

REPORT

**INTERNATIONAL WORKSHOP ON
LEADERSHIP SKILLS IN NUTRITIONAL SCIENCES
ORGANIZED BY
THE NATIONAL INSTITUTE OF NUTRITION
IN ASSOCIATION WITH
THE NUTRITION SOCIETY OF INDIA
AND
THE INTERNATIONAL UNION OF NUTRITIONAL SCIENCES**

13 – 14th November 2007

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EXECUTIVE SUMMARY

The International workshop on “Leadership skills in nutritional sciences” was jointly organized by the National Institute of Nutrition, Indian Council of Medical research, Hyderabad, India, the Nutrition Society of India and the International Union of Nutrition Sciences on the 13th and 14th of November 2007, at the National Institute of Nutrition. A total of 38 participants from various faculties ranging from clinical nutrition to medical science participated in the two-day workshop. The faculty consisted of twenty experts from a wide range of specialties, including the government, academia, corporate and management sectors. The workshop was spread over 6 sessions commencing with the inauguration session. Each session was followed by an interactive session. Opportunities were provided to the participants for one-on-one interaction with the faculty and interactions as groups of 2-3 participants with common concerns with respect to hindrances in research progress, to address these specific problems. The basis for assigning these groups were the responses in the pre-workshop questionnaire, which the participants were requested to fill in, in order to identify major concerns that were preventing from being successful researchers. Group activities were designed to increase interactions among participants and participants were asked to make individual presentations on their short – term and long – term goals. Group presentations dealt with the results of their assigned group activities and were presented on the second day during the concluding session. The workshop came to an end with the concluding session which included distribution of certificates to the participants. A post-workshop feedback questionnaire was also administered to enable better conduct of such workshops in future.

ACKNOWLEDGEMENTS

The organizing committee would like to place on the record their deep sense of gratitude to the various funding agencies for funding the workshop. We are indeed indebted to the Indian Council of Medical Research, the Indian council of Agricultural Research, Department of Science and Technology, the Council of Scientific and Industrial Research, the Defense Research and Development Organization, the International Union of Nutritional Sciences and the International Centre for Diarrhoeal Disease Research, Bangladesh. The organizers also wish to thank the outstanding group of participants, who devoted considerable time and thought, but for whom this workshop would not have been a success. The participants included the august faculty and enthusiastic delegates, and last but not the least the hardworking group of local organizers.

INTRODUCTION

Nutritional disorders account for a large segment of the disease burden in the world. There is hence a requirement of inputs including manpower if we need to bring down this burden. Experience has shown that effectiveness of any program, or focus in research agenda or setting up of national and international priorities all depend on effective leaders with a very high level of competence. The IUNS along with NSI and NIN have found it most appropriate to conduct a two-day Workshop on “Leadership skills in nutritional sciences”, covering administration, basic sciences, public health, clinical nutrition, advocacy and scientific communication, specifically addressing the needs of South-Asian countries. Thus, the National Institute of Nutrition (NIN), Indian Council of Medical Research, Hyderabad, has organized the Workshop in association with the Nutrition Society of India (NSI) and the International Union of Nutritional Sciences (IUNS) on 13th and 14th November 2007 at NIN, Hyderabad.

OBJECTIVES

The main objectives of the workshop are:

1. To inspire future leaders through personal examples and vignettes;
2. To give participants a greater understanding on the role of nutrition in development;
3. To provide them with knowledge of the competencies of leadership;
4. To highlight the importance of advocacy;
5. To provide a view to the newer skills necessary for successful cross cutting research, such as nutritional epidemiology and cellular and molecular nutrition;
6. To sensitize participants to the need for skilled leadership through the understanding of critical review;
7. To serve as a forum for networking and future collaboration

SELECTION OF PARTICIPANTS

Candidates aged below 45 years with minimum 5 years of teaching/research experience, and also the field of specialization, publications, patents and major achievements are considered for participation in the Workshop. Out of 58 applications received, taking into the admission criteria as well as geographical representation, 38 candidates were selected by the Scientific Committee of the International Workshop.

WORKSHOP PROGRAM

To fulfill the objectives of the Workshop, the program was designed to have seven sessions covering presentations by eminent resources personnel in their relevant disciplines with interspaced interaction sessions, panel discussion and group activities for the participants. Twenty resource persons participated in the deliberations, in addition to the thirty eight participants.

