

Children From Indian Red-Light Districts Gain Self-Respect



A girl participates in a 2005 art therapy workshop for children of prostitutes in Kolkata (Calcutta), India. Photo from The Place Where We Live is Called A Red-Light Area, published by Apne Aap.

Overview

Children of prostitutes in the red-light districts of major Indian cities grow up with a sense of shame that makes them more vulnerable to entering sex work themselves. This innovative project uses art therapy and family discussions to help children learn skills for dealing with life's challenges. As they develop self-esteem, they perform better in school and learn to improve communication with their mothers.

Expected Life Change Results

An investment of \$41,100 expands Apne Aap's art therapy program to children living in red light districts and on the streets in four cities. Expected Life Change:

- ▶ 900 children at risk experience improvements in their self-esteem and school grades
- ▶ 30 representatives from NGOs that work with at-risk children learn to conduct art therapy programs and use these skills in their work
- ▶ 930 people impacted – some in multiple ways – at a cost per life changed of \$44.19

What We Like About This Project

This project tackles an issue that many are reluctant to openly address: the needs and aspirations of prostitutes' children. Art therapy has proven to be an effective tool in helping these children overcome stigma, improve academic performance and develop healthier behaviors. This project introduces this medium, which has been underutilized in India, to nongovernmental organization (NGOs) across the country. It has tremendous potential to change the mindset of NGOs and policymakers and, most importantly, to transform children's lives by giving them the tools to face their current situation.

Project Profile

Organization:

Apne Aap Women Worldwide

Grant amount:

\$41,100

Geneva Global ID:

1-VMLZ-0906

Project duration:

18 months

Expected Performance

DELTA SCORE

Measures relative grant effectiveness

2.1 **2.5** 2.8

RISK-ADJUSTED RANGE

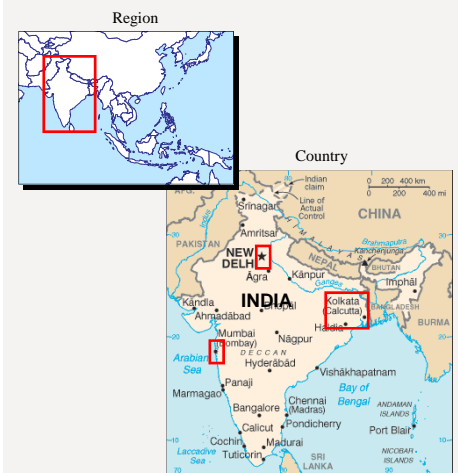
GRANT PROFILE

Reflects aggregate project risk

CONSERVATIVE AGGRESSIVE

Please refer to the FAQ at the end of this document for an explanation of the Delta Score and Grant Profile.

Project Location



To Fund This Project

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SECTOR
PERSPECTIVE

Slavery and human trafficking

Slavery thrives in the 21st century. At least 12.3 million adults and children (some estimate 27 million) are enslaved in exploitative labor or prostitution globally. More than 300,000 children worldwide have been abducted and conscripted as soldiers. Modern slavery treats human beings as disposable objects, exploited for profit, abused and then discarded.

Geneva Global recommends grants to local abolitionists. Finding local organizations that network in a region and clustering grants will multiply the impact on the problem. Our strategy targets forced labor, sex trafficking and forced conscription of children through:

- Prevention – Local anti-slavery action, increasing family income and education
- Rescue and restoration – shelter, counseling and healthcare, market-appropriate skills, basic education, reintegration and restitution where possible
- Legislation – equipping victims with knowledge of their legal rights and strengthening laws to protect victims and prosecute slave owners and traffickers

“Our media focuses attention on sex trafficking and high-profile law enforcement action. While these are important, thoughtful donors will back local abolitionists who are persistently attacking all aspects of slavery using every means available.”

