



In | Between



There are things that are known and things that are not known –
And in-between, there are doors . . .

William Blake

A Word From Jo

I decided on In-Between as our theme for this year a few weeks before the pandemic began. Since then, it's as if the entire human race has moved to an in-between world: between safety and danger, between health and disease, between security and fear.

We inhabit this space bereft of all the old assurances: Our friends and neighbours can no longer be the ones we turn to for support; nor can they turn to us. Strangers feel more threatening: any one of them could be a vector for the virus. Even breathing the same air as others is fraught with danger. Work, a safety net for so many, has been taken away and if we are sick, the last place we want to go is to hospital. The heroes on the front lines terrify us. We cheer for and admire them but we also want them to stay as far away from us as humanly possible. Schools are closed and parents must take on the additional role of teaching.

Living in such constrained circumstances, cut off from so much that makes life a joy and a pleasure, has – predictably – sparked an explosion of creativity. Human ingenuity, as usual, has found amazing work-arounds to the monotony, the isolation and the fear and has invented new ways to connect, conspire and console. Online, we attend concerts, family reunions, counselling sessions, AA meetings. We hold seminars, pitch to funding agencies, tour museums and attend religious services. Home delivery services have sprung up everywhere, libraries have made their books available for download, gym buffs have designed exercise classes for cramped flats with no equipment and impromptu choirs form on balconies and verandahs around the world.

Seeing how quickly and effortlessly (well, almost) all these alternate arrangements were made, implemented and adjusted to raises the obvious question: What took us so long? Disabled people have been asking for these adaptations since forever. The answers they got? Financially unfeasible! Technically impossible! And anyway, no one would like it!

Now that the whole world is disabled, solutions are coming fast and furious. And while nobody likes being in lockdown, many people are grateful for a world suddenly accessible to them: old folks with limited energy and mobility, young parents who find getting out complicated, people with conditions that make socializing risky, poor people who can't afford transport or concert tickets or babysitters.

It's what we've been saying all along: Plan for the most vulnerable and the world works better for everyone. We are all the most vulnerable now. And this genie won't be put back in the bottle when a vaccine is discovered and the pandemic ends. Now that we have tasted universal access, we can't return to the old kneejerk response of saying it's just not possible.

Yes, problems will remain (everyone doesn't have internet; devices have to be affordable, etcetera) but the huge leap – from imagination to execution, from almost nothing to almost everything – has been achieved.

Covid-19 has disabled us all. Yet disability, as usual, has been the greatest springboard for creativity the world has ever known. You heard it here first: Disability is one of those in-between things. You can see it as a curse. You can see it as a blessing. You choose.



There is no logical way to the discovery of these elemental laws. There is only the way of intuition, which is helped by a feeling for the order lying behind the appearance.

William Blake

Calamities can open our eyes to the barriers and inequities our social, economic and judicial structures pose to the most vulnerable among us. The Latika Roy Foundation turned 25 this year. With funding thin on the ground, our birthday went past with little ado. There's always something to celebrate at work anyway. Who knew the situation would morph into what it did – lockdowns of all but the most essential services, absence of public transport, schools shut down. Fear, misinformation and stigma spread fast and furiously.

It's been stressful for everyone, but as always, it's the marginalized who suffer the most. Shutting down our centers – inevitable under the circumstances – has meant our children are home indefinitely with an extended break in their learning and therapy. Taking care of a disabled child, not easy at the best of times, has been particularly fraught in the context of this pandemic.

This is no longer the world any of us grew up in. A lot of what we took for granted is unrecognizable. What hasn't changed (but is sharper and improved these days!): our ability to respond quickly when circumstances require it. This has proved invaluable, with staff across our seven centers having to think on their feet, master new modes of communication and coordinate to meet the needs of our community.

Our vision

A better world for children with disabilities.



Our mission

To provide specialized, localized services to children with disabilities and their families and help others do the same.

Our Centers



I am black, I am white, and I am every color in-between.

