

PROFILE

- Committed professional with over 25 years of experience in Public Health Nutrition in the development sector and academics. I have worked across a range of sectors and geographies in areas of technical and policy advisory; developing strategies; program design and implementation; capacity building; teaching and research. I have many years of experience in coordinating and negotiating with actors in development, including senior bureaucrats, political leaders, development networks and donors, such as DFID, USAID as well as UN institutions.
- Led technical assistance for Nutrition in several multi-million pound/dollar projects including DFID SWASTH in Bihar, USAID A2Z the micronutrient project in UP. My particular strength lies in designing programs and strategies based on a thorough situational analysis particularly community centered approaches.

EMPLOYMENT RECORD**IPE GLOBAL, DELHI (India)****July 2014 onwards****Program manager, Lead Knowledge Hub, Lead Nutrition and Training: USAID Project Scaling Up RMNCH+A**

National lead for integrating Nutrition in the RMNCH+A program. Coordinate team for design and delivery various training of project team and health service providers, preparing work-plans and reports, prepare research briefs and plan studies to inform program and support Project Director for overall project coordination, and strategic planning.

INDEPENDENT CONSULTANT**May 2013 –June 2014**

UNICEF Bihar (India): Conducted an assessment of Quality of ECE services in Bihar. Recommendations have been accepted for scale up by GoB.

UNICEF Bhutan and Ministry of Health Government of Bhutan: *International assignment* – Adapted and integrated the Care for Child Development Package including M&E framework for use in Bhutan. Carried out a rapid assessment of the situation, facilitated stakeholder consultations and trained national level master trainers. Integrated the early childhood development package with ongoing education sector interventions in the country. The package is now ready for nationwide scale-up.

UNICEF Rajasthan(India): Documentation for the State Nutrition Mission & State Nutrition Plan of action.

IPE GLOBAL, DELHI (India)**Feb. 2007 to April 2013*****Director Nutrition BTAST DFID-SWASTH Bihar*****(Jan 2009 till March 2013)**

As the lead for the Nutrition Sector programme under SWASTHⁱ in Bihar my role included:

- Providing strategic leadership and managing operations; supervise and coordinate technical assistance with state team of 10 and district team of 56.
- Managed partnerships with DFID, GoB, consortium partners, technical advisory members and senior consultants.
- Diagnosing, conceptualizing, designing and bringing to operational stage major innovative strategies, this also included a *facilitating and coordinating* a consultative process for a broader perspective and consensus building.
- Advocacy at the highest levels culminated in policy decisions by the Government of Bihar:
 - Recruitment of 2600 ICDSⁱⁱ lady supervisors by the state government against the decade old vacancies
 - Creation of 1740 additional posts of community level workers at Gram Panchayat (community level local governance unit) to improve ICDS services
 - Scale up of Nutrition, Health and WASHⁱⁱⁱ focussed, coordinated, multi-sectoral community centred approach participatory learning and action intervention among self-help groups across the state.
 - Focussing on the first 1000 days as the key nutrition and early childhood intervention in the state.
- Technical assistance to Government of Bihar (GoB) also included support for establishing institutional arrangements for *SWASTH*, processing approvals within the government systems and building capacity of government counterparts to implement DFID budget support of 57 million GBP.

Deputy Team Leader and Nutrition Advisor, West Bengal (WB) TAST^{iv}**(February 2007 to June 2009)**

Responsible for strategic vision and technical leadership to GoWB to implement DFID budget support of 13 million pounds. The State Nutrition Strategy developed under my leadership was instrumental in bringing about an 8.5% reduction in under-nutrition among the poorest, improved feeding practices and coverage of ICDS services.

ACADEMY OF EDUCATIONAL DEVELOPMENT (AED), WASHINGTON**May 2006-Jan 2007*****State Coordinator – Technical Advisor* –UP, India, AED – A2Z Project (USAID Micronutrient project)**

- Headed the UP operations of the A2Z programme which included anaemia control and vitamin A supplementation interventions. Provided technical support, supervised team of 4, liaised with State and district Government counterparts as well as other stakeholders in the field.