SESSION – I

Inaugural session, self introduction of participants and administration of the Pre-workshop questionnaire

Topic	Speaker
Repositioning Nutrition as Central to Development	Dr. Meera Shekhar Senior Nutrition Specialist Human Development Network, USA
Role of leadership in nutrition of women and children	Mrs. Reva Nayyar Former Secretary, DWCD, New Delhi
Leadership and Change Management	Dr.Indira Parikh Founder President, FLAME Pune
INTERACTIVE SESSION	Dr.Meera Shekhar / Mrs. Reva Nayyar / Dr. Indira Parikh/Delegates

SESSION – II

Topic	Speaker
Food-Based Dietary Guidelines : A Worldwide Challenge!	Dr. Sunil S. Jhangiani Chief, Division of Clinical Nutrition Our Lady of Mercy Medical Center, Bronx, New York, USA
Role of science communication in enhancing nutrition literacy	Dr.G.P.Phondke Former Director National Institute of Science Communication CSIR, Delhi
Capacity Building for Nutrition Research	Dr. Sunil Sazawal Associate Professor Department of International Health Program in Global Disease Epidemiology and Control Johns Hopkins Bloomberg School of Public Health, USA
Bioentrepreneurship and innovation : Importance for India	Dr.Krishna M. Ella CMD, Bharat Biotech International Ltd, Hyderabad, AP, INDIA
INTERACTIVE SESSION	Dr. Sunil S. Jhangiani/ Dr.G.P.Phondke/ Dr. Sunil Sazawal / Dr.Krishna M.Ella / Delegates

SESSION – III

Topic	Speaker
Capacity building addressing the leadership skills to reach out the household nutritional programmes – How sustainable is it?	Dr. V .Prakash Director, CFTRI Mysore
Leadership skills in food regulatory affairs	Dr E-Siong Tee Nutrition Consultant, Food Safety and Quality Division, Ministry of Health, Malaysia.
Dietary reference intakes for Koreans	Dr. Hee Young Paik Dept. of Food and Nutrition, College of Human Ecology, Seoul National University Seoul, Korea
INTERACTIVE SESSION	Dr.V.Prakash / Dr. E-Siong Tee / Dr. Hee Young Paik / Delegates

SESSION – IV

Topic	Speaker
Leadership Skills in Nutritional Sciences – Is there a Recipe?	Prof. Kurpad AV Dean & Head, Institute of Population Health and Clinical Research, St.John's National Academy of Health Sciences, Bangalore
Investing in nutrition: costs and benefits.	Dr.Hector Cori Scientific & Technical Director Nutrition Improvement Program DSM Nutritional Products Santiago – Chile
Enhancing leadership in research management and technology transfer	Mr.K.Vijayaraghavan Chief Executive Officer Sathguru Management Consultants Pvt. Ltd. Hyderabad - 500 034
INTERACTIVE SESSION	Prof. Kurpad AV / Dr.Hector Cori / Mr.K.Vijayaraghavan / Delegates

SESSION – V

Topic

Leadership Building

Speaker

Dr. S. K. Nanda

Principal Secretary
Food, Civil Supplies and Consumer Affairs Dept
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Bridging the Leadership Gap in
Nutrition

Dr, Mahtab S. Bamji

Emeritus Scientist
Dangoria Charitable Trust Hyderabad

Need for a viable integrated
measurable vector of parameters for
assessments, analysis and surveillance
of nutritional problem

Dr.S.Rajagopalan

Trustee
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Chennai

INTERACTIVE SESSION

**Dr. S. K. Nanda /Dr.Mahtab S. Bamji /
Dr.S.Rajagopalan / Delegates**

SESSION – VI Concluding session and valedictory session

Group activity presentation by participants of activity B: identify the 3 main barriers that prevent them from achieving their career goals

Valedictory address by Dr. Arjula Reddy, Vice-Chancellor, Yogi Vemana University, Cuddapah, AP, India.

Presentation of course certificates to the participants by Dr. Arjula Reddy.

Vote of thanks proposed by Dr. B. Sesikeran, Director, NIN

PROGRAM DETAILS

The inaugural session of the International workshop on leadership skills in nutritional sciences was chaired by, Prof. Ricardo Uauy, President IUNS, Dr. Kamala Krishnaswamy, President, NSI, Dr. B. Sesikaran, Director, NIN and Dr. Kurpad, St. John's Academy.

Dr. B. Sesikaran cordially welcomed the august faculty and the participants on behalf of NIN, NSI, IUNS and the ICMR. He mentioned that this workshop is much needed for grooming nutrition leaders in India and regretted the inability of participants from other SAARC nations to attend the same due to disturbed political situation in the subcontinent.

