational Training activities. Admissions remain a challenge as also the financials. The management of VTC and the connected hostel is becoming increasingly demanding due to the various regulations that need to segregate children from the youth accessing VTC. Bala Mandir is looking at various alternatives for the future functioning of VTC.
- **Infrastructure improvement:** During the year we completed the renovation of our oldest building (1951), the main Children's block. The various infrastructure improvement projects are continuing.
- **Joint Venture Project in the place of German Hall:** During the year, we handed over the land to the developers after demolition of the building. The building work under the joint development project has started after the approval from the authorities and is progressing at a good pace.
- **Administration related:** We continue to strengthen our administrative processes enabling us to manage the increased headcount due to the addition of new activities under the BMKT umbrella.

Financial results:

The 2017-18 results show that expenses once again exceeded the income. We have to improve the fundraising to bridge the gap. The tables and graphs on page 4 of the report provide the summary of the financials and cash flow. The statistical summary (headcount) of the different units is shown in page 5 while the detailed reports that follow explain the status in each of the units.

We would like to express our immense gratitude to all our donors, well-wishers, and friends who continue to whole heartedly support us in our mission to provide qualitative care to the orphan and destitute children of Bala Mandir and those in difficult circumstances from the nearby slums. Our thanks are also due to the staff and volunteers who tirelessly work towards the implementation of all our endeavours as also the members of the various collaborating organisations who are supporting our various projects.

During the year there has been a change in the composition of the Trustees. After a long stint as President and Trustee Mr. V. Sethuram stepped down and Dr. Anandalakshmy took over as President and Mr. N. Kumar joined the Board of Trustees. We would like to express our gratitude to Mr. Sethuram for his unstinting service to Bala Mandir and welcome Mr. Kumar as a Bala Mandir Trustee.

Maya Gaitonde

Maya Gaitonde

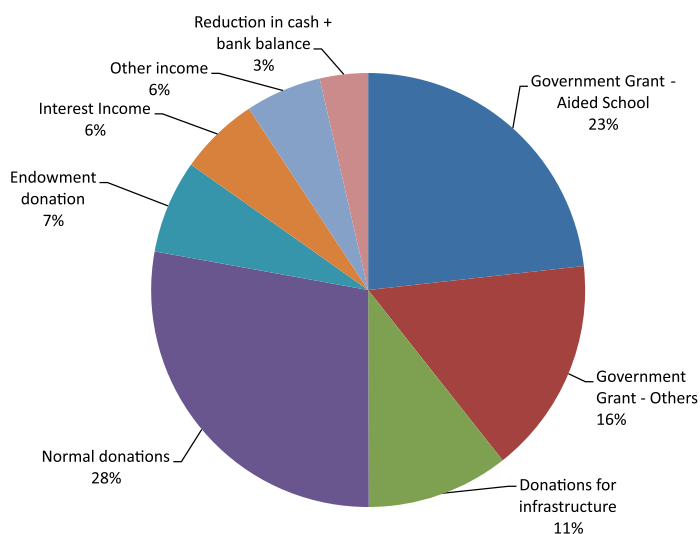
Honorary General Secretary



SUMMARY OF FINANCIALS

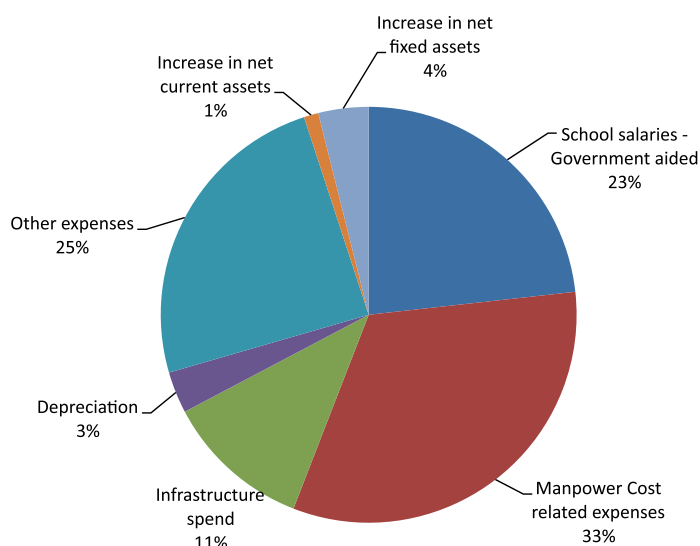
	Year 2017-18	Year 2016-17
	Rs.	Rs.
INCOME		
Government Grant - Aided School	1,72,39,133	1,57,47,918
Government Grant - Others	1,19,65,335	1,08,29,398
Donations for infrastructure	78,58,889	1,41,95,547
Normal donations	2,06,91,844	1,64,62,489
Interest Income	44,04,943	48,40,205
Other Income	42,04,604	48,15,822
Total Income	6,63,64,748	6,68,91,380
EXPENDITURE		
School salaries - Government aided	1,72,39,133	1,57,47,918
Manpower Cost related expenses	2,42,26,512	1,88,45,707
Food expenses	77,32,056	77,66,096
Repairs / Infrastructure improvement	84,47,536	1,58,64,168
Depreciation	23,99,461	23,42,745
Other expenses	1,04,07,251	94,85,136
Total Expenditure	7,04,51,948	7,00,51,770
Income transferred to General Fund	-40,87,200	-31,60,391

Sources of Funds



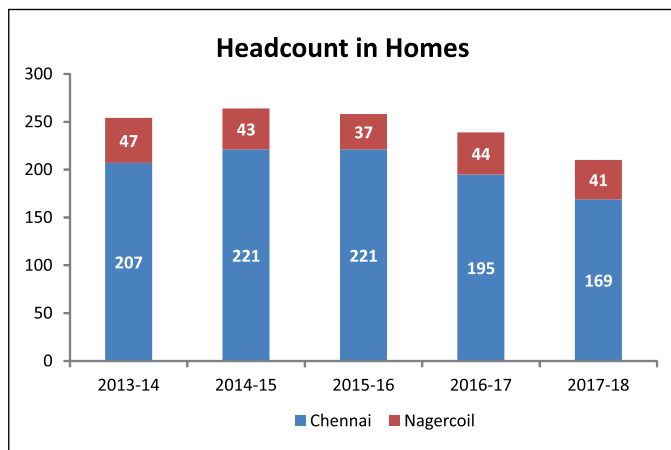
	Year 2017-18	Year 2016-17
	Rs.	Rs.
SOURCE OF FUNDS		
Capital fund	1,46,32,926	1,46,32,926
Endowment Fund	3,97,66,123	3,46,06,123
General Fund	1,26,75,057	1,67,62,257
Total	6,70,74,106	6,60,01,306
APPLICATION OF FUNDS		
Net Fixed Assets	3,47,54,805	3,18,62,437
Current Assets, Loans and Advances		
Inventories	43,716	0
Cash and bank balances	86,71,972	1,13,35,629
Fixed Deposits	4,55,58,000	3,99,03,000
Loans and advances	9,02,470	10,95,044
Less - Current liability & Provisions	2,28,56,857	1,81,94,804
Net current assets	3,23,19,301	3,41,38,870
Total	6,70,74,106	6,60,01,306