- Succeeded in establishing A2Z identity, in the state and six focus districts and making the Vitamin A programme a district priority. During the tenure, A2Z supported districts reported 50-60 % increase in vitamin A coverage.

UNICEF, BIHAR (India)

July 2002 - Apr 2006

Consultant, UNICEF - Bihar and Jharkhand

- Provided technical and management support to the community based early childhood development (ECD) strategy DULAR and micronutrient programs in both states - Vitamin A supplementation, anaemia control and IDD program. Coordinated programme monitoring and evaluation, capacity building activities for the nutrition programmes. Supported the development of Child Development & Nutrition State Plan of Operations 2003-2007, annual work plans, supply plans, donor reports and annual reports. In Bihar coverage of *Vitamin A Supplementation increased from 68 to 80% through successive rounds.*
- Supported UNICEF Bihar to plan its Anganwadi Sanitation program and plan alternative delivery models for the Mid-Day Meal Program, facilitated incorporation of these in policy. Developed documents & training modules.

LECTURER IN HOME SCIENCE (NUTRITION & CHILD DEVELOPMENT) Patna University (India) Jul 1986-Jun 2002

- Taught Nutrition and Child development to postgraduate and undergraduate classes; courses included Basic Nutrition, Therapeutic Nutrition, Community Nutrition, education extension and Institution Management. Undertook research and training projects for UNICEF, CARE, and Government of Bihar.

NATIONAL INSTITUTE OF PUBLIC COOPERATION & CHILD DEVELOPMENT, GUWAHATI**Research Associate (Nutrition)**

Sep 1978 - Aug 1980

- Trained supervisors of 'Integrated Child Development Scheme' (ICDS) of the States of Bengal, Bihar, Orissa, and the seven North Eastern states and surveyed ICDS Projects

PROFESSIONAL EXPERIENCE**TECHNICAL POLICY ADVISORY**

- During my role as Nutrition Lead for DFID technical assistance in Bihar and West Bengal, advocacy and advisory efforts led to several policy decisions including recruiting supervisors, adoption of innovative approach to strengthen delivery of ICDS services including preschool education, inducting an additional community level worker in ICDS, scaling up community based participatory learning approach, and establishing *focus on the first 1000 days* as the core nutrition strategy for ECD in Bihar,
- As the head of the USAID micronutrient programme in UP moved the state for formulating a *state policy* for regular *micronutrients supply*.

EARLY CHILDHOOD DEVELOPMENT

- I was trained on early childhood development by UNICEF under the early childhood care for survival, growth and development (ECCSGD). As consultant to UNICEF Bhutan I conducted a situational analysis of ECD interventions from the health sector perspective and adapted the Care for Child Development package for national implementation by the health outreach service providers and its linkages with the early education team.
- I conducted a rapid assessment of early childhood education services with a strong focus on ECD for UNICEF Bihar.
- Program applications and experience of ECD includes my experience with DULAR and 'Gram Varta' that integrated elements of ECD

COMMUNITY CENTRED CARE PROGRAMS & SOCIAL INCLUSION- "Gram Varta", UDDEEPAN and DULAR

- In Bihar, as lead of the DFID technical assistance for Nutrition, provided strategic and technical oversight for the design and trial of the women self-help groups based intervention of participatory learning action (PLA). *Mid line qualitative reflections indicate changes in hygiene and child feeding practices.*
- Designed an innovative strategy named UDDEEPAN, which means to kindle, to improve service delivery at community level and involve leaders of the local governance unit. Moved the State to create 1740 positions for a new community based cadre to strengthen capacity of frontline workers and achieve equitable service delivery.
- Actively participated in the development of an operational strategy to reach the community and families with a package of services designed to promote care for infants, children and women the UNICEF supported DULAR strategy. Evaluation of DULAR strategy by Tufts University (2003, 2004, and 2005) demonstrated *significant reduction in malnutrition among children.*

GENDER ISSUES AND VIOLENCE AGAINST WOMEN (VAW)

- Under the Sector wide approach to strengthen health (SWASTH), provided strategic guidance and oversight for development of operation plan to address VAW and draft state women's empowerment policy. This also included sensitizing health professionals and workers on gender issues.