Dr. Kamala Krishnaswamy, while introducing the theme of the workshop, said that in light of the triple burden, a paradigm shift in nutrition research has occurred, which needs molecular approaches and analytical public health science to find solutions to existing public health problems, which will provide evidence-based medicine and science for decision making. These challenges require new leaders who can visualize issues, motivate and drive groups and lead by example. The objectives, she stated, are leadership skill acquisition and capacity building. The ability to envision, enable and empower the people, with the knowledge of how, when, where to network and being able to learn and lead with confidence are important, she said. She also elaborated on the need for nutrition research in India to start new ventures, do more basic science, take a re-look at older norms and adopt the life-cycle approach due to diversity in habits. She requested the experts to share their vast experience and the participants to make the best of their experience and group activities, while simultaneously trying to think globally and appreciate diversity.

Prof. Ricardo Uauy while addressing the gathering, emphasized that this workshop was entirely focused only on the participants and that this was for and about the participants only, who have to play the most important role in order to make this workshop effective. He urged the participants to think of why things aren't happening as planned, be more responsive to the current needs of the country, realize and appreciate the importance of groups rather than individuals. He also said that generating more knowledge alone was not enough and that it has to be dissipated to the public. He went on to explain the mission and workings of the IUNS and its present goals of eradicating malnutrition in all its forms. He also talked about the relevance of meeting the MDG by 2020. He also said that to make things happen it is necessary for the future leaders to focus on female nutrition, enabling better services, effective interaction and communication, attract private sector partnerships and advocate better government accountability on the pressing issues. He reiterated that the IUNS will extend its fullest help in achieving the same.

Prof. Kurpad then proposed the vote of thanks. He thanked Dr. B. Sesikaran, Dr. Kamala Krishnaswamy and Dr. Uauy and the IUNS, the faculty and finally the participants. He said that nutrition research in India has to work hence forth on mission mode only with a paradigm shift in the strategies followed to suit our needs. He also said that the minds of the young nutrition scientists have to be ignited to achieve our nutrition goals.

SESSION I: The first session had talks by Dr. Meera Shekar, Mrs. Reva Nayyar; and Dr. Indira Pareikh.

**Dr. Meera Shekar, senior nutrition specialist, Human development network, USA:
Repositioning nutrition as central to development**

Dr. Meera shared her experience with WHO and talked about the need for repositioning nutrition as central to development of a nation, especially the developing nations like India. She emphasized on the central role of nutrition in determining the direction of economic policy and development for improved growth of a country. The highlight of the talk was the critical evaluation of the ICDS (Integrated Child Development Scheme, Govt. of India) to identify the gaps and bridge the same. She cited examples to highlight the contribution of malnutrition in decreasing GDP and the need for realistic analyses of cost-benefit ratios of interventions. She went on to say that even though Asia, as a continent seemed to be on track for achieving the MDGs with major contributions from China, India as a country, lags even behind Africa. She stressed on the need to recognize the window of opportunity from pre-pregnancy to 18-24 months after childbirth as the priority area of investment, as at present investment is highly insufficient and that this alone can greatly contribute to achieving the non-income MDGs. Therefore the need to effectively evaluate and monitor programs that operate in the window of opportunity such as the ICDS, generation of political commitment and investment towards the right issues are important, she said.

Mrs. Reva Nayyar, Former secretary, Department of women and child development (DWCD), Government of India, New Delhi

Role of leadership in nutrition of women and children

Mrs. Nayyar spoke passionately her experience in the government of India as secretary of the DWCD. She stressed the need to admit the magnitude of the problem we are currently facing and use a multi-factorial approach integrating sanitation, health care delivery, public health measures to combat the same. She said that the government alone cannot achieve this. Strong local leaders have to be created. The non-functionality of the national nutrition mission was brought out and the need for improving the Public Distribution System (PDS) coverage was also mentioned. The need to invest in female nutrition and education, early childhood care and use the growth rate of Below Poverty Line (BPL) families as indices of development were also highlighted.

DR. Indira Pareikh, Founder President, FLAME, Pune

Leadership and change management

Dr. Parikh's talk focused on how leadership has changed in the recent decades. She started with asking the participants to list 10 most important qualities they possess which make them good leaders. She said that the focus of leadership has shifted and therefore the qualities expected from a leader have changed. Today's leaders have to be able to give direction across multiple vistas as strategic alliances and global partnerships have taken centre stage she said. As organizations have become very large, interpersonal skills have to be modified to tackle groups or teams instead of individuals and therefore be able to manage diversity or dualities. She stressed on the ability to understand and assimilate constantly evolving knowledge as a necessity. She also said that today's scientists also need to know how to get financial aid and therefore have to be not only good scientists but also good managers and better leaders. The importance of nebulous organizational structure that is not top-heavy and thus permitting constant interaction amongst all hierarchy, are pressing needs, she said. In conclusion, she said that leaders should be visionaries, be able to communicate the inarticulate, be able to recognize and

nurture potential with in the organization, motivate to prevent comfort zone occupation and deep slumber and be simultaneously able to replenish self, others and the institute.

