



BALA MANDIR KAMARAJ TRUST



ANNUAL REPORT
2024-2025





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About Bala Mandir

Bala Mandir Kamaraj Trust – registered as a society in 1949 in Chennai – was founded by Sri K Kamaraj and Smt. S Manjubhashini. It is dedicated to the care and holistic development of children in need through five verticals – residential care for children without adequate family support, quality education through schools and crèches, family strengthening via the Kinship Care programme, support for children with special needs, and community outreach through training in parenting practices and Early Childhood Care & Development (ECCD). Guided by the values of service and inclusiveness, Bala Mandir continues to provide vulnerable children with protection, nurturing, and opportunities to grow into confident and self-reliant individuals.

Bala Mandir USA

This is a registered non-profit organization in the USA, which was set up in September 2023 by the friends of Bala Mandir Kamaraj Trust. This is to facilitate overseas supporters of Bala Mandir who want to donate funds to any of our activities.

Website: www.balamandirusa.org

For More Information: www.balamandir.org



Vision

Bala Mandir envisions a world where every child, especially those in difficult circumstances, receives loving care, good upbringing, and opportunities for holistic development:

- Every child deserves nurturing and opportunities to grow.
- Children without family support need these all the more.

Mission

Bala Mandir is committed to:

- Serving foundlings, orphans, abandoned, destitute, special needs children, and socially or economically deprived children and youth – irrespective of caste, creed, gender, or religion – through institutional and non-institutional programmes that ensure care, education, medical support, rehabilitation, and research.
- Collaborating with Indian and international agencies engaged in similar fields.
- Partnering with the Government to support policy formulation and effective implementation in the area of child care and development.

Values and Code of Conduct

Bala Mandir's work is guided by the following core values:

1. Child-focused Approach
2. Integrity in All Actions
3. Equality and Teamwork
4. Professionalism
5. Adherence to Law and Policies
6. Environmental Stewardship
7. Secular and Inclusive Outlook
8. Striving for Excellence
9. Embracing Inclusion



Message from the Honorary General Secretary

The year 2024–25 was a momentous one for Bala Mandir as we celebrated 75 years of dedicated service to children. Each unit marked this special milestone with thoughtfully curated events and programmes, offering an opportunity to reflect on our journey, assess our progress, and renew our commitment to the vision that has guided us since inception. Our theme for the year – “Every Child Matters” – resonated deeply across the organisation, influencing both strategic decisions and ground-level action. It also inspired well-researched impact assessments in key units that have expanded their reach significantly in recent years.

While the vision, mission, and core values of Bala Mandir have remained steadfast, we have evolved continuously in response to changing societal needs and emerging challenges. We remain committed to supporting orphans, abandoned, and socially or economically disadvantaged children – now extended to include children with special needs. In recent years, our efforts have gone beyond centre-based care to reach children living with families across various TN districts, and that ensuring early childhood support remains a foundational focus.

Highlights from the Units in 2024–25

Bala Mandir Homes:

Both the Chennai and Nagercoil Homes had a year of steady, child-centred functioning. The Chennai Home initiated steps toward converting its facility for older children into a free hostel that will be independent of government grants, while continuing its infant and toddler care under existing schemes. Operational processes were strengthened to support this transition.

Bala Mandir Schools:

This year, the High School became a fully self-financed institution, paving the way for the integration of the Primary and High School into a unified structure. A major building expansion is underway to accommodate growth from 400 to 800 students, with plans for 40% of enrolment to come from the hostel. The school is also driving a qualitative shift in holistic education, strengthening academics, human values, arts, and inclusion.

Bala Mandir Kinship Care:

The Kinship Care Programme continued its expansion into new districts, with measurable improvements in child outcomes and empowerment of caregivers, as demonstrated by a structured impact study. The social work team also grew, introducing new interventions tailored to different age groups. An MOU with the Government of Tamil Nadu on the programme helped strengthen the coordination with the Government.

Bala Mandir Madhuram Narayanan Centre:

This was a year of management transition, and a new leadership team took charge, integrating the Centre more closely within Bala Mandir’s framework. EIC activities were strengthened and the Jivikam programme expanded its horizons with innovative prevocational programmes for 11 to 16 age group. The AVMVK Academy worked on formulating the syllabus for Early Intervention for IGNOU. The Centre also played a key role in a UNICEF-sponsored project focused on early identification of children with special needs in the Tiruvallur district.

Bala Mandir Research and Resource Centre:

The Early Childhood Care and Development (ECCD- Parenting) project expanded to cover 97 villages in the Ellapuram Block, supporting government initiatives and expanding the direct contact with the community. A recent

impact study showed significant gains in child development outcomes, validating the project’s community participation approach and creating a replicable model for wider adoption by NGOs and professionals.

Financial Highlights

One of the year’s highlights was a crowdfunding initiative led by the Kinship Care team, successfully executed for the second year – this time on an in-house developed platform, reflecting Bala Mandir’s commitment to cost-effective, child-centric use of donor funds. We also saw increased engagement through the Bala Mandir USA platform, a promising sign for future international support.

We express our heartfelt gratitude to all our donors, well-wishers, and friends who continue to stand by us. Our sincere thanks to the staff, members, and volunteers for their tireless work, and to our partner organisations whose support strengthens our efforts across units. Together, we look forward to building on this legacy and continuing to ensure that Every Child Matters.

Maya Gaitonde

Maya Gaitonde

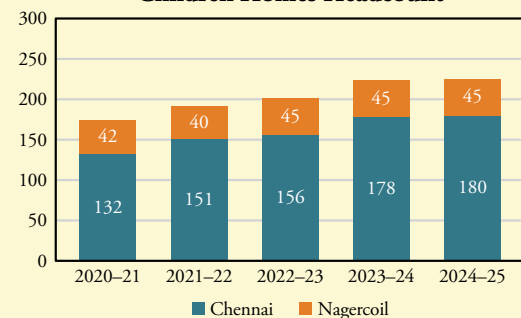
Honorary General Secretary



Children's Home

Residential Care of children who need care and protection

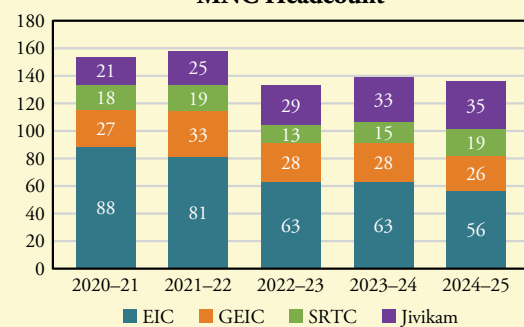
Children Homes Headcount



BMMNC

Support for children with intellectual disabilities

MNC Headcount



Child care and protection
Holistic education
Community outreach
Family support
Best practices
Social impact