Use of Funds

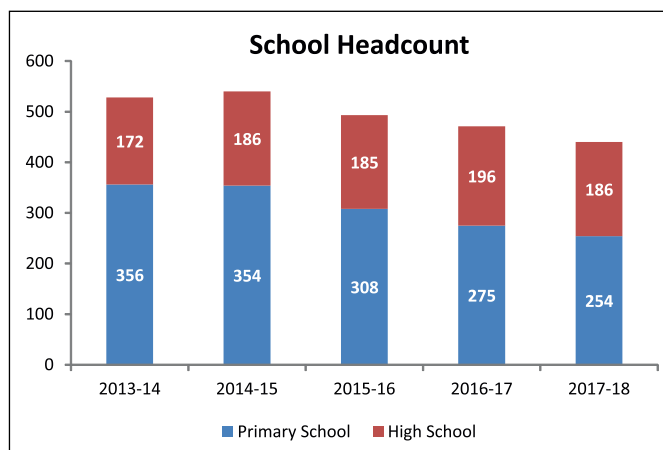




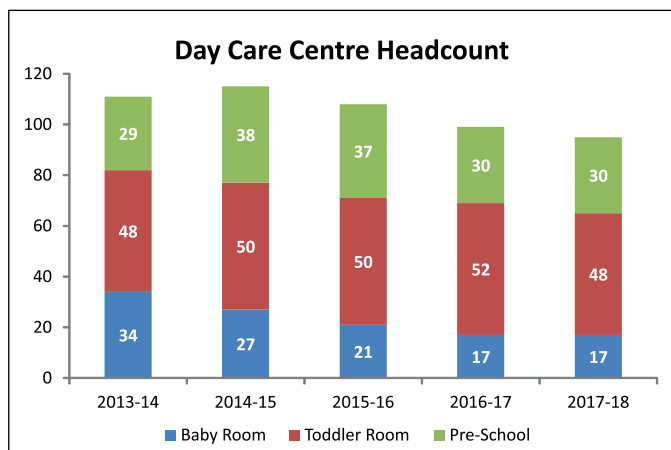
STATISTICAL SUMMARY ACROSS UNITS



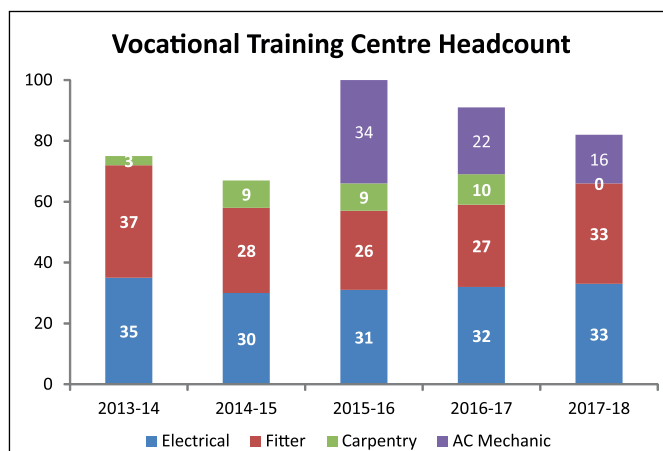
Note: The decrease of headcount in children's home reflects increased focus on rehabilitation / adoption, the statutory rules relating to transfer of children as per the jurisdiction as well as reduction in approved headcount due to application of norms as per JJ Act. The numbers will go up again after reorganising the infrastructure.



Note: The decreasing trend of headcount in the schools is due to shifting of slums and preference of the community for English medium schools. The trend should reverse when the Bala Mandir Vidyalaya English medium school becomes fully effective.



Note: The decreasing trend of children in day care centre is due to shifting of slums from the vicinity of Bala Mandir and the trend in reduction in size of the families. The numbers would go up once it is reorganised and the crèche services are extended by reaching out to a larger group.



Note: The NCVT headcount has increased due to hostel facility being extended while the total number trained in AC Mechanic course has dropped. There are no takers for the carpentry course which has been stopped.



CHILDREN'S PROGRAMME



Overview / Key Highlights

The core activity of Bala Mandir is its Children's Programme, catering to all aspects related to the all-round holistic development of the children admitted to full-time care in its Homes in Chennai and Nagercoil. The care of infants and toddlers remains a critical activity in Bala Mandir—monitoring of health, visits to hospitals as needed, special nutrition to aid growth and development of the infants and toddlers who are often admitted in a poor state of health, psycho-socially deprived, needing to be given all the care and nurture. Many of the little children are admitted to the Reception Home—where their stay is kept to a minimum time—before either being rehabilitated with family, released for adoption or admitted to Bala Mandir Children's Home for long-term institutional care.

The children go through an excellent education programme with all the facilities. Co-curricular and extra-curricular activities aid in the all-round development of the children. Social workers monitor the different age groups of 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 above 5 years.

During the year 2017-18, a review to facilitate the effective usage of the newly designed kitchen and dining hall was undertaken—work schedules, nutrition and menus, performance of staff, cooking processes and serving systems. All the gaps were suitably filled with the help of the team from Eco Kitchen of YRG Care.

The Department of Social Defence issued Certificate of Registration for Bala Mandir Home/Reception Unit and Specialised Adoption Unit on 29th December 2017, valid up to 5 years.



REPORT ON ACTIVITIES

CHILDREN'S HOME IN CHENNAI

Health

Immunization schedules are carefully monitored by the Paediatrician Dr. Janaki and Dr. Reddy. Daily medical counselling, routine annual medical checks, admission to hospital, referrals for a wide variety of childhood ailments, follow-up on long-term treatment and one-time referrals are part of the regular routine of medical care.

Older children were provided all medical facilities; however, and in most cases, there was a need only to cater to emergency and long-term treatment. Senior girls were given special care and counselling from Dr. Suchitra.

Staff in Bala Mandir, especially residential, and in the Children's Programme had their regular checkup and opportunity to consult the visiting doctor.



Navarathri Golu



Drama for Krishna Jayanthi

Festivals and Functions

The celebration of festivals in Bala Mandir encourages children to imbibe cultural and nationalistic values to enhance their personality through enriching dramas, dance, music and chanting. It helps them not only to express their talents, but also brings joy and cheer to the celebration.

Celebration of Christmas, Sarva Dharma Day and Ramzan helped the children imbibe secular values. Festivals like Vinayaka Chaturthi, Navarathri, Karthigai, Sivarathri, Rama-navami, Krishna Jayanthi and Varalakshmi Vrutham gave them a better understanding of the spiritual significance of the festivals. Deepavali, New Year's Day and Pongal, brought festivity and colour to the children's lives. Pongal was celebrated in the outdoors as per tradition. The highlight of the Pongal festival



Pongal celebrations



Police Commissioner and police officials interact with the children



Flag hoisting on Independence Day



Republic Day celebrations on the premises

was the enthusiastic participation of the Police Commissioner and police officials of Teynampet Police Station E3, who interacted with the children.

