



Raman VR (He/Him/His) MA, MPH  

SUMMARY

I am a seasoned social development and public policy expert with vision and commitment for an equitable and inclusive society. I have multi-sectoral, multi-domain expertise and over thirty years of nationwide experience across India, and globally. Uniquely I have worked across government and non-government bodies, research, academia as well as people's movements. My social sector involvement and contributions include co-founding of several important organisations including some of the noted state-civil society partnerships and spearheading some of the renowned large-scale programs and campaigns. I have led policy, research, financing and advocacy initiatives, right from grassroots to national and international levels. I also have senior level involvement with some of the flagship development missions of India, namely, *Swachh Bharat Mission* for total sanitation; *Jal Jeevan Mission* for universal provision of piped water supply; *National Health Mission* (both rural/urban) to improve health, health systems and policy; *Poshan Abhiyan* on Nutrition and *National Literacy Mission* on mass education.

Throughout my work, I have prioritised strengthening of social, financial as well as governance accountability mechanisms, and community level institutions that foster such processes. My associations with the (a) initiatives to prepare Medium Term Expenditure Framework for Health Sector by the State Government of Chhattisgarh (b) Community based monitoring processes for health, nutrition, education, employment and food security in Chhattisgarh and Jharkhand states (c) public hearing on health care rights by National Human Rights Commission (d) capacity building of CBOs for localised WASH budget review and analysis in Bihar and Odisha (e) WASH as well as Health Accounts initiatives (f) Studies on Municipal WASH financing in India and South Asia (g) global Community of Practitioners on Accountability and Social Action in Health (COPASAH), and (h) Global Health Watch as part of the Peoples Health Movement - all exemplify these. Added to these, I have also been focussed on rights based inclusion of weaker and marginalised/excluded sections of society in various policies and programs across sectors. These include work for the rights of women, persons with disabilities, gender minorities, children, persons engaged in manual scavenging. Systems thinking and addressing complexities in systems and policies are also areas where I have some critical national as well as global engagements.

Currently I work as the Executive Director of the Centre for Budget and Governance Accountability (CBGA), a renowned Indian think tank. I am also supporting part time the Sanitation Learning Hub, Institute of Development Studies, University of Sussex, as their India in-country focal person. Till end of May 2023, I was also working as the Senior Policy and Research Mentor for the Centre for Social and Environmental Innovation at Ashoka Trust for Research in Ecology and the Environment, for the REAL-Water Global consortia research on rural drinking water supply. I have previously worked with organisations such as WaterAid (Head of Policy), Public Health Foundation of India/ Indian Institute of Public Health (Principal Fellow) and State Health Resource Centre Chhattisgarh (Chief Coordinator and Director).

I am associated with some of the well-known academic and training institutions as well, as invited expert faculty, which include the Indian Institute of Technology Kanpur (Applied Health Systems and Financing), Birla Institute of Technology and Science Pilani (sanitation financing), Tata Inst of Social Sciences (WASH governance), Indian Inst of Public Health (health systems and policy; social determinants of health; environmental health), National Inst of Rural Development and Panchayati Raj (decentralised social sector governance); and National Health Systems Resource Centre (district health planning; community health systems; community monitoring of health).

I have authored or co-authored several research papers, editorials, training manuals, course material and so on, on various issues of significance, in renowned journals and publications. I have been part of several boards and expert committees too, that has key roles in shaping some of the critical policies as well as governance accountability systems.

In addition to my formal work engagements, I am volunteering for some of the social causes around health, nutrition, and WASH, with some of the known people's movements, including the Public Health Resource Network, India chapter of the Global Peoples Health Movement called the Jan Swasthya Abhiyan, All India Peoples Science Network, Delhi Science Forum and so on. I also support the humanitarian actions led by the SPHERE India network.

My public health studies and research training is from the *School of Public Health, University of the Western Cape*, Cape Town, South Africa, and I did my graduate/ undergraduate studies from the *University of Calicut*, Kerala, India.

EDUCATION:

Sl.	Name of Degree/ Training	Year	University/ Institution
1	Master of Public Health	2010	School of Public Health, University of the Western Cape, South Africa.
2	Master of Arts	1995	University of Calicut, Kerala, India.
3	Bachelor of Arts	1993	Kerala Varma College, University of Calicut, Kerala, India
4	Pre-Degree Certificate	1990	SNGS College, University of Calicut, Kerala, India
5	Secondary School Leaving Certificate	1988	Secondary School Examinations Board, Kerala, India

WORK EXPERIENCE:**ONGOING ENGAGEMENT:**

- **Expert Consultancies** with organisations such as **Water for People, Green Peace, Tata Trusts, CINI** etc.
- **Executive Director** of the **Centre for Budget and Governance Accountability (CBGA)** a think tank based at New Delhi. (Aug 2023 Onwards. Honorary since April 2024)
- **Representing India** (Honorary) at the **Sanitation Learning Hub**, Institute of Development Studies (IDS), University of Sussex, UK (Honorary: April 2022 onwards).
- **National Convenor** of the **Public Health Resource Network (PHRN)**, India (Honorar: 2018 onwards).

PAST ENGAGEMENTS:

- **Senior Policy Research Mentor, Rural Evidence and Learning for Water (REAL-Water)** consortium India chapter (Part-time consultant: April 2022 to May 2023), **at the CSEI, ATREE**, Bengaluru, India.
 - Guide and support REAL-Water research studies and teams on rural drinking water supply across India, on policy, governance as well as accountability aspects.
- **Policy Advisor** (Oct 2021 – Feb 22) and **Head of Policy** (Sept 2016 – Sept 2021) with **WaterAid India**.
 - Leading critical research and advocacy initiatives for strengthening universal access to WASH in India, including strengthening social as well as financial accountability measures for WASH and institutions therein.
 - Guiding all gender, equity, and inclusion initiatives as part of WaterAid India's WASH interventions.
 - Representing WaterAid India in various committees and forums of the Government and other spaces.
 - Organising knowledge events, programs, and partnerships to strengthen the body of knowledge around WASH and allied themes.
 - Supporting WaterAid International's and Southeast Asia region's advocacy and WASH Governance work

Areas of significant knowledge contributions: WASH financing and accountability; Terrain appropriate toilet technologies; Accessible and inclusive sanitation; Gender in WASH; Behavior change