



13-15 February 2019
National Gender Centre,
LBSNAA, Mussoorie

**Stepping up to India's Nutrition Challenge: The Critical
Role of District Administrators**
A Report of Nutrition Workshop for District Administrators

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Acknowledgements

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The training sessions were led by:

- Arti Ahuja, Joint Director, LBSSNAA
- Indrajit Chaudhuri, Assistant Country Director, PCI
- Sanjeev Chopra, Director, LBSNAA
- Sanjiv Gajraj, Executive Director, POSHAN Abhiyaan, MoWCD
- Monika Garg, Government of Uttar Pradesh
- M Geetha, Government of Chhattisgarh
- Rama Kamaraju, Consultant, NITI Aayog
- Alok Kumar, Advisor, NITI Aayog
- Purnima Menon, Senior Research Fellow, IFPRI
- Divya Nair, Director, IDInsight

We gratefully acknowledge the contributions of all the participants during the workshop.

Abbreviations and Acronyms

ANM	Auxiliary Nurse Midwifery
ASHA	Accredited Social Health Activist
AWC	Anganwadi Centre
AWW	Anganwadi Worker
BCC	Behavior Change Communication
C2IQ	Coverage, Continuity, Intensity & Quality
ECD	Early Child Development
EPoD	Evidence for Policy Design
FLW	Frontline Worker
HBNC	Home-based Nutrition Care
ICDS	Integrated Child Development Services
IDCF	Intensified Diarrhoea Control Fortnight
IEC	Information, Education and Communication
IFPRI	International Food Policy Research Institute
IYCF	Infant and Young Child Feeding
JSY	Janani Suraksha Yojna
LBSNAA	Lal Bahadur Shastri National Academy of Administration
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
MWCD	Ministry of Women and Child Development
NGC	National Gender Centre
NHM	National Health Mission
NITI	National Institution for Transforming India
NNM	National Nutrition Mission
NRC	Nutrition Rehabilitation Centre
PDS	Public Distribution System
PMMVY	Pradhan Mantri Matru Vandana Yojana
POSHAN	Partnerships and Opportunities to Strengthen and Harmonize Actions for Nutrition in India
POSHAN	PM's Overarching Scheme for Holistic Nourishment
SAG	Scheme for Adolescent Girls
SAM	Severe Acute Malnutrition
UT	Union Territory
VHSNC	Village Health Sanitation & Nutrition Committee
VHSND	Village Health Sanitation and Nutrition Day
WASH	Water, Sanitation and Hygiene

About the Workshop

This was the second such workshop for district administrators, designed to align with the mandate of POSHAN Abhiyaan (or, National Nutrition Mission), which aims to create a synergy between the various schemes affecting the nutritional status of children and pregnant and lactating women and focus the action at district level. The first workshop was held in August 2018 for district administrators from aspirational districts.

Jointly organized by the Ministry of Women and Child Development (MoWCD), National Institution for Transforming India (NITI Aayog) and LBSNAA, with technical support from IFPRI, IDInsight and Project Concern International (PCI), this short nutrition workshop was held at the Lal Bahadur Shastri National Academy of Administration (LBSNAA), Mussoorie, from 13-15 February 2019.

Title of the workshop was “**Stepping up to India’s Nutrition Challenge: The Critical Role of District Administrators**” and its key elements included the following:

- An orientation to understanding malnutrition and POSHAN Abhiyaan (**Annexure 1 – Course Agenda**).
- Diagnostic exercises focused on their districts and using available data at their district and block levels;

Twenty-five district-level functionaries from eleven states participated in the workshop (**Annexure 2 – List of Participants**). The workshop format was interspersed with classroom sessions and hands-on activities, spread over two and a half days.

Key Objectives

A key objective of the workshop was to promote the understanding and capacity of the district administrators on nutrition and nutrition related policies and programs in the country. It also aimed to help administrators understand their role in identifying areas of action to address the problem of malnutrition at the district level and to strengthen their use of data and evidence in addressing malnutrition.