Our security personnel, Mr. Sadayandi hoisted the Indian flag for Independence Day. On Republic Day, the flag was hoisted in the presence of members of TAMBRAS, as is done every year.



Outing for the children in May

Entertainment and Outings

Visits to temples, thematic outings during Christmas vacation, witnessing a football match in a stadium, a puppet show, dance, drama, visit to exhibitions, watching movies—*Dangal* and *Hichki*, were some of the activities which added happiness to the lives of the children. Other activities were:

An outing in the month of May for the children who could not go home; a magic show in the Home; Craft activity during the Navarathri vacation and drawing and theatre activity during



Children enthralled by the Magic Show



A toddler engrossed in his painting

the Christmas vacation, Bhajans singing at *Kamaraj Illam* on Kamaraj's birthday and a Diwali Mela at VGP, with participation of all the children and staff were also undertaken. The younger children visited ISpark, a wellness studio every Saturday morning and enjoyed the exercises. They also had sessions of craft and baking with Miranda Corti, who visited Bala Mandir with her son Benedict. Toddlers had special activities like painting, watching cartoons, etc.

A special initiative was taken up in Bala Mandir in partnership with Rotary Club of Madras East. Children and staff spent about 100-man hours to paint our outside walls. Mr. Thyagarajan and Mr. Vignesh were the artists who conceptualized and guided the project.



Children painting the compound wall



Visit of Miranda Corti to Bala Mandir



Winners of the Bhumi Nakshatra competition

Competitions and Regular Programmes

Some of the competitions were the inter-school sports at Nehru Park, Chinmaya Geeta chanting, Dance and Drama by Aikya



Neeta Talent dance competition by Rotary T. Nagar



Choir performance at Bharathi Illam

and Thirupavai chanting. Our children enjoyed interacting with other children and won prizes.

The regular weekly programmes included visiting day of the family, common prayer on Thursday, tailoring and library. Club activity, bhajan class and cookery classes in the third term for Standard X boys and girls were also conducted.

Swapna, one of the senior girls of Bala Mandir, took over the teaching of bhajans to the children, after the passing away of our dedicated member, Ms. Leela Ramji, and has more recently started accompanying them on the harmonium.

Study hour with interchange of caregivers was very effective and special classes with activities for Tamil teaching for Standard V helped enhance their learning abilities.

Value and Personality development inputs

Weekly Value Education classes with chanting and storytelling were enjoyed by children from Standard IV to X.

Bhumi Organisation conducted Spoken English for the Juniors and Mentorship sessions for senior children.

Madras Youth Choir conducted Indian choral music classes regularly and from time to time our children performed on stage for important events around Chennai.

Social Workers

Social Workers play a very significant role in the qualitative functioning of the Children's Programme—counselling, monitoring health behaviour, academics and identifying children in need of special education.

The administrative work involves updating multifarious reports on the child module and to the Government, handling admission, discharge, transfer, rehabilitation, tracking and individual care plans. Home visits, parent follow-up, holiday programmes, outings, after-school activities, games and library are monitored by them on a regular basis.

Children's committee meetings and intra-Bala Mandir monthly club activities are conducted by them. They attended meetings at the Collectorate, Department of Social Defence, Regional Consultations, training programmes and workshops and also visited other district Child Welfare Committees to keep updated regarding administrative functions and statutory compliance of the Children's Home under the JJ Act.



Damage caused by Cyclone Ockhi

CHILDREN'S HOME NAGERCOIL

The strength of the Nagercoil Home is forty-one. All the girls were provided with regular health checks. Tuition classes were held to improve studies of children and Value Education imparted through volunteer-run programmes.

The Social Worker liaised with Government officials—CWC, DCPU and Municipal Office, provided counselling for the girls and made home visits in preparation for rehabilitation of the girls.

Cyclone Ockhi struck in the month of December 2017 and caused some damage to the Home, which was attended to and repaired immediately.



Medical camp



Menstrual hygiene programme



Onam celebrations in the Nagercoil home



REHABILITATION PROGRAMME



Overview / Key Highlights

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

In 2017–18, Bala Mandir became the only adoption agency existing in Chennai metropolitan area and thus had a huge workload of Home visits for prospective adoptive parents who are based in Chennai but seeking children for adoption from anywhere in India. During the year as a special initiative, Bala Mandir started pre-counselling sessions for prospective parents to help them through the adoption process. Both inter-country and intra-country adoptions continued. The involvement of the District officials has now become mandatory and they have been very regular at adoption meetings.



REPORT ON ACTIVITIES

Adoption



Handover of the child for adoption

Adoption continues to take place through the Central Adoption Resource Authority. Legalisation procedures are often long drawn out and it takes time and paperwork and effort to get adoptions legalized.

The pre-counselling for prospective parents started as group meetings which enabled them to interact with other parents who have gone through the process of adoption. This helped in a better understanding of the adoption process for the prospective parents.

Key statistics for the year 2017-18	
Children placed in legal adoptions	27
Inter-country adoption	1
Children placed in foster care	10
Home Studies conducted	89
Follow-ups done	37



Orientation of Probation Officers by Bala Mandir Social Workers



Meeting with CWC officials



Pre-counselling session for adoption



Weddings

Shakila who grew up in Bala Mandir—a qualified nurse and working in Bala Mandir, was married at the Vadapalani temple to Balaji who is in the transport business.

Shyamala also an ex-Bala Mandir girl, staying in a working women's hostel, was married at Tirupathi to Karthikeyan, who has his own retail business.

In both cases, the families of the bridegrooms undertook most of the wedding expenses.



Shyamala's wedding



Shakila's wedding

Educational Sponsorships

During the year, Educational Sponsorships through Endowment Funds established, were provided for children under various categories after scrutiny of the applications by the members.

Kamaraj Fund: Provided support of the children of Bala Mandir staff. Twenty-two children benefitted from it.

S. Manjubhashini Fund: Provided support for children of those who have grown up in Bala Mandir. Seven children benefitted from it.

Higher Education Fund: Provided support to children who are pursuing college or vocational training. The children who were beneficiaries from KM Fund and SM Fund, along with children from Satyamurthi High School and Nagercoil, are eligible for the Higher Education Sponsorship. Thirty-six children benefitted from this support.

Rehabilitation and Home Sponsorship

Post Standard X, rehabilitation of Bala Mandir children with family and home sponsorship with Educational support has been going on successfully. Prior to the rehabilitation, home visits were undertaken by the Social Workers to ascertain the situation of the family. To help children in their adjustment with family and peers, Life Skill classes are held on second Saturdays for those who have moved out of the Home.



Our first lawyer Deepa



EARLY CHILDHOOD CARE AND DEVELOPMENT (ECCD)



Overview / Key Highlights

Bala Mandir is one of the few institutions, which has been admitting children below six years to its Home. Over the years, Bala Mandir has developed its own best practices in Early Childhood Development. These were reinforced by the extensive training on ECCD and parenting best practices of Bala Mandir Research Foundation (BMRF) that emphasizes the criticality of first 1,000 days in a child's development. With a view to bring focus to this important area, the Bala Mandir Creche/Day Care Centre activities are now independent instead of clubbing them under the Education vertical. The ECCD caters to children from one year to six years and include the infant section, toddler section, Pre-Kindergarten, LKG and UKG.