Dot Beck
Geneva Global
Sector Manager

Need — *The Problem and Effects*

Because prostitutes tend to hide their children or send them elsewhere during police raids or visits by social welfare organizations to brothels, solid data on their children are difficult to compile. But experts who work in the field say that there are easily thousands of children in Delhi, Mumbai, Ranchi and Kolkata – the cities where this project takes place – whose mothers work as prostitutes. “Mumbai, India’s largest city, has twice the population of New York, but twenty times the number of prostitutes,” says a 2001 article by Washington, D.C.-based Worldwatch Institute.

Mumbai has more than 250,000 children living or working on the streets and New Delhi has almost 100,000, according to a 2004 article in *The Hindu*, a national Indian newspaper.

Local service availability

Several organizations are working with children of commercial sex workers in the areas served by this project. These include:

- Samaritan’s Purse, Sanlaap and Women’s Interlink Foundation in Kolkata
- Anti-Trafficking Network and Joint Women’s Program in Delhi
- Prerana, Save the Children India, Rescue Foundation and International Justice Mission in Mumbai; Rescue Foundation is seeking funding through Geneva Global

Vision — *In Their Own Words*

“We were running community centers [in the red-light areas] to mitigate the circumstances. What we found was that the women were concerned and wanted their children to be protected. We began working with adolescent girls. First of all, they needed good health, which also means good food. Some of the girls were complaining of stomachaches, and we found that they were only getting one meal a day. There were many health-related disorders: insomnia, sexual abuse, violence, alcoholic mothers – a lot of interrelated things. [In] education, we realized they were dropping out. The 12-year-olds in first [grade] couldn’t keep up with the four-year-olds [from other neighborhoods]. Their attention span was low, and they were not motivated. I saw that they needed more than this. ... We didn’t want the children to be in government homes or with NGOs, but wanted them to stay with their mothers and to build resilience to what they face. I got this idea [of art therapy] by talking to different people and reading books. When I saw the difference it made in the children’s lives, we knew it needed to be scaled up,” says Ruchira Gupta, executive director of Apne Aap.

Strategy — *How to Meet the Need*

Apne Aap works with prostitutes and their children in Mumbai and Kolkata, helping women build their skills and providing them with opportunities to leave prostitution. In 2005, Apne Aap worked with two local NGOs to launch a pilot art therapy workshop for children of prostitutes in two of Kolkata’s red light districts. In 73% of these children’s households, the mother was the head of the household; 88% of the children had at least one family member with HIV. The average family income was \$68 to \$113 a month.

Apne Aap worked with external consultants – including a child psychologist, artists and art therapists – to develop a curriculum for representatives of the two NGOs. The training took two-and-a-half days of classroom time incorporating discussion and role play. Each participant received a binder that documented the training sessions and included resource materials, such as codes of conduct, ice breakers, ways that children respond and approaches to addressing difficult topics.

Workshops were guided by a child psychologist and at least two facilitators experienced in working with children. Artwork and stories from the 56 participating children, ages 9 to 18, were compiled into a book called *The Place Where We Live is Called A Red-Light Area*; children kept their original copies. Workshops held six sessions on each of the following

Local Perspective

A 2001 report by Stockholm, Sweden-based Save the Children, describes the life of children living in brothels in Bangladesh near the border with India: "Children who grow up in the brothel community learn the facts of brothel life at an early age. Although many have mixed feelings about their mother's occupation, most accept that their mothers do this work in order to sustain their families and that they have no other option. ... Children in the brothel spend much of their time with their peers and form powerful bonds, but they have few opportunities for legitimate play. Consequently they become onlookers and participants in unsavory adult activities, including dancing in shops for customers, sexual activity (consensual and coercive), gambling, drinking and taking drugs. ... The lifestyle into which children born or brought up in the brothel are socialized has important impacts on all aspects of their development, most notably on their psychosocial development. Children know they are not accepted by society and feel a sense of shame regarding their origins, whether as a result of their direct involvement in sex work or merely by association. The lack of future prospects for boys combined with other factors leaves them disoriented. Many children – especially boys – find solace and oblivion in alcohol and drugs, while some react by inflicting injuries on themselves. Thoughts of suicide are common. The routine exposure of these children to commercial sex and other illicit activities leads to the development of an unorthodox morality. ... Little importance is given to education in the brothel, particularly for girls, although local educational projects run by NGOs have increased enrollment."