Expected Outcomes

It was expected that at the end of the workshop, through interactive diagnostic exercises for individual districts, the participants would examine the nutrition related data for their specific districts, analyze their [District Nutrition Profile](#), identify the key vulnerabilities and start the journey towards developing district-focused plans of action for improving the status of nutrition in their own district.

Day 1, February 13

Inaugural Address

Sanjeev Chopra, Director, LBSNAA

Key points of the inaugural address by Sanjeev Chopra, from LBSNAA, included:

- What does Lal Bahadur Shastri National Academy of Administration bring to the table?
 - Innovation.
 - Examples of mainstreaming gender and child rights.
- In the past these were things we thought were unimportant. Thought gender rights would happen by themselves with GDP growth.
- There are significant failures in nutrition in India, despite achievements. The problem is not that India doesn't have enough food. India needs the capability to develop effective systems.

Overview of POSHAN Abhiyaan

Sanjiv Gajraj, Executive Director, POSHAN Abhiyaan, MWCD

Sanjiv Gajraj, from MWCD, explained how investment in nutrition in the first 1,000 days of a child's life is particularly important because in the long run it builds human capital and boosts shared prosperity. He gave an [overview](#) of POSHAN Abhiyaan, and talked about the key action points for DMs/DCs. Key points of his talk were:

- Investment in nutrition in first 1,000 days is particularly important.
- If children complete schooling, this could lead to an increase in 5-50% in wages as an adult, leading to economic growth of 4-11%.
- Because of this, GOI launched POSHAN Abhiyaan from 2017-18 with a focus on the first 1,000 days.
- Pillars of POSHAN Abhiyaan
 - Technology
 - Reduces the workload of the FLW.
 - Convergence at all levels of government (National, state, district, block, village)
 - Examples: National Council for Nutrition, State convergence plan.
 - Behavior change and Jan Andolan
 - Community events, village health events, nutritional assemblies.
 - Capacity building
 - Training of all functionaries starting from lower level.

Setting the Context: A vision for malnutrition-free India

Alok Kumar, Advisor, NITI Aayog

Highlighting the [vision](#) for a malnutrition-free India, Alok Kumar, from NITI Aayog explained how the problem of malnutrition is not just about food. Nutrition-specific solutions can only address 20 percent of the problem, he noted. For solving the other 80 percent, investments in agriculture, WASH, social protection, education, and early childhood development (nutrition-sensitive solutions)

is necessary. Since it is an intergenerational problem, a life-cycle approach needs to be adopted, taking into account other related issues like child marriage and low birth spacing. In relation to nutrition-specific interventions, he emphasized the key high impact interventions that need to be prioritized. It is important to ensure that these interventions have adequate coverage, continuity, intensity and quality. The role of DMs is crucial to take this mandate forward (**Box 1**). Key points of his talk included:

- If there is a death due to hunger, the media forces the government to respond. But what we see more commonly is the slow withering away of the child. People are not paying enough attention to this AND this is not just about food.
- Key ways to improve the situation
 - Supportive supervision: We need to help front line workers help others and look at the implementation of key schemes.
 - It is important to understand what is happening in the first 1,000 days of the child because during this time the baby's brain develops fastest.
- Other problems include child marriage, low birth spacing, and wrong beliefs.
- We need to take a life-cycle approach, realizing that this is an intergenerational problem.
 - Focus should be on early registration of pregnancy, 4+ ANC, Supply and consumption on IFA, and institutional delivery with early initiation of breastfeeding.
- We need to input the right data and measure things correctly. Let's ensure that frontline workers are doing this right.

BOX 1: Taking it forward: The role of DMs

Convergent Action

- Ensure the implementation of the Policies recently launched
- VHSNDs are efficient platform of converged service delivery. Scaling-up with improved quality of care should be aimed for.
- Agriculture Universities should be connected them to Districts to devise nutritious recipes using locally available food.