The highlight for 2017–18 was the increased focus on the Montessori Method of teaching and learning which is getting more and more accepted as the ideal way to teach at ECCD level. During the year the Elementary Montessori environment was added for children 6–10 years.



REPORT ON ACTIVITIES

ECCD



Activities for the children



Drill in progress on DCC Sports Day



Pre-primary Montessori

The Kindergarten and Creche which are the feeder for the Vidyalaya, cater to children from one year to six years and include the infant section, toddler section, Pre-Kg, LKG and UKG. They have a well-planned daily routine of activities which includes prayers, warm-up exercises, circle time, conversation in English and Tamil, outdoor play followed by learning through an integrated Montessori and Kindergarten curriculum, ending with storytelling every day.

The KG section has four activity corners in the hall and each group gets to enjoy learning through Reading Corner, Puzzles and Toys Corner, Art & Craft Corner and Activity books and Worksheets Corner. Other activities to monitor the holistic development of children involve observation records, home visiting, parenting programmes, bi-annual health checkups and follow up of ailments and providing nutritious kanji. Regular display of their craft activities and opportunities for visual learning take place.

The Creche and Day Care in Bala Mandir have become centres for training and exposure visits on ECCD for Professionals, Community Workers, KG Teachers, ICDS, AWW and Special Educators and interested visitors. Apart from staff enhancement through meetings and workshops—cognitive development tests, parent interaction, early childhood development concepts, helping children with special needs and storytelling workshops were held.

Montessori Environments

Pre-primary has been set up for children from 2½ to 6 years. More recently in the elementary environment for age 6–10 years, the children in mixed groups spent time in the forenoon and afternoon—twenty-six children in two environments per session. The children were exposed to cursive writing work with material of practical life and sensory development. They enjoy activities like picture conversation, jolly phone rhymes, tracing sand/paper letters in English and Tamil, and exposure related to materials relating to land and water in geography.

Trainers from the Indian Montessori Centre spent time observing the children. Resource persons from the Madhuram Narayanan Centre visited regularly to teach and interacted with the Bala Mandir Montessori teachers.



EDUCATION PROGRAMME



Overview / Key Highlights

The Educational unit of Bala Mandir has a well-defined English and Tamil medium set of classes from Standard I to Standard X. English medium was started at primary level in response to the demands and the growing aspirations of parents in the urban slum community to expose their children to English medium education from early childhood so as to give them a better chance to pursue higher education. While the English medium classes are becoming increasingly popular, the Tamil medium sections in KG and Primary school have shown a steady decline in numbers—an unfortunate phenomenon all over the state of Tamil Nadu. Another problem faced is the large number of excess teachers in Government-aided Tamil Medium schools, as opposed to inadequate number of teachers who can teach in English. Since 2015 there has been a huge enhancement of infrastructure in the schools and the students have been provided with many additional facilities.

In 2017–18, one more class for the Vidyalaya English Medium Nursery and Primary School was added. Bala Mandir schools continue to work closely with various collaborating organisations who specialise in specific areas that add up to the various facets of holistic education including art, sports, academics, cultural, value education and Montessori methodology. The year saw even more emphasis on providing learning support through not only special lessons, but also Occupational Therapy. The results of the April 2017 Standard X Board examinations improved to 90% pass and the five failures were four students with learning support certificates and one who was irregular due to unavoidable circumstances.



REPORT ON ACTIVITIES

Bala Mandir Primary School

The changes and improvements in academics were the modified time-table with academics only in the mornings and activities in the afternoon, which included emphasis on reading and speaking, mental maths, audio-visual classes for Social Studies and Science and focus on phonics in English.



Children in the Art In Education programme



The Nalandaway Art In Education classes continued for the second year, and the children enjoyed understanding various topics through artwork. They also held the Fundigo initiative that involved using storytelling with audio support as an effective tool for learning History and Geography. This is followed by evaluation of reasoning, answering difficult questions and appreciation of children.

The Vidyalaya English Medium School

The student population is growing rapidly and continues to focus on its innovative and creative teaching methodology



Vidyalaya class in progress – Standard IV



Vidyalaya Sports Day



*Vidyalaya Annual Day;
focusing on EMPATHY*



Yoga class in progress



Elementary Montessori environment

like scientific exploration within and outside the class, well-designed and interesting activity-oriented remedial sessions, utilization equally of visualization and learning through the computer as well as the usage of library books. Other activities were reading and speaking skills in English and Tamil, small outings to the bank, post office, departmental stores and police station to understand services. Yoga classes are conducted for improving concentration in class. Learning through Art, Craft, Music, Dance and Value Education have been added to the activity-based schedule.

The Elementary environment was a new add-on this year and introduced great interest in learning, reading and writing stories, creative writing, learning names of countries, and puzzle-time at the reading corner and gardening. Occupational therapy classes and traditional Indian games to stimulate brain development were also introduced. The Annual Day and Sports Day were combined with KG and Pre-KG sections. Children enjoyed the participation, dancing and singing and the colourful activities around all the events, including the festivals of Krishna Jayanthi, Ganesh Chaturthi and Christmas.

Satyamurthi High School

Steps were taken to make job cards and activity sheets to fill gaps during substitution and kept the students busy when they finished classes early. There was a strong focus on maintaining individual records of progress, special revision on non-exam days for the children whose home environment was not conducive to learning, special classes after school for Std X, remedial classes for low performers and creative projects.



*L: Standard VII with their kaleidoscope
R: Standard VI measuring the perimeter of the blackboard*



Learning by Doing for Formative Assessment Evaluation was also introduced.



Learning support classes for high school

Khan Academy Mathematics classes included the incorporation of Tamil powerpoint presentations to help Tamil medium children and the slow learners join the lab work, at their level.

Learning Support is an important section in the Bala Mandir Schools where under the guidance of special educators, children with learning delays and difficulties get special help in order to prepare them to rejoin the mainstream classes. Children with behaviour problems are given individual and group counselling, some attend art therapy and those who require it get speech therapy.



Occupational Therapy in progress

The highlight of this year was the setting up of an Occupational Therapy unit where individual goals were set to help stimulation, reinforce motivation and track progress. The family background and environment were given special focus for study. Very often the process of inclusion of children into the mainstream becomes difficult where learning problems are coupled with adolescence. Awareness, counselling and therapy for substance abuse and parental trauma were given importance with the help of professionals from YRG Care and TTK Health.



Project Day; focus on EMPATHY



Singing patriotic songs for Independence Day



Annual Day of Satyamurthi High School



Farewell for Standard X students

Celebrations, functions and events formed an integral part of the activities in school and included Yoga Day, Storytelling Day, Education Day, and Medical Day with an interesting quiz programme. Independence Day and Republic Day highlighted patriotism. Annual Day, Sports Day, Childrens' Day competitions and Project Day, focused on the 2018 theme of 'EMPATHY' and Teachers Day, to show gratitude to them. Bharathiyar Day and Thiruvalluvar Day showcased values of life through their literary views, and Gandhi Jayanthi through *shramdaan* work was an important learning opportunity for children.