Interactive session 1: The challenges faced by women in being leaders in nutrition

Points raised	Responses given by faculty
<p>1. Maternity leave of 4 months vis-à-vis EBF recommendation by WHO for 6 months</p> <p>2. Absence of crèche facilities in institutions, apathy towards starting such facilities, especially in universities and govt.</p> <p>3. Challenges in getting women to participate actively in training programs</p>	<p>1. Dr. MS Bamji: these are problems generally faced by women and have been discussed in many fora. Awareness of the importance of EBF among mothers and power centre of the family will ensure better compliance. Dr. Meera Shekar: Situation has improved as previously no maternity leave was given.</p> <p>2. Mrs. Reva nayyar: supported the cause whole-heartedly, encouraged participants to seek immediate establishment of the same. Dr. Meera Shekar: Scenario different in urban sectors and non-formal employment, eg. Agriculture. Crèches in non-formal sectors may be linked to ICDS and crèches made mandatory in the formal sector.</p> <p>3. Dr. MS Bamji: Nutritional knowledge awareness may be increased by directly addressing the women, rather than their family members, as females generally suffer from an inferiority complex, especially in the rural setting.</p>
<p>4. Dr. MS Bamji: Nutrition is not adequately recognized as an active field of science and technology as not many males are involved: gender disparity or inequity experiences</p>	<p>Mrs. Reva Nayyar: Can be overcome by being well – prepared for any presentation with adequate data to support claims, confidence and appropriate defense of presentation, practically discuss a similar scenario and target the conscience of the decision-making authorities, do not have a “I cannot “ attitude. Women should occupy at least 30 -35% of any organization with proportional representation in the executive, so that appropriate practical solutions are found to the problems faced by them.</p>
<p>5. Absent govt. recognition of the importance of nutrition</p>	<p>DR. Reva Nayyar: completely agreed, and emphasized the need to create media awareness on pressing issues. Eg. Banning of iodized salt and lifting of the same 3 yr later. DR. MS Bamji: Encouraged participants</p>

	<p>to write popular articles in local languages and give radio talks on pressing issues in nutrition.</p> <p>DR. Uauy: Give or actively participate in press conferences where these issues will be given importance.</p>
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SESSION II: Dr. Jhangiani, Dr. Phondke, Dr. Krishna Ella and Dr. Sazawal were the speakers of the second session.

Dr. Sunil S. Jhangiani, Chief, Division of Clinical nutrition, Our Lady of Mercy Medical Centre, Bronx, New York, USA

Food – based dietary guidelines: a worldwide challenge!

Dr. Jhangiani observed that there has been a steady increase in global interest in nutrition as better diet implies better nutrition, which results in enhanced productivity, boosting the nation's economy and reduction of health care expenditures. Given the prevailing problem of double burden of disease, he highlighted that the current problem was in designing appropriate guidelines and suggested that FBDGs offer a novel way of communicating appropriate food consumption patterns based on relevance to public health issues, food availability in cultural context using a Multi-disciplinary approach. However, a strong political backing such as that of the head of Governments (USA, president promulgated the FBDG) is essential as many lobbying groups are capable of masking the actual science. Challenges in designing FBDG include providing one set of guidelines for an entire nation, same guidelines for all age groups, diverse populations within a nation, and presentation to the public, which are important as India is currently revising its FBDG. The talk continued to elucidate the steps involved in designing FBDG and the new approaches being followed, including using media such as the WWW, mobile phones for spreading the FBDG guidelines. Stress was laid on the FBDGs being as simple as possible with wide coverage. According to him, the effective way of communicating FBDGs is to focus on Mothers & Infants, consumer testing to enhances credibility/ efficacy, use of country-specific data, build breadth and depth of expertise base – nutrition, public health, education and food science

Dr. G. P. Phondke, Former director, National Institute of Science Communication

Role of science communication in enhancing nutrition literacy

Dr. Phondke started with defining communication as method of putting things across to people in an easy and innovative manner. Since the public's attitude to scientists is one of awe, it is important to communicate science effectively, he said. Science communication should be target group oriented, tailor-made and easily comprehensible without information overload. The different types of communication media used, with special reference to radio as a versatile and mobile media, especially in the Indian context was stressed upon. He recommended appropriate methods of science communication to the participants and same were explained in detail. The fact that pictures speak more volumes than words was illustrated and methods to increase impact of communication outlined.