Governance Issues

- **Vacancies among the front line staff** : urgent need to fill these vacancies and capacity building for efficient output
- SNRC, SPMU and DPMUs to be established start to operate

Understanding malnutrition & what works - tackling the main drivers of malnutrition

Purnima Menon, Senior Research Fellow, IFPRI

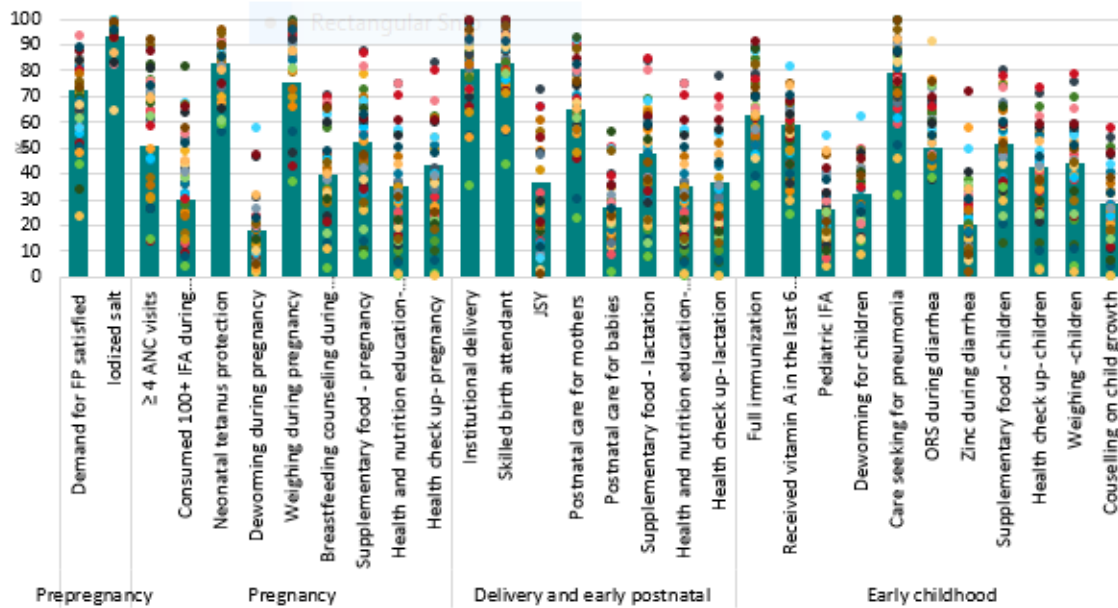
Purnima Menon, from IFPRI, talked about [tackling](#) malnutrition in all its forms (stunting, wasting, low birth weight, overweight and obesity). She emphasized that to tackle malnutrition, policy actions have to act the multiple determinants of malnutrition. She elaborated on the nutrition-specific interventions that mainly target the immediate causes of malnutrition. These fall in the domains of food, health, and care. Most of these evidence-informed nutrition-specific interventions exist in the Indian policy framework. Delivery platforms to help achieve scale are also in place. However, coverage of these interventions remains highly variable across states (**Figure 1**). In addition, despite the existence of many nutrition-sensitive intervention platforms, the convergence of the various interventions on “*every woman, every child and every 1000-day household*” is very low.

She urged the participants to look at the data of their specific district and think forward to their district action plans. The **four key take-aways** of her presentation included:

1. *Malnutrition takes many forms, but risk factors for forms of maternal and child undernutrition are very similar.*
 - Lancet series adapted a well-known framework for changing what happens with food, care, and health. These three are the environment in which malnutrition happens.
2. *Timing matters (first 1000 days are crucial).*
3. *Multiple causal factors, so we need interventions from different sectors.*
 - Research suggests that getting nutrition-specific interventions to scale can help to make a dent on nutrition, but these are not enough.
 - Policies are important too. For example, maternity leave is not a program, it's a policy. And this makes a huge difference. Equalizing parental leave policies for can help make parenting the job of both men and women.
 - Addressing underlying determinants is also important and for this, we need to look at linkages between nutrition and other sectors. For example, it is important to understand the link between nutrition and the agricultural sector. After all, the food environment in which we operate is very important. Another key example for India and South Asia – the issues of gender and patriarchy that affect how girls and women are invested in and treated through the life course are central to nutrition. Sanitation and poverty are two other big underlying determinants that need attention.
4. *Effective convergence means reaching every household in the first 1,000 days for all interventions.*
 - a. Showing data on convergence of multiple interventions on 1000-day households she showed how poor the levels of effective convergence were. Discussions focused on how one might know the extent of convergence in your district and how can you make the right conversations happen about effective convergence? One simple way to ensure better convergence is equity: Everything for everyone.