Steven Magee



Gubbara

Gubbara is the Foundation's walk-in center for assessments, home management plans, parent training and counselling, and disability-related information for low-income families from around the state.

Early Intervention Center

Our EIC provides services for developmentally delayed children from birth to age six. We employ a strengths-based, family-centered approach, taking the lead from the children's parents' hopes and expectations, empowering them to become their children's biggest advocates.

Karuna Vihar Special School

Our special school, KVSS is an innovative center where children from 7—14 years learn through activity-based learning to grow into happy and confident youngsters.

Child Development Center

The CDC caters to the therapy, communication and social needs of severely disabled children aged 6–14. We emphasize experiential exposure visits and follow a systematic desensitization program with children with sensory issues.

What is systematic desensitization?

Routine events such as haircuts, clipping nails and certain types of food can trigger anxiety and tantrums in children with autism spectrum disorder as they try to avoid the task. Systematic desensitization is a form of behavioral therapy that helps them overcome phobias and other anxiety disorders by gradually exposing them to the object of their phobias until it is tolerated.

Center for Vocational Training

At the CVT, young graduates from KVSS acquire a combination of soft skills, life skills and employable skills. They learn about personal hygiene and grooming, workplace manners, appropriate sexual behaviour, handling money and negotiating public transport. They also obtain vocational skills, such as cooking, housekeeping, sewing, teacher assisting, shop assisting, and office and computer skills.

Latika Vihar

A safe, inclusive neighborhood play center that encourages creativity and fun, LV was our first center. As a space where kids can just be kids, running around and playing whatever they want, it provides opportunities for free expression, leadership, creative thought and problem solving, which many of our children do not get at school or home.

Resource Center

The Resource Centre works towards building an inclusive world through training, advocacy, documentation and fundraising. Our staff provide legal assistance, educate the public on their rights through community outreach, train (parents, community health workers, medical and paramedical staff) on early identification and intervention strategies, and influence policy with clear plans and strategies.

A Family-Centered Approach

Meetings with parents
EIC: 177
KVSS: 138
CDC: 152
CVT: 77

Workshops
EIC: 14
KVSS: 13
CDC: 6
CVT: 2

Hands-on Training
EIC: 134
KVSS: 177
CDC: 99
CVT: 21

Topics for Training

- Inclusion
- Child and vulnerable adult protection
- Government schemes
- Personal development
- Caregivers' mental health
- Individualized Education Plans
- Home management strategies
- Social Stories

LV

Children screened: 393
Children assessed: 266
Families given services: 532

Follow up

- Center-based: 567 sessions with 299 children
- Community-based: 147 sessions with 86 children

Staff Trainings

- Internal: 40
- External: 29

Highlights of Activities



Wonder—is not precisely Knowing
And not precisely Knowing not—
A beautiful but bleak condition
He has not lived who has not felt—
Emily Dickinson



- Launched new curriculum that focuses on functional academic skills, real life problem solving and decision making, adapted from the Functional Assessment Checklist for Programming (FACP), developed by the National Institute for the Mentally Handicapped (NIMH).
- Using augmentative and assistive aids, and customized, wearable communication kits to improve communication with non-verbal children.
- Seven students in a focused Literacy Support Group. One of them successfully took his Class 3 exams through open schooling.

- Added new infrastructure including a sensory path, partitions to make our indoor space more accessible, and a partial body weight training treadmill for our physiotherapy sessions.
- Parent-teacher meetings, attended by 95% of our parents, to discuss academic goals and our Child Protection Policy (<https://bit.ly/2DyMpgq>).
- Parent training on strategies to optimize their children’s learning and development at home. A parent and a sibling volunteered in our classrooms.
- Published ‘Setting up an EIC: A toolkit for an early intervention center for children with special needs’.
- Organized the accredited Continuous Rehabilitation Education, the Rehabilitation Council of India’s (RCI) professional training program.
- Teacher training on the Rights of Persons with Disabilities Act, 2016, for teachers from Nanital, Tehri and Kumaon.
- Sumita Nanda, COO, presented on ‘Bringing Education and Health Policies into Action’, at a seminar hosted by Indus Action for Fellows of Ashoka University, Sonipat.