Dr. Krishna Ella, CMD, Bharat biotech international Limited, Hyderabad, AP, India

Bio-entrepreneurship and innovation: importance for India

Entrepreneurship and innovation as keystones to development was the focal theme of his talk. That India has a rich innovative history was elegantly illustrated. However, our major problem in making successful entrepreneurs was identified to be lack of marketing skills. Innovation, right from childhood, and the ability to act independently taking risks, should be encouraged as this will lead to successful entrepreneurships. The same was explained by citing the example of M/s. Bharat Biotech, of which Dr. Ella is presently CEO. Bharat biotech started off with meager resources but today is reckoned as a major player in the biotech scenario mainly because of a healthy mix of innovation and marketing strategies.

Dr. Sunil Sazawal, Associate professor, Department of International Health, Program in Global disease epidemiology and Control, Johns Hopkins Bloomberg School of Public health, USA.

Capacity building for nutrition research

DR. Sazawal through personal examples of problems faced by him as a researcher trying to influence policy in the long run said that, persistent credible data generation activity is an essential component in bringing about change in policy at the international level. He quoted the example of how zinc has now come to be included in the WHO guidelines and international diarrhea management kits. He explained the nature of what individuals can do with limited resources. He also stressed on the need to clearly define executable goals with tangible outcomes in the identified time frames which should be devised, tested and published. The workshop approach to training and capacity building was suggested as a possible means of generating good caliber proposals from nutrition scientists in India. Current pressing needs such nutrition not being given the status of a separate discipline, absence of transferable research and lack of effectiveness of already implemented strategies were given due importance and extensively discussed. Also, an extensive discussion of how a bureaucrat and a scientist look at the same issues, helped participants in understanding the various perspectives of the issue.

Interactive session 2: Nutrition as a profession and career opportunities

Points raised	Responses given by faculty
The absence of career opportunities in pursuing nutrition as a profession in India and no separate discipline status	<p>Dr. Kamala K.: She opined that as nutrition cuts across many disciplines, ranging from O&G to social sciences and forms a part of many other subjects, it was not given separate importance. However, in a meeting held at NFI (Nutrition foundation of India), in which the MCI was present, it was proposed that nutrition be incorporated at all levels of medical education and that question papers give more weightage to nutrition aspects, which has been accepted by the MCI.</p> <p>As there are many graduate and post-graduates in nutrition and dietetics, who know more nutrition than physicians, can be used as a valuable human resource.</p>

	She also said that Dr. Gopalan, (Founder President, NFI) was of the opinion that the capacity present as graduate and post-graduates in nutrition and dietetics were not being appropriately utilized
Absence of continuing education for nutrition and dietetics from premier institutes in India	CE programs are already in place. Interest groups to fight political will to get policy change. PHFI (public health foundation, India), has adequate funds and resources for starting public health schools in India and are looking for professionals.

SESSION III: this session saw Dr. Prakash, Dr. Tee and Dr. Paik deliver their lectures.

Dr. V. Prakash, Director, Central Food Technological Research Institute, Mysore, India.
Capacity building addressing the leadership skills to reach out the house-hold nutritional programs – how sustainable is it?

Dr. Prakash delivered a lecture that focused on the need, out reach, possible empowerment through capacity development and leadership and institutional roles in capacity development, with examples of lacunae in leadership drawn from the entire spectrum of nutrition and food science. While mentioning that time keeping is a valuable asset in leadership, he emphasized the need to focus on the what, when and how much of an integrated approach. Leaders, he said, must integrate team building with science, citing the example of humanitarian crises, when societal nutrition becomes the primary focus. He then emphasized the need to be able to distinguish between the affordable and the unaffordable, especially in the present scenario, where ensuring food and nutrition security needs both backward integration and forward outreach in integrating the unorganized, organized and large scale sectors of food production. This also requires the ability to simultaneously be global versus national, and national versus household, in outlook, he said. He also emphasized the need to recognize the difference between individual and team leadership, citing the example of the partial success of the ICDS as that of team leadership and the absence of individual leadership in the failure to make folic acid fortification mandatory. While talking about the ability of a leader to be able to convert a concept into a sustainable, industrially viable product, he also said that the affordability, availability and accessibility of leadership are essential to ensure its sustainability, as it cannot be a one time process and likened the same to the triple A's of food and nutrition security. Leaders should be able to create a strong knowledge base and utilize the same effectively to create and enhance the spread of networking and collaboration, he said citing the example of commercialization of NIN-developed energy food by CFTRI, now consumed by about 6.6 million children. Also mentioned was the need for innovation in lab to land leadership. He went on to say that sustainable development and capacity development should go hand in hand and that CD should be preventive not restorative, with a mélange of scientific and economical leadership. He further said that leaders must be able to create space well in advance and allow other leaders to grow, and that the way forward involved the capacity to address problems, focus on knowledge, technology and economics, networking and be able to touch people, giving the example of the tsunami relief work carried out by CFTRI, in delivering 70 tones of ready-to-eat food.