Group activity

- b. Participants were given the IFPRI-produced coverage data notes and district nutrition profiles, based on NFHS data, to identify their malnutrition challenges, and what the most immediate determinants are.
- c. Every group had to share what they saw as the proximate determinants and problems in their districts.



Source: National Family Health Survey -4

FIGURE 1 Variability in the coverage of nutrition-specific interventions

Why nutrition matters and why is this the perfect systems issue?

Arti Ahuja, JD, LBSNAA

After the participants had looked at the complex and interrelated nature of the nutritional challenge, Arti Ahuja, from LBSNAA, gave [insights](#) into the systems thinking in relation to the nutrition challenge. She highlighted the need of breaking silos that hinder departments and ministries to talk to each other. For a systems thinking, we need to first identify the issue, understand the causal factors and their interactions, and then draw the interrelationships. It is important to identify the immediate and underlying factors. Key highlights of her presentation included:

- The issue of nutrition spans many different actors. We need to understand the constraints that they face and how we are failing both them and the many malnourished children they serve
 - For example, there are only 10-12 Anganwadi workers per district. How many times can they go to one village? Only once or twice per month.

- Poor parents also don't have the luxury of just forgetting about work when there is a newborn in the house. This is a key constraint.
- We also need to be prepared to be wrong because there are no linear relationships in life. All of us are subjected to only linear thinking and we should get out of this.
- Need to ask deeper questions: always ask "why, why, why" so that you get at the root cause.
- Example: both an architect and a mason are key to making sure a building works.
 - If you haven't kept in mind the constraints of the anganwadi worker, then no matter what you design it is doomed to failure. Both the mason and the architect are important. Not just one person.

Group work: Creating action plans

The participants started working on a presentation about the challenges and opportunities for different districts. They looked at the survey and administrative data, did a diagnostic of the nutritional status of their own [district](#), identified the main causes of each of the problems and came up with actionable steps to solve them within the district. The idea of doing it together was to answer questions and consolidate all the information. There was a special emphasis on identifying what each administrator could do based on her/his particular constraints. Here below are a few snippets of the group work (**Image 1**).



IMAGE 1 Harnessing synergies for generating district nutrition action plans

Day 2, February 14

Strengthening existing nutrition and related sector policies in India to address the determinants of malnutrition

M Geetha, Government of Chhattisgarh

- M Geetha shared many examples of what Chhattisgarh is doing to improve nutrition programs.
- Chhattisgarh has focused on *Jan Andolan*. It ran a big campaign turning every public festival into a nutrition festival.
- Another example is the experiences in some left-wing extremist districts.
 - *Suposhan badi* - nutrition garden. Gives access to fresh vegetables and is managed by self-help groups.
- Key insight: there are different interventions that work for different people. Need to put the children at the centre and ask: why are they not coming to the AWCs? What can we do to make their experience at the AWC better?

Galvanising Actions Under POSHAN Abhiyan

Monika Garg, Government of Uttar Pradesh

- Monika Garg [presented](#) examples of activities in Uttar Pradesh (UP):
 - Revamping the supplementary food program in UP. Introduced variety in local foods in order to improve flavor and create more interest in the AW centre.
 - UP is organizing recipe competitions to prepare great dishes out of the supplementary packets. This is an effective way of community participation.
- Ms. Garg also emphasized the need for Inter-departmental coordination. Nutrition is the core of POSHAN and the Ministry of Health has to be a big partner. Other departments are key as well: Education, Rural, Food and Civil supplies.
- **Q:** How do you find the balance between those who need the services?
 - **A:** All of them should be our beneficiaries from the point of view of tracking growth.