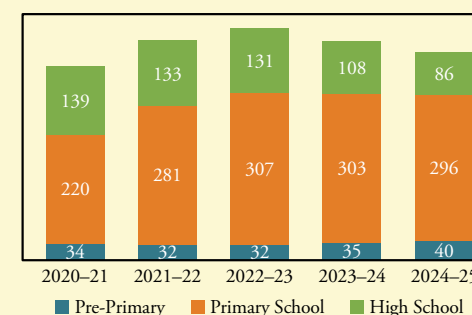
Administrative Services



BM Schools

Creche, Primary, and Higher Secondary education in Chennai

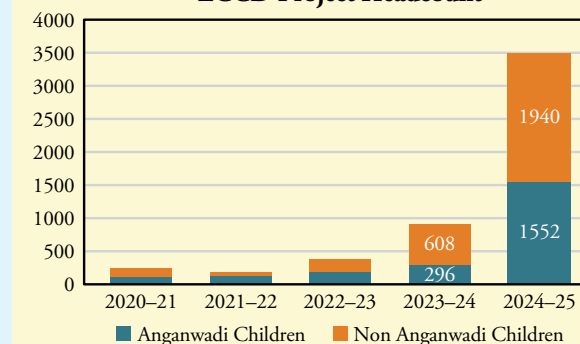
School Headcount



BMRRC

Outreach and research in early childhood care and education

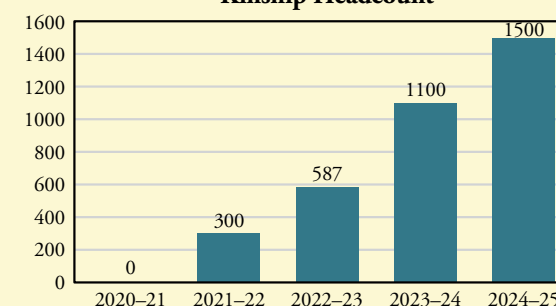
ECCD Project Headcount



Kinship Care

Support children who have lost one or both parents, enabling family-based care and support

Kinship Headcount



Vision

Processes and Policies

Mission

Values and Code of Conduct



Bala Mandir Homes

Since its inception in 1949, the Bala Mandir Children's Home in Chennai – and its sister institution in Nagercoil (established in 1990) – have served as sanctuaries of care, protection, and hope for vulnerable children. Admission into both Homes is carried out through proper statutory procedures. The Chennai Home, which admits boys and girls below the age of eight, currently houses 186 children. The Nagercoil Home, exclusively for girls aged six and above, is home to 43 children. Both Homes are run with full-time residential care, supported by dedicated caregivers, social workers, and support staff.

At the core of Bala Mandir's philosophy is the holistic development of every child – focusing equally on education, health, emotional well-being, and preparation for long-term rehabilitation. Alongside formal schooling, children are encouraged

to participate in extracurricular activities that build confidence, creativity, and community.

Facilitating Family and Belonging

As a recognised Adoption Agency under the Central Adoption Resource Authority (CARA), Bala Mandir plays a vital role in uniting children with families. The institution oversees a rigorous process – from home studies and legal procedures to post-adoption follow-ups – ensuring that children transition into secure and loving homes. In 2024–25, 16 children were placed in adoption or foster care, including one successful overseas adoption.

Bala Mandir also actively promotes foster care as an interim family-based alternative, enabling children to experience stability and emotional bonding even before a permanent placement. A family strengthening programme is also under development.

Looking Ahead – A Vision for Broader Impact

Although the infrastructure at both campuses can accommodate more children, current numbers are well below certified capacity. With growing societal need and limited avenues for quality institutional care, Bala Mandir plans to admit more children outside of government-funded programmes, while also exploring a long-term transformation: converting the older children's residential facilities into a free hostel attached to the Bala Mandir School. This initiative aims to support school-going children who lack stable homes or supportive environments at home for academic excellence.

A Caring, Enriching Daily Life

Children in the Homes receive regular medical care, nutritious meals, emotional support, and engaging learning experiences. A new Tuition Centre was inaugurated on the Chennai campus this year, with the aim of reinforcing academic foundations and offering personalised academic assistance.

Festivals and national days were celebrated with joy and energy – Pongal, Diwali, and Tamil New Year, as well as Republic Day, Independence Day, Teacher's Day, and Founder's Day – all helped build a sense of belonging and pride.

Partnerships and Collaboration

Throughout the year, Bala Mandir welcomed visits from senior government officials, including the Director of Child Welfare and Special Services, who served as the Chief Guest at the Bala Mandir Anniversary, and the Chennai Collector, who conducted an inspection visit. These interactions reflect Bala Mandir's transparency, commitment to quality care, and active engagement with the child welfare ecosystem.

The social worker team continued to play a pivotal role – conducting home visits, engaging with families, and preparing Individual Child Plans (ICPs) to ensure that each child's development path is tailored and actively monitored.



One Braveheart, Four Goodbyes A Mother's Silent Sacrifice

When life left her with nothing but love and resolve, Sasikala made the most courageous choice a mother can make – she let go. A resilient widow and mother of four, Sasikala entrusted her sons to Bala Mandir, ensuring they would be safe, fed, and educated – things she could no longer provide on her own.

Her story begins in 2019, when her older sons Kumar (6) and Selva (5) were abandoned at the Triplicane railway station by their father Muthu, who remarried and disappeared, leaving the boys to fend for themselves. Rescued by the Child Welfare Committee and brought to Bala Mandir, the brothers found care and stability at the Reception Unit before being placed in the Children's Home. Despite many efforts, their mother could not be located.

Unbeknownst to anyone, Sasikala had begun a new life in Manali, unaware of her sons' fate or her husband's betrayal. She remarried and had two more sons, Prakash and Prashanth. But tragedy struck again – her second husband passed away in 2021, leaving her a single mother once more. To keep going, she took up work as a driver of a battery driven garbage vehicle, leaving home by 5:30 a.m. each day. With no support system, her younger sons were left to manage on their own.

In 2023, after years of tireless searching across Triplicane and Manali, Bala Mandir's social worker, Praveen, finally traced Sasikala. The reunion was joyous – tears, laughter, disbelief – and all four boys were finally in their mother's arms again.

But joy gave way to harsh realities. With no means to provide adequate care, Sasikala placed her sons in a nearby hostel that lacked basic amenities. The older boys, having experienced Bala Mandir's nurturing environment and structured schooling, longed to return.

Recognising the family's struggle, Bala Mandir stepped in once again – this time under a new initiative to provide free hostel facilities outside the government grant system.

All four boys were readmitted, ensuring they would grow up in safety, with access to holistic education and a loving community.

Today, Sasikala visits them on the third Saturday of each month. She smiles with pride as she watches them thrive.

"At Bala Mandir, my sons follow a routine – with school, play, studies, and nutritious meals. I know they are in the right place. This is the gift I can give them." – **Sasikala**

This is not just a story of abandonment or poverty – a testament to a mother's quiet courage and a community's unwavering belief in acting in the best interest of the child.

At Bala Mandir, sacrifice meets opportunity – and transforms lives.



Radhika's Journey – From Abandonment to Belonging

When four-year-old Radhika arrived at Bala Mandir in January 2020, her young life had already been shaped by hardship. Born into poverty, abandoned by her father, and left in unsafe care while her mother struggled with addiction, she was finally rescued after a concerned auto driver alerted Childline. That call marked the beginning of a new chapter.

Radhika was placed at Bala Mandir with her mother's consent, but the mother never returned. Though quiet and withdrawn at first, Radhika slowly began to heal in Bala Mandir's nurturing environment. She asked often about her mother. Social workers worked tirelessly to trace her – only to discover, years later, that she had died in an unrecorded accident, far from home and unknown to authorities.

Gently supported through this loss, Radhika showed remarkable resilience. She adapted well to school, formed close bonds with caregivers, and found joy in daily routines. Once declared legally free for adoption by the Child Welfare Committee, she was lovingly prepared for the next step.

In 2024, Radhika was adopted by a caring family. Now in Class V, she thrives in her new home – confident, curious,

and surrounded by love. Her adoptive parents continue to stay in touch with Bala Mandir, sharing joyful updates and photos of her growing up.

"We may not be able to change the past," says her social worker, "but we can give a child a new future – one built on love, dignity, and hope."

Radhika's story is a testament to the power of compassion, timely intervention, and the unwavering belief that every child deserves a chance to belong.