Counselling for Parents and Caregivers

Parents and caregivers of disabled children are more likely to develop mental health problems that eventually impact their physical health. Counselling helps them develop skills to cope, communicate, manage their time, and take care of themselves so that they can take care of their children.

Group Counselling Sessions

EIC: 54

KVSS: 67

CDC: 87

CVT: 57

Individual Counselling Sessions

EIC: 186

KVSS: 166

CDC: 193

CVT: 255



Awareness

140

Parents and school officials at child protection workshops

67

Certificates made at our disability certificate camp

250

Participants at the Concert for Inclusion by Shabnam Virmani

58

Individual sessions for parents on Disability Certificates, concessions and state welfare schemes

255

Participants at 4 student sensitization and career workshops

1,505

Participants at 16 workshops on RPWD, POCSO, and early intervention

Networking visits to 150 doctors, schools, NGOs and government offices

38

Outreach sessions with 24 Satya Sai Ashram students and 15 of our students

3

Trainees whose legal guardianship we facilitated

Talks on Developmental Disabilities

- *Speaker*
Supported Decision Making Conference, University of Chicago, Delhi Campus: 60 people
Dubai on Down Syndrome: 75 parents
- *Keynote Speaker*
International Down Syndrome Conference, Chandigarh: 400 people (two sessions) Indo-Canadian Autism Group, Hyderabad: 60 professionals
- *Keynote Speaker*
International Down Syndrome Conference, Dubai: 75 people
- *Speaker*
International Autism Association, Kolkata: 400 people
- *Delivered*
Manubhai and Rashmiben Shroff Memorial Lecture, Baroda: 200 people
- *Participant*
Indo-Canadian (I-CAN) Autism Symposium, Hyderabad: 60 professionals
- *Panelist*
Indo-Canadian (I-CAN) Autism Symposium, Hyderabad: 60 professionals

Inclusion

Helping children transition into mainstream schools is part of our work to ensure that they're included in every aspect of community life. Last year, we looked more closely at raising awareness and understanding the issue from a mainstream perspective. We visited several schools, and conducted workshops for our own parents, complete with games and snacks making a fun outing of it while the children were at their centers. This year we propose to work more intensively on helping schools overcome their challenges with inclusion, and establish an online buddy program.



Talks on Inclusion

- Shiv Nader School: 125 teachers
- Keynote at Progressive Principals Annual Convention: 300 principals and teachers
- India Inclusion Summit: 1,000 live + 10,000 streaming audience
- Panel Discussion in '25th National Annual Conference of Sahodya School Complexes' at Vigyan Bhawan on 'Differentiated learning for diverse classrooms' with 1,400 principals

Inclusion Activities

- Children identified for inclusion: 20
- Inclusion meetings: 58
- Children mainstreamed: 4
- Inclusion programs: 24
- Participants: 266 (teachers, parents, students)

Speakers and Visitors

- Dr Meera Shobha Srinath, speech pathology expert, NIMHANS, Bengaluru, analysed our communication training for the children, and trained staff on the importance of associated fields in helping develop communication.
- The First Moy Moy Memorial Lecture by Professor Raj Mohan Gandhi.
- Salesforce management team from Hyderabad and the United States.



External Evaluation by Dr Ajay Sharma

"There is an excellent culture of mutual respect between the staff and service users. The staff are motivated, and there is a lively and welcoming atmosphere. There is an emphasis on keeping children safe, and there is good communication with parents."