Strengthening Nutrition-related Actions

Indrajit Chaudhuri, Assistant Country Director, PCI

Indrajit Chaudhuri, from PCI, [talked](#) about strengthening base Implementation, incorporating nutrition goals and integrating nutrition-specific actions into nutrition-sensitive platforms. He also presented [JEEVIKA](#) as a case study for strengthening nutrition-related actions. Highlights of his presentation included:

- Missed opportunities: When looking at NFHS data, shows that institutional delivery is happening, but other things are not. We have to look at these gaps.

- Food is important but having food available at home does not guarantee nutrition for the child. Their study in Bihar tries to understand the gap between food available and food given to the child and found huge gaps.
- Problem is complex, but simple behaviors have far-reaching impact.
- JEEViKA as a case study: JEEViKA implemented a package of interventions. The message should come from many different sources, not just one. After two years of interventions, most indicators have significantly improved.

Insights from Transformation of Aspirational Districts Program

Rama Kamaraju, Consultant, NITI Aayog

Rama Kamaraju, from NITI Aayog, explained about the [Transformation of Aspirational Districts Program](#). Key points of his presentation included:

- Core strategies for the Aspirational Districts Program: Convergence, collaboration, competition, mass movement.
- Ranking districts on the “delta” improvement rather than absolute value. This includes 117 Districts. Lowest socio-economic indicators. 27 NITI districts.
- Different weightage for health, education, agriculture & water resources, financial inclusion, skill development, and basic infrastructure.
- Using this as a template:
 - Regular reviews and interactions with DMs and PM.
 - Empowered committee that meets regularly.
 - DMs fully empowered.
 - Competition.
 - Public-private partnerships.
 - Public Campaigns.



IMAGE 2 Attentive participants, 14 Feb 2019

Strategic planning for health and nutritious using data for informed action

Divya Nair (Director) and IDInsight team

The IDInsight team talked about [strategic planning](#) for health and nutritious using data for informed action. They also involved the participants in a group exercise where five groups were created, and three different scenarios distributed among the groups. These scenarios included increasing consumption of IFA, improving growth monitoring, and increasing exclusive breastfeeding. The participants had an engaging discussion in their groups and presented the main causes of each of the problems. They also came up with actionable steps to solve the nutrition related implementation issues within their district. Overall highlights of the presentations included:

- Presentation of Social & Behavior Change Communication data - Platforms should not only be evaluated in terms of reach alone but also in terms of their effectiveness for message recall - data can provide useful insights in terms of what's working and not and help prioritize planning and actions.
- How to identify the problem? Lay out a causal chain and then find data for all the indicators. This allows DMs to pinpoint places where the biggest problem lies.
- Ways to get nutrition-related information: MIS, ask officers during meeting, ICDS, go into the field and talk to a few people.
- Three common data sources are admin data, national surveys, and third-party surveys.
- MIS data is extremely useful, but we need to be careful about how to make sure it is accurate.
- Differences between MIS data and surveys might exist because of different reference periods, differential coverage, outdated denominators, or inaccurate reporting.
- How to validate data
 - Different sources (e.g. - comparison with NFHS, MIS and IDi survey).
 - Sanity checks with time trends.
 - Facility inventory, spot checks and personal interviews.
 - HMIS tracks inventory and weighing scales, for example.
- Group activity (**Image 3**).



IMAGE 3 Participant presentations after the group activity

Day 3, February 15

Strategy Clinics and District Presentations

This day was focused on presentations participants made about the main nutrition-related problems in their districts and their potential solutions. In the strategy clinics, participants first examined their district-specific data, did a diagnosis of their own district's nutritional status and then had the opportunity to engage with individual experts in a "clinic" mode. This helped them either refine their diagnostic work or proceed to think about strategic ways of addressing the issues (**Image 4**).



IMAGE 4 Strategy clinics to improve nutrition outcomes

After the evening clinic discussions on Day 2, the participants presented their ideas and plans on Day 3 in report-back presentations. Each presentation included a diagnostic of the district, and identification of key areas of emphasis in taking nutrition work forward.