Hema's Journey – A New Beginning, Years in the Making

Hema was just 1.5 years old when she arrived at Bala Mandir in 2013. Abandoned by their father and raised in unstable conditions, she found safety, care, and routine in the Bala Mandir Home.

In 2019, her mother took her home for the summer – but never returned. After a city-wide search, Hema was located in a government shelter, emotionally withdrawn and silent. Their mother, now living on a pavement and struggling with addiction, could no longer care for them.

Back at Bala Mandir, Hema struggled with the weight of trauma. While bright and full of potential, she faced bouts of anger, disturbed sleep, and emotional shutdowns. Through the constant support of social workers, counsellors, and teachers, she began a long, slow path toward healing.

In late 2024, an unexpected visitor walked in – Hema's father, now remarried and stable, searching for his children. His regular visits brought new hope. When the Child Welfare Committee approved Hema's reintegration, she went home for Christmas – and returned glowing with stories of home-cooked meals and warm care from her stepmother.

Today, Hema is in Class VII, living with her family, confident and thriving.

"When a child finds home, a social worker finds purpose."

Her story is a quiet reminder: sometimes healing comes not through big changes, but through steady support, second chances, and hope rediscovered.



*All names have been changed to ensure confidentiality



Bala Mandir Schools

For over seventy years, Bala Mandir Schools have been a beacon of inclusive, value-based education for children from the Bala Mandir Home and the wider community. What began as Tamil-medium, government-aided institutions have evolved thoughtfully to meet the changing needs of society. Today, the schools operate as English-medium, self-financed institutions – without ever losing sight of their roots in Tamil culture and the foundational values that define Bala Mandir.

Education at Bala Mandir is holistic and child-centric, balancing strong academics with vibrant exposure to the arts, music, dance, sports, and cultural learning. Value-based education is woven into the school experience, and children benefit from the sustained involvement of volunteers, donors, and partner organisations who enrich daily life on campus.

All students receive free tuition and nutritious meals throughout the day – breakfast, lunch, and evening snacks – ensuring that no child is held back from learning due to hunger or financial hardship.

A Year of Growth and Transformation

In 2024–25, Bala Mandir Schools embarked on a major milestone: the launch of a new school building project. Once completed in 2025–26, this initiative will integrate the Primary and High Schools – which currently function as separate units – into a unified campus. Already, a common academic calendar and joint celebrations for events such as Annual Day, Sports Day, Teachers’ Day, and national festivals have created a sense of shared identity and community.

Highlights from the Primary School

The Primary School stands out for its high-quality English-medium instruction, the integration of Montessori methods, and its inclusive classroom environment – where children with learning difficulty make up 10% of the student population. Each classroom is equipped with a digital screen, and this year saw the addition of the *School-in-a-Box* learning platform to make classroom experiences more interactive and less stressful.

Foundational literacy and numeracy remained a strong focus. Children needing extra help received tailored support through remedial programs, helping them build confidence and bridge learning gaps.

Innovations in the High School

The High School continued its journey of transformation, delivering strong academic results in board exams. With a modest student body, teachers are able to give individualised attention – an approach that has become a hallmark of Bala Mandir.

The digital learning infrastructure was enhanced with the introduction of Tata ClassEdge in two classrooms. The *Boeing Vikalpa STEM Lab* continued to serve as a dynamic space for hands-on science learning. Memorable activities this year included “Astral Nights”, where students observed constellations under the night sky, and “Engineering Day”, organised in partnership with Boeing to spark interest in innovation and design.

New events such as the English Fest and Tamil Illakiya Mandram (Tamil Literary Forum) brought language learning to life. Through quizzes, debates, and literary competitions, students honed their communication skills and deepened their love for language and expression.

The school also continued its successful programs for the empowerment of adolescent girls and boys, addressing life skills, self-confidence, and gender awareness – ensuring that students are not just academically capable but socially and emotionally prepared for life ahead.



From Rebellion to Purpose – Padma’s Journey of Change

Padma had always been spirited – and often rebellious. From her early years in Kindergarten, she challenged authority and clashed with peers, both at school and at home. Her academic struggles and defiant behaviour placed her at risk of dropping out, much like her elder sister before her.

With little support at home, Padma was at one point given up by her family, a moment that could have broken her spirit. But at Bala Mandir, the school team chose not to give up. Through steady one-on-one counselling and encouragement, they helped her find direction and strength. She became part of the Adolescent Girls’ Empowerment Programme, where her self-esteem began to grow and she developed goals for the future.

The turning point came during Bala Mandir’s Annual Legal Education Workshop, where listening to legal professionals inspired her to dream of becoming a lawyer.

In 2024–25, Padma completed Class XII and secured admission to a College with full fee assistance from Bala Mandir.

Today, she is not only focused on her undergraduate studies – she also volunteers as a support teacher for younger children at the Bala Mandir Home. Most strikingly, Padma has become a pillar of strength for her own family, taking on responsibility and care for the very people who once left her behind.

“I want to help others find their voice, just like Bala Mandir helped me find mine,” says Padma.

Padma’s story is a testament to resilience, redemption, and the power of belief – a reminder that when a child is supported consistently, they not only rise, but lift others with them.



Learning Without Limits – Krishna & Kavya’s Story of Inclusion

Inclusion is not just a principle at Bala Mandir – it’s a practice that transforms lives. The story of Krishna and Kavya, now in Class V, reflects how early intervention and sustained support can unlock a child’s potential.

Kavya joined the school in 2021 in Class I, and Krishna followed a year later in Class II. Both children showed significant delays in academics, and Krishna also faced challenges with speech. They were assessed and referred to KaRe, Bala Mandir’s in-house inclusion partner after which they began receiving speech therapy, occupational therapy, and special education support in the school.

In 2023, IQ assessments indicated scores of 82 and 84 – below average, but with clear potential for progress. They were then referred to the Madras Dyslexia Association (MDA) for additional remedial sessions, held three times a week.

This combined support – from KaRe and MDA – brought visible improvement. Initially, they needed shadow teacher support to manage classroom learning and assessments. But by the

second term of 2024–25, both children were reading, understanding, and answering questions independently.

Krishna still has a mild lisp, but his speech no longer hinders communication. Both children are now fully integrated into the mainstream classroom, and their teachers note their attentiveness and growing confidence.

Their journey is a shining example of what becomes possible when inclusion is implemented with intention, care, and collaboration. With the right support, every child can thrive.



Building for the Future – The Bala Mandir School Infrastructure Project

Bala Mandir currently operates two independent schools – the Primary School and the High School – housed in separate buildings across G.N. Chetty Road. The Primary School occupies a repurposed space that is now fully utilised, leaving no room for future expansion. The High School, built in the 1970s, has a more structured layout and includes a valuable open playground.

To bring together all classes from Kindergarten to Standard XII under one roof, Bala Mandir has developed a comprehensive master plan to expand the existing High School building. The plan

involves adding two new floors with appropriate structural strengthening of the foundation, while ensuring that the existing playground is preserved in full.

Necessary approvals have been obtained, and construction is underway. The new integrated school campus is expected to be ready by 2025–26. Once completed, it will provide modern, well-equipped facilities designed to accommodate two sections per class, supporting a more cohesive, inclusive, and enriched learning environment.

Bala Mandir continues to seek support from well-wishers and donors to realise this transformative vision for the next generation of learners.



*All names have been changed to ensure confidentiality



Bala Mandir Kinship Care

“A Virtual Home, A Real Lifeline”

The Bala Mandir Kinship Care Programme was launched in July 2021, initially to support children who had lost one or both parents during the COVID-19 pandemic. It was later expanded to include children orphaned due to non-COVID-related causes. In many cases, the death of the sole breadwinner left children in the care of extended families, often struggling with limited financial and emotional resources.