Winners of the Throwball tournament



Workshop on Dyslexia



Teacher Training and Enhancement Programme



Road Safety Patrol Quiz winners



Scouts and Guides



Gardening by the students

Farewell for Std V Primary students and Standard X Standard High School students marked memorable days for the children.

Health Education classes were held through storytelling and action songs to focus on environment and personal health and hygiene, nutrition, etc. Excursions to places of educational interest and related to Environmental and Social Studies were undertaken. Places visited were the Railway Museum, the Planetarium and some parks. Life Skill classes for adolescents and activity-based educational excursions for high school were also held. The students participated in interschool competitions in Sports, Science Project, Art, Music and Elocution to experience the thrill of participation.

Staff Enhancement

Apart from Education Department and Management-sponsored workshops, training programmes for subject teaching, enhancement and new methodologies were held for both primary and high school teachers. Special sessions were provided for teachers on child psychology and development, behaviour problems of children—approaching and handling them, rhythm to stimulate learning, understanding the National Curriculum framework for high school, activity-based Mathematics teaching for primary level, understanding the concept of EMPATHY, creative writing and effective team building.

Primary level teachers attended a 6-day (Saturday) workshop on identification of children with dyslexia (Tamil Language). High school teachers had a lecture demonstration on Visualisation and digital learning based on Samacheer Kalvi.

The highlight of this year was introduction of an activity hour between 9–10 am. Activities like yoga, computer, gardening with vegetables produced being supplied to the mid-day meal, JRC Scouts and Guides and RSP. Other interesting classes included Value Education through games, videos, collage work and group discussion.



BALA MANDIR RESEARCH FOUNDATION (BMRF)



Overview / Key Highlights

BMRF formally became a unit of Bala Mandir in 2017–18 and all activities that were earlier under an independent society became part of the parent Bala Mandir organization. Most of the BMRF members became members of Bala Mandir and a few will continue as consultants and advisors. There has also been a seamless integration of activities and a smooth transfer of staff and other processes.

BMRF activities consist of training in Early Childhood Care and Development (ECCD) to a wider community outside in partnership with various organisations, which have now moved under the Bala Mandir umbrella. The highlight of 2017–18 was a qualitative improvement in training and use of street play as medium of communication and training.

During the year, BMRF also launched a web site (www.parentingredefined.com) which has useful resource material for parents. Publication and sale of resource material in this area also continued. There is also extensive work being undertaken in documenting and archiving the work done to date on Parenting.



REPORT ON ACTIVITIES

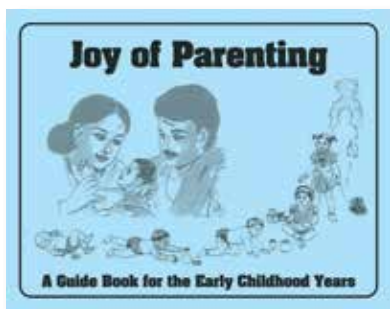
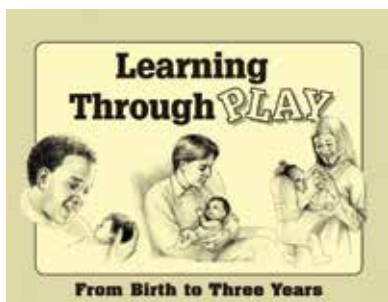
Training on ECCD

Training on ECCD is a regular activity of BMRF using the well-defined 3/6 day curriculum over the past decades, as well as the *Learning through Play Calendar*. Tools like the *LTPC Calendars* (0–3 years) and (3–6 years), the accompanying *Joy of Parenting Guide Book* (birth to 6 years), adapted tools such as indigenized booklets, flash cards, posters, games and activities in pursuance of the concept of the criticality of the first 1000 days in the child's development—conception to 2 years—are being used. The training on ECCD now includes conception and pregnancy.

BMRF Partner, Suraksha Nagercoil had a 3-day refresher training course in Chennai for staff from its eight Day Care Centres. The NGO Hand in Hand, Kanchipuram comprising 20 field workers and community trainers took the training to work for 'Parenting' empowerment of its Self-Help Groups in Kanchipuram and Thiruvannamalai District. Christian Children's Fund of Canada (CCFC) an international NGO undertook the 6-day training for five of its partner NGOs, People's Action For Development (PAD) in Tuticorin, Integrated Rural Development Centre (IRDC) in Tiruvallur, Rural Organization for Poverty Eradication Services (ROPES) in Chittoor, Society For People's Education and Economic Change (SPEECH) in Tirunelveli and Madurai. Each of these organizations was enhancing its community service in ECCD. Integrated Child Development Services (ICDS), Tamil Nadu invited BMRF for two sessions for anganwadi workers and project offices on child development and brain development in ECCD.

ECCD Projects

GUMMIDIPOONDI BLOCK: For the past 3 years, 2014–17, BMRF has been carrying out a training project on ECCD



IEC on parenting with mothers in the community



Interacting with parents



Children learning concepts at an anganwadi centre



Street play on parenting and child development



Street play in progress

parenting and holistic child development in Gummidipoondi through ICDS Anganwadi Centres—supported by Michelin Tyres. The initial focus of the project was the training of the ten Anganwadis in child stimulation, school readiness activities and enhancing psycho-social development of children in their care, in the five domains of development Sense of Self, Physical, Relationship, Understanding and Communication. The activities apart from training have included support to the centre, home visiting, Information, Education Communication (IEC) Programmes for the community, follow-up of children and individualized interaction with parents of children below six years, as well as follow-up of children into school.

The highlights of 2017–18 were infrastructure improvements to the Anganwadi Centre, a ‘Street play’ for the communities in the ten villages on parenting, more in-depth communication with parents and integrated interventions for special needs children with Michelin Tyres Partner—Vidyasagar.

Society for Peoples’ Education & Economic Change (SPEECH): Society for Peoples’ Education & Economic Change, Madurai is implementing a project funded by Grand Challenges Canada that aims to innovate mode of delivery of parenting messages for the first 1000 days of the child’s life. They will implement the project from January 2018 to December 2018 and test the use of animated videos in enhancing knowledge of parents on holistic development of children.

BMRF was involved in the pilot project in 2016–17 and gave CCFC technical support in developing 12 videos and training the field workers of PAD, Tuticorin on ECCD and methodology for dissemination of messages to the community. For the present project in 2017–19, BMRF is the technical consultant, trainers of field staff and have helped in development of the content for 55 videos on ECCD 1000 days covering SPRUC, nutrition and health of children. The project will reach out to a large number of parents.