In their presentations, some of the participants mentioned how it is important to adopt a lifecycle approach and use a monitoring approach that asks "why, why, why" something is happening. Others emphasized how it is important to use data in order to prioritize the area of interventions. Their proposed solutions included short-term activities such as creating nutrition-specific celebrations and holidays, monitoring the quality and availability of measurement equipment at the AWCs and more medium-term activities such as working closely with a variety of stakeholders like school officials and religious leaders in order to improve nutrition outcomes. Participants were encouraged to think about system-level changes to establish processes that would remain in place even after they moved on to other positions.



Sharing her feedback, a DPO from Bihar said that she found the workshop extremely motivating and would like the facilitators to conduct a similar exercise for other DPOs in Bihar. “This workshop has enabled us to get an easy understanding of nutritional data and link it to action for improvement,” said another participant. “If gender disaggregation is highlighted in nutrition data, we can further fine-tune our understanding and get a clearer picture of the situation,” was another suggestion from a participant.

Annexure 1

Course Agenda

Stepping up to India's Nutrition Challenge: The Critical Role of District Administrators

AGENDA

13 - 15 February, 2019

Venue: Sardar Patel Hall, Main Campus, LBSNAA, Mussoorie

Objectives. To promote the understanding and capacity of the district administrators on nutrition and nutrition related policies and programs in the country.

The focus will be on helping the officers understand their role in identifying areas of-action at the district level and to strengthen their use of data and evidence to address the problem of malnutrition in their districts.

DAY 1 – 13 February, 2019

Session	Topics	Speakers
09:30-10:00	Inaugural Session	
5 min	Welcome	Aswathy S. (ED, NGC, LBSNAA)
10 min	Inaugural Address	Sanjeev Chopra (Director, LBSNAA)
15 min	Overview of POSHAN Abhiyaan	Sanjiv Gajraj (ED, POSHAN Abhiyaan, MWCD)
10:00-10:15	Group Photo	
10:15-11:30		
75 min	Setting the Context : A vision for malnutrition-free India	Alok Kumar (Advisor, NITI Aayog)
11:30-11:45	Tea/Coffee	
11:45-13:30		
60 min	Session 1: Understanding malnutrition & What works- Tackling the main drivers of malnutrition ▪ Malnutrition- key terms & measurement, burden/ distribution and causes	Purnima Menon (IFPRI)

<p>20 min</p> <p>25 min</p>	<ul style="list-style-type: none"> ▪ Evidence based nutrition-specific and nutrition-sensitive interventions where they lie in India's policy response with focus on first 1000 days of life <p>Hands-on activity</p> <ol style="list-style-type: none"> 1. Data demonstration 2. District diagnostic assessment by participants on: <ul style="list-style-type: none"> - The burden of malnutrition - Immediate and underlying causes 3. District wise compilation of data by participants on nutrition-specific and nutrition-sensitive interventions coverage <p>Group discussion (moderated)</p>	<p>IFPRI</p> <p>Led by: Purnima Menon</p> <p>Panel discussants: Alok Kumar, Arti Ahuja & Sanjiv Gajraj</p>
<p>13:30-14:30 Lunch</p>		
<p>14:30-15:30</p>	<p>Session 2: Why nutrition matters and why it is a perfect systems issue?</p>	<p>Arti Ahuja (JD, LBSNAA)</p>
<p>15:30-15:45 Tea/Coffee</p>		
<p>15:45 - 17:00</p>	<p>Group Work</p> <ol style="list-style-type: none"> 1. Introduction to exercise template- A blank PowerPoint template will be shared with the participants to consolidate district specific information 2. Fill ppt template on burden of malnutrition, its causes and coverage of key intervention in their districts 	<p>Moderator: NITI, IFPRI, ID Insight</p>
<p>17:00 Tea/Coffee- Day 1 closes</p>		