Recognising the developmental risks faced by such children – especially those from socio-economically disadvantaged backgrounds – Bala Mandir envisioned a “Virtual Home”, supported by a dedicated network of field social workers across multiple districts. The programme admits children under 12 years of age, with a long-term commitment to support them until they are independently settled in life. Operating without government funding, the initiative is entirely sustained through CSR partnerships, individual donors, and philanthropic contributions.

In the 3 years since its starting, the programme has made a significant positive impact in the lives of the children, and this has been established scientifically through a structured assessment which was done during the year 2024-25.

People at the Heart

The success of Kinship Care lies in its people – especially the dedicated network of social workers supported by a comprehensive custom-built software Dhruva which helps them track the progress made by their children.

For the families, these social workers are the face of Bala Mandir – providing advice, emotional support, and day-to-day guidance. Their regular digital or in-person engagement ensures that every child receives individual attention and holistic care.

At its core, Bala Mandir Kinship Care continues to be a lifeline of love, learning, and resilience, redefining family-based care for vulnerable children – one child, one family at a time.

Highlights of 2024–25

- As of March 2025, the Kinship Care programme supported 1,563 children across 886 families in 14 districts of Tamil Nadu – reflecting a 42% growth over the previous year’s 88% increase.
- The programme expanded its online offerings to include:
 - Foundational classes in Tamil, English, and Maths
 - Remedial support for lagging students
 - Advanced learning for high-potential students
 - Counselling, self-worth building, and mentoring to deal with adolescence and other issues
 - Mobile data top-ups to ensure digital access
- To manage scale, remote social workers were added to coordinate with on-ground field teams and track progress.
- The Kinship Care programme continues to work with other NGOs and institutions to bring specialised services and other resources to the children and families and volunteers continue to play a pivotal role, delivering the academic and mentoring sessions online.
- The programme cost was contained to ₹20,000 per child per year, including school fee support.
- The annual crowdfunding campaign was successfully repeated, this time using a newly developed dedicated platform and supported by short films that documented real-life impact stories. Volunteers played a key role in this programme also.
- Bala Mandir USA also contributed to the programme through targeted fundraising efforts.
- As part of Bala Mandir’s 75th anniversary, in-person family gatherings were conducted across all 14 districts. These events deepened emotional bonds and will now be made an annual tradition.
- In May 2025, Bala Mandir signed a formal MoU with the Department of Child Welfare and Special Services, strengthening collaboration and enabling the programme to expand into new districts.
- Plans are in place to add 6 more districts and to continue to grow the number of families and children supported by the programme.



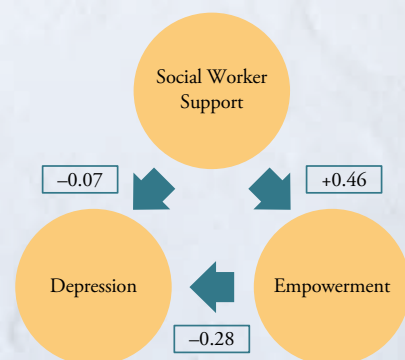
Impact Study: Understanding the Power of Kinship Care

Launched as Bala Mandir's "virtual home," the Kinship Care programme has grown into a transformative model of child and family support – unique in its approach and unmatched in its reach. While informal feedback from beneficiaries has consistently been positive, the programme's rapid growth called for a structured assessment of its long-term impact.

In 2024–25, a pilot impact study was undertaken to evaluate the outcomes of families enrolled for less than three months (control group) against those who had been part of the programme for 2–3 years (test group). The study assessed child education and emotional wellbeing, maternal mental health and empowerment, and the role of social worker engagement.

Using standardized tools – including reading assessments, the Strengths and Difficulties Questionnaire (SDQ), and validated scales for maternal psychosocial health and empowerment – the study involved a modest but representative sample across both groups.

Path analysis confirmed the following relationship:
SW Support → Empowerment (positive path, +0.46)
Empowerment → Depression (negative path, -0.28)
Direct SW → Depression (weaker negative path, -0.07)



Key Findings:

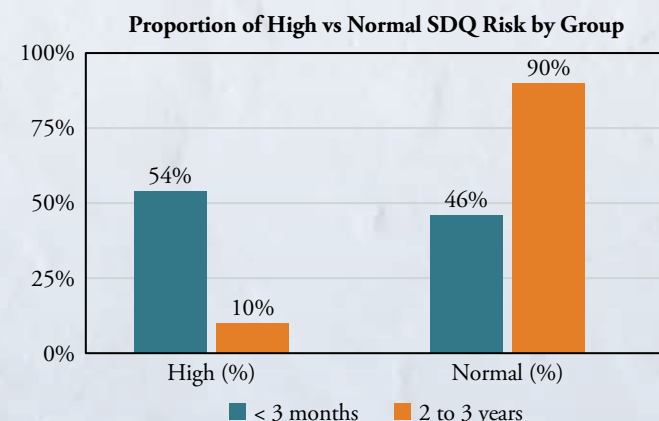
1. Improved Child Outcomes:

Children in the test group demonstrated significantly better academic performance, particularly from Grade 6 onward, with reading comprehension scores of 86% vs. 61% in the control group. They also showed fewer behavioural difficulties ($p < 0.001$) and greater emotional awareness.

2. Stronger Maternal Wellbeing:

Mothers in the test group reported higher empowerment ($p = 0.002$), lower levels of depression ($p = 0.010$), and more effective parenting. The involvement of social workers was positively linked to empowerment and parenting skills, and negatively correlated with depression. Path analysis highlighted maternal empowerment as a key mediating factor in improving outcomes.

These findings reaffirm the programme's core strength – sustained, relationship-based social work support – as a catalyst for long-term family resilience. While the sample size was modest and relied partly on self-reported data, the study sets the foundation for more comprehensive longitudinal research in the future.



The Silent Contributor: C. Jayashree

Describing herself as the "silent contributor and critic", C. Jayashree brings an independent, bird's-eye perspective to the Kinship Care Programme. Since joining in February 2024 as volunteer, she has played a pivotal role in identifying service gaps, streamlining operations, and ensuring continuous improvement through thoughtful interaction with children, mothers, guardians, and social workers.

Working across all the districts with all the field and remote social workers, Jayashree tracks and audits data through Dhruva, the programme's digital backbone. Beyond the numbers, Jayashree's regular conversations with both families and staff have been instrumental in clarifying the complementary roles of field and remote social workers. "Field social workers often faced travel fatigue, which delayed or reduced data entry. Recognising this, the team evolved the role of remote social workers, who also contribute significantly to programme support," she explains.

Her audits now cover a broad range of performance indicators – from effectiveness of home visits and regional best practices to family participation, academic performance,

fee contributions, and child well-being. Her insights have informed targeted one-on-one counselling for single mothers, improving both engagement and emotional support.

By staying objective, observant, and deeply connected, Jayashree ensures that the Kinship Care Programme remains aligned with its mission and responsive to the real needs of the communities it serves. "The social workers are the heartbeat of this programme," she reflects. "Despite their own challenges, they remain available to families 24x7. Their unwavering commitment to education and child well-being is what truly defines the programme's impact."



Camera Rolling: Rebuilding Lives Through the Lens of Kinship Care

By Niranjan Arcot, Filmmaker

As filmmakers, we're used to documenting the stories of NGOs – capturing impact, gratitude, and hope. When we began filming Bala Mandir's Kinship Care Programme, we expected just that: interviews with grateful beneficiaries and visuals of transformation.