Institute for Financial Management & Research (IFMR): Leveraging Evidence for Access and Development (LEAD), which is also implementing a Grand Challenges Canada Project used the technical advice of BMRF for developing ECCD messages ‘birth to 3 years’ on tabs and spread the parenting messages to 57 villages through AWCs in Madurai and Dindigul impacting 750 children. The objective is to increase cognitive development, and enhance fathers’ involvement in ‘Parenting’. BMRF trained Surveyors in creating the baseline implementers in the messages and dissemination of the same and addressed IFMR on developing content for the tabs.



Joy of Parenting, Kannada

Resource Materials

The publications from BMRF included JOP Kannada, finalization of JOP Malayalam and Telugu. It is also finalizing the IMOW, an enhanced version of the BMRF adapted version of the LTPC tool focused on children with 'special needs'. The translation into Tamil of the 'Parental Readiness + AN / PN care' document has also been completed.

Website

Over the year, corrections were made and contents finalized for the BMRF website. The website will have two sections—on the organization and its history and a parenting section has resources for parents. The website www.parentingredefined.com went live on March 10, 2018 and the launch announcement was communicated to friends and associates.



Internships

Internships were completed by four Masters in Social Work students and two students who are pursuing M. Phil in Psychology. The field work involves working in BMKT's various service units—Children's Programme, Education units, BMRF and the nearby urban slum community.

Others

Documentation and archiving of twenty years of BMRF's work, 1997–2017 in ECCD has started.

BMRF is reviewing its 20-year partnership on the LTP Calendars with Hincks-Dellcrest International, now a unit of Hospital for Sick Kids, Canada.



HEALTH PROGRAMME



Overview / Key Highlights

The Medical Programme is a key support function for all the activities of Bala Mandir. This is a specialized area catering to both the children and the staff of Bala Mandir and its units, and an independent sub-committee monitors the work in the area and plans initiatives for improvement. The work consists of both routine checks through the year, and corrective actions based on the findings as well as dealing with any exigencies. The health care of the children in general, and the Infant and Toddler Block in particular, needs continuous monitoring and review, as most of the children are admitted in a poor state of health. The emotional and physical trauma during pregnancy of the mother is also not known, as also details of birth trauma, or, of any high-risk ailment in early childhood before the child is admitted to Bala Mandir; hence health, nutrition and medical care are of utmost importance. Apart from physical health, behavioural counselling is taken up as an important aspect of mental health. The Medical Programme covers Bala Mandir children as well as the children in the Education and Vocational Training Programmes.

In the year 2017–18, Bala Mandir continued to take on new initiatives to improve its medical programme as described in the report of activities.



REPORT ON ACTIVITIES

The medical unit monitors health, hospitalization, referrals, follow-ups and has monthly review meetings with Social Workers regarding health of children in the Home.

The well-organized immunization programme for DTP/OPV/ HBV/BCG, MMR, Chicken Pox, Penta Vaccine, HBA and TT with necessary booster doses covered close to 200 children.



Children awaiting their turn for medical check-up



Dental check-up



Eye check-up

- **The Homeopathic Unit** took care of mainly respiratory ailments, fever and skin problems for infants and toddlers, and a whole range of problems for boys and girls. Fifty staff were treated for hypertension, hypothyroidism, hairfall, aches, arthritis and asthma.
- **The Dental Unit (Bhasker Dental)** covered screening for 334 children of Standards I to X and VTC. Small problems like gingivitis, malocclusion, dental caries, scaling and filling and follow-up were handled in the clinic.
- **Rajan Eye Care** covered 320 screenings and did follow-up of twenty Bala Mandir staff, corrective surgery for squint and retinal problem for two Bala Mandir children and eye check for seven children in the Adoption Unit.
- **Dr. Suchitra** took care of health check-up and special follow-up of all Bala Mandir staff who were also provided medication, B-12 injection for twenty-five staff, knee-caps and routine medication for joint ailments. She monitored the on-going School Health Education Programme, from Standard I to X, taken up by the Social Workers.
- **Speech therapy** was given to 16 children across Bala Mandir units for disorders that included moderate and severe



A puppet show to explain Good Touch, Bad Touch to the children by MSW interns



Refresher programme for teachers on first aid conducted by St. John's Ambulance



Career counselling by MSW interns

stuttering, misarticulation, hoarse voice, language delay and ADHD.

Counselling sessions are an important therapy provided for not only Bala Mandir children—34 in 146 sessions—but referrals are made by teachers and social workers of children from the Bala Mandir schools.

Twenty-one from SMHS and six from Vidyalaya and Primary were provided counselling. Pre-adoption counselling for children to evaluate their willingness and preparedness for adoption and post-adoption counselling for older children in some cases to help them integrate with the family were provided.

Adolescent counselling was held for behavioural and adolescent issues, concentration, insecurity, anger outburst and low academic performance. This year special counselling for sub-stance abuse was also given.

Group sessions, creative art therapy, career guidance, self awareness and motivation are some of the methods used to counsel adolescents.



VOCATIONAL TRAINING CENTRE (VTC)



Overview / Key Highlights

The Vocational Training Centre's current activities consists of the NCVT courses in Fitter and Electrician and the short-term courses in AC Mechanic, run with the support of Blue Star. Bala Mandir does not charge tuition fees for the trainees and provides mid-day meal, health check-ups and referrals for all the trainees as well as hostel facility for the boys who come from outside Chennai. Despite the good placement record and generous ongoing support from the donors, there is a problem in attracting trainees to the courses and most of the time classes are short of capacity.

During the year 2017–18, the short-term course on Carpentry had to be stopped due to lack of demand for this course. The tie-up with Magic Bus and Rotary RCME was also not successful and their planned new course for finishing skills on the Bala Mandir premises did not take off. The use of the hostels has increased, since many trainees come from outside Chennai. This causes its own set of challenges of running a youth hostel in an otherwise child-centric service organization. Bala Mandir is currently at the crossroads on VTC and is exploring various options for the way forward.



REPORT ON ACTIVITIES



Orientation for new trainees



Practical training



Visit to Integral Coach Factory

The NCVT admission this year was 85%, that is 35 out of a capacity of 42. Sourcing youth in the metro-urban area has been a persisting challenge. The short-term course in A/C Mechanic experienced the same trend of low admission over three batches. Only fourteen trainees were admitted. Since 2015, a total of 82 trainees have gone through the course, which has been generously supported by Blue Star.

The NCVT examination process has become more complicated in many ways. The trainees had to re-appear due to non-declaration of digitalized results. Some of the other changes and rigidities created unnecessary pressure on the trainees leading to unexpected failures. The unsuccessful trainees were however able to clear the exams during the next attempt.

Among those who completed the course in August 2017; Electricians were well placed with jobs with electrical contractors and the TVS company. Some of them got Government apprenticeship with Andrew Yule & Co and MTC. Fitters got employment in Royal Enfield, Ashok Leyland and Carborundum Universal.



Spoken English training



Playing indoor games

Industrial visits to Premier Center For Competency Training, Gurusurthy and Thiagarajan Enterprises and ICF were a good learning experience.

The various special classes in Spoken English, Health Education, Life Skills, Value Education and Employability skills and special training in Maths through Khan Academy added quality to the development of the trainees.