DAY 2 – 14 February, 2019

Session	Topic	Speakers
09:30-11:30 30 min 30 min 30 min 30 min	<p>Session 3: Strengthening existing nutrition and related sector policies in India to address the determinants of malnutrition</p> <ul style="list-style-type: none"> ▪ Strengthening ICDS implementation ▪ Strengthening implementation of nutrition-related programs (NHM-Health, NRLM, PDS, WASH, MNREGA) ▪ Experience on ICDS innovations from Uttar Pradesh <p>Group discussion</p>	<p>M Geetha (Govt. of Chhattisgarh; through VC)</p> <p>Indrajit Chaudhari (PCI)</p> <p>Monika Garg (Govt. of UP)</p> <p>Led by: Indrajit Chaudhuri</p> <p>Panel Discussants: Arti Ahuja, Monika Garg & Purnima Menon</p>
11:30 -11:45	Tea/coffee	
11:45- 13:15 30 min 60 min	<p>Session 4: Data driven decision-making in nutrition</p> <ul style="list-style-type: none"> • Insights into self-reported data from aspirational districts • Using data to identify the source of a nutrition implementation challenge and inform targeted action 	<p>R Kamaraju (NITI Aayog)</p> <p>Divya Nair & ID Insight team</p>
13:15-14:15	Lunch	
14:15- 15:30 75 min	Presentations and group discussion	Led by: Divya Nair & ID Insight team
15:30- 15:45	Tea/Coffee	
15:45-17:00 5 min 70 min	<p>Session 5: Strategy clinics on preparing evidence-based, data informed district action plans</p> <ul style="list-style-type: none"> • Orientation to session • Participants will develop a time-bound and pragmatic district action plans, focusing on specific actions that can be taken within their scope of work and on system-level changes/innovations that they can put in place to last beyond their term (e.g., specific review mechanisms, specific data 	<p>LBSNAA, NITI Aayog & IFPRI</p> <p>Participants will be supported by available experts from IFPRI, PCI, ID Insight, LBSNAA, MWCD and NITI Aayog</p>

	additions, etc.) identifying the critical and specific actions at the district-level	
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DAY 3 – 15 February, 2019

09:30-11:30 120 min	Session 6: Review and discussion of district action plans Presentations by the participants to the expert group (option to bring in related district teams/sectoral leads via VC)	Panel
11:30-11:45	Tea/Coffee	
11:45-12:45 60 min	<ul style="list-style-type: none"> • Closing reflections, commitment statements • Valedictory 	All Participants MWCD, NITI Aayog & LBSNAA
12:45	Lunch- Day 3 closes	

Annexure 2

List of participants

Sl. No.	Districts	Name, Present Posting and Address	Contact Numbers
Assam			
1.	Dhubri	Ms. Banashree Nath DDC, Dhubri	Mob. No.- 9864799660
2.	Kokrajhar	Shri Arun Basumatary Joint Secretary, Social Welfare Department Bodoland Territorial Council, Kokrajhar	Mob. No.- 9706042024/ 9435322624
Bihar			
3.		Ms. Shweta Sahay Assistant Director cum State Nodal Officer, POSHAN Abhiyan	Mob. No.- 09431005007/9471860998
4.	Sitamarhi	Ms. Chandani Singh DPO Sitamarhi	Mob. No.- 9431005035
5.	Darbhanga	Ms. Alka Amrapali DPO Darbhanga	Mob. No.- 9431005040
6.	Madhubani	Dr. Rashmi Verma DPO Madhubani	Mob. No.- 9431005042
7.	Muzafferpur	Ms. Lalita Kumari DPO Muzafferpur	Mob. No.- 9431005034
8.	Samastipur	Ms. Mamta Verma DPO Samastipur	Mob. No.- 9431005041
9.	Bhojpur	Shri Shashank Shubhankar, IAS DDC, Bhojpur	Mob. No.- 9431818346