His recommendations:

- Make parent empowerment a core focus by setting up a parent partnership center.
- Supplement the existing ABC behavior paradigm with a Positive Behavior Support approach.
- Make communication with children "everybody's business".
- Set up a Quality Improvement Program to become a learning organization, improve teaching, make the work environment and tools more accessible, enhance the focus on outcomes, and audit activities regularly.
- Make systems and processes dynamic and responsive to the needs of staff and children
- Consider setting up a new project for continuing care

Dr Ajay Sharma (FRCP, DCH, MSc) is a neuro-developmental pediatrician and former Clinical Director of Community Children's Services at Evelina Children's Hospital at Guy's and St Thomas' Hospital, London. He runs a website (www.enablenet.info) to empower parents and practitioners on autism and child development.

More highlights of the evaluation: <https://bit.ly/2Pmi4Sx>

Awards and Recognition

- Named one of India's 10 best organizations in the field of developmental disabilities by Dasra, India's pioneering strategic philanthropy organization, in a study funded by the Bank of America.
- Won the Chief Electoral Office, Uttarakhand, State Award for Best Electoral Practice for Accessible Elections, 2019.
- Featured as one of India's seven best organizations in inclusive education in UNESCO's ground-breaking publication, 'The State of Education'.
- Supported ARUNIMA in winning the swimming pool case of discrimination faced by one of its residents.
- CVT Project Head Prem Singh was named Clinical Director, Fit Feet of Uttarakhand, Special Olympics Bharat.

Events and Celebrations

- Autism Awareness Day
- World Down Syndrome Day
- Diwali
- World Book Day
- Janamashtami
- Raksha Bandhan
- Independence Day
- Teachers' Day
- Dussehra
- World Disability Day
- Christmas
- Republic Day
- International Youth Day
- Fashion show for the Salesforce team
- The Concert for Inclusion with Shabnam Virmani
- Street plays



Learning and Responding to the COVID-19 Crisis



Faith is taking the first step even when you don't see the whole staircase."

Martin Luther King, Jr



- The importance of prior and further planning, and documenting work online
- New approaches to teaching, learning, communicating and therapy through online classes, videos and mobile apps.
- We distributed dry rations and provided financial support to low-income families of disabled children when the lockdowns began.
- Creating social stories in partnership with parents to help children develop good habits and change challenging behaviors.

"The pandemic situation isn't easy for anyone but the fact that everyone is encouraging and supporting each other both personally and professionally, and together walking along through this is most gratifying and empowering.."

Namita Singh, Inclusion Coordinator

"When the lockdown was announced, it was very difficult to adjust to work-from-home, manage the house and whole family, and get accurate information about the disease. When I learned more, I started staying home, washing hands, and maintaining hygiene and cleanliness around us. I worried about my own kids and parents as well as the kids and parents at our center.

We came up with ways to stay connected with the children while maintaining social distancing, calling their parents to discuss how they were coping, how to keep them occupied during lockdown, and to boost their morale at this stressful time.

Some of the positive things that have come out of this crisis is that despite limited resources, the parents are working well with their children, reflecting our strong partnership with them. Our team stays connected and we support each other. The staff have done a good job of developing activities and strategies so that the children don't get bored at home."

Pooja Panwar, Project Head, Early Intervention Center

Volunteers and Interns

- Amanda Dorsey (USA) worked on a study entitled 'Understanding barriers to access by girls with disabilities lost to follow up' during her internship. She also formed a Leadership Council at Latika Vihar, and introduced aerobics at the Foundation.
- Melissa Aoife May (UK) worked on a study, 'Understanding practices, attitudes and understanding around menstrual health among young girls with disabilities' during her internship.
- Annemieke Hansen (Germany) volunteered at the CVT and The Club, where she taught cooking and baking, and helped with academic work.
- Tayla James (Australia) developed a guidance system and protocol on tube feeding and drew up a list of useful links on the subject during her internship.
- Nikita De Thierry (Australia) volunteered to coach staff on communicating with parents.
- Muskaan Vohra (Australia) volunteered to help with research on menstrual health among young girls with disabilities.
- Daniel Scherer Emunds (USA) volunteered at the CVT and with our communications team. He managed our social media, developing case studies, feature stories, donor reports, and staff bios, and contributed to photography and video projects.
- Latika Bhardwaj (India) and Sudeepta Newton (India) interned to understand how our centers work, and how our students and trainees transition to the next level.
- Ashar Hussain Ankit (India) conducted a feasibility study on establishing a degree program in Special Education in Dehradun during his internship.
- Doaa Althawr, Tanvi Chaudhary and Zeenia Brar (India) volunteered at Latika Vihar.