But from our first conversation with the Kinship team, we knew this was different.

We heard stories not just of need, but of grief, grit, and quiet triumph – of families fractured by COVID-19, and individuals who refused to let tragedy define them.

In a quiet village near Kanchipuram, we met Pragasri, Pregina, and Danshika – three young sisters aged 6, 8, and 10. Their playful bickering over missing socks and school bags masked a painful truth: their mother had passed away, and their father was holding on to her final wish – "Educate our children". Kinship Care made that promise possible.

In Vellore, Kokila, a young widow, turned down advice to send her daughters to a hostel. "Let them grow up in hardship, but in their own home," she said. With Kinship Care's help, she kept them close and took up work at their school – choosing dignity over convenience.

In Namakkal, Chitra, abandoned after her husband's death, was brought back from the brink – not just with financial aid, but through the bond of empathy and presence. Her social worker, Vanathi, became like family.

Across every home and village, a powerful truth echoed: With just a little support, resilience blooms.

Kinship Care doesn't just offer assistance – it restores hope, dignity, and family. What began as a film project became something more – a journey into the heart of survival, and a tribute to those who refuse to give up.

Because healing doesn't begin in institutions. It begins at home.



Bala Mandir MNC

Established in 1989, the Bala Mandir Madhuram Narayanan Centre for Exceptional Children (BM-MNC) has become a pioneer in the field of early intervention for children with developmental delays and intellectual disabilities. Over the past 35 years, the Centre has supported children with a wide range of conditions – including Cerebral Palsy, Autism, Down Syndrome, ADHD, Microcephaly, Macrocephaly, and other genetic or metabolic disorders – through comprehensive, compassionate care.

Early Intervention Centre (EIC)

At the core of BM-MNC's work is Upanayan, a structured early intervention programme designed by a multidisciplinary team of neonatologists, psychologists, therapists, and educators. Each child is guided by a personalised Individualised Education Plan (IEP) developed in collaboration

with caregivers, who are trained as “carryover agents” to continue support at home. Progress is tracked through Upaneeta, a proprietary digital tool that monitors developmental milestones.

The Upanayan model now serves as the foundation for all District Early Intervention Centres (DEICs) in Tamil Nadu. BM-MNC not only mentors these centres across the state but also directly manages the Chennai DEIC and the State Autism Resource Centre at K.K. Nagar.

In 2024–25, 101 children directly benefited from the Centre's early intervention services – 56 at BM-MNC, 26 at the Chennai DEIC, and 19 at the Autism Centre. Thousands more were reached indirectly through DEICs supported and trained by BM-MNC. The Centre also plays a pivotal role in training special educators and therapists across the state.

Jivikam – Vocational Training Programme

For children over the age of six, the Jivikam Vocational Training Programme focuses on building life skills and preparing them for long-term independence. This year, 35 children participated in the programme, gaining confidence and functional skills before moving on to external vocational training centres.

Training Academy

The AVMVK Academy, affiliated with the Rehabilitation Council of India (RCI), offers a Diploma in Early Childhood Special Education. To date, 70 professionals have been trained through this programme, with six new students enrolled in 2024–25. BM-MNC is also a recognised work centre for the IGNOU Certificate Course in Early Childhood Special Education – *Enabling Inclusion for Intellectual Disability*.

Structured Programmes and Celebrations

A distinctive feature of BM-MNC is the integration of well-defined events and processes – including Annapoorna, Sanmargam, Samyam, and Sambhavam – into the curriculum. These events serve as platforms to reinforce learning goals and celebrate progress.

The annual Moving Ahead ceremony marked a significant milestone this year, with:

- 2 children mainstreamed into regular schools,
- 9 children transitioned to special schools, and
- 2 children joining the Jivikam unit.

Other key events such as Annual Day, Sports Day, and World Disability Day were celebrated with equal purpose and joy, offering children opportunities to express themselves and build confidence.

“As BM-MNC completes 35 years, it continues to stand as a beacon of inclusive empowerment – transforming lives through innovation, collaboration, and compassion.”



From Silence to Self-Reliance – Akash's Journey

When two-year-old Akash arrived at Bala Mandir Madhuram Narayanan Centre (BM-MNC), he had stopped speaking, withdrawn into silence after once happily reciting alphabets and words. His mother, Mrs. Dhavamani, came seeking answers – and hope.

Referred by Egmore Children's Hospital, Akash was diagnosed with developmental delay and behavioural challenges. He showed signs of hyperactivity, poor eye contact, and had become fully dependent – unable to eat, use the toilet, or engage socially. At times, he exhibited self-injurious behaviours, which left his family deeply anxious.

With early and sustained intervention at BM-MNC's Upanayan Early Intervention Programme, a combination of therapies and structured routines began to show results. Mrs. Dhavamani, trained as a caregiver, played a vital role in reinforcing these practices at home. Over time, Akash gained greater independence, emotional regulation, and the ability to express himself.

After completing the early intervention programme at age eight, Prakash joined the Centre's Jivikam Vocational Training Unit in 2020. There,

he learned practical skills such as mat weaving, gardening, and daily living activities. Internships through partner organisations like Nizhal Trust and Vidyasagar helped boost his confidence and community interaction.

In 2025, Akash became Jivikam's first graduate, and now pursues weaving at Thakkar Baba Vidyalaya. At home, he takes responsibility for daily chores and communicates with clarity and self-assurance.

"We lost his words once," says his mother. "But with Bala Mandir's help, we found his voice – and his future."

Akash's journey is a powerful reminder of what early intervention, family partnership, and inclusive education can achieve – a life transformed from silence to self-reliance.



"I Found a Family, Not Just a School" – Andrea's Story

For six years, Mrs Reena Christy searched for answers. Her daughter Andrea missed milestone after milestone, and despite multiple visits to specialists and therapies, there was no diagnosis, no roadmap – only confusion and isolation. Therapy, when it came, felt mechanical and disconnected. Andrea spent most days in front of the TV, with limited interaction, while Reena struggled to balance work and caregiving without support.

Everything changed with a late-night Google search that led her to Bala Mandir Madhuram Narayanan Centre (BM-MNC). From the very first visit, Reena felt a shift – not just for her daughter, but for herself. *"They didn't just welcome Andrea,"* she says. *"They embraced me too."*

At BM-MNC, Andrea was immersed in a world of structured learning, therapy, social engagement, and joyful events – from park outings to school celebrations. She made friends for the first time. And so did Reena. The care extended beyond the classroom. When Reena fell ill, meals arrived unasked. Andrea was surrounded by caregivers who treated her like family – teachers, staff, even the watchman.

Motivated by this experience, Reena enrolled in BM-MNC's Special Education Diploma programme to better support Andrea and other families like hers. Today, she is an advocate for early screening, policy change, and greater visibility for inclusive institutions.

"I once felt lost and unseen. Now, I'm part of a community – and my daughter is thriving."

Andrea now smiles brighter, talks more, and stands confidently in every group photo. Their story is not just about finding the right school – it's about discovering a lifeline, a purpose, and a family.



A Mother's Journey, A Movement Begins – Lakshai's Story

When six-year-old Lakshai joined Bala Mandir Madhuram Narayanan Centre (BM-MNC) in 2012, he could neither walk independently nor speak. Diagnosed with visual impairment, autism, and intellectual disability, every developmental milestone felt like a distant dream.

Through four years of early intervention at BM-MNC, Lakshai began to take his first steps – both literally and emotionally. He started walking, responding, and engaging with the world around him. Each small gain became a powerful victory for the family.