Dr. E-Siong Tee, Nutrition consultant, Food safety and Quality Division, Ministry of Health, Malaysia

Leadership in food regulatory affairs

Dr. Tee, being active as Chairman, Expert Group on Nutrition, Health Claims and Advertisement, Member, Malaysian Food Regulations Technical Committee, Chairman, Working Group on Food/Drug Interface products, presented an overview of Malaysian regulation in place as on date. His talk dealt extensively with the Malaysian experience during formulating food regulations, which in a span of 10 years has progressed to the extent of being able to match Codex standards. His talk gave an insight into the problems and hurdles faced while formulating regulations for acceptance of varied nutrient labelling and nutrition and health claims.

Dr. Hee Young Paik, Dept. of Food and Nutrition, College of Human Ecology, Seoul National University, Seoul, Korea.

Dietary Reference Intakes for Koreans

Dr Paik gave an insightful talk on the process, procedures and problems encountered during RDA revision. Furthermore, Korea has successfully converted their RDAs to DRIs in a very short span of 3yrs under the leadership of Dr Paik and a team of 90 professionals. She emphasized the need for proper planning and training in workshops with international faculty. She also explained the methods used for developing the DRIs as RIs, EARs, AIs and ULs in detail with reference to the physiological groups considered.

Interactive session 3:

Points raised	Responses given by faculty
1. Does India have guidelines similar to what Malaysia has formulated with respect to minerals, vitamins and nutraceuticals	Dr. Prakash: Rules and guidelines for vitamins and minerals are already in place and are periodically revised. Nutraceuticals were under the class of drugs earlier, but now are being actively considered under food by the new Food Safety Authority, although the details are yet to be finalized. However, the guidelines and regulations are to be focused and strict in the sense that no curative claims may be made and very valid data be given for preventive claims also.
2. With regard to the AAA's of food and nutrition security, it is completely absent in rural India. What are the roles that NGOs and GOs can play?	Food and nutrition security programs have to source material locally for them to be sustainable in the long run, eg, the MDM schemes of the southern states. The role of the NGOs here would be complementary and supplementary to the already in-place MDM scheme of the GO, in terms of creating awareness etc. However, the NGOs should be careful about not creating chaos in an already established, sustainable system.

SESSION IV: Dr. Kurpad, Dr. Cori and Mr. Vijayaraghvan were the speakers in this session.

Dr. A. V. Kurpad, Dean and Head, Institute of population health and clinical research
Department of physiology, St. John's National Academy of health sciences, Bangalore,
India

Leadership skills in Nutritional Sciences – Is there a Recipe

Dr Kurpad considered a leader as one who creates a mission, and locates a relevant mission in his/her local microenvironment. He elaborated on the need for a clear, integrated research agenda to solve the research question. Giving an example of an integrated agenda, he said that it would typically include everything from molecular biology to social sciences with networking between the governments, universities and research institutions. With the example of chronic disease research, he vehemently stressed on the need for basic biology to be integrated into epidemiology, and that research should not only be prevalence but have more of prospective cohorts and surveillance systems. Research questions include heritage claims and folk remedies, he said. Leaders, he said should be able to identify new vistas, ask the right questions, be skeptical, pick the right people for the team, have learning skills, EQ, IQ, along with professional will and personal humility. According to him, a near perfect recipe would include interdisciplinary skills, a global approach, and ability to sell dreams, networking, and constant review.

Dr. Hector Cori, Scientific and Technical Director, Nutrition Improvement Program, DSM
Nutritional products, Santiago - Chile

Investing in nutrition – costs and benefits

Dr. Cori's talk gave an industrial perspective to food fortification - a potential solution for decreasing under-nutrition. It centered on the cost of food fortification and the need to understand that food fortification, in the long run will lead to economic benefits in terms of decreased loss in DALYs. Since good nutrition is good business and under-nutrition and poverty are interlinked in a vicious cycle, it is important to understand and consider costs of providing good nutrition, he said. He stressed the importance of good program design, quality of vitamins and minerals used for fortification as pre-mixes, the co-operation between industry, government, monitoring and evaluating agencies and stakeholders for successful fortification programs. He mentioned that the industry has woken up to the fact that sustainability of business is dependent on common good and corporate social responsibility. His take-home message for future leaders was a relook at fortification as a sustainable strategy for decreasing under-nutrition as fortification is not costly when compared to economic loss due to under-nutrition; and that the industry is willing to partner in the responsibility of eradicating malnutrition.