Financials

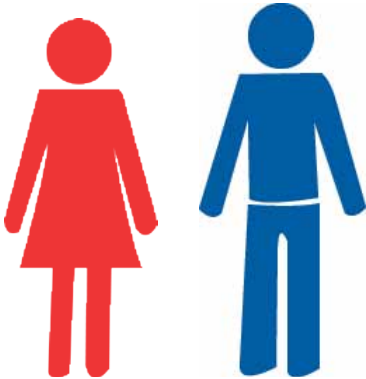
Female-Male Staff Break Up



Full-Time Female Staff: 70
Part-Time Female Staff: 12
Total Staff: 82



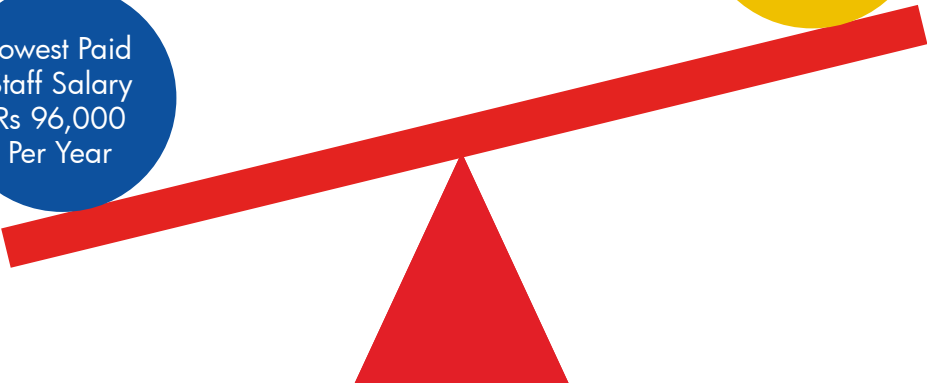
Full-Time Male Staff: 36
Part-Time Male Staff: 7
Total Staff: 43



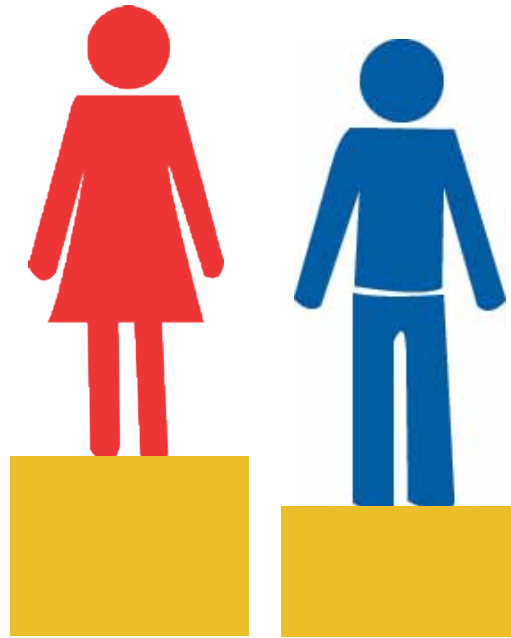
Total Full-Time Staff: 106
Total Part-Time Staff: 19
Total Staff: 125

Lowest Paid Staff Salary
Rs 96,000
Per Year

Highest Paid Staff Salary
Rs 14,52,000
Per Year



Staff Salary break-up: Full-Time Staff



Slab	Female Staff	Male Staff	Total Staff
Above 500,000	7	2	9
Rs 300,000—4,99,000	18	4	22
Rs 100,000—2,99,000	43	25	68
Rs 75,000—99,000	1	4	5
Rs 60,000—75,000*	1	1	2
Total Staff	70	36	106

