



BALA MANDIR KAMARAJ TRUST

ANNUAL REPORT
2025-2026



Bala Mandir Kamaraj Trust

Bala Mandir Kamaraj Trust, a registered society founded in Chennai in 1949, has evolved over more than seven decades while remaining true to its founding purpose of serving children in difficult circumstances. Today, its five complementary units work across care and protection, education, early intervention, family strengthening, research and community systems.

At the heart of all our work is a simple belief: **Every Child Matters**. We seek to create the conditions in which children can feel safe, loved and respected, develop their abilities, remain connected to their families and communities wherever possible, and have the opportunities they need to realise their potential.

Our work is guided not only by compassion and inclusion, but also by professional practice, evidence, accountability and a commitment to continually learn and improve. We work with families, communities, Government, partner organisations, donors and volunteers because enabling children to thrive is a shared responsibility.

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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.

Core Values

Our work is guided by the following values:

Child-Centric Behaviour

The best interests of the child are at the centre of our decisions and actions.

Integrity

We act with honesty, transparency and accountability in all that we do.

Inclusion

We remove barriers so every child can belong, participate and thrive.

Professional Approach

We make decisions based on clear thinking, evidence and articulated reasoning.

Continual Improvement and Striving for Excellence

We learn, improve and strive for excellence every day.

Equality and Teamwork

We respect every individual and achieve more when we work together.

Caring for the Environment

We use the resources responsibly and promote a sustainable way of life.

Respect for Law and Rules

We uphold the law and follow established processes to ensure statutory compliance.

Secular Outlook

We respect all beliefs and celebrate diversity.



Message from the Honorary General Secretary

The year 2025–26 marked another significant milestone for Bala Mandir's journey towards expanding both the scale and impact of our service activities. Across all our initiatives, our focus remains unchanged – to support children in difficult circumstances and enable each one of them to achieve the best possible future. We continue to pursue this mission by working closely with the Government, corporate partners, civil society organisations, volunteers and well-wishers, thus creating an ecosystem that allows every BM child to thrive.

Our **BM-Children's Home** in Chennai has embarked on an ambitious long-term expansion plan to more than double its capacity. During the year, the first phase of infrastructure renovation was successfully completed, alongside significant improvements in organisational systems and processes to prepare for this expansion. The expanded Home will complement the Government-sponsored child care programme by extending care and protection to children from disadvantaged backgrounds whose families are unable to provide them with quality education and opportunities. Admissions under this expanded BM-sponsored model have commenced, with every child continuing to be admitted through the Child Welfare Committee, ensuring full compliance with the statutory framework, and no dilution of the ideals of its Founders.

The **BM-Schools** achieved a landmark milestone with the inauguration of an expanded and renovated

school building on 25 March 2026. The new campus building enables the school to accommodate up to 800 students – against the earlier 400 – and will have two sections from LKG to Standard XII. Supported by our CSR partners and donors, the school provides high-quality, holistic English-medium education with continuing focus on the Tamil language to children from underprivileged communities and children from the Bala Mandir Home. The growth of the school is therefore closely aligned with the long-term vision of an expanded Children's Home, ensuring that "every child" entrusted to our care has access to excellent educational opportunities.

The **BM-Madhuram Narayanan Centre (MNC)** now an integral part of the Bala Mandir family, and the UNICEF-supported Early screening and identification of disabilities project stands as an excellent example of this integration. During the year, the Centre launched several new initiatives and developed additional online programmes that respond to the evolving needs of children with developmental disabilities and their families. Many of these initiatives have significant potential for replication and expansion, enabling the Centre to extend its specialised expertise to a much larger community.

The **BM-Research and Resource Centre (BM-RRC)** continued to strengthen its Networking leadership in Early Childhood Care and Development & Education (ECCDE). Its flagship village outreach rural programme expanded to 134 villages in Tiruvallur district and is

now poised for expansion into Chengalpattu district. A major highlight of the year was the UNICEF-supported initiative for early screening and identification of children with Intellectual and Developmental Disabilities in rural communities. Alongside its field programmes, the Centre continued to invest in training, capacity building, research and impact assessment – all of which are essential for achieving sustainable scale and long-term social impact.

The **BM-Kinship Care** Programme continued to build on the experience and expertise while expanding its innovative "Virtual Home" model for children who have lost one or both parents. Although research suggests that such children often face long-term developmental challenges, our own experience has shown that, with sustained support, they can flourish. This transformation is due to the dedicated efforts of our social workers, who walk alongside families in addressing every aspect of the child's development. They are supported by a growing number of committed volunteers. Building on this success, the programme now plans a phased expansion across all districts of Tamil Nadu.

As we reflect on the year's achievements, it is evident that Bala Mandir has taken another decisive step towards building an organisation capable of delivering greater impact while remaining firmly rooted in its founding

values. Each of our units is well positioned for the next phase of growth, supported by stronger systems, committed leadership and a shared vision for the future.

We would like to acknowledge the invaluable contribution of our support functions including Human Resources, Donation Support, Administration, Information Technology and Accounts which provide the strong foundation that enables our programmes to succeed. Our sincere thanks also go to our Trustees, volunteers, employees, donors, CSR partners, government departments and well-wishers whose encouragement, trust and partnership continue to inspire us to pursue our ambitious goals.

As always, we remain committed to keeping our administrative overheads low so that the maximum possible proportion of every donation and grant directly benefits the children we serve.

Together, we look forward to building on the remarkable 77-year legacy of our founders and continuing our journey with a simple but profound conviction that **Every Child Matters**.

Maya Gaitonde

Maya Gaitonde
Honorary General Secretary



Group Photo at Bala Mandir Anniversary

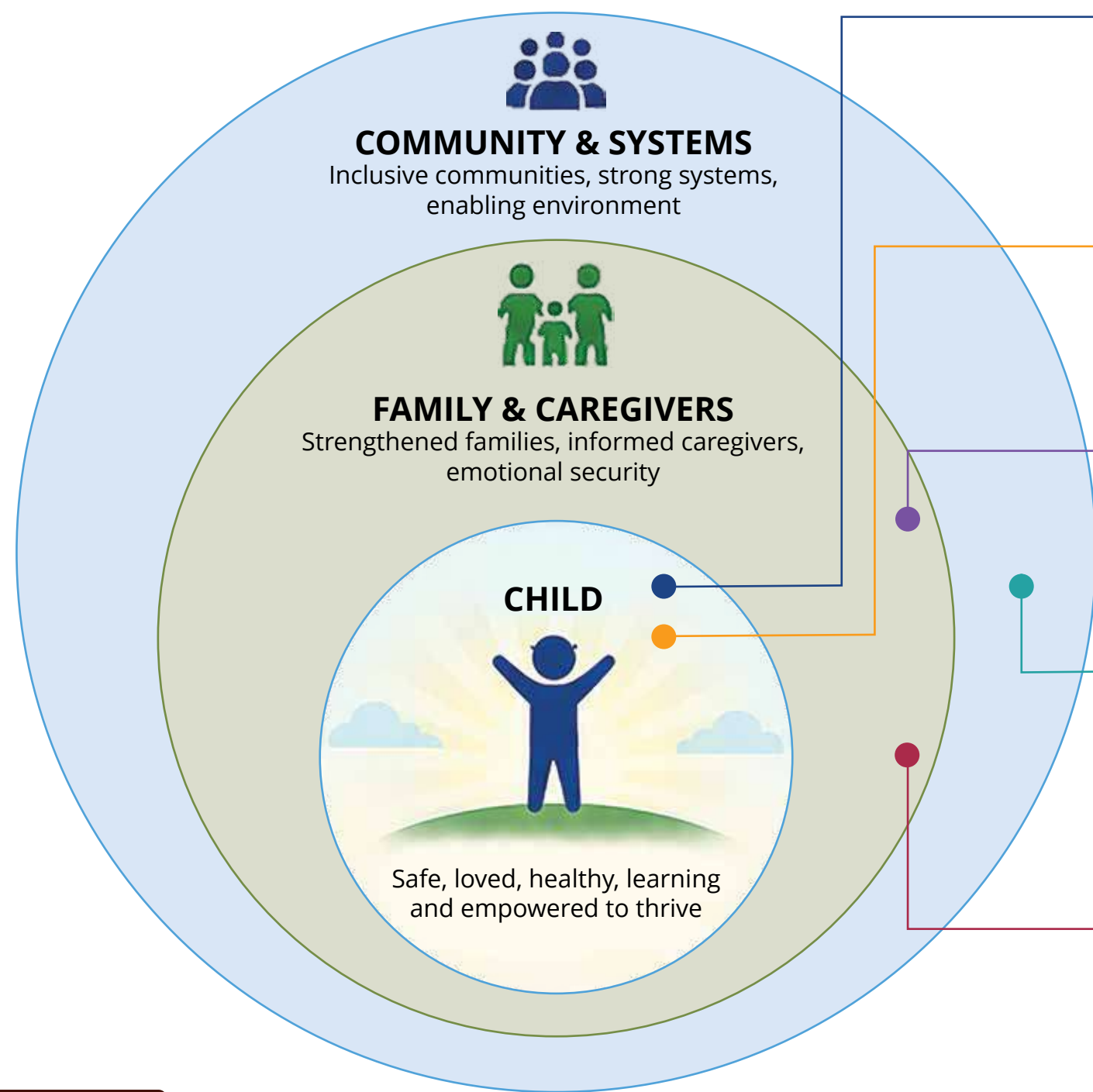


Annual Staff Get-Together

Five Units • One Purpose

Every Child Matters — Enabling Every Child to Thrive

Five complementary capabilities working together across the child, family and community to create lasting change.