The Annual Day held in July showcased their talent in dance, music and drama and along with yoga, they put up a very impressive performance. The Sports Day saw enthusiastic participation in relay, cricket and volleyball.

The Alumni Day brought sixteen technicians back to share their experience and tips with their juniors.

The future of how Bala Mandir will continue its Vocational skill training in the face of low admission and underutilized infrastructure is as yet unclear.



Alumni visiting the Centre



BALA MANDIR CULTURAL / LEARNING CENTRE



Overview / Key Highlights

The children of Bala Mandir are inculcated into cultural activities very early—music, dance and drama with values, form an integral part of their lives. The various events bring out different aspects of the theme of the year, and it is believed that this helps them assimilate the values that are part of the theme. The theme of 2017–18 was EMPATHY.

All the events are spread through the year, so that children of every age group have an opportunity to display their talents and sometimes, overcome their diffidence, blossom and come into their own.



MONTHWISE REPORT ON ACTIVITIES

MAY



Mime performance by senior children



Activities for the junior group of children

Balu Sir Summer Camp was held for senior children who are unable to go home and increasingly day scholars of Bala Mandir-Satyamurthi High School and also the Junior group—KG to Standard II. All the children enjoyed the various activities which were planned for them.

JULY

Vocational Skills Day, Annual Day of the VTC was held on 8th July. Mr. Dharmaraja, L&T, Vice-President was the chief guest and Mr. Kanna, past Dist. President of Rotary 3230 was a special invitee. Both of them addressed the gathering. The trainees put up an excellent cultural programme which was well appreciated. Prizes were given away to trainees who had won in sports and co-curricular activities.



Play on EMPATHY enacted by the trainees



A scintillating dance performance

Education Day: The birthday of Sri. K. Kamaraj was celebrated on July 15th. Mr. S. Krishnan, Advisor, Madhuram Narayanan Centre, was the Chief Guest. A villupattu on the life of Sri. Kamaraj and speeches on his life by the children were well received. All children of the Creche were given new uniform material, and scholarship for education in SMHS was announced.



Children enjoying the programme on Kamraj Day



Uniforms being given to DCC children

AUGUST

Medical Day: The programme was held on 11th August. The topic was 'Health & Hygiene'. Mr. Jeffrey Vardon, a well-known dance choreographer, was the Chief Guest. Dr. Suchitra conducted an interesting quiz for the students. Mr. Vardon led the children into a dance-exercise routine, focusing on health and movement skills.



Quiz for the SMHS students

SEPTEMBER

Founders Day: The function to celebrate Smt. Manjubhashini's birthday was held on September 23. The theme was EMPATHY. *Villupattu* was presented by Primary School children on the life of Manjumma. This was followed by sharing of thoughts on her by Ms. Chandra of SMHS, Mr. Chandrasekar of VTC, Ms. Sushmitha of BMRF and Ms. Lakshmi of BMKT. The Chief Guest for the programme was Mr. Prahalathan, Founder, BHUMI organization.



Villupattu by the children on Manjumma



Ms. Lakshmi sharing her thoughts on Mrs. Manjubhashini

Staff And Helpers Programme: The post-lunch session of the Founder's Day was for the staff and helpers. A quiz programme on their knowledge of Bala Mandir was held. Team SMHS were the winners. This was followed by a pre-announced poster competition; 'What Bala Mandir Means to You'. The posters were prepared using eco-friendly materials and each team explained their theme. The Social Workers team stood first in this. The judges were: Ms. Vimala Kannan-MNC, Ms. Vaishnavi-BHUMI and Ms. Gomathy Shankar-Nalandaway.

'Passing the Parcel' was held for all the helpers and prizes were given away for right answers.



Social Workers with their poster



Passing the Parcel for the Helpers

OCTOBER

Both **Govind Swaminadhan Day** and **Madras Youth Choir Workshop** could not be held due to rain and water logging.

DECEMBER

Smt. Manjubhashini Seminar: The seminar was held on December 9. The topic was 'Competition; Not the best strategy for Children'. The speakers were Ms. Arundhathi Swami of Parents Circle; Ms. Kesang Menezes of Parenting Matters; and



Children participating in the debate

Ms. Vidya Shankar, Chairperson, Relief Foundation. Bala Mandir children participated in a debate on this topic and brought forth excellent thoughts.

JANUARY

Gandhi Connect: As part of the series, 'Gandhi Speaks To Children', a programme for teachers on the topic of Inclusion was conducted. The workshop was anchored by Mr. Mohan, Secretary, Gandhi Study Centre, Chennai and Dr. V.R. Devika, Managing Trustee, Aseema Trust. There were many anecdotes on Mahatma Gandhi which were shared, and the feedback was positive from visitors and the Bala Mandir teachers.

FEBRUARY

Friendship Day: Friendship Day was celebrated on February 10, during the annual visit of Mr. Lars Odd Pettersen, Chairman



Bala Mandir Choir singing on 'Help Ever Hurt Never'



Scene from the skit 'Ask If You Can Help'

**EMPATHY—‘OthuNarvu’**

Everybody needs somebody
More concern, less judgement
Put yourself in other’s shoes
Ask if you can help
Treat others with respect
Help ever hurt never
You can make a difference

of Braade Stiftung. The children performed on the theme EMPATHY—‘OthuNarvu’. They presented small skits based on the topics—Everybody needs somebody, More concern, less judgement, Put yourself in other’s shoes, Ask if you can help, Treat others with respect. They sang a song on Help ever hurt never and they performed a dance on You can make a difference. The guests of honour were Mr. D. Ramachandran, Artistic Director, Madras Youth Choir; Mr. A.K. Ganesh, Chief Programme Officer, Y.R. Gaitonde Foundation; and Mr. R. Venkatesh, Managing Director-India, Temasek Holdings Advisors Private Limited.



Intra- Home kolam competition

MARCH

Bala Mandir Anniversary: The 69th Anniversary of Bala Mandir was celebrated on March 10, with the children putting up a programme on Empathy. A special lunch was provided for everyone at the dining hall. Sports for the children was held in the evening. Bala Mandir intra-home competitions were conducted. Along with drill and pyramid for children, relay race was conducted for staff.



Unique drill display on Bala Mandir Sports Day

Value Education: A seminar by Ms. Maya Gaitonde was held end of March. The title was ‘Value Education for Students from the Bhagavad Gita’. The participation was very encouraging and more outside schools expressed their wish to participate at a more suitable time.