PROGRAMMING FOR MICRONUTRIENTS IN UP, BIHAR AND JHARKHAND

- As Nutrition consultant to UNICEF supported programmes of vitamin A supplementation, anaemia control in adolescent girls and women, promoting use of iodized salt/USI. Contributed to the entire process starting from conceptualization of programme design to development of operational plans, team building for quality implementation, capacity building, communication, monitoring, coverage assessment and documentation.

CAPACITY BUILDING AND PROGRAMME COMMUNICATION

- Lead the design and implementation of a participatory training of Labour room staff to improve quality of maternal and newborn care.
- Developed multi-year training framework and plans, for ICDS in Bihar, developed/ customized training manuals and modules for various levels of ICDS staff, self-help groups, micronutrient programmes, growth monitoring as well as for focussed approach to improve the quality of the first 1000 days and early childhood development.
- Designed and implemented training of trainers, training evaluations and cascading trainings for various programmes. For ECD interventions trained 100 Master trainers and 20,000 frontline workers in Bihar.
- *Programme communication:* Contributed to and coordinated the development and design of advocacy, communication and training materials such as manuals, standard procedure guidance, picture cards, interpersonal counselling aids, posters, leaflets and folders for various community based and micronutrient programmes.

RESEARCH EXPERIENCE

My experience in research spans the whole spectrum of activities from conceptualization to the final report and includes both primary and secondary research. I have designed studies, prepared research tools, hired and trained data collection teams, use of anthropometrics, quality assured the process, analysed and interpreted data, presented results and prepared reports. I have also commissioned and managed large scale surveys. Some examples are:

- Rapid assessments of nutrition programs to inform policy and operations – Weekly iron folic acid supplementation program in the states of Punjab and Himachal Pradesh, and Malnutrition Treatment centres of Jharkhand state, as part of the USAID supported *Vridhhi* – Scaling up RMNCH+A interventions
- Operational trials of ICDS reform strategy and mobilizing self-help groups for nutrition using PLA approach.
- Commissioned large scale cross-sectional surveys- state wide concurrent monitoring in Bihar, Public Expenditure Tracking Study and Nutrition Baseline survey in West Bengal.
- Coordinated design of an evaluation pilot on Conditional cash transfers for nutrition in Bihar;
- Facilitated evaluation of "UNICEF supported Dular Strategy in Bihar and Jharkhand", by Tufts University Boston in 2003, 2004 & 2005; Assessment of "Anaemia Control program for adolescent girls in Jharkhand"; the State wide study "Track the progress towards sustainable elimination of Iodine Deficiency Disorders in Bihar," a joint effort of UNICEF, the Government Bihar, ICCIDD and Micronutrient Initiative.
- Project Coordinator and lead investigator for: UNICEF sponsored "MCHN Baseline Survey Of Gaya District" 1998- 1999; Field-testing of Decentralized supplementary food program for ICDS. (December 1999); CARE sponsored "Dietary Research Study of South Bihar"-April 2000 – September 2000.

DOCUMENTATION AND REPORTS

- Developed state strategies, programme strategies and programme documents in Bihar for SWASTH, these include brochures, handbooks for frontline workers, operational guidelines etc.
- Documentation of the District Health Planning process, the "Health Sector Reforms West Bengal 2003-2007", the Brochure "West Bengal State Nutrition Strategy – Highlights and Immediate Priorities" in West Bengal.
- Process documentation of the Vitamin A and Anaemia Control Program for Adolescent girls - Jharkhand; booklet on "Locally Available Green leafy vegetables in Jharkhand"
- Developed training curriculum for ICDS - Formulated the curriculum for newly inducted Child Development Project Officers. (1999), and the State Training Plan (UDISHA) for all levels of functionaries of ICDS (2000).