BM-HOMES

Care & Protection

Providing safe and nurturing residential care while preparing for the next generation of child care.



BM-SCHOOLS

Education & Opportunity

Providing holistic education that enables every child to discover their potential and prepare for life.



BM-MNC

(Madhuram Narayanan Centre)

Early Intervention

Building developmental foundations that enable children with developmental disabilities to achieve greater independence.



BM-RRC

(Research & Resource Centre)

Knowledge, Evidence & Community Systems

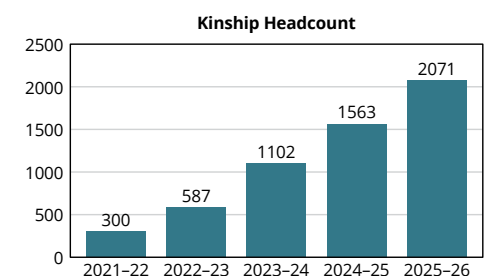
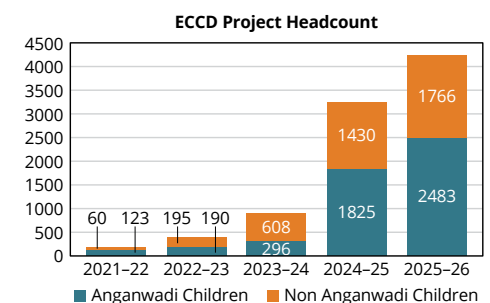
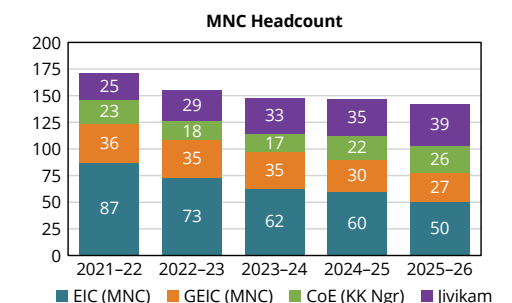
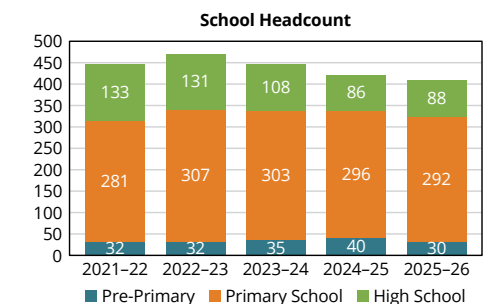
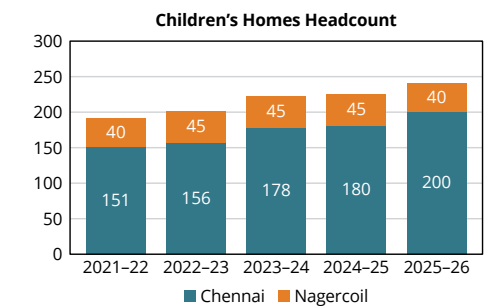
Strengthening early childhood development by transforming field experience into knowledge, practice and community systems.



BM-KINSHIP CARE

Family Strengthening

Helping vulnerable children thrive within their own families through a scalable Virtual Home model.



OUR ENABLERS



VALUES

Our values guide how we think, decide and act in every interaction and every decision.



PEOPLE

Social workers, teachers, caregivers, therapists, staff and volunteers bring our purpose to life every day.



PRACTICES & PROCESSES

Structured approaches, individual plans and robust processes ensure consistency, quality and accountability.



TECHNOLOGY & SYSTEMS

Digital tools and data systems enable better tracking, coordination, insights and decision-making.



PARTNERSHIPS

Government, donors, partners, professionals and communities extend our reach and multiply our impact.



LEARNING & INNOVATION

Research, evidence, learning and innovation help us improve, adapt and create lasting change.

Different Roles • Shared Purpose • Collective Impact

Together, we create an ecosystem where every child can thrive.

Bala Mandir Homes

Preparing for the Next Generation of Child Care

The BM-Children's Homes are at the heart of Bala Mandir's work and draw upon the strengths of every other unit. Children benefit from the BM-Schools for holistic education, BM-MNC for specialised developmental support, the BM-Research & Resource Centre for best practices in early childhood care, and the BM-Kinship Care Programme's growing expertise in strengthening families. Together, these collaborations ensure that every child receives comprehensive care tailored to their individual needs.

The BM-Children's Homes are the foundation on which Bala Mandir was established in 1949. Today, the Chennai and Nagercoil Homes continue to provide care and protection to children identified by the Government as being in need of care and protection, operating in accordance with the statutory framework and established child care standards.

The Chennai Home admits boys and girls below the age of eight, while the Nagercoil Home is exclusively for girls aged six years and above. Both Homes are managed through well-established systems of residential care supported by dedicated caregivers, social workers and other support staff. At present, the Chennai Home cares for 200 children, while the Nagercoil Home provides care for 40 girls.

The Chennai Home is also a recognised Specialised Adoption Agency under the Central Adoption Resource

Authority (CARA) and plays a vital role in helping children find permanent, loving families. Bala Mandir supports every stage of the adoption journey ensuring smooth and secure transitions into family life. During 2025-26, 16 children were placed in adoption, including one overseas adoption.

Expanding Opportunities

While continuing to play an important role for children in need of care and protection, Bala Mandir recognises that many other vulnerable children continue to be denied developmental opportunities because of adverse family circumstances and lack of access to quality education. Building on its long experience in residential childcare, Bala Mandir is preparing to extend its support to this wider group of children while continuing to work within the statutory framework established by the Government.



Flag Hoisting on Independence Day



Onam Celebration at Nagercoil

2025-26 Highlights

Everyday Care

Children experience a structured daily routine that combines nutritious meals, regular medical care, education, recreation, emotional support, and opportunities to celebrate festivals, special occasions and personal milestones together. These everyday experiences create a safe, stable and nurturing environment where children can grow with confidence. During the year, several new initiatives including common birthday celebrations and Zumba sessions added further joy and enrichment to the children's daily lives.

Preparing for Growth

A master plan has been drawn up to expand the capacity of the Chennai Home by a factor of 2.5 which will enable the admission of more children who are disadvantaged due to limited access to quality education and related opportunities. As part of this plan, the first phase of infrastructure renovation was completed during the year which included raising the floor level of two heritage buildings to prevent flooding along with internal layout modifications. The renovation also introduced several improvements to enhance the quality of care and day-to-day functioning of the Home.

Every Child Matters

The social work team continued to play a pivotal role by conducting home visits, engaging with families and preparing Individual Child Plans (ICPs) to ensure that each child's development is carefully planned and regularly monitored. The Home continues to maintain high standards of child care while complying fully with statutory requirements and adopting recognised best practices.

Strengthening Families

A new Temporary Summer Fostering initiative gave children the opportunity to experience family life beyond the institutional setting. During the year, the Home also strengthened its focus on family rehabilitation and reintegration wherever feasible while also exploring opportunities for family strengthening, foster care and reunification whenever these were considered to be in the child's best interests.

Supporting the Transition to Independence

An Aftercare Unit was established in Chennai to support young women who had crossed the age of 18 and required additional time to prepare for independent living. The young women live together in a supervised environment where they manage their own household while receiving regular counselling, educational support, career guidance, health monitoring and life-skills training. This transition programme is helping them build confidence and prepare for independent, responsible adulthood.



A Timely Intervention

“Early identification and specialised support can open new opportunities.”

When seven-year-old Selvan* was admitted to Bala Mandir through the Child Welfare Committee, he had never attended school. His visually impaired father and mother earned their livelihood selling pens on Chennai’s suburban trains, taking their young son with them. As a result, Selvan had missed the opportunity to begin his education.