*Part-Time

Money paid to board members	Nil
Jo's Salary	14,52,000 per year

Expenditure on Foreign Travel	75,350
US travel on January 2020 for a conference on caregiving	

Abstract of Balance Sheet as on March 31, 2020

	Particular	Sch	Local	FC	Current year	Previous year
A	Sources of Funds					
	Capital Fund	1	7,441,963	5,695,842	13,137,805	12,804,731
	Endowment Fund	2	307,738		307,738	307,738
	Fixed Assets Capital Fund	3	11,147,878	5,914,992	17,062,870	116,323,797
	Earmarked Funds	4	17,568,715	4,745	17,573,460	8,864,816
	TOTAL		36,466,294	11,615,579	48,081,873	38,301,082
B	Application of Funds					
I	Fixed Assets	5	20,510,404	10,890,759	31,401,163	29,692,205
II	Investments	6	11,329,806		11,329,806	817,412
III	Current Assets, Loans & Advances					
a	Cash & Bank Balances	7	10,475,554	637,940	11,113,494	13,082,270
b	Security Deposits		129,000		129,000	150,000
c	Tax Deducted at Source		116,705	9,608	126,313	350,383
d	Tax Collected at Source			12,800	12,800	
e	Other Current Assets		5,220	201,000	206,220	1,241,879
			10,726,479	861,348	11,587,827	14,696,004
IV	Current Liabilities					
a	Expenses Payable		364,314		364,314	69,427
b	Creditors - Capital		5,401,750		5,401,750	6,251,750
	- Revenue		334,331	136,528	470,859	
c	Other Liabilities					583,362
			6,100,395	136,528	6,236,923	6,904,539
	Net Current Assets (III-IV)		4,626,084	724,820	5,350,904	7,791,465
	TOTAL		36,466,294	11,615,579	48,081,873	38,301,082

All figures in INR

Complete audited accounts available at www.latikaroy.org/audited-accounts

Our Board



President

Sanjay Sondhi is an IIT graduate and a corporate dropout. As the founder of the Titli Trust, he is a major advocate for environmental preservation, and he brings strategic thinking and a systems approach to changing the world.

Vice President (Outgoing)

Vibha Puri is a retired IAS officer with vast experience in the government. She has expertise in systems thinking and a deep interest in education and social justice.



Treasurer

Mamta Govil is a management professional and special educator who has spent the past 28 years in the field of social communication, project management and education. She currently teaches English at Welham Girl's School, Dehradun.

Secretary

Jo Chopra is the Executive Director of the Latika Roy Foundation. A writer by profession, she was inspired to found the organization by her late daughter Moy Moy, who was diagnosed at the age of four with cerebral palsy and a seizure disorder.



Member

Ritu Jain has an MBA and years of experience in management, fundraising and strategic planning. She is passionate about the Foundation's growth and development.

Member

Ranjona Banerjee is a journalist who has written widely on politics, culture, the environment and media. Her network extends throughout India and she is deeply committed to Dehradun's well-being.



Member

Saatvika Bhargava is a business entrepreneur and networker. A former fundraising officer in the Foundation, she is now setting up an online healthcare system for small cities in India.

Member Elect

Mankiran Chowhan, member elect, is SAP Concur's Managing Director for the Indian subcontinent. One of the Economic Times Top 20 Corporate Women Leaders 2018, her expertise is business strategy and development.



**Jo Chopra receives a salary for her services as Executive Director.*

Our Friends and Supporters

And finally, our funders and donors, without whose unstinting generosity none of this would've been possible. Thank you, thank you, thank you!