Mr. Vijayaraghavan, Chief Executive Officer, Sathguru Management Consultants
Private Limited, Hyderabad – 500 034

Enhancing leadership in research management and technology transfer

Mr. Vijayaraghavan began his talk by outlining the current problems faced by academic research such as constrained learning in structured syllabi and that inter-disciplinary education is gaining importance due to easy accessibility to electronic resources. Since leadership involves predicting, responding and adapting to change every quickly, he stressed the need for networking on a global level and the presence of a good infrastructure. He gave a different perspective to industry – academia collaborations, in that they are complimentary to one-another, citing the example of Carnegie–Mellon model and the pharmaceutical industry. The importance of branding, building and maintaining the same with adequate standards was also stressed on. He also elucidated

on the multiple roles of a researcher: teacher, entrepreneur and maintaining a balance among them. Leaders should also recognize the importance of organizational agility in the light of global networking, intellectual property rights, and conflicts of interest between administrators, partners, regulatory authorities and faculty. Also, clear metrics of measuring research output and effective dissemination of research should be considered. In conclusion, he said that to survive and maintain a competitive edge, it is necessary to constantly innovate.

Interactive session 4:

Points raised	Responses given by faculty
What are the purposes and advantages of branding; how does one go about it?	Mr. Vijay: Branding is creating familiarity, consistency and awareness. In the context of research partnerships, it adds value as the combined effort has the best attributes of all the participants.
How does one address the fact that branded institutions get better funding while less known groups do not get funding in spite of a good proposal? Sometimes, good proposals are rejected just because the investigators are not from a premier or branded institute.	Mr. Vijay: The problem lies with the fact that the leader seldom exposes the team to the community and therefore, the lesser known team mate is not recognized appropriately in that community of research. Also, when the chance presents itself, make an important point or explain a controversy in order to increase your visibility. Also, increase interactions with your fellows and colleagues in the same research field.
Proposals are rejected because nutrition in most universities comes under the department or faculty of home science and the outlook of the funding agencies towards home science is rarely favorable.	Mr. Vijay: It helps to modify how the investigator projects himself/ herself. If its possible to slightly rename your department or the courses that are being offered by truly enhancing value, then the picture changes. It also helps to increase one's visibility in the research community which can then subsequently be expanded to across research communities for better networking etc. However, branding is long drawn process and does not happen overnight. Dr. Sazawal: Sometimes renaming the department as a centre for excellence or centre for focused research on some specific aspect enables the investigator to approach specific funding agencies that focus on such research only and this really helps. Moreover, branding must ensure continued quality and quality cannot be a one-time effort. Decrease in quality leads to problems with consistency, damage from which is irreversible Dr. Kurpad: Since branding by young

	researchers is difficult due to bureaucratic reasons and no impetus for research, it is better to start with networking with the leaders in the field for smaller projects initially and then gradually expanding the scope of the projects proposed. The post-docs that return to the department come with such network connections that can be made use of.
Can there be a convergence between corporate interests and nutritional goals? Specifically can commercially produced products be made affordable to the poorest of the poor?	Dr. Cori: It is possible that there is a convergence, but this depends on the corporate concern in question and nutrition goals desired, even though the industry is primarily profit-driven. Commercial objectives can work if there is ethical behavior on the part of the corporate concern with respect to costing, pricing, promotions and claims. However, the same might not be applicable to many consumer goods that are currently available in the market. However, the corporate is realizing the importance of producing less expensive products for the general market rather than select clientele.

SESSION V: Speakers were Dr. Nanda, Dr. Bamji and Dr. Rajagopalan

Dr. Mahtab S. Bamji, Emeritus scientist, Dangoria Charitable trust, Hyderabad, Former Director – grade scientist, National Institute of Nutrition, Hyderabad.

Bridging the leadership gap in nutrition

Dr. Bamji, spoke about her transformation from a basic biochemical scientist to a practicing social scientist. Her lecture dwelt on practical aspects of empowering the community with examples from her own work in the Medak district of AP, India. In her introduction she mentioned that nutrition requires inputs from many disciplines ranging from medicine and health care to social engineering, and that nutrition leaders should have an understanding of other fields. Leaders should champion for food and nutrition security as a human right. She also said that health care access, food and nutrition security, education and environment security are to be made available, accessible and affordable to the poorest and that this should be considered as a important development index. Dr, Bamji then elaborated on the various means of empowering the community in detail citing many examples. The magnitude of improvement brought about due to these interventions speaks for its efficacy and careful monitoring and problem solving has led to its successful and sustainable implementation, she concluded.

Dr. S. Rajagopalan, Trustee, Sundar Serendipity foundation, Chennai

Need for viable integrated measurable vector of parameters for analysis assessment and surveillance of nutrition status in a community

Dr. Rajagopalan's talk focused on the importance and methodology associated with analyzing, assessing and surveillance of the nutrition status of a community using select

nutritional status indicators such as nutrient intakes, anthropometric data and hemoglobin and hematocrit, and how he helped modify/change national policy for food and nutrition security. Nutrition profiling, he said, were important not only to understand nutrition problems but also plan, monitor and evaluate appropriate intervention programs. It requires enormous, consistent and inter-related data that may be collected through a variety of methods ranging from food balance sheets to laboratory investigations. Since most of the nutrition goals of the country have not been met, nutrition profiling assumes more importance. He further explained the importance and development of a composite nutrition insecurity index which incorporated various indicators of under-nutrition, for many of the states. He concluded by saying that prioritizing the nutrition of the girl child is essential for sustainable improvement in the nutritional status of the population.

Dr. S. K. Nanda, Principal Secretary, Food, Civil supplies and consumer affairs department, Government of Gujarat, Gandhinagar.

Leadership building

Dr. Nanda's talk started with what leadership building entails, such as the importance of ethics and management, motion and potential and people and values. He then said that the ultimate goal of leadership is excellence with success as its bottom line and that success is always a product of doing things right. He then talked of the types of leaders and their typical characteristics. Next, the traits that make leaders what they are were elucidated in detail followed by their attributes, which ended with a crisp summation of the above mentioned qualities. He went on to explain the various theories of leadership and how they can be put in to practice. His talk ended with an emphasis on the need and advantages of innovation.

Session VI: Concluding session and valedictory function

The groups made a presentation of the group activity B carried out by them and the participants were encouraged to speak of what they had learnt during the course of the workshop.

The valedictory address was given by Dr. Arjula Reddy, Vice-Chancellor, Yogi Vemana University, Cuddapah, AP, India. This was followed by the distribution of certificates to the participants by Dr. Arjula Reddy. Dr. B. Sesikeran, Director, NIN, then proposed the vote of thanks.

Response Summary of the Feedback questionnaire

Total no. of respondents: 34

Question	Excellent	Good	Fair	poor
1. Overall rating of the workshop	6	20	8	0
2. Group discussions	0	22	11	1
3. Presentations on technical sessions	7	22	5	
4. Presentations on leadership skills	15	15	3	1
	More	Adequate	less	
5. Technical knowledge and skills	4	22		8
6. Management and leadership skills	2	26		6
7. Discussion of sessions	3	23		8
8. Interpersonal skills	5	20		9
9. Small group discussions	7	18		9

10. What did you learn that you will put into practice?

Total respondents = 30

Increase nutrition awareness and good practices in the community:	12
Networking with other institutions:	12
better research planning,/utilization of resources prioritization / discussions / writing better proposals:	10
Team work, team building, co-ordination/co-operation:	8
Personality improvement (goal setting, time management, improved communication skills):	4
Need to gain more technical/conceptual knowledge:	3
Innovation in research	3
interdisciplinary approach	3
Imparting leadership skills to others/emulating leaders:	3
Risk taking/ face challenges:	2
Capacity building:	1
Importance of basic research:	1
Increase brand equity of institute:	1

11. Where did we fail to meet your expectations?

Total respondents = 30

More technical and management inputs/better structured program/practical knowledge	23
Insufficient personal and group interactions	7
Increase number and diversity of experts	3
More individual examples of successful leaders/researchers	4
Workshop duration too short	2
Some presentations were too general/lack of focus	2
More background material	1
insufficient hands-on experience	1
SWOT analysis of participants	1
Insufficient coverage of policy formulation by GOI	1
Emphasis on clinical nutrition	1

12. Suggestions for improvement

Total respondents = 30

More group interactions/ activity/ discussion/ ice-breaking sessions	8
Better structured program	6
more focus on management (knowledge and training):	6
More background material	6
more interaction with faculty for problem solving/collaboration/networking etc	5
Should be better focused	3
Increase workshop duration	2
More emphasis on case studies	2
Proposal writing	1
Ineffective speakers	1