As part of Bala Mandir’s assessment process, Selvan was found to have learning difficulties. The Home arranged specialised assessment and therapy through the Madras Dyslexia Association (MDA). He now attends therapy three times a week and is making steady progress in his learning.

Equally important has been the partnership built with his parents. Through regular interactions with the social work team, they came to understand the opportunities Bala Mandir could provide their son. They now visit him

regularly, encourage his progress and spend meaningful time with him during holidays, following the guidance of the social workers.

Selvan’s journey shows how timely identification, specialised support and a strong partnership with the family can help a child overcome a difficult start and move towards his full potential.



When Love Became a Family

“Decisions centred on the child’s best interests, care and protection.”

Two years ago, a frightened teenage girl gave birth to a baby boy. Still a child herself and unprepared for motherhood, she attempted to abandon her newborn. A childless couple who witnessed the incident intervened and offered to care for the baby. Unaware of the legal implications, the young mother entrusted the child to them.

For the next two years, the couple raised him with deep love and affection. They cared for him through illness, celebrated his milestones and provided a secure home. To the little boy, they were simply Amma and Appa.

Their lives changed when a complaint led to an inquiry by the child protection authorities. Following the legal process, the child was admitted to Bala Mandir while the case was examined. Having known only family life, he found institutional care frightening and repeatedly longed for the couple. They too continued to visit him, deeply distressed by the separation.

As child welfare professionals assessed the situation, it became clear that although the couple were not his legal adoptive parents, they had become his psychological family. With the child’s emotional wellbeing and best interests at the centre, Bala Mandir’s social workers worked with the authorities and supported the process that eventually restored the child to their care.

The reunion brought immense joy and relief.

The story reminds us that while laws and procedures are essential to protect children, the ultimate purpose of child protection is to secure the child’s best interests and, wherever possible, a safe and nurturing family environment.



*Name changed to protect the family’s privacy.

Reimagining the Home

“The renovation project has changed how children are cared for and how the Home functions.”

Upgraded baby room

Dedicating bathing space and temperature control in the area.



Smaller toddler groups

Children are cared for in smaller groups, strengthening bonding with caregivers while providing more individual attention and allowing greater rest.



A bed for every child

Every child now has an individual bed, providing greater comfort, dignity and personal space.



Central laundry facility

A new central laundry has improved hygiene and made the daily work of the Home more efficient.



Stronger healthcare management

The upgraded medical room, together with the integration of health records into Dhruva, has strengthened health monitoring and management.



Enhanced safety

Expanded CCTV coverage has strengthened supervision, safety and compliance with evolving statutory requirements.

Better living arrangements for girls

Additional common living space has enabled all the girls to be accommodated on the ground floor, improving supervision and safety.



Better facilities for caregivers

Dedicated facilities have improved the working environment for caregivers.

“The renovation has been an opportunity to rethink the everyday experience of children and caregivers and create a Home that is better prepared for the next generation of childcare.”

Bala Mandir Schools

Building the School for the Future

Education is central to Bala Mandir's vision of enabling every child to realise his or her full potential. The Bala Mandir Schools work closely with the BM-Children's Home to ensure that every resident child has access to quality education, holistic development and opportunities beyond the classroom. The School also draws upon the expertise of the other units in supporting children with learning difficulties, strengthening early childhood education and parenting practices, and extending individual learning support through the growing BM-Kinship Care network.

The Bala Mandir Schools have over the years undergone a significant transformation from a government-aided Tamil-medium institution to a self-financed English-medium school, while remaining committed to ensuring that quality education remains accessible to children from economically disadvantaged families.

The Schools are currently in an exciting phase of transition as we build the school for the future. The campus is being reimagined to provide the infrastructure needed for laboratories, STEM learning, sports, arts, counselling and other programmes that form an integral part of Bala

Mandir's vision of holistic education. Alongside this investment in physical infrastructure, equal emphasis is being placed on enriching the educational experience of every child.

Education at Bala Mandir is child-centric and holistic, balancing academic excellence with opportunities in arts, music, dance, sports, technology and cultural learning. Value-based education is woven into everyday school life, and children benefit from the active involvement of volunteers, donors and partner organisations who enrich their learning journey.



Renovated School Building



Inauguration of STEM Lab

2025-26 Highlights

A Landmark Year

The expanded and renovated school building which was inaugurated on 25 March 2026 has been designed to accommodate up to 800 students and will enable the integration of the two existing schools under one roof. The expansion is closely aligned with the long-term vision for the Bala Mandir Children's Home, where nearly half the students are expected to come from.

Beyond the Classroom

The school introduced an **After-School Programme**, extending the school day by two hours. Children spend one hour participating in organised sports and another hour pursuing co-curricular activities of their choice. Students actively participated in inter-school events conducted by other schools and Bala Mandir also hosted programmes that brought together children from other schools. A notable new initiative was the **Thamizhar Parambariya Kalaivizha**, celebrating Tamil heritage and culture. A collection of stories written by the Students from Classes V to IX was published as a book under the name **"When Children Tell Stories"**.

Strengthening Learning

All students who appeared for the Class X and Class XII Board Examinations successfully completed their examinations. Foundational literacy and numeracy continue to receive special attention. Children requiring

additional academic support benefit from structured remedial programmes that help bridge learning gaps while building confidence. This now happens in collaboration with the Madras Dyslexia Association (MDA).

Supporting Every Child

The Individual Child Plan received renewed impetus with the appointment of a full-time school counsellor. In addition to providing emotional and behavioural support, the counsellor works closely with teachers and families to strengthen each child's overall development. Career guidance and access to higher education scholarships further help students prepare confidently for the next stage of their educational journey.

Building Stronger Partnerships

During the year, the schools also launched its own dedicated website as well as a monthly Tamil video newsletter to keep families informed about school activities and student achievements. The newsletter is also shared through social media, strengthening communication with the wider community.



Finding Their Voice Through Documentary Films

“Meaningful opportunities can help children discover talents and confidence beyond the classroom.”

Bala Mandir Schools encourages students to learn through innovation and real-life experiences. During the year, an initiative challenged students to produce documentary films on social issues and everyday life around them. The school’s first filmmaking competition required students to take ownership of the entire creative process – from developing the concept and conducting research to scripting, filming and editing. Working in teams under teacher guidance, they also learnt collaboration, planning and the discipline of meeting deadlines.

The results exceeded expectations. Documentaries such as *Breaking Barriers*, *Life in Giriappa Road* and *Life in Satyamurthi School* impressed audiences with their sensitivity, insight and technical quality. One judge remarked, “*The thoughts are profound, meaningful and show superb teamwork.*” The films are now available on YouTube, allowing the students’ ideas and perspectives to reach a wider audience.

The true success, however, was the confidence the experience inspired. Gopika, who directed *Breaking Barriers*, won first prize and was later invited to screen

her film at the Wellness Mela organised by Pathashaala School, an inter-school event on student well-being and inclusion. The film sparked discussions on mental health and emotional well-being, while the recognition Gopika received strengthened her self-belief.

The experience showed that when children are trusted with meaningful opportunities, they can discover talents that may remain hidden in the classroom.

At Bala Mandir Schools, education is also about finding one’s voice and developing the confidence to use it.



The Winning Team

Discovering Leadership Beyond the Classroom

“Trusting children with responsibility can reveal strengths that academic performance may not show.”

At Bala Mandir Schools, academic performance alone does not define a child’s potential. Leadership, creativity, resilience and initiative often emerge when children are given opportunities to step beyond the classroom. One such example is a Class XI student who, despite modest academic performance, showed determination and a strong willingness to learn.

During the year, she participated in an educational visit to KFI-Pathashaala School in Chengalpattu. The

experience left a lasting impression, particularly the school’s emphasis on experiential learning and student leadership. On returning, she posed a simple question: “*Why can’t we do something similar in our school?*”

Encouraged by her teachers, she took responsibility for organising the Children’s Day celebrations at Bala Mandir Schools. She formed a team, delegated responsibilities, coordinated the programme and brought the event together through careful planning and teamwork.

The event was appreciated by guests, teachers and the school community. More importantly, it became a turning point for her. As she discovered her ability to lead and work with others, her confidence grew. This renewed self-belief soon began to reflect in her academic work as well.

Helping Every Child Thrive Through Counselling

“Emotional wellbeing provides the foundation for learning, relationships and confidence.”

Recognising that emotional well-being is fundamental to learning, Bala Mandir Schools strengthened its student support system during the year by appointing a full-time school counsellor. The new approach extends professional counselling beyond the senior classes to children across the school, including the primary classes.

One Class IV student illustrates the impact of this initiative. Having joined Bala Mandir at a very young age, he struggled with frequent mood swings, restlessness and behavioural challenges. These difficulties affected both his classroom learning and his relationships with teachers and classmates.