10.		Shri Saurabh Jorwal, IAS Municipal Commissioner, Bisharsharif Nalanda	Mob. No.- 9470488668
11.	East Champaran	Ms. Pratibha Kumari Giri DPO East Champaran	Mob. No.- 9431005038
Chhattisgarh			
12.	WCD	Ms. Shruti Nekar Deputy Director, WCD	Mob. No.- 9977581585/ 9826381585
13.	Surajpur	Shri Muktanand Khute DPOs Surajpur	Mob. No.- 9407933930
Gujarat			
14.	Dahod	Shri Vijaykumar L. Kharadi, IAS District Collector Dahod-389151	Ph. No.-2673 239001/ 2673 222005 Email- collector-dah@gujarat.gov.in Mob. No.- 9978406207
Jharkhand			
15.	Khunti	Shri Utkarsh Gupta, IAS Assistant Collector, Khunti	Mob. No.- 9910592777/9899922777 Email- utkarshg93@gmail.com
16.		Shri Manoj Kumar, IAS Director, Social Welfare	Mob No. 9430734076
Kerala			
17.	Malappuram	Dr. Arun J O Deputy Collector, Malappuram	Mob. No.- 09447950393 Email- drarunjo@gmail.com
Puducherry			
18.	Puducherry	Ms. R. Vijaya Deputy Director cum Child Development Project Officer, Puducherry	Ph. No.- 0413-2244782 Fax. No.- 0413-2244964 Mob. No.- 09043424902
Rajasthan			

19.	Banswara	Shri Ashish Gupta, IAS District Collector and District Magistrate, Banswara	Ph. No.- 02962-240002/242968 8290709259/ 09899737259 dm-ban-rj@nic.in
Telangana			
20.	Khammam	Shri Hanumant K. Zendage, IAS Special Officer and CEO ZP Khammam	Mob. No.- 8375857772 Email- hanumant.199@gmail.com
Uttar Pradesh			
21.	Hardoi	Ms. Ekta Singh, IAS Joint Magistrate, Hardoi	Mob. No.- 9810159067 Email- ektasingh0255@gmail.com
22.	Kanpur Nagar	Ms. Prerna Singh, IAS Joint Magistrate, Kanpur Nagar	Mob. No.- 8448362754 Email- prerna15ps@gmail.com
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Annexure 3

Workshop Presentations

Presentations made at the workshop can be accessed at POSHAN SlideShare. Topics and links are given below.

Day 1

13 February 2019

- [Overview of POSHAN Abhiyaan](#)
Sanjiv Gajraj, Executive Director, POSHAN Abhiyaan, MWCD
<https://www.slideshare.net/IFPRI-POSHAN/poshan-abhiyaan-mwcd>
- [Setting the Context: A vision for malnutrition-free India](#)
Alok Kumar, Advisor, NITI Aayog
<https://www.slideshare.net/IFPRI-POSHAN/day-1-opening-session-niti-aayog>
- [Understanding malnutrition & what works - tackling the main drivers of malnutrition](#)
Purnima Menon, Senior Research Fellow, IFPRI
<https://www.slideshare.net/IFPRI-POSHAN/day-1-session-1-causes-and-interventions>
- [Why nutrition matters and what is this the perfect systems issue?](#)
Arti Ahuja, JD, LBSSNAA
<https://www.slideshare.net/IFPRI-POSHAN/why-nutrition-matters-and-what-is-this-the-perfect-systems-issue>

Day 2

14 February 2019

- [Galvanising Actions Under POSHAN Abhiyan](#)
Monika Garg, Govt of Uttar Pradesh
<https://www.slideshare.net/IFPRI-POSHAN/galvanising-actions-under-poshan-abhiyan>
- [Strengthening Nutrition-related Actions](#)
Indrajit Chaudhuri, Assistant Country Director, PCI
<https://www.slideshare.net/IFPRI-POSHAN/day-2-pci-strengthening-nutritionrelated-actions>
- [Insights from Transformation of Aspirational Districts Program](#)
Rama Kamaraju, Consultant, NITI Aayog
<https://www.slideshare.net/IFPRI-POSHAN/day-2-transformation-of-aspirational-districts>
- [Strategic planning for health and nutritious using data for informed action](#)
Divya Nair (Director) and IDinsight team
<https://www.slideshare.net/IFPRI-POSHAN/day-2-using-data-for-informed-action-idinsight>