But perhaps the most remarkable transformation was not just in the child – but in the mother. Mrs. Muthuperiyanayaki, inspired by her son's progress, trained as a Special Educator and joined BM-MNC as a professional. Her journey didn't stop there – he went on to establish a vocational training centre that now empowers children with special needs in her community.

With growing confidence, she supported Lakshai's love for swimming. In a feat guided by the Sports Authority of Tamil Nadu, he joined a team that completed a 604 km swimming relay from Ameswaram to Chennai, setting a world record.

"I came in search of help for my child. I found my calling," says Mrs. Muthuperiyanayaki. "Today, I support children like mine – because BM-MNC believed in us."

Her story is a testament to the ripple effect of early intervention – one child's journey sparking a mother's purpose and a movement of inclusion.



Bala Mandir Research and Resource Centre

For over three decades, the Bala Mandir Research and Resource Centre (BMRRC) has been a leading force in Early Childhood Care, Development, and Education (ECCDE). Grounded in a deep understanding of child development and responsive parenting, BMRRC has reached thousands of caregivers – parents, teachers, Anganwadi workers, community leaders, and NGO professionals – through resource materials available in eight languages.

With a strong focus on socio-economically disadvantaged communities in rural, urban, and tribal regions across India, BMRRC's parenting and ECCD training programmes have empowered frontline workers to create nurturing environments for children during their most critical years. For more than 20 years, the centre has been closely associated with the Tamil Nadu Government's Integrated Child Development Services (ICDS), strengthening the state's early childhood ecosystem.

ECCD Project – Tiruvallur District

BMRRC's work in village-level ECCD intervention has spanned over a decade. After refining the most cost-effective, scalable model, the programme was expanded in 2024–25 from 21 to 97 villages in the Ellapuram block of Tiruvallur district. Each village now has a trained field worker supporting Anganwadi centres in the mornings and conducting home visits in the afternoons.

The model blends centre-based and home-based stimulation, focusing on early learning, health, and responsive caregiving. Key management processes have been introduced to ensure quality and prepare the programme for the next phase of scaling. An impact study during the year confirmed measurable improvements in developmental outcomes among children who received ECCD stimulation compared to those who did not – affirming the value of this dual-engagement approach.



Research and Knowledge Support

BMRRC's research team continues to anchor studies that support Bala Mandir's other programme units. Key projects this year included:

- **Alumni Study** – Mapping the long-term impact of Bala Mandir Home
- **Kinship Care Impact Study** – Measuring outcomes on children's education, wellbeing, and maternal empowerment
- **Vidyalaya Inclusion Study** – Assessing learning outcomes of children with special needs in mainstream settings

Capacity Building and Training

BMRRC expanded its training outreach through strategic partnerships:

- **Chenchu Tribal Project** (with SARDS and Child Believe):
 - o Developed bilingual LKG and UKG curriculum
 - o Conducted the first staff training in Telugu for the LKG level

• TNWESAFE Project:

- o Hosted a one-day stakeholder orientation workshop at BMRRC to support the launch of 200 crèches in Tamil Nadu's industrial zones

UNICEF Partnership

BMRRC entered into a new collaboration with UNICEF to build a Parenting Network for families of children with disabilities. The initiative will be implemented with the support of BM-MNC, extending specialised care and inclusion practices to more families across Tamil Nadu.

As it looks ahead, BMRRC remains committed to building strong childhood foundations – through research, training, and community engagement. Its work continues to reflect the core belief of Bala Mandir: every child, no matter their circumstance, deserves a nurturing start to life.



Strengthening Foundations: ECCD Impact in Ellapuram

In 2024–25, BMRRC expanded its Early Childhood Care and Development (ECCD) programme to 97 villages in Ellapuram block, guided by strong evidence from past evaluations and tracer studies. These confirmed what ECCD workers have long known: the earliest years – 0 to 6 – are critical. Children exposed to BMRRC’s interventions showed lasting gains in school readiness, confidence, and communication.

But behind these numbers lie quiet transformations – of families, communities, and field workers themselves.

The ECCD approach is play-based and relationship-driven, turning everyday materials into tools for learning, and homes and Anganwadi centres into vibrant spaces for growth. Field workers gently coach parents, build trust, and awaken awareness – often where none existed before.

Jeeva from Soolaimeni recalls how she began unsure but grew into her role. “I now make puppets and simple toys that help parents see how play shapes a child’s brain.”

In Karadiputhur, Rohini faced resistance. But her persistence paid off. “Now, parents bring children regularly. They tell me their children are more curious and eager to learn.”

Selvi from Lachivakkam says ECCD changed her worldview. “Parents see Anganwadis not just as places for care, but for real learning.”

And in Kannan Kottai, Abirami, once hesitant to even speak in public, now leads training sessions. “ECCD didn’t just transform children – it empowered women like me to grow, lead, and give back.”

Ellapuram’s ECCD journey is a testament to how nurturing the early years uplifts not just children, but entire communities.



Bala Mandir Crèche – Where the First Steps Matter Most

Since its inception in 1993, the Bala Mandir Crèche has quietly transformed lives – of young children, their families, and the community around them. It began as a compassionate response to a pressing issue: girls being pulled out of school to care for younger siblings. What emerged was more than just a day care – it became a nurturing space where early childhood development truly began.

Welcoming children as young as 1.5 years, the Crèche provides far more than safety. Rooted in the SPRUC framework – Sense of Self, Physical, Relationships, Understanding the World, and Communication – it introduces little ones to a world of learning through play. Monthly themes unfold through songs, stories, role play, and hands-on activities, sparking joy and curiosity at every step.

Today, it supports 64 children – some from the local community, others from Bala Mandir’s own Homes. For many working mothers and caregivers of children with special needs, it is a lifeline. It offers not just care but partnership – parents are

regularly engaged, encouraged to continue the learning journey at home.

One such effort is Khel Ghar, an initiative that shows parents how everyday household items can become tools of learning and bonding. This simple idea has helped deepen parent-child connections in powerful ways.

In every corner of the Crèche, there’s laughter, exploration, and gentle guidance. These first steps – often unseen by the world – are where confidence is born, language begins, and the foundation for lifelong learning is laid.

At the Bala Mandir Crèche, care and connection come together to shape not just children’s days, but their futures.



BMRRC – Expanding Global Footprint in ECCD

In early 2025, the Bala Mandir Research and Resource Centre (BMRRC) marked a new chapter in its journey as a thought leader in Early Childhood Care and Development (ECCD), with growing recognition from international and national networks.

A significant milestone was the invitation extended to Ms. Maya Gaitonde, BMRRC’s senior ECCD expert, to join the global Learning Through Play (LTP) consortium. She was nominated to serve on a strategic committee tasked with guiding the future direction of the LTP movement worldwide. Her involvement during the planning phase not only acknowledged her individual expertise but also signaled BMRRC’s emerging influence in shaping global ECCD discourse.

In parallel, members of the international LTP network expressed strong interest in BMRRC’s training methodologies and resource materials. Several partners sought to translate and adapt these tools to suit their local cultural and linguistic contexts – underscoring the universal relevance, quality, and adaptability of BMRRC’s work. This collaboration significantly enhances the Centre’s global impact and affirms its role as a contributor to international ECCD knowledge systems.

At the national level, BMRRC continued to energize its collaborations within India. The National Parenting Network (NIP) saw renewed engagement, with members in Karnataka initiating discussions to revive network activities in the state.

Importantly, this revival plan now includes a sharper focus on children with special needs, marking a progressive step towards inclusive ECCD practices.