Through regular counselling focused on behaviour management and emotional development, he gradually learnt to regulate his emotions and develop healthier coping skills. The counsellor also worked closely with his teachers and caregivers, ensuring consistent support both inside and outside the classroom.

The changes have been encouraging. He now participates more confidently in class activities, interacts more positively with his peers and is better able to focus during lessons. While his academic journey continues, his steady emotional and behavioural progress has created a stronger foundation for future learning.

His story reminds us that when children’s emotional needs are recognised and supported, they are better able to learn, connect and realise their potential.



The experience reaffirmed that when children are trusted with responsibility and encouraged to explore their strengths, they often discover abilities that extend far beyond the classroom.



Bala Mandir MNC

Building an Ecosystem for Early Intervention

Children with developmental disabilities often require support from multiple disciplines. BM Madhuram Narayanan Centre works closely with Bala Mandir's Children's Home and Schools to identify and support children with developmental needs at an early stage. The Centre also contributes its expertise to the Research and Resource Centre, while the growing BM-Kinship Care Programme benefits from its guidance in supporting children with developmental delays within families and communities.

For more than three decades, the BM Madhuram Narayanan Centre (BM-MNC) has worked to improve the lives of children with developmental disabilities through early identification, multidisciplinary intervention and family-centred care. The Centre works closely with parents, professionals and Government institutions to maximise every child's developmental potential.

At the heart of BM-MNC's work is **UPANAYAN**, a structured early intervention programme under which every child is supported through an Individualised Education Plan (IEP), developed in partnership with caregivers, who are trained as active partners in reinforcing learning and therapy at home. Progress is systematically monitored through **UpaNeeta**, a digital platform developed by the Centre to document interventions and track developmental milestones.

Over the years, the UPANAYAN model has become the foundation for Early Intervention Centres across

Tamil Nadu. BM-MNC provides technical mentoring to these centres while directly managing the Chennai District Early Intervention Centre (DEIC) and the State Autism Resource Centre at K.K. Nagar.

As children grow, their developmental needs change. For children above six years of age, the **Jivikam Programme** focuses on developing functional independence, life skills and vocational readiness, preparing them for successful transition into vocational training and adult life.

The Centre also contributes to developing the next generation of professionals through the **AVMVK Academy**, which conducts the Rehabilitation Council of India (RCI) recognised Diploma in Early Childhood Special Education. BM-MNC is also recognised by IGNOU as a Work Centre for the Certificate Course in Early Childhood Special Education.



Sports Day



Completion of Refresher Course

*Name changed to protect the family's privacy.

2025-26 Highlights

Strengthening Early Intervention

Around **100 children** benefited from early intervention services during the year. Regular monitoring through Individualised Education Plans, coupled with active parent participation, helped children make steady developmental progress.

The Centre's annual calendar of activities is carefully designed to strengthen every aspect of early intervention. Sports, cultural programmes, outings, health initiatives and celebrations provide children with opportunities to develop confidence, communication skills and social interaction beyond the therapy setting.

Building Professional Capacity

The AVMVK Academy continued to strengthen professional capacity through its RCI-recognised Diploma in Early Childhood Special Education (DECSE-ID). During the year, the Academy also conducted a Government-sponsored refresher programme attended by **102 professionals from all 32 districts** of Tamil Nadu. BM-MNC also launched the new **Paridharshak Certificate Course** for caregivers, successfully completing two batches during the year.

Empowering Families

Apart from training parents to support their children's developmental goals, BM-MNC continued to strengthen

family well-being and resilience through initiatives such as Aari embroidery training and sari pre-pleating programme which provide opportunities to develop livelihood skills and greater self-confidence. The Centre has also conceptualised a comprehensive home-based family support programme, which is expected to be piloted during the coming year.

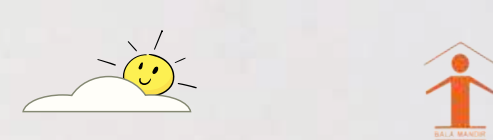
Partnerships for Greater Impact

During the year, the Centre provided technical support to the UNICEF-supported community early intervention project which was coordinated by the Bala Mandir Research and Resource Centre. The Centre also submitted a proposal to MIOT Hospital for integrated medical-developmental support, presented a research paper at Pondicherry University and conducted awareness programmes for paediatricians and counsellors through the Autism Resource Centre.

Enriching Every Child's Journey

Throughout the year, children participated in sports, cultural programmes, health initiatives and community events designed to promote confidence, communication and social participation. NutriFest encouraged healthy nutrition for children with developmental disabilities, while the **Jivikam Programme** continued to prepare older children for independent living through pre-vocational training in weaving, block printing, bakery, gardening and craft activities.





Growing Towards Independence

“Early intervention helps children build the skills needed for greater independence.”

When Sandhiya Shree first joined the BM-MNC at the age of five, she was enrolled in the UPANAYAN Early Intervention Programme. Through structured intervention and consistent support, she made encouraging progress within a year and was successfully integrated into mainstream schooling, where she continued up to Grade V.

As academic demands increased, Sandhiya began to experience new challenges in coping with the curriculum. Recognising her changing needs, MNC reassessed her developmental goals and, in 2020, she rejoined the Centre’s pre-vocational training programme. The focus now shifted from academic learning to developing functional independence, life skills and vocational readiness.

Over the past five years, Sandhiya has made steady and meaningful progress. She now manages many of her daily activities independently, actively contributes to household responsibilities and interacts with greater confidence in social situations. Her journey reflects how timely intervention, followed by continued support at different stages of development, can help children realise their fullest potential.

“We have seen a remarkable change in Sandhiya. She is now more confident, independent and actively involved at home. The training has truly made a difference in her daily life.”
– M. Nagarajan, Father



From Parent to Professional

“Empowered parents become partners in building an inclusive community.”

When Uma Mageshwari first came to the BM-Madhuram Narayanan Centre (MNC) in 2011, she came not as a professional but as a mother seeking support for her son, Deva, who had been diagnosed with an intellectual disability and seizure disorder. Like many parents facing a similar situation, she was anxious about her son’s development and uncertain about the future. At MNC, she found not only guidance and professional support but also hope.

What began as a mother’s search for help gradually evolved into a lifelong journey of learning and service. Uma first volunteered as a caregiver in her son’s classroom, gaining first-hand experience in understanding the needs

of children with developmental disabilities and the value of structured, individualised intervention. Her commitment and growing confidence led her to join MNC as a helper teacher in 2013, marking the beginning of her career in special education.

Determined to strengthen her knowledge, Uma completed the Diploma in Early Childhood Special Education (DECSE) while also earning her B.A. and B.Ed. qualifications. Over the next decade, she served as a special educator, spending seven years in the Early Intervention Unit and three years in the Vocational Unit, supporting the development of many children and mentoring their families.

Her unique perspective as both a parent and an educator enabled her to build strong relationships with families, helping them navigate challenges with empathy, understanding and practical guidance.

First Steps Towards Independence

“Consistent therapy and active family participation help achieve developmental milestones.”

When Rithanya Sri joined the BM-MNC in 2022, she was unable to walk independently because of significant delays in her gross motor development. She required ankle-foot orthoses (AFOs) and knee gaiters for support and depended on assistance for standing, changing positions and moving from one place to another.

A comprehensive developmental assessment also revealed delays in communication and attention, making it difficult for her to participate in structured learning activities.

An individualised, play-based physiotherapy programme was developed with a focus on improving balance, coordination, strength and functional mobility. Equally important was the active involvement of her caregivers, who were trained to continue the exercises and positioning techniques at home, ensuring that therapy became part of her everyday life rather than being limited to the sessions at the Centre.

Over time, Rithanya made remarkable progress. She gradually moved from requiring constant physical support to standing independently. Today, she is able to rise from the floor on her own and walk short distances independently both at the Centre and at home. Although she remains non-verbal, she is now showing a growing eagerness to communicate with her caregivers.

Rithanya’s journey demonstrates that when professional expertise is combined with consistent family participation, early intervention can significantly improve a child’s mobility, communication, confidence and overall quality of life.



Today, Uma has taken the next step in her journey by establishing the **Arka Learning Center**, where she continues her commitment to inclusive education and family support. Her story demonstrates how empowering parents not only transforms the lives of their own children but also creates new leaders who go on to support many others in the community.



Bala Mandir Research and Resource Centre

Strengthening Knowledge, Practice and Community Systems

BM-RRC serves as the knowledge and research backbone of Bala Mandir. Drawing upon the experience of its BM-Children's Home, BM-Schools, BM-MNC's Early Intervention Center and BM-Kinship Care Programme, it develops evidence, training and practical tools that strengthen the quality of services across all units. At the same time, evidence from their field programmes provide the real-world learning that enables BM-RRC to refine and expand its ECCDE models for wider community use.