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** contributed towards maintenance of the buildings and the Children's Programme in Bala Mandir Chennai and Nagercoil Homes
- **Sarathy Foundation USA & Ms. Ornella Gualtieri, Italy** continued their yearly support for various improvement projects
- **M/s. Murugappa Educational and Medical Foundation** extended further support our plumbing improvement project
- **M/s. Ramnath Goenka Charitable Trust** supported renovation of the Main Block
- **M/s. Jayashree Memorial Trust** supported the infrastructural enhancement of the schools
- **M/s. L.G. Balakrishnan & Brothers Limited** supported play area for Vidyalaya and Bala Mandir
- **Mr. Arun Vasu** supported the improvements made to T.T. Vasu Hall

Vocational Training Programme:

- **Action Children Aid** contributed towards sponsorships of ITC boys staying in the hostel
- **L&T Construction Limited** supported the VTC trainees and set up the Montessori section
- **Blue Star Limited** supported the salary of the instructor of the A/c Mechanic Course

Education Programme

- **Saint-Gobain India Foundation** supported the salary of school teachers—English Medium Classes Standard I to III & Standard VI to X, Spoken English and Special Educators
- **Shri Sarita Jain Foundation** provided monthly support for education
- **Orient Blackswan Limited** provided support for education

Children's Programme

- **Madhuram Narayanan Centre For Exceptional Children** supported the Children's Programme
- **Mr. V. Srikanth** supported the children through sponsorships, food donation and education

Services:

- **EPMS** headed by Mr. M. Ravi, anchored all the infrastructure projects of Bala Mandir
- **Sri Krishna Sweets** provided food for Bala Mandir children during times of need
- **M/s. Sindoori Faber** provided cleaners to take care of the entire Bala Mandir campus
- **Dr. Mohan Rajan** provided free eye care for our children and staff
- **Apex Laboratories** provided free monthly supply of medicines
- **Dr. Rasappa** provided free investigations and scans
- **Dr. Veena** provided free scans
- **Vaccine World** provided free vaccines

Partner Organisations:

- **BHUMI** continued with their Lakshya and Speak Out programmes
- **Madras Youth Choir** continued to support Bala Mandir and train children in music
- **Ms. Midhuna** from Krishnamacharya Yoga Mandiram held yoga sessions in the Home
- **Sky Yoga** conducts yoga classes in the schools
- **YRG Care** continued its *Endrum Punnagai* programme, providing life skill lessons
- **Altius Foundation** helped in the running of the Khan Academy classes in the school
- **Cognizant Technology Solutions** volunteers led by Ms. Akila Satheesh taught English to the Vidyalaya children
- **Nalandaway** helped in the conduct of Art In Education Programme for Primary School

**Endowments created:**

- **Food Endowment:** (i) Ms. Vijayalakshmi (ii) Mr. J. Dilip Jain (iii) Lodge Harmony No 217
- **Vidyalaya Endowment:** (i) Ms. Hemalatha & Mr. Chandrasekar (ii) Ms. Radha Ramanathan (iii) Mr. N. Thiagarajan (iv) Ms. Maya Nichane (v) Mr. P. N. Mehta
- **VTC Endowment:** (i) Mr. N. Thiagarajan (ii) Mr. R. Gopal (iii) Mr. Rajendra Kini (iv) Mr. P. Natarajan (v) Ms. Shivamala Miller
- **Higher Education Endowment:** (i) Ms. Maya Nichane (ii) Ms. G. Seethalakshmi (iii) Dr. Dilip Veeraraghavan Memorial Trust
- **VYGaitonde Endowment:** M/s. Y. R. Gaitonde Medical, Educational & Research Foundation
- **Education Endowment:** (i) M/s. R. Venkatram Educational Charitable Trust (ii) Mrs. Aparna Swaminathan (iii) Ms. Jaya Gokulamani
- **Medical Endowment:** (i) Ms. Premilla Rajan, (ii) Ms. Maya Nichane (iii) Mr. R. Gunasekaran

Donors who have made special contributions towards various activities:

- **Children's Programme:** (i) Mr. A Ramesh (ii) Ms. Miranda Corti & IFRS Foundation (iii) Mr. N. Thiagarajan (iv) Ms. Mohana Raghavachari (v) K. V. Rangaswami (vi) Ms. Chandrika & Mr. Lokesh Parwani (vii) Mr. Baldev Varma (viii) Ms. Ornella Gualtieri (ix) Ms. Gloria Gualtieri (x) Mr. C. B. Bhav
- **Education:** (i) Ms. Menaka Parthasarathy (ii) Ms. Ruchi Doshi (iii) Mr. A.K. Nehru (iv) Mr. P. Natarajan (v) Prof. Rishikesh Krishna (vi) Mr. M. A. Mubeen (vii) Dr. Santosh Chawla (viii) Mr. Akhil Nehru (ix) Mr. Nikhil Nehru (x) Mr. V. Srikanth
- **Medical:** Dr. Kalpana Balakrishnan
- **Special Support for Satyamurthi School & BMRF:** Dr. Anandalakshmy

Donations in Kind: Many donors have provided donations in kind. Some of the donors are:

- **Provisions:** (i) Mr. C. K. Muralidharan (ii) Mr. Sunil Hasija (iii) Mr. Suresh Jain

- (iv) Ms. Veena Devi Saraf (v) Mr. Dhanasekar (vi) Ms. Vandana Agarwal (vii) Mr. Jagan Mohan (viii) Ms. Raja M. Kausalya Devi (ix) Ms. Sai Achuth (x) Ms. Chandra Nahata (xi) Mr. P. K. Gupta (xii) Mr. Rajkumar Ahuja (xiii) Ms. Jaya Thulasingam (xiv) Dr. R. K. Bagdi (xv) M/s. Sri Rangan Mahalakshmi Women's Hostel (xvi) Mr. Kaliyur M. Vijay (xvii) Mr. A. Arun, IPS
- **Clothing:** (i) Ms. Saroja Vaidyanathan (ii) M/s. Socio-Economic Service Society
- **Stationery Items:** (i) M/s. Federal Bank
- **Necessities:** (i) Mr. Dharun Kumar (ii) Mr. K. S. Sounderarajan (iii) E3 Police Station

VOLUNTEERS:

- Kumar Sir of Gokula Bhaktha Jana Sabha, continues his Value Education classes
- Ms. Hema Sridharan volunteers her time to reorganize the records of Bala Mandir
- Ms. Miranda Corti and her son Benedict from London, continued their yearly visit to Bala Mandir and helped in the Children's Programme
- Ms. Uma Raman helps in the improvement of English language teaching
- Dr. Karthiyayini anchors the Special Education Programme in Bala Mandir and its Schools.
- Dr. Padmavathy helps with the Special Education Programme in Bala Mandir
- Ms. Marla George provides valuable inputs for Occupational Therapy
- Ms. Smita Aiyar holds classes on Thursdays for Vidyalaya children with the aid of audio-visuals
- Mr. D. Suresh, Dr. Ganesh Swaminathan and Mr. Raghavan continued to extend guest lectures to VTC boys to cover the NCVT syllabus.
- Ms. Archana Natarajan continues to anchor the Newsletter
- Mr. C. N. Chandrasekaran provides guidance with regard to IT and Communication

BALA MANDIR KAMARAJ TRUST

Organizational Set Up

PATRONS

Ms. Saroj Goenka, Mr. V. Sethuram

BOARD OF TRUSTEES

- | | |
|---|-------------------------|
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| 3. Mr. P. Natarajan, <i>Hon. Treasurer</i> | 7. Mr. N. Kumar |
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P.K. Sridharan
R. Sethuraman
M. Venkataraman
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