In addition, long-standing partner SWADHAR (Pune), associated with BMRRC since 2015, approached the Centre to conduct an intensive training program for its ECCD staff, further reinforcing the Centre’s value as a capacity-building resource.

With these deepening partnerships – both global and local – BMRRC continues to advance its mission of promoting responsive, inclusive, and evidence-based care for every child, wherever in the world that child may be.



Appreciation

We extend our heartfelt thanks to all those who have stood with Bala Mandir in our journey of caring for and empowering children. Our gratitude goes out to our valued corporate and individual donors, whose generous contributions sustain our work; to those who give in kind, adding comfort and joy to the children's lives; to our partner organisations, who collaborate with us in extending services; and to the many dedicated volunteers who share their time, skills, and warmth with the children.

Your support helps us create a safe and nurturing environment where every child can learn, grow, and discover their potential. Beyond resources, you bring hope, encouragement, and opportunities that truly change lives. We look forward to walking together with you in the years ahead, continuing this journey of transformation for every child who calls Bala Mandir home.

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- Bala Mandir Foundation

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81. Mr. Ashok Belegundu
82. Mr. M. Vasanth Pai

Donations in Kind

For Children's Home Chennai

- **Provisions:** (1) Ms. Sowmya Raman (2) Mr. Rajesh Maggon (3) Mr. Vasanth T P (4) M/s. Access Healthcare Private Limited
- **Tabs for Kinship Care children:** S. Subrahmanyan Construction Company Private Limited
- **Deepavali dresses** – Ms. Bhargavi Sundararajan & Ms. Usha Ranganathan
- **Clothes/Dress Materials/Shoes:** (1) IndusInd Bank (2) Mr. R. Ramesh (3) Ms. S. Nagalakshmi (4) Ms. Gowri Krishnan (5) S.S. Gowthaman (6) Mr. S. S. Senthil Vel
- **Stationery Items & School Bags:** (1) Ms. Jayashree Doraiswamy (2) MMLC4 Trust (3) Inner Wheel Club of Madras Cosmos (4) Savera Hotel (5) Satya Sai Seva Organisation TN North (6) Mr. Senta (7) Madras Mylapore Ladies Circle 7
- **Children's Needs:** (1) Thryve Digital (2) Knots Design
- **Sports Items:** APL Global School

For Nagercoil Home:

- **Clothes:** (1) Mr. Chittaranjan Das (2) Mr. Kaushal Kumar (3) Mrs. Ashwathy (4)
- **Provisions/Coconuts:** (1) Mr. Elayaperumal (2) Mr. Sujoy (3) Mr. Chellappan (4) Mr. Sukanthan (5) Mr. Thangam (6) Ms. Indira

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88. Mr. Subbiah Subramanian
89. Mr. M. C. Sudarsan
90. Mr. C. R. Krishnamurthy
91. Mr. A. Arumugam
92. Mr. Srirama Raja
93. Ms. Priyadarshini Boopathy

- **Stationery & Bags:** (1) Mr. Praveen (2) Mr. Ravishankar Sukumar (3) Mrs. Malar Solomon (4) Ms. Mercey (5) Mr. Dinesh Memorial
- **Children Needs:** Kamaraj Narpani Mantram

For Bala Mandir Madhuram Narayanan Centre:

- Sewing Machines for Jivikam: Sri Kausalya Construction Company Limited
- Dental kits & Fluoride: Dr. Kameshwaran

For Bala Mandir Schools

- **School In A Box for Primary:** Rotary Club of Madras Northwest
- **TATA Class Edge Set Up for High School:** Rotary Club of Madras Northwest & Inner Wheel Club of Madras
- **Corrective glasses for students of High School:** YRG Care Foundation
- **HPV Vaccine for Primary and High School:** Inner Wheel Club of Madras

For Main Office

- **Laptops** – Tata Consultancy Services, Thryve Digital
- **Deepavali sweets for staff** – Divya Krishnan

Partner Organisations in our Services

- Gnana Sharada Foundation – Happy Reading, coordinating a large number of volunteers
- Saint Gobain – IT support by the team led by Mr. E.N. Senthilrajan and V. Arunprasath
- Boeing India Pvt Ltd – Mentoring of school children
- Learning Links Foundation – Boeing STEM lab
- M/s. Sindoori Faber – Housekeeping services for 6 months
- M/s SKCL – Maintenance and other support
- U & I – Mentoring
- Make A Difference – Remedial Support for Students
- Sukha Foundation – Spoken English classes
- Just For Kicks – Football Coaching
- Decathlon Private Limited – Sponsorship of Medals
- Satya Sai Bala Vikas – Bhajans
- Chennai Resilience Centre – Kitchen Garden
- Madras Dyslexic Foundation – Help in Academics
- Madras MBS Choir – Music
- Kala Sadhanalaya – Dance
- Sky Yoga – Yoga
- Deloitte – IMPACT DAY
- Safe Schools – POCSO training
- Bhumi – Teacher in Vidyalaya, Socio- Emotional Learning for teachers
- Rotary Interact Club – Sessions for students, initiation of TATA EDGE classes
- Total Oro Care Foundation – Dental Camp

- YRG Care – Medical Camp
- MENSA – Mentoring Support
- New Life Assembly, Ayanavaram – Christmas Events
- Police Boys Club, Teynampet Station – Awareness sessions
- Krishnamacharya Yoga Mandiram – Yoga intervention
- Milkey Smilez – Dental Camp
- Mamata Creations – Teaching parents Aari work and baking
- JBAS College for Women – Nutritional Consultants
- Talent Quest for India – Mentoring Programme
- Rural Women's Social Education Centre – Medical camps
- Thirumalai Mission Hospital – Medical camps
- SATHI – NMMS Coaching
- Hope Torch – Self- Worth Journaling
- Six Red Marbles India – Design of Annual Report

Medical

- Rajan Eye Care
- Rainbow Hospital, Guindy
- Apex Laboratories
- VRR Diagnostics

Nagercoil

- Rotary Club of Yarn City
- Rotary Club Elite
- Kamaraj Narpani Mantram
- Venkai Narpani Mantram
- Aathi Parasakthi Narpani Mantram

Individual Volunteers

TEACHING/MENTORING FOR CHENNAI HOME CHILDREN

- Ms. Jayanthi Kini and Ms. Hima Bindu
- Ms. Nityasree Sriram
- Mr. Anand
- Ms. Manimekalai
- Mr. Kesava Rao Kaza
- Ms. Sethuparvathy
- Ms. Radhika Raja

KINSHIP CARE

- A group of 50 volunteers - Crowd Funding
- Ms. Jayashree C - Quality Auditor

- Dr. Bhuvaneswari - medical advice and help during medical camps
- Ms. Vanathi Arjunan - counselling for children
- Ms. Anushya Krishnan - guidance for counselling to social workers
- Ms. Srividya Veeraraghavan - story telling workshop
- Mr. Mahesh Narasinga Rao - Magic Square puzzles
- Ms. Gayathri Anbalagan - story telling

OTHERS

- Ms. Akila Satheesh - communication
- Ms. Archana Natarajan - communication initiatives.



Financials

BALA MANDIR KAMARAJ TRUST No. 8, G.H. Chetty Road, T.Nagar, Chennai - 600017 Balance Sheet as at 31.03.2025				
Particulars	Note	As at 31.03.2025 (Rs.)	As at 31.03.2024 (Rs.)	
I Sources of Funds				
1 MPO Funds	3			
(a) Unrestricted Funds		3,40,92,480	1,36,66,502	
(b) Restricted Funds		30,46,39,351	27,36,43,658	
		33,87,31,831	28,73,10,160	
2 Non-current Liabilities				
Other long-term liabilities	4	2,54,51,184	2,54,51,184	
3 Current Liabilities				
Other current liabilities	5	45,20,852	36,36,886	
Total		36,87,03,867	31,63,98,230	
II Application of Funds				
1 Non-current Assets				
(a) Property, Plant and Equipment and Intangible assets	6(a)	18,14,26,438	18,13,65,839	
(i) Property, Plant and Equipment		92,83,550	26,53,380	
(ii) Capital work in progress		19,07,07,988	18,40,21,219	
(b) Other Non-current Assets				
(i) Fixed Deposits with Scheduled Banks		5,59,31,000	6,85,61,000	
(ii) Deposits with Financial Institutions		25,00,000	25,00,000	
		5,84,31,000	7,10,61,000	
2 Current Assets				
(a) Cash and bank balances	7	10,75,95,734	5,66,58,418	
(b) Other current assets	8	1,19,60,145	46,57,593	
		11,95,44,879	6,13,16,011	
Total		36,87,03,867	31,63,98,230	
Brief about the Entity Summary of significant accounting policies and other notes (The accompanying notes are an integral part of the financial statements)				
	1			
	2			

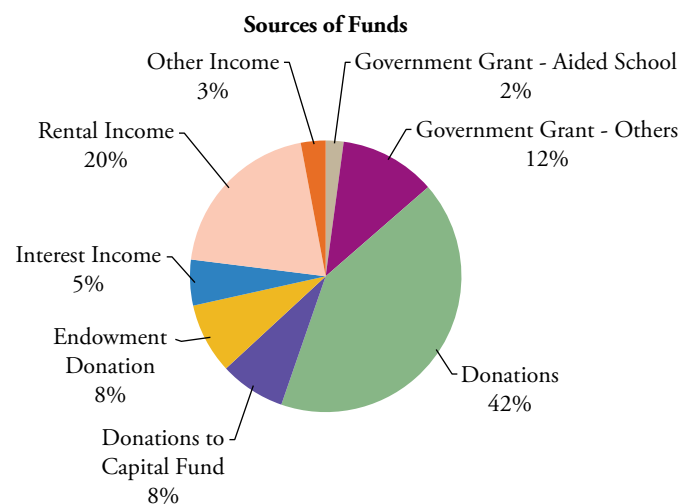
This is the Balance Sheet referred to in our report of even date.
FOR GOWIND AND BALA ASSOCIATES
CHARTERED ACCOUNTANTS
FIRM REGD NO. 0061685

H. BALAGOPALAN
PARTNER
ALNO: 217550
Date: 25-08-2025
For on behalf of Bala Mandir Kamaraj Trust

President
Date: 25-08-2025

Hon. Treasurer

Hon. General Secretary



BALA MANDIR KAMARAJ TRUST No. 8, G.H. Chetty Road, T.Nagar, Chennai - 600017 Income and Expenditure for the year ended 31.03.2025				
Particulars	Note	FY 2024-25 (Rs.)	FY 2023-24 (Rs.)	
I Income				
(a) Government Grants		2,19,23,525	2,60,89,536	
(b) Donations and Grants		7,96,46,776	5,71,93,342	
		10,15,70,301	8,32,82,878	
II Other Income	9	5,84,51,434	6,26,05,490	
Total Income (I+II)		16,00,21,725	14,58,10,368	
III Expenses				
(a) Donations/contributions paid	10	12,54,000	54,600	
(b) Manpower Cost related Expenses	11	5,38,22,995	5,70,38,259	
(c) Other expenses		7,36,66,318	6,40,23,582	
(d) Depreciation	6(a)	1,08,52,434	1,10,57,671	
Total expenses		13,95,95,747	13,21,73,912	
IV Excess of Income over Expenditure for the year (III-IV)		2,04,25,978	1,36,36,456	
Brief about the Entity Summary of significant accounting policies and other notes (The accompanying notes are an integral part of the financial statements)				
	1			
	2			

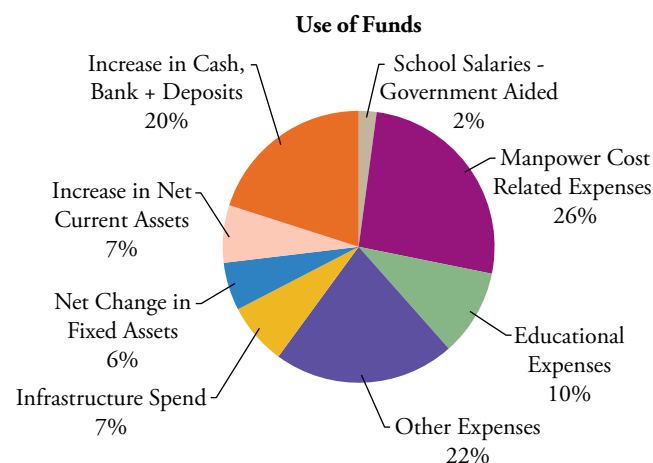
This is the Income and Expenditure referred to in our report of even date.
FOR GOWIND AND BALA ASSOCIATES
CHARTERED ACCOUNTANTS
FIRM REGD NO. 0061685

H. BALAGOPALAN
PARTNER
ALNO: 217550
Date: 25-08-2025
For on behalf of Bala Mandir Kamaraj Trust

President
Date: 25-08-2025

Hon. Treasurer

Hon. General Secretary



BALA MANDIR KAMARAJ TRUST Organisational Set Up - September 2025

BOARD OF TRUSTEES

- Mr. N. Kumar – President
- Ms. Maya Gaitonde – Hon. Gen. Secretary
- Mr. P. Natarajan – Hon. Treasurer
- Mr. M. K. Sonthalia
- Ms. Girija Vaidyanathan
- Ms. Prabha Sridevan
- Mr. Ramesh Mangaleswaran

EXECUTIVE COMMITTEE

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

*N. Ramesh resigned during the last 12 months

SUB COMMITTEES

BM-Children's Home Chennai

Sujatha Sethuraman
Smita Aiyar
Leela Natarajan
P. Natarajan
Hema Sridharan
Chitra Krishnan
CS Veena
Jennifer Antonita

BM-Nagercoil

Lakshmi Nair
Uma Kannan
Dr. Krishna
Dr. Gopal Surendran
Vijayakumari
Dinesh Krishnan
Prema Rajagopal
Lekshmi Priya
Jasmine Jeni J

BM-Schools

M. Venkataraman
Preethi Krishnan
P. Natarajan
Bharath Natarajan
Swathantra Shaktivel
Meena Suresh
D. Chandrasekar
Radha Vasudevan
Sujatha Sethuraman
Mala Shankar
Janani Priya

BM-RRC

Rukmini Amirapu
Dhvani Anumolu
Preethi Krishnan
Lakshmi Gopal
Mallika Ganapathy
Janaki Balakrishnan
Dr. Aruna Rathnam
M. Venkataraman
Dr. R. Bindu
Chitra Krishnan
Sumitra Manoharan
Anand Prabhakaran
Sushmitha Chandrasekhar

BM-MNC

Bharath Natarajan
S. Krishnan
Dr. K. Vijayaraghavan
Janaki Balakrishnan
Vimala Kannan
Dr. Aruna Rathnam
Andal Raghavan
Dr. Sarala Guruswamy
Dhvani Anumolu
Dr. R. Bindu
Sumitra Manoharan

BM-KinshipCare

L. Ravichandran
P. Natarajan
Vijayalakshmi Ramesh
M. Venkataraman
G.V. Kumar
K.G. Murali
Sujatha Sethuraman
Chitra Krishnan
Vijayalakshmi Suresh

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





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