Corporates

Advanced Tech Consulting Service Pvt Ltd
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IRIS (KPO) Resourcing India Pvt. Ltd.
IVL Dhunseri Petrochem Industries Pvt Ltd
Vivek Chemicals Industries Pvt Ltd
H T Parekh Foundation
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Institutions

Ann Mary School
Action for the Support of Deprived Children (ASED)
Hilton's School
Aruna Sinclair Foundation
Community Living Toronto
Disability Network Alliance
IAC Patron
Indians for Collective Action
Kalpataru Trust
Kshir Sagar Apte Foundation
LIC Golden Jubilee Foundation
Operations Groundswell
Sadanand Trust
Shantadevi Sah Charitable Trust
Shanti Devi Charitable Trust
Sushila Dalpatlal Parikh Charitable Trust
Vaishnava Center for Enlightenment Inc.
Sunpark Inn A Unit of Sidhi Vinayak Hospitality Services

Individuals

Abha Adams
Abhimanyu Gahlot
Ajay Sharma
Akshay Das
Alana and Isla Officer
Alison Post
Amitabh Mishra
Anand Chopra McGowan
Anand Prakash And Sons
Anshul Jain
Anubha Thapliyal
Arijit Banerji
Atul Kukreti
Bhagwan Dass Chadha
Cyndi Blum
Daniel Morgan & Cathleen Chopra-McGowan
Deep Chandra Joshi
Deepak Agarwal
Dheerendra Singh
Dr. Chetan Chawla
Dr. Gagan Nakra
Dr. P K Chandola
Dr. Surendra Dhalwal
Elaine Lin
Elisabeth Greenberg
Firdaus
Gunjan Minocha
Hema Masih
Hitesh Kumar Nimbark
Indeera and Romesh Chand
J L Gupta
Jack G Young
Janet Kinnane

Lakshmi M Bhatia
Leonard L Richardson
Linda & Bob Pellegrini
Madhu Vrat
Mamta Govil
Manisha Mehendiratta
Mankiran Chowhan
Margaret E. O'Neil
Margaret and Brian McNeill
Mary McGowan & Tom Synan
Meenu Jolly
Meenu Ranyal
Meryl Moss
Michelle and Vinayak
Mohita Kapoor
Nancy E. Solow
Nandita Desouza
Nathaniel B. Atwater
Navjeevan Singh
Neelam Kumari
Neha Gulati
Nitin Agarwal
Nupur Akshay Ghorpade
Padma Goyal
Pallavi Shah
Parul Shah
Paula Hughes
Pierrette Sullivan
Pinky Ram
Pooja Panwar

Pratibha Baluni
Pratima
Prithvi Raj Sharma
Rajendra Singh Kholia
Rajesh Gopakumar
Ravi Chopra
Rehan
Rethi Arvind
Rupa Bishnoi
Rupa Ghosh
Rupa Kamodia
S N Tripathi
Sambit Dash
Sanjay Mehendiratta
Sanjeev Gureja
Sara Margaret Davies
Sarah Brown
Satyadeep Jain
Savita Thapliyal
Shaila Maria Faleiro
Shailja Joshi
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Shipra Pande
Shiv Nagar
Shoba Sreenath Meera
Shobhan Dhir
Siddharth Sharma
Sohum Sanghvi
Srishti Thukral
Subhash Rani

Sumita Nanda
Sunil Kar
Sushma Malik Tayla James
Theo Demolder
Tilak Raj Gulati
Vedant
Vibha Puri Das
Vikrant
Vimika
Virendra Gulati
Vishal Sharma
Yasmin Faridoon Bilimoria

Field Trips and Exposure Visits

- Umoya School
- Dehradun Zoo
- Gyananda School
- Big Bazaar
- Domino's
- Project Burans

Enrolments

As of 31 March 2020:

- EIC: 65
- KVSS: 64
- CDC: 69
- CVT: 56
- Latika Vihar: 60



Latika Roy Foundation

A better world for children with disabilities

Latika Roy Foundation | 113/1, Phase 1, Vasant Vihar | Dehradun | Uttarakhand 248006 | +91 135 276 1014
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