PRESENTATIONS AND PUBLICATIONS

- "Experiential training to improve quality of care for mothers and newborns at the time of birth" – Abstract accepted for presentation and publication at the 10th European Public Health Conference to be held in Sweden from November 1-4, 2017.
- "Barriers to High coverage of VAS and prenatal IFAS a comparative profile of Selected Districts of Eastern UP" Paper accepted & poster presented in the first meeting of the Micronutrient Forum at Istanbul in April 2007.

- “Intensifying efforts to reduce malnutrition in India: An evaluation of Dular Program in Jharkhand and Bihar”, Food and Nutrition Bulletin, Vol. 28, no. 3 , 2007
- XXII meeting of the International Vitamin A Consultative Group in Lima Peru, November 2004 - Presented a paper in the plenary session - “Vitamin A Distribution enhances vaccine coverage within Routine Immunization – Experiences in Jharkhand ”. Presented a poster - “Using Vitamin A Strategy to Boost Routine Immunization” Abstracts published in IVACG Brochure
- Griha Vatika – a book on Home Gardening, 1995 - Translated and adapted for printing by Unicef Bihar.
- Hookworm infection and Body Composition of Mice, Indian Journal of Nutrition and Dietetics 1977(14),92

EDUCATION

Patna University, India : *Ph.D - Food Behavior of Adolescent Girls* 1995-2000

Ms University Of Baroda, India: *M.Sc (Home) - A Grade - Foods and Nutrition* 1973-1975

Jabalpur University, India : *B.Sc (Home)** 1970-1973

**1st Class with 1st Position Received Gold Medal and National Scholarship -*

TRAINING AND SKILL UPGRADATION

- Completed online learning courses at Stanford University, USA – Mobile Health without borders, Medicine and Statistics; John’s Hopkins University, USA Introduction to Biostatistics, South Hampton University U.K.– E-learning course on Malnutrition, Programming for Nutrition Outcomes LHSTM; Gender, sexual and reproductive health and Knowledge management in Global Health programme (Global Health E-Learning Centre- USAID).
- Trained as a Trainer for “Infant and Young Child Feeding” in December 2004. Sponsors UNICEF and BPNI^v
- Master trainers for UNICEF supported ECCSGD; translated and adapted the training manual for Bihar.
- 3-days Workshop on “Sexual Health – HIV AIDS” organized by The British Library and UNICEF Mar-98

ADDITIONAL INFORMATION

- Life member of Nutrition Society of India and Indian Science Congress.
- Computer skills -Microsoft Office suite including Word, Excel, Power point and outlook, and statistical analysis software such as SPSS and EPI 6.
- Fluent in oral and written English and Hindi and basic knowledge of French. Enrolled for intermediate French course
- Date of Birth: 24.05.1953; Nationality: Indian, Marital Status: Married

REFERENCES

Ms Jean Gough Regional Rep, UNICEF ROSA, (Former State Rep UNICEF Bihar & Jharkhand); **Email**: jgough@unicef.org

Subhadra Seshadri, Former Head Dept. of Foods & Nutrition, MSU, Baroda, **Ph.** 080-23411108, **Email**: sseshadri@vsnl.net

ⁱ SWASTH- Sector wide approach to strengthen health and Nutrition, a DFID supported initiative in Bihar.

ⁱⁱ ICDS- Integrated child development services, a GOI flagship programme targeting early childhood development.

ⁱⁱⁱ WASH – Water, sanitation and hygiene.

^{iv} TAST – Technical Assistance Support Team, set up by DFID.

^v BPNI –Breast feeding Promotion Network of India