topics: trafficking and prostitution, violence to the mother, alcohol and drug use, HIV and AIDS, stigma and discrimination, and dreams and hopes:

- In the first session, children go on a field trip outside the red-light district, for example, to a zoo or water park and play games that introduce the topic.
- In the second through fourth sessions, children form smaller groups in which they discuss the topic. Then they draw their understanding of the topic and tell about their experience with it. For example, if the topic is HIV, facilitators will ask them if they know anyone with HIV.
- In the fifth session, mothers are invited to explore the topic with their children
- In the sixth session, all the children and mothers meet together in one group so the children can share what they have learned.

After the project, Apne Aap conducted an evaluation by interviewing children. Apne Aap observed that children became more comfortable talking with adults, including their mothers, and showed an increase in self-esteem:

- 67% of children learned that human trafficking was a crime
- 80% discussed HIV with their families or friends
- 97% said they felt more equipped to discuss HIV, trafficking and violence
- 53% said they felt less fear and shame from living in a red-light district

School districts reported that participating children's attendance and attention spans increased as a result of these workshops. The project also helped Apne Aap identify possible areas for further intervention on behalf of children, such as child sexual abuse.

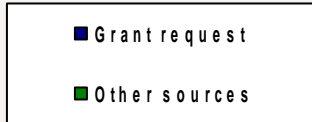
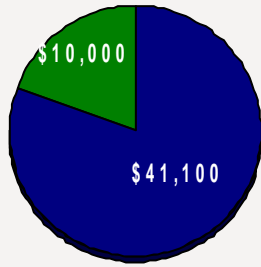
Proposed Action – *What This Project Will Do*

This project will train representatives of 30 NGOs in Delhi, Mumbai, Ranchi and Kolkata to provide art therapy to children who live in red-light districts, street children or children affected by AIDS. Apne Aap has already identified 30 organizations that work with at-risk children and could benefit from this training; many have already committed to participating in the training if it receives funding. One to two people from each organization will receive training from Apne Aap and be able to pass these skills on to others within their organizations. The NGO representatives will learn to conduct baseline surveys and record changes in the children's resilience and behavior. NGOs will be required to report to Apne Aap on a monthly basis.

Experienced child psychologists and artists will provide the training in each of the locations after receiving one week of orientation from Apne Aap.

After Apne Aap and participating NGOs hold the art therapy workshops, Apne Aap will display the artwork in public places such as government buildings, museums and colleges to educate people about at-risk children and reduce stigma. It will put a special emphasis on inviting parliamentarians and other policy makers to the display and recording their comments to lay a foundation for future policy work.

Project Budget



References

Rishi Kant, founder of Shakti Vahini, a human rights organization in Faridabad, India, says, "This [project meets] a much-felt need and ... should be replicated in many such areas across South Asia. Our experience of more than 10 years working very closely with sex workers and trafficked victims is that such initiatives [with children of prostitutes] ... reduce chances of second-generation prostitution. ... The children of the sex workers are a very traumatized and stigmatized group. We know that without interventions like Apne Aap, these children have a very bleak future. Such children can do wonders like any other children if they are given the ... opportunity. This [project] is important also because it will empower NGO managers in other places to replicate this very important initiative which will change lives."

Madburesh Kumar, researcher at India Institute for Critical Action: Center in Movement (CACIM), a New Delhi, India-based network of development organizations, says he has seen lives in the community change as a result of Apne Aap's program, "not in very major way, but slowly and gradually they are making a change, and over the time it will have an impact. ... They [Apne Aap] faced initial resistance in the area because their work would hurt the financial interest of pimps and others in the area, but now they are well settled and progressing well."

Budget: \$51,100

Total budget for this project is \$51,100, of which this grant will cover \$41,100. The remaining \$10,000 has been provided by an international donor.

Items	Grant request (\$)	Other source (\$)	Total (\$)
Book publication		10,000	10,000
Learning materials (including workbooks, posters)	6,000		6,000
Project coordinator salary	5,340		5,340
Local trainer salaries	3,996		3,996
NGO training in four cities	3,940		3,940
Office rent, electricity	3,396		3,396
Administrative assistant	2,664		2,664
Transportation for staff and trainees	1,980		1,980
Stationery	1,764		1,764
Monitoring of training (travel costs to NGOs)	1,735		1,735
Press conferences in Delhi, Mumbai, Ranchi	1,530		1,530
Development of training module	1,492		1,492
Exhibition fees, materials	1,470		1,470
Workshop food, refreshments, assessment	1,672		1,672
Telephone	1,320		1,320
Printing, photocopies, internet	1,320		1,320
Trainer orientation	1,010		1,010
Documentation of media coverage	339		339
Database of NGOs, media	132		132
Total	41,100		51,100

Evaluation Metrics

Geneva Global's forecast of results is located on the first page of this report. At the conclusion of the project, Geneva Global will issue a report comparing actual results to:

- 30 trainers from NGOs learn to implement art therapy interventions with vulnerable children, as evidenced by surveys conducted by Apne Aap staff that show they have changed the way they interact with children and teach what they have learned to other NGO staff
- 900 children living in red-light districts experience improvements in their self-esteem and school grades, as evidenced by pre- and post-intervention surveys conducted by Apne Aap staff that document improvements in children's relationships with their mothers, participation in community events, school attendance and grades and self-confidence

Apne Aap will also report on:

- Outreach to policy makers and media, as evidenced by media pieces about the workshop and children living in the red-light districts and a record of comments given to Apne Aap by policy makers
- The number of orders received for the book, as evidenced by Apne Aap staff reports

References

Ratnottama Sengupta, senior editor of The Times of India, Haryana, India, worked with Ruchira Gupta when they were both at the Kolkata-based newspaper The Telegraph in the 1980s. Sengupta says, "I have been seeing the work her friends and colleagues in Apne Aap are doing in Kolkata. I can recommend her for [funding] without reservation. I [first] heard about Apne Aap in [the] course of my responsibilities as the arts editor [at] The Times of India. I was invited to be judge at a children's art exhibition [run by Apne Aap]. ... I saw the drawings. I also saw their [drama] and dance, and I saw the commitment of the workers of Apne Aap. ... Each one knew what they were to do, and they did it well, leaving no room for others to complain. ... I was impressed by all of these things. When coming away, they gave me some literature about Apne Aap, and while going through it I realized that the founder ... Ruchira Gupta was a former colleague. ... I think it is extremely important to expand the pilot project and make it an ongoing project that will continue to identify talents in the children and hone them so they have a choice, a career option, before them by the time they are 17. ... I agree with Apne Aap that no sex worker is in the profession by option. They are there because of human trafficking, and that I believe should be discouraged, stopped. ... My experience makes it clear that [Gupta] is a good leader who has already established a structure where work is successfully carried on even when she is ... far away."

Geneva Global Services

Project discovery. In consultation with field experts, Geneva Global finds superior programs that correct situations of the greatest human need.

Field investigation. References are checked with independent sources who know the organization.

Site visit. Before recommending a project, a Geneva Global staff person or Geneva Global Network member visits the site to verify the information we gather.

Desk research. Best practices and other reference information are used as yardsticks to measure the project.

Peer review. During research, information gathered and the description prepared must pass three quality control checks.

Expert review. A Geneva Global sector manager checks findings and recommendations.

Deal structure. A Geneva Global researcher confers with the implementer to reach agreement on expected results, timetable and criteria for evaluation, use of funds and budget.

When you fund this project, Geneva Global will:

Document the agreement. Before money is sent to the project, a Memorandum of Understanding is signed that details expected results, timelines and acceptable uses of funds.

Assist with international funds transfers. As you require, Geneva Global will simply provide wire transfer instructions or will handle the entire process on your behalf.

Obtain receipt of funds. Geneva Global confirms when grant funds arrive with the implementer.

Check progress. Early in the project, usually about 90 days, Geneva Global confirms that the program is proceeding according to plan. The lead analyst is available to the implementer for advice and consultation throughout the project.

Measure results. Shortly after conclusion of the project, Geneva Global collects data from the implementer and compiles a concise analysis of project outcomes and lessons learned. For every project you fund, you will receive a Geneva Global Results Report.

References

Dipak Biswas of Paschim Banga Krira O Janakalyan Parishad, which works with street children and children of prostitutes in Kolkata, says, “The bookmaking project has helped children to learn about trafficking, prostitution, HIV, AIDS and violence against women in a very informal atmosphere. That is why it had a greater impact, as children grasped more while playing than in lecture sessions. Everyone who had worked with [the] bookmaking project – children as well as facilitator – remembers it as one of their most memorable workshops. In fact, children had been asking me if the project would restart. They also requested the same sessions for their friends. After the workshop, I find the participant children to be much more active and confident. They now have zeal to learn more. They have started performing well in their studies, also. The session had served as an outlet of their anger, fear, shame and lack of confidence [in] themselves. They are much more confident of what they want to do. They have been requesting [that I] send them to ... be trained on such subjects so that they can help other people. I want this workshop to be repeated with other group[s] of children in my organization so that they can also be benefited.”

Depth Analysis

Urgency: Several organizations are working in the project areas to meet the needs of prostitutes’ children, but few to none are taking the same approach that this project uses. Score: medium.

Need: While this project may not improve immediate quality of life indicators such as health, it will build resilience in children, leading to their improved performance in school and lowered risk of becoming commercial sex workers themselves. Score: medium.

Extent: NGO representatives might require a refresher course to ensure the continued quality of the services they offer to children from the red-light districts. In NGOs where turnover is high, the organizations will need to send additional representatives for training. Apne Aap’s pilot art therapy program resulted in significant changes in children’s attitudes and behavior, but children will benefit more thoroughly if they have continued contact with supportive adults, especially in NGOs where the turnover rate is high. Score: medium.

Permanence: Life change from this project has the potential to last years as children are given skills that are transferable to multiple life situations. Score: high.

Intensity: Children and NGO representatives will have about 100 hours of contact with Apne Aap staff. Score: medium.

Risk Analysis

Concept: References report that the pilot project had produced significant changes in children’s self-esteem and behavior, helping them realize that their mothers’ profession does not diminish their worth as humans. In this region, art therapy is not widely recognized as an instrument of learning and healing, even though it can have dramatic effects on personal and community well-being. Risk: medium.

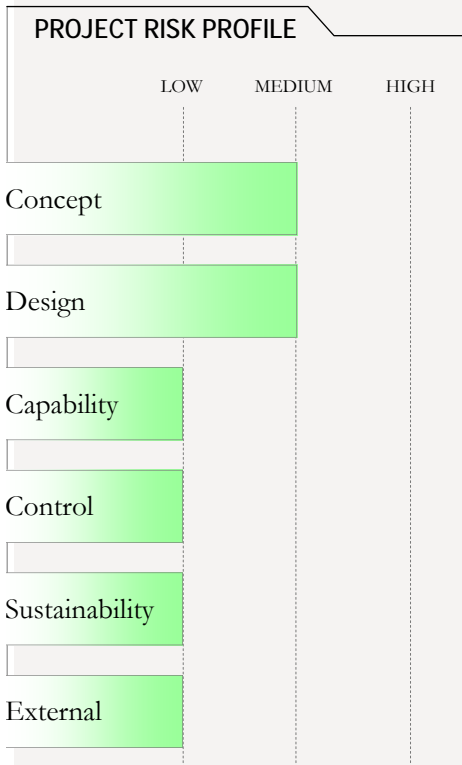
Design: The project is a scale-up of the successful pilot art therapy program. Apne Aap has gauged the interest of NGOs in participating in the project, but is waiting until it secures funding to invite them formally. Therefore, there is a risk that some NGOs may be unable to attend. While Apne Aap will be in charge of this project’s measuring and monitoring, the responsibility of the impact is with the NGOs. Because some of these relationships are new ones, there could be misunderstandings that would have a negative impact on project results. Apne Aap has a record of building good relationships with local communities. Risk: medium.

Capability: Apne Aap is a large organization and has successfully implemented a variety of training projects. Therapists and artists will be on-hand to assist in the project’s implementation. The Board has committed to providing logistical support and publicity for art exhibitions and soliciting volunteers. Risk: low.

Control: The organization has externally audited financial statements, independent governance, stable management and secure means of transferring funds. Risk: low.

Sustainability: NGOs with trained staff members will be able to continue offering art therapy to their beneficiaries without relying on Apne Aap, and therefore the organization will not require further funding in order for this project to continue. The toolkit and workbook developed for this project will facilitate NGOs’ ability to offer this service independently. An independent foundation has committed to fund the expansion of this project into Nepal and Bangladesh if it is successful. Risk: low.

External: While there is a possibility of political or ethnic tensions, the possibility of these negatively affecting the project is unlikely. Risk: low.





India

Population: 1.08 billion (CIA World Factbook)
Population younger than 15: 33%
Urban population: 29%
Languages: Hindi 30%, English, Bengali, Telugu, Marathi, Tamil, Urdu, Gujarati, Malayalam, Kannada, Oriya, Punjabi, Assamese, Kashmiri, Sindhi, Sanskrit, Hindustani (CIA)
Life expectancy: female 64, male 63
Maternal mortality (deaths per 100,000 live births): 540 (compared with 17 in the U.S.)
Infant mortality (deaths per 1,000 live births): 62 (compared with 7 in the U.S.)
Under-5 mortality (deaths per 1,000 live births): 85 (compared with 8 in the U.S.)
HIV prevalence (ages 15-49): 0.9% in 2005 (same in 2001)
People with HIV: 5.7 million in 2005 (5.1 million in 2001)
HIV-infected children (0-14): 120,000 in 2001
Literacy (15 and older): female 48%, male 73%
Gross national income per capita: \$620
Population living on less than \$1 daily: 35%
Population living on less than \$2 daily: 80%
Mothers ages 15-19 (births per 1,000 females): 73 (compared with 50 in the U.S.)
Children in the labor force (ages 7-14): 5% (2000, compared with 0% in the U.S.)
Unemployment rate: 4% (compared with 5% in the U.S.)
Religions: Hindu 74%, Muslim 12%, Christian 7%, atheist 4%, Buddhist 1%, nonreligious 1% (World Christian Database).
2005 U.N. Human Development Index rank: 127 of 177 countries

HIV and AIDS data are from UNAIDS. All other data are from the World Bank unless otherwise noted.

Organization

Apne Aap Women Worldwide

Kolkata, India

Founded

Apne Aap was founded in January 1998 and registered with the government in August 2002.

Affiliations

- Association for Prevention of Trafficking and Sexual Exploitation of Children (ATSEC), Kolkata, India
- Avert Society, Mumbai, India
- Action Aid, Kolkata
- Academy for Educational Development, Washington, D.C.
- Bhoomika Vihar, Jodbani, India
- Coalition Against Trafficking in Women, Boston, Mass., and Manila, Philippines
- Campaign Co-coordinating Committee, Kolkata, India
- Cents for Relief, Miami, Fla.
- Daywalka Foundation, Portland, Ore.
- Deepika Social Welfare Trust, Kolkata
- People for Children, San Juan, Puerto Rico
- Society for the Integrated Development of the Himalayas (SIDH), Mussoorie, India
- Sanlaap (Dialogue), Kolkata
- Swayam, Kolkata
- Thoughtshop Foundation, Kolkata
- Unniti Foundation, New Delhi, India
- U.S. Consulate, Kolkata
- United Nations Development Fund for Women (UNIFEM), New York, New York
- U.S. Agency for International Development (USAID), Washington, D.C.
- Yale University School of Public Health, New Haven, Conn.
- Women’s Institute for Social Education (WISE), Mumbai
- Vital Voices, Washington, D.C.

Active programs

Description	Inception year	Number of people helped in 2005	Number of staff
Prevention of intergenerational sex trafficking	2004	1,284	15 full-time 10 part-time 10 volunteers
Project to reduce demand for sex-trafficking	2005	65	3 full-time 1 part-time
Building resilience of children in red-light areas in West Bengal	2005	56	2 full-time 3 part-time

References

Ambika R. Pandey, the director of Deepika Social Welfare Society, Kolkata, India, became acquainted with Apne Aap staff members during a one-month bookmaking project they carried out with a group of Deepika beneficiaries in Sonagachi, India. Pandey says, "They had a very professional approach to the work. The team was very committed to the task and the kids enjoyed the good time too. ... [Ruchira Gupta] carries a very sincere burden for this particular target group. She is very learned and [an] informed person. She also seems to be very encouraging and inspiring to her team."

Father Winston John of Deepika Social Welfare Society tells about the positive response that children and parents had to the bookmaking project his organization did with Apne Aap. He says, "The bookmaking workshop has served as base for starting up a coaching class project in the evening hours in Sonagachi area. After the completion of the project ... mothers and children themselves came to tell them that they are very interested in [more] evening classes where they not only learn about various issues concerning them, but also ... play. Today [Deepika Social Welfare Society] is running a coaching project for 60 kids where they are made to do their homework and have play sessions." He says that mothers and children have also requested further art therapy classes.

Overall organization revenue sources (income) and spending (expenditure) in U.S. dollars

Income	2003	%	2004	%	2005	%
Regional donor***	0	0	0	0	68,181	88
Other donations	2,259	100	23,221	100	9,284	12
Total	2,259	100	23,221	100	77,465	100
Expenditures						
Expenditures	2003	%	2004**	%	2005	%
Programs	0	0	6,655	35	34,548	64
Salaries	0	0	7,163	38	11,414	21
Administration	95	100	5,221	27	7,881	15
Total	95	100	19,039	100	53,843	100
Surplus/(deficit)****	2,164		4,182		23,622	

*Exchange rates were 47.500 Indian rupees (INR) to \$1 in 2003, 43.975 INR to \$1 in 2004 and 43.740 to \$1 in 2005.

**Budget increased due to the implementation of major prevention activities and expanded outreach.

***Geneva Global keeps donors' names on file, but does not publish them in reports.

****Due to time differences between receipt and expenditure of funds.

Financial statements

Prepared: Monthly
 Reviewed by: Treasurer, executive director, Board of Trustees
 Externally audited: Yes, year ending March 31, 2005
 On file at Geneva Global: Yes

Complete bank wire transfer
 on file at Geneva Global: Yes

Profile

Ruchira Gupta, executive director, founded Apne Aap after making the Emmy Award-winning 1996 documentary *The Selling of Innocents*, which highlighted the trafficking of Nepali girls to brothels in Mumbai. Gupta's Emmy was in recognition of Outstanding Investigative Journalism. A journalist by training, Gupta had worked with several Indian national newspapers and the BBC. She is also a consultant for UNICEF, the U.S. Agency for International Development (USAID) and the World Health Organization (WHO). She uses the contact-building skills developed during her journalism career to network with other community-based organizations and international nongovernmental organizations.

Anu Chakrabarty, bookmaking project coordinator, holds a bachelor's degree in political science, history and English from Loreto College in Kolkata. From 2004 to 2005, she worked with the Society for Community Intervention and Research in Kolkata, which reaches out to injecting drug users. From 1999 to 2003, she worked with Calcutta Emmanuel School, a school for underprivileged children that also educates students about social issues and provides medical check-ups, vocational training and nutrition. She was an assistant warden at Pauline Bhavan, which rehabilitates children rescued from railway station platforms through a residential program in Kolkata. She has experience working with child laborers, children of prostitutes and child drug addicts.

Leadership

Governance

A Board of Trustees meets quarterly to make major decisions regarding programs, staff, training and expenditures. Each center has an elected advisory committee of women in prostitution that advises the Board. Trustees are:

- Ruchira Gupta, ex officio member (executive director, Apne Aap)
- Vinita Saraf, managing trustee (owner of interior design firm, partner in leather export factory)
- Namrata Sureka, treasurer (landscape designer, partner in construction company)

Policies

Related parties in management or governance: No
 Staff and/or Board reflect the spectrum of ethnic groups or tribes: Yes
 Women in supervision or management: Yes

Leaders

Name	Responsibility	Title	Years of related experience	Years with organization	Years in current role
Ruchira Gupta	Programs, staff	Executive director	21	4	4
Durga Kumar	Donor liaison, reporting, monitoring	Program coordinator	4	3	< 1
Debjani Roychowdhary	Art therapy	Project coordinator	18	< 1	< 1
Anu Chakrabarty	Bookmaking project, consultants	Bookmaking project coordinator	7	< 1	< 1
Janaki Dubey	Khidderpore Community Center	Project coordinator	5	2	2
Sraboni Sarkar	Topsia Community Center	Project coordinator	11	< 1	< 1
Tinuku Khanna	Forbesgunj Community Center	Project coordinator	5	3	3
Sanjay Sharma	Subhash Camp Community Center	Project coordinator	15	3	3
Bhaskar Kakkad	Bhiwandi Community Center	Project coordinator	15	1	1
Shahana Dasgupta	Khidderpore Community Center assistance	Project assistant	25	3	3
Surana Ghosh	Central office	Office assistant	1	< 1	< 1

Who is Geneva Global?

Geneva Global works for donors. We are not fund-raisers for charities. We do not promote our own projects. Rather, we are a service for thoughtful donors who want measurable results from the money they give. Geneva Global provides independent research, insightful analysis and grant management so our clients can invest where their giving changes the most lives. In short, we help you accomplish more with the money you give.

What is a *Delta Score* and how is it calculated?

The Delta Score is a universal measurement that makes it possible to compare projects, regardless of type or location. The Delta Score calculates the depth and breadth of Life Change from a project and compares it to the most common form of international giving, child sponsorship. The scoring system is calibrated so a Delta Score of 1 equals successful sponsorship of one child. This means a project with a Delta Score of 7 is expected to produce seven times more Life Change than if an equivalent amount of money were spent on child sponsorships.

What do you mean by *Life Change*?

One of the most serious flaws in traditional philanthropy is the lack of ways to measure success. How do you know whether your contribution did any good? Geneva Global uses Life Change to measure success in giving. We define Life Change as a direct, material and measurable difference in the quality of a person's life. A life is changed when an AIDS orphan is integrated into a loving family, when a mother achieves economic security by starting a small business, when an infant's life is saved by a vaccine, when a girl completes her education or when a slave becomes free from bondage.

What is the *Risk Adjusted Range*?

The comparable term in investing is "volatility." Every project involves risk. We assess up to seven categories of risk. The Risk Adjusted Range shows the range of likely Delta Scores for the project based on the combined risk. A project with low total risk will have a very narrow Risk Adjusted Range (for example, 7 to 9 with a Delta Score of 8), while a project with high total risk will have a broader Risk Adjusted Range (for example, 4 to 12 with a Delta Score of 8).

What is the *Grant Profile* and how is it determined?

We only recommend projects that, based on Geneva Global's extensive experience, have acceptable levels of risk. However, tolerance for risk varies among donors. The Grant Profile is a simple way of summarizing the total risk associated with a project. What is your personal giving style? Do you have an appetite for courageous projects that operate in difficult and even dangerous situations? Or do you value stability? Geneva Global finds, researches and recommends projects that range from daring to stalwart. The Grant Profile is an at-a-glance indicator of which giving style best matches the amount of risk for a particular project.

Who pays for Geneva Global's research?

Investigating projects in foreign countries is difficult and costly. The benefits, however, are tremendous. Geneva Global clients discover they are able to obtain 10 and sometimes as much as 30 times the results compared to traditional methods of giving. The increased results far outweigh the modest professional fees Geneva Global charges. Contact your Geneva Global advisor for fee details and information about all the services you receive.

Whom do I contact to fund this project or ask questions?

Contact your Geneva Global advisor.
If you don't have an advisor, please contact
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