Bala Mandir Research and Resource Centre (BM-RRC) works to strengthen positive and responsive parenting practices within families and communities with children, parents and caregivers. BM-RRC combines direct community engagement with research, evidence and continuous learning to improve the lives of children and families, while developing solutions that are both locally relevant and scalable.

BM-RRC has over three decades, reached thousands of parents, caregivers, Anganwadi workers, teachers, community leaders and NGO professionals through training programmes aided by resource materials available in various languages. For more than twenty years, the Centre has worked closely with the Government of Tamil

Nadu's Integrated Child Development Services (ICDS), contributing to the strengthening of the State's Early Childhood Development ecosystem.

Research and evaluation form an integral part of BM-RRC's work. Findings from its field programmes are used to continuously refine and strengthen BM-RRC's own interventions, while internal evaluations of Bala Mandir's other units help improve the quality and effectiveness of their programmes. BM-RRC ensures that Bala Mandir's programmes are not only compassionate but also evidence-based, continuously learning from experience and sharing those learnings to strengthen Early Childhood practices within and beyond the organization.



Centre-based Activity



Street-based Activity



Home Visit

2025-26 Highlights

Building Strong Communities

BM-RRC's work in village-level ECCDE intervention expanded to all the villages of Ellapuram block in Tiruvallur district. The model of support has been standardized and now each village has a trained field worker who not only supports Anganwadi centers in the mornings but also conducts home visits in the afternoons. Street-based activities alongside engagement with Self-Help Groups (SHGs) encourage a greater community ownership of early childhood development.

Strengthening Early Identification

Under the UNICEF supported initiative workshops were conducted to train frontline health personnel on the use of the Child Health and Development Screening Checklist which was formally launched by Director, DPH in February 2026. Community awareness was further strengthened through a large scale campaign covering 102 villages, reaching around 1,300 households and directly engaging more than 2,400 people. Together, these efforts are creating awareness among communities to recognise disabilities, especially autism earlier and enabling children to access appropriate support at the earliest possible stage.

Building Evidence for Better Decisions

Research and evaluation remained central to BM-RRC's work during the year which included the BM-Kinship

Care Impact Assessment, the ECCDE Programme Impact Assessment, the Vidyalaya Inclusion Assessment, child development tracking using the Child Observation Record (COR) framework, and assessment of parental knowledge, attitudes and practices before and after intervention.

Sharing Knowledge

Developing practical, evidence-based resource materials continued to be a major focus and various publications were brought out with this goal. Parenting booklets in Tamil were completed and printed, while the Parenting for Early Years (3-6 years) was published in both English and Tamil. A draft *Caregiver Manual on Responsive Caregiving for Parents of Children with Special Needs* was also developed, providing practical, evidence-based guidance to help families understand their child's developmental needs.

Building Partnerships

BM-RRC continued to strengthen partnerships. This included UNICEF, Society for Applied Studies — a Delhi based research organization dedicated to improving health and wellbeing of children, mother and families as well as Bansuri Foundation and SWADHAR, Pune. Discussions with several other organisations are underway to further expand the reach of Bala Mandir's knowledge and practice models.



Learning Through Play 3 - 6 Years



Child's Development - Joy of Parenting

A Journey from Uncertainty to Hope

“Early identification and family counselling can change the course of a child’s life.”

Kavya*, a young mother from Villiyar Colony, was worried about her two-year-three-month-old child, who was severely underweight and unable to sit or stand independently. Although she sensed something was wrong, she had never sought medical help. Her husband believed there was no need for medical evaluation and discouraged her from taking the child for assessment.

During a routine home visit, BM-RRC field workers Ms. Vinothini and Ms. Shyamalatha recognised the child’s developmental delays. Through repeated counselling and patient engagement with the family, they gradually helped Kavya understand the importance of early intervention and eventually persuaded the family to seek medical assessment.

During their visits, the team also discovered that the child did not have essential documents such as a birth certificate and Aadhaar card. They supported the family

in obtaining these documents, enabling the child to access Government services and entitlements.

Today, the child is enrolled at the Periyapalayam Special School and is receiving specialised education, therapy and developmental support. What began as uncertainty has become a journey of hope, demonstrating how early identification, timely counselling and access to appropriate services can transform the future of a vulnerable child.



Seeing Potential Through a Child’s Eyes

“Changing how parents understand early learning is the first step towards strengthening communities.”

For many parents in rural communities, school readiness is often seen simply as knowing the alphabet or reaching the age for school admission. The School Readiness Fair challenged this perception by giving parents an opportunity to experience their children’s learning in a completely different way.

Organised across all project villages, the Fair invited children aged four to six years to participate in a series of play-based activities that demonstrated the developmental skills needed for a successful transition to school. Parents were encouraged to observe, participate and interact with their children as they communicated, solved problems, followed instructions and completed age-appropriate activities with confidence.

For many parents, the experience was eye-opening. They were surprised by what their children could do and

began to appreciate that play is not merely recreation but an essential part of learning and development. Conversations that followed helped shift attitudes towards early childhood education and encouraged parents to become more actively involved in preparing their children for school.



School Readiness Fair

Strengthening Systems for Early Identification

“Embedding developmental screening into routine health services enables more children to receive timely support.”

For the first time, routine child health services are being used as an entry point for the early identification of developmental delays and disabilities. In partnership with the Department of Public Health and Preventive Medicine and UNICEF, BM-RRC, with technical support from BM-MNC, co-developed a simple developmental screening checklist that is now being piloted across Primary Health Centres in Gummidipoondi and Ellapuram blocks during weekly immunisation clinics.

By integrating developmental screening into services already accessed by young children, concerns can now be

identified much earlier, often before developmental delays become severe or go unnoticed. Frontline health workers are being equipped to recognise early warning signs, counsel families and facilitate timely referrals for further assessment and intervention.

More than the development of a screening tool, this initiative represents a shift in the way the public health system responds to child development. It transforms routine immunisation visits into opportunities for early identification, strengthens Government capacity to support vulnerable children and lays the foundation for a scalable system of early intervention.

Through this collaborative effort, BM-RRC is helping make early developmental screening an integral part of primary healthcare, ensuring that many more children receive the support they need during the most critical years of development.



PHC Checklist Launch for Early Identification



Empowering Self-Help Groups

*Name changed to protect the family’s privacy.

Bala Mandir Kinship Care

Strengthening Families to Enable Children to Thrive

BM-Kinship Care draws upon the strengths of every Bala Mandir unit. Children benefit from parenting approach and best practices of the home, the educational approach and processes of the BM-Schools, developmental support from BM-MNC where required, and knowledge and tools developed by BM-RRC. At the same time, the experiences of thousands of BM-Kinship Care families provide valuable insights that help strengthen Bala Mandir's research, training and programme development, making the relationship mutually enriching.

The BM-Kinship Care Programme was launched in 2021 to support children who had lost one or both parents during the COVID-19 pandemic. Over time, it has evolved into a unique **Virtual Home** model that enables children to continue growing within the care of single mothers, grandparents, relatives and extended family members, rather than moving into institutional care. The programme combines the commitment of dedicated social workers with technology, volunteers and community partnerships to provide sustained support to children and families across Tamil Nadu.

From its beginnings in a few districts, the programme has now expanded to 18 districts, with plans to extend its reach to 10 additional districts in the coming year and eventually cover the entire state. Through educational support, financial assistance, counselling, mentoring and community-based interventions, BM-Kinship Care seeks to provide vulnerable children with stability, protection

and opportunities to realise their full potential. Supported by a large network of volunteers and partner organisations, the programme delivers high-impact services through a cost-effective and scalable model.

At the heart of BM-Kinship Care is the belief that **strong families create the foundation for children to thrive**. Every family faces unique circumstances, and every child has different needs. Social workers therefore invest time in understanding each family's strengths and challenges, preparing an Individual Child Plan that guides the support provided to both the child and the caregiver. By strengthening the confidence and capabilities of families while creating opportunities for children to learn, grow and succeed, the programme nurtures a positive cycle in which empowered families help children flourish, and children's progress, in turn, strengthens families and communities.



Annual Meet in Namakkal

2025-26 Highlights

Strengthening Families

Regular home visits, weekly telephone interactions and Individual Child Plan (ICP) reviews enables social workers to understand each family's changing circumstances and respond with timely counselling, guidance and support. Working together, field and remote social workers ensured that no child or caregiver was left without sustained follow-up. The Dhruva digital platform continued to serve as the programme's backbone, enabling every interaction, intervention and follow-up action to be documented and reviewed.

Helping Every Child Thrive

The various BM-Kinship Care programmes are strengthening learning, emotional well-being, confidence and life skills. The Self-Worth Journal Programme is helping children improve self-confidence, emotional resilience, discipline, and self-expression through guided reflective activities and mentoring support. Mentoring initiatives were started in collaboration with partner organizations such as Arunodhaya and Talent Quest of India (TQI). The combined effect of all this is the encouraging academic outcomes, with several children overcoming difficult life circumstances to perform exceptionally well in the Class X public examinations.

Building Community Support

Annual BM-Kinship Care Meets organised across several districts enabled families to connect, share experiences

and learn from one another. The introduction of the Block Connect initiative further strengthened peer support by encouraging neighbouring families to remain connected beyond the meetings. Social workers also helped families access Government schemes and the services of partner organisations, creating a broader network of support that extends well beyond the BM-Kinship Care Programme itself.

Learning Through Evidence

Standardised assessment tools measuring children's development, caregiver well-being and family functioning are now integrated into the Dhruva system and administered at regular intervals. Combined with ongoing quality audits and periodic impact studies, this evidence-based approach enables the programme to continuously refine its practices and ensure that support remains responsive to the evolving needs of children and families.

Expanding the Virtual Home

With a scalable programme model now in place, BM-Kinship Care is preparing to expand into additional districts, taking its reach to many more children across Tamil Nadu. This growth will be supported through continued collaboration with volunteers, schools, CSR partners, philanthropic organisations and individual donors, ensuring that more children can remain safely within their families while receiving the support they need to build brighter futures.



No Family Should Face Loss Alone

“Sustained emotional support can provide the strength and confidence to rebuild.”

The loss of a parent is devastating, particularly when families have limited support from relatives and the surviving parent is left to raise young children alone. In such situations, the pressures on mothers can be overwhelming. For many families in the BM-Kinship Care Programme, the field and remote social workers have gradually become trusted members of their extended family – someone they can turn to for guidance, reassurance and support.

The voices of three mothers reflect what this relationship has meant to them.

Divya from Vellore: *“After COVID, everything was dull. I was very scared about my children’s future, particularly as my daughter is a child with special needs. BM-Kinship Care gave us our life back. I am not worried anymore. I feel peaceful now.”*



Block Connect during Coimbatore Meet

Ashwini from Krishnagiri: *“I lost all hope when my husband died. I was emotionally broken and had the responsibility of taking care of my two children on my own. Today, I feel stronger and more confident about their future because of the consistent support I received from the Bala Mandir social worker.”*

Veena from Vellore: *“Amidst social stigma and isolation, I had no one to turn to. Becoming part of BM-Kinship Care was a turning point in our lives. The programme not only supported my children but also gave us dignity, stability and renewed hope. My daughter has secured 95% in her Class X examinations and is now receiving advanced coaching for the JEE entrance examination.”*

For hundreds of mothers like Divya, Ashwini and Veena, BM-Kinship Care is more than a programme providing financial or educational assistance. It is a dependable support system that stands beside families as they rebuild their lives and create a more secure future for their children.



Block Connect during Salem Meet

Every Child Matters

“Support at the right time can help overcome adversity and discover the potential.”

Every child in the BM-Kinship Care Programme has a unique story of resilience. A committed social worker, an empowered caregiver and empathetic volunteers, supported by a wide range of carefully designed interventions, work together to understand each child’s needs and provide timely, individualised support. The journeys of Sara, Rathega and Pavithra illustrate how very different challenges require very different responses.

Sara, a Grade VII student from Salem who lost both her parents in a road accident, was struggling with serious behavioural and emotional difficulties. The BM-Kinship Care team arranged psychological support while the social workers worked closely with her and her grandparents. With sustained support, Sara has become more confident and emotionally stable, improved her relationships and is once again actively engaged in her studies and activities.



Annual Meet in Kanchipuram

Rathega, a Grade VI student from Namakkal, experienced a steep decline in her learning following the emotional trauma of losing her father. Through Happy Reading Tamil, Happy Reading English, Happy Maths, and regular counselling by the social workers, she gradually rediscovered the joy of learning. Today, she is a confident student who communicates effectively, engages actively with her peers and teachers, and consistently performs well at school.

Pavithra, an 11-year-old from Tiruvannamalai, lost both her parents and is being raised by her grandmother. With specialised coaching, mentoring and encouragement through BM-Kinship Care, she successfully cleared the National Means-cum-Merit Scholarship (NMMS) examination, opening the door to new educational aspirations.

Different children. Different challenges. Different interventions. What connects their journeys is the commitment to understand each child individually and provide the support and opportunities they need to thrive.

We are Now Like a Big Family

“The Virtual Home, in a mother’s own words.”

“I am Dhanalakshmi from Kanchipuram District. My daughter is attending Happy Maths classes. My daughter is really benefiting from these classes. Before joining the classes, her marks in school were low. But now, I can clearly see a big improvement in her scores. She is performing much better, and it has been very helpful for her studies.

Apart from academics, they also enjoy the camps and activities. They feel happy interacting with others, playing

games, and participating in different sessions. It gives them a lot of joy and confidence. I also feel confident after seeing many mothers like me in the camps. Now I am looking forward to meet new parents in the camp. This year, they also connected me with other mothers from my block. It is a big support to me. The Social Worker arranges meetings for us and we all meet and spend time together. We are now like a big family.

Overall, we really like BM-Kinship Care. It has brought great happiness to our lives. Thank you for your support.”

What began as a programme to support vulnerable families has gradually grown into a community where families support one another. Through Block Connect groups, district meetings and shared learning experiences, caregivers who once faced their struggles alone now encourage and guide others walking the same journey. In many places, Bala Mandir is no longer seen simply as an organisation – it is regarded as an extended family.



Our Community of Support

Bala Mandir's work is made possible by a community of people and organisations who believe that every child matters. We gratefully acknowledge our corporate and individual donors whose support enables us to provide care, education, early intervention and family-based support; those who contribute through donations in kind; our partner organisations who bring expertise and resources; and the many volunteers who give their time, skills and personal commitment to the children and families we serve.

Each contribution, whether large or small, strengthens our ability to create opportunities for children to learn, grow and realise their potential. More importantly, the support of this community gives Bala Mandir the confidence to innovate, strengthen its programmes and plan for the future.

We thank every one of you for being part of the Bala Mandir family. We look forward to continuing this journey together, ensuring that Every Child Matters.

Organisations Who Partner in Our Services

- Gnana Sharada Foundation – Various online volunteer driven programmes
- Saint-Gobain India Pvt Ltd – IT support by Mr. E.N. Senthilrajan and V. Arunprasath
- Boeing India Pvt Ltd – STEM lab, Mentoring of school children
- Sri Kausalya Constructions Limited – Maintenance and other office support
- Sankara Schools – For support in school crowd funding
- Victory Sports Foundation – Football coaching
- Calm Trust – Yoga lessons
- Madras MBS Choir – Music lessons
- Kala Sadhanalaya – Dance lessons
- Arunodaya – Mentoring
- U & I – Mentoring
- Make A Difference – Remedial Support for Students
- Satya Sai Bala Vikas – Bhajans for Chennai and Nagercoil Homes
- Deloitte – IMPACT DAY
- Total Oro Care Foundation – Dental Camp
- YRG Care – Medical Camp
- MENSA – Mentoring Support
- Krishnamacharya Yoga Mandiram – Yoga intervention
- Milkey Smilez – Dental Camp
- THEO Foundation – Aari work through Mamatha Creations
- JBAS College for Women – Nutritional Consultants
- Talent Quest for India – Mentoring Programme
- ALVEO-4P Trust – Wellness awareness and pulmonary health
- Six Red Marbles India – Design of Book of Stories by children/ Annual Report
- Rajan Eye Care – Eye check up
- VRR Diagnostics – Medical tests
- APEX Laboratories – Medical tests

CSR Partners and Institutional Donors

Infrastructure:

- Braade-Stiftung, Denmark – SMHS Building/ Maintenance of Chennai & Nagercoil Homes
- Boeing International Corporation India Private Limited – SMHS Building
- Saint-Gobain India Private Limited – SMHS Building
- Sri Kausalya Constructions Limited – SMHS Building
- Aptus Finance India Private Limited – Lift for SMHS Building
- The Indian Express (P) Limited – Renovation of Ramnath Goenka Girls Block
- Ambattur Enterprises Private Limited – Renovation of Ramnath Goenka Girls Block
- Arun Vasu Foundation – Renovation of Infants and Toddlers Block
- Mobius Knowledge Services Private Limited – IT equipment for Computer Lab
- T J Financial Consultancy and Investments Private Limited – Electric two-wheeler and Colour Printers
- United Industries Plastic Private Limited

General:

- Virtusa Consulting Services Private Limited
- Sam Foundation
- SKCL Property Management Services LLP
- Bala Mandir USA

BM-Children's Home:

- Shree Sarita Jain Foundation Trust
- Mercuri Goldmann India Private Limited
- Inner Wheel Club of Madras Charitable Trust

BM-Schools:

- Saint-Gobain India Private Limited
- Boeing International
- Guru Krupa Foundation
- Shree Sarita Jain Foundation Trust
- Orient Blackswan (P) Limited
- Six Red Marbles India Private Limited
- T. Nagar Shoba Silks Private Limited
- Rajeswari Nathan Foundation
- Sree Annapurneswari Trust for Child and Youth Development

BM-MNC – Children with Special Needs:

- Azim Premji Foundation
- Turbo Energy Private Limited
- Tonbo Imaging India Private Limited
- Data Patterns (India) Limited
- Sri Kausalya Constructions Limited
- Virtusa Consulting Services Private Limited

BM-RRC – ECCDE Outreach Programme:

- Michelin India Private Limited
- Pon Pure Chemical India Private Limited
- United Industries Plastic Private Limited
- Bansuri Foundation
- Rotary Club of Madras Charitable Trust
- Forsenia Engineering Private Limited
- UNICEF – Joint project on Early identification

BM-Kinship Care:

- Access Healthcare & Vara Future LLP
- Ventra Healthcare Private Limited
- Sundaram Finance Limited
- Decision Point Private Limited
- Shriram Investment Holdings Private Limited
- Archean Chemical Industries Limited
- Ideal Fastener India Private Limited
- Indus Life Sciences Private Limited
- GRT Jewellers (India) Private Limited
- Goodearth Maritime Private Limited
- Congruent Solutions Private Limited
- Indium Software India Private Limited
- Fagun Company
- SEP India Private Limited
- Polaris Foundation
- Synergistix
- Solaris Computers Private Limited
- Six Red Marbles India Private Limited
- Inventure Engineering India Private Limited



Significant Endowment Donors

BM-Schools:

- A Dinakar
- Kalpana Balakrishnan
- Krishna Raman
- Lodge Harmony No 217
- P Natarajan
- R Pattabhiraman
- Venkat Rangan

BM-Children's Home:

- Ex Employees of E Serve
- Kanagavalli Manoharan

BM-Kinship Care:

- T M Chitrakala
- J Jamuna
- M Karthik Krishnan
- Kollagunta Sreenivasan Gopalaswamy
- Krishnakumar
- V S Sitaram
- M C Srikanth
- V Srinivasan
- Sudha Krishnan
- Sunil Bhaskaran
- Sunitha Kanthadi

General:

- Subba Reddy P

Multiple Units:

- Estate of the Deceased Late Mrs. Theyamma
- V Srikanth
- Bala Mandir USA

Significant Individual Donors

Infrastructure:

- T. T. Raghunathan – Renovation of Infants and Toddlers Block

BM-RRC – ECCDE Outreach Programme:

- Aruna Rajmohan Neervannan

BM-Children's Home:

- Chandrika & Lokesh Parwani
- Gloria Gualtieri & Ornella Gualtieri
- Kishore Kumar Neelavathi
- Koushik Ramanan
- Lakshmi Ramakrishnan
- N Prabhakar
- S Ravi
- V Srikanth
- Suma Balagopal
- Sumedha Sudhaman
- M Vasantha

BM-Schools:

- Akhil Nehru
- Anuradha & Srinivasan Kalliappan
- Manish Kalra
- A K Nehru
- Nikhil Nehru
- Rama & Venkataraman
- Ramesh
- Shanthi Manoharan
- Srikumar R

BM-Kinship Care:

- Chandu Nair
- Koppara Sajeev Thomas
- Lakshmi Balasubramanian
- Mohan Narayanan
- Neelakandan Subramanian
- Ramachandran Balasubramanian
- Revathi Devarajan
- R Sivadas
- G S Sunderarajan
- Vijay Shankar R

BM-MNC:

- Latha Madhavan
- Padma Seshadri
- Prakash Srinivasan
- K Vijayaraghavan

Food:

- Preethi & Karthik Krishnan
- Pushpa Agarwal & Ajay Agarwal
- Ramesh Rajan
- Sanjhana Reddy
- V Srikanth

General:

- Anuradha Annadurai
- Divya Krishnan
- Kala Ravindran
- Ramesh Mangaleswaran
- K Vijayaraghavan

Support For BM-Kinship Care Annual Meets

Venues: (i) Vivekananda College of Engineering For Women, Namakkal (ii) Kalaignar Karunanidhi Institute of Technology, Coimbatore (iii) Annai Theresa Arts & Science College, Thirukalukundram (iv) MLM Mamallan Matriculation School, Kanchipuram (v) Arunesha International School, Tiruvannamalai

Saplings: (1) Mr. Satish, Namma Tiruchengode Foundation, (2) Mr. Gunasekaran

System Support: Mr. Jacob Nessaiyan

Bala Mandir Communication Initiatives

- Archana Natarajan

Donations in Kind

BM-Children's Home, Chennai:

- **Deepavali dresses for all children:** Bhargavi Sundararajan & Usha Ranganathan
- **Dresses for Children/Clothes:** (1) Sumangali Silks (2) S. Nagalakshmi
- **Washing Machine:** Tamil Nadu Bank Employees Federation, Chennai
- **Cycles:** Accord Metropolitan
- **Used solar panels for various units:** KKN Energy Private Limited
- **Children's Needs:** (1) Thryve Digital (2) Indian Bank
- **Refurbished office chairs:** Sri Kausalya Construction Limited
- **Shoes/Socks:** (1) IndusInd Bank (2) Srimad Rajchandra Divine Touch
- **Sports Equipment and Blue Tooth Speakers:** Nirmal Mirza
- **Tennis Balls:** Chester County Tennis Open

- **Stationery Items, Toys & School Bags:** (1) Balaji Subrmanian (2) Ladies Circle India (Area) (3) Sindhi Model Senior Secondary School (4) S. Pothiraj (5) Mr. P. Dharmarajan (6) P. M. Rajasekhar (7) Virtusa Consulting Services Private Limited

- **Provisions:** (1) Vinita Bajaj (2) Varsha Bajaj (3) Kesan (4) Banu Singh (5) Sri Sankar Vidyashramam Matriculation Higher Secondary School (6) Sunil Hasija (7) Pramilla Sivakumar (8) Natasha Jethanandau & Srivam Viji (9) Nagabooshnam (10) Suchitra Reddy (11) Koushik Sivakumar (12) Vara Future LLP (13) TATA AIA Life Insurance
- **Deepavali crackers:** Sashidharan & Anu

BM-Kinship & BM-Schools:

- **Refurbished Laptops, Tabs, Desktop:** (1) Boeing India Private Limited (2) Thryve Digital (3) Play Learn Foundation (4) Vijayaraghavan

BM-MNC:

- **Sports Uniform:** Inner Wheel Club of Madras Charitable Trust
- **Elbow Knee Gaiters and Posterior Tube Splints:** Rotary Club of Madras, Besant Nagar

BM-Children's Home, Nagercoil:

- **Clothes:** (1) Mr. Chittaranjan Das (2) Mrs & Mr Nainar & Ms. Thangalekshmi (3) Mr. Selvakumar
- **Medicines:** (1) Mr. Sivathanu from Rotary Club of Nagercoil Elite
- **Provisions:** (1) Mr. Suresh Appakudam (2) Mr. Chellappan

Individual Volunteers

For BM-Children's Home, Chennai:

Teaching/Mentoring

- Anand
- Gayathri
- Kesava Rao Kaza
- Radhika Raja
- Shyamala
- Suchitra
- Vasanthi

BM-Kinship Care:

Crowd Funding –

Volunteers

- Anish Shankar
- Anuradha Annathurai
- Anuradha M
- Archana Natarajan
- C N Chandrasekar
- M S Chandrasekar
- S Gopal
- Gunaseelan N
- Kesava Rao Kaza
- P Krishnakumar
- Lajapathy Roy
- Manoj Kumar
- Meenakshi Ramesh
- K G Murali
- Nikhil Raghavan
- Niranjana Arcot
- Nisha Negi
- Raghavan Balasubramanian
- Rajan Venkatesan
- P R Ramesh
- R Ravichandran
- E N Senthil Rajan
- Sethu Nambiar
- Shobhana Suresh
- K Sriram
- M C Srikanth
- V Srinivasan
- Sudersan Raman
- Sujit Kumar
- Suchitra Radhakrishnan
- Vani Narayanan

- Varun
- Venkatachalam Chinniah
- J R Venkatraman
- Vijayalakshmi Ramesh,
- Vinoth Mathusudhanrao,
- G Viswanath Kumar
- B Viswanathan
- Vivek Gaitonde
- 106 students of Sankara Schools – Crowd funding in their school

Other Volunteers

- Arunkumar – Tuition for children
- Bhuvaneswari – Pediatric advice
- Gayathri Anbalagan – Story telling
- Haripriya – Tuition for children
- Jeevaladha – HRF Volunteer (KC Parent)
- Krish Chilukuri – Advanced academic mentoring
- O L Muthu – Advanced academic mentoring
- Nalini Ravishanker – Advanced academic mentoring
- Nila Twinkle – Saree pre-pleating training
- Pavithra – Tuition for children
- Sangavi – Tuition for children
- Selvadurain – Medical Support
- Sharon Aishwarya – Personal Hygiene
- Vani Narayanan – Quality Auditor
- Vanathi Arjunan – Counselling for Children
- Vivek Ravishanker – Advanced academic mentoring



Financials 2025-26

BALA MANDIR KAMARAJ TRUST				
No. 8, G.H. Chetty Road, T.Nagar, Chennai - 600017				
Balance Sheet as at 31.03.2026				
Particulars	Note	As at 31.03.2026 (Rs.)	As at 31.03.2025 (Rs.)	
I Sources of Funds				
WFO Funds				
(a) Unrestricted Funds	3(a)	9,03,78,451	3,40,92,480	
(b) Restricted Funds	3(b)	29,18,09,219	30,46,39,351	
2 Non-current Liabilities				
Other long-term liabilities	4	2,68,88,072	2,54,51,184	
3 Current Liabilities				
Other current liabilities	5(i)	1,00,01,519	45,20,852	
Short term Provisions	5(ii)	42,30,798	-	
Total		42,33,08,059	36,87,03,867	
II Application of Funds				
Non-current Assets				
(a) Property, Plant and Equipment and Intangible assets				
(i) Property, Plant and Equipment	6(a)	25,26,60,306	16,14,24,438	
(ii) Capital work in progress	6(b)	63,32,624	92,83,550	
(b) Other Non-current Assets	7	25,89,93,239	19,07,07,988	
(i) Fixed Deposits with Scheduled Banks		7,13,76,000	5,99,31,000	
(ii) Deposits with Financial Institutions		4,50,00,000	25,00,000	
2 Current Assets				
(a) Cash and bank balances	8	11,63,76,000	5,84,31,000	
(b) Other current assets	9	3,22,99,233	10,79,96,734	
		1,56,39,596	1,10,60,145	
		4,79,38,829	11,90,56,879	
Total		42,33,08,059	36,87,03,867	
Brief about the Entity				
Summary of significant accounting policies and other notes				
The accompanying notes are an integral part of the financial statements				

This is the Balance Sheet referred to in our report of even date.

FOR GOVIND AND BALA ASSOCIATES
CHARTERED ACCOUNTANTS
FIRM REGN NO.0061685



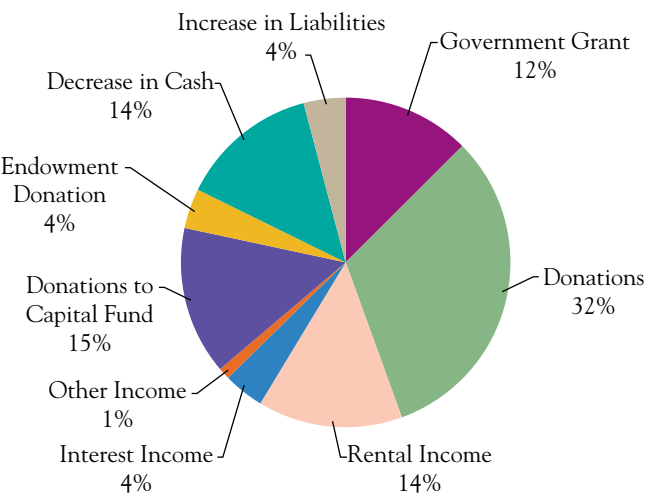
For on behalf of Bala Mandir Kamaraj Trust

President: *[Signature]*
Date : 21.08.2026

Hon. Treasurer: *[Signature]*

Hon. General Secretary: *[Signature]*
Maya Gaitonde

Sources of Funds



BALA MANDIR KAMARAJ TRUST
Organizational Set Up - September 2026
BOARD OF TRUSTEES

1. Mr. N. Kumar – President

2. Ms. Maya Gaitonde – Hon. Gen. Secretary

3. Mr. P. Natarajan – Hon. Treasurer

4. Mr. M. K. Sonthalia
5. Ms. Girija Vaidyanathan

6. Ms. Prabha Sridevan

7. Mr. Ramesh Mangaleswaran

EXECUTIVE COMMITTEE

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

*Mr. Ashok Aiyar and Ms. Dhvani Anumolu resigned during the last 12 months

SUB COMMITTEES

BM-Children’s Home Chennai

Sujatha Sethuraman
Smita Aiyar
Leela Natarajan
P. Natarajan
Hema Sridharan
Preethi Krishnan
Vidya Shankar
Chitra Krishnan
Veena

BM-Nagercoil

Lakshmi Nair
Uma Kannan
Dr. Gopal Surendran
Vijayakumari
Dinesh Krishnan
Prema Rajagopal
K. Meena
Jasmine

BM-Schools

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

BM-MNC

Bharath Natarajan
Janaki Balakrishnan
Vimala Kannan
Dr. Aruna Rathnam
Dhvani Anumolu
Dr. R. Bindu
Sumitra Manoharan
Dr. Roopa Nagarajan

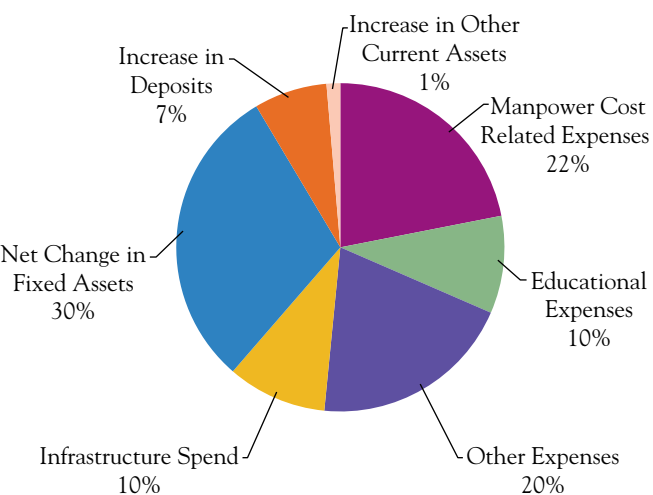
BM-RRC

Rukmini Amirapu
Dhvani Anumolu
Preethi Krishnan
Lakshmi Gopal
Janaki Balakrishnan
Dr. Aruna Rathnam
M. Venkataraman
Swathanthra Shaktivel
Sujatha Sethuraman
Vaishnavi Srinivasan
Dr. R. Bindu
Chitra Krishnan
Sumitra Manoharan

BM-Kinship Care

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

Use of Funds



BALA MANDIR KAMARAJ TRUST				
No. 8, G.H. Chetty Road, T.Nagar, Chennai - 600017				
Income and Expenditure for the year ended 31.03.2026				
Particulars	Note	FY 2025-26 (Rs.)	FY 2024-25 (Rs.)	
I Income				
(a) Government Grants		3,39,10,451	2,29,18,525	
(b) Donations and Grants		8,65,18,229	7,86,51,776	
		12,04,28,680	10,15,70,301	
II Other Income	10	4,14,03,545	5,84,51,424	
Total Income (I+II)		18,20,32,225	16,00,21,725	
III Expenses				
(a) Donations/contributions paid		-	12,54,000	
(b) Manpower Cost related Expenses	11	5,93,72,013	5,47,68,878	
(c) Other expenses	12	10,68,67,350	7,27,35,435	
		16,62,39,363	12,87,43,313	
(d) Depreciation	6(a)	1,31,72,921	1,06,52,434	
Total expenses		17,94,12,304	13,98,96,747	
IV Excess of Income over Expenditure for the year (III-IV)		26,19,921	2,04,25,978	
Brief about the Entity				
Summary of significant accounting policies and other notes				
The accompanying notes are an integral part of the financial statements				

This is the Income and Expenditure referred to in our report of even date.

FOR GOVIND AND BALA ASSOCIATES
CHARTERED ACCOUNTANTS
FIRM REGN NO.0061685



For on behalf of Bala Mandir Kamaraj Trust

President: *[Signature]*
Date : 21.08.2026

Hon. Treasurer: *[Signature]*

Hon. General Secretary: *[Signature]*
Maya Gaitonde

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



BALA MANDIR KAMARAJ TRUST

Educate • Empower • Elevate



New No. 8 (Old No. 126),
G.N. Chetty Road, T. Nagar,
Chennai - 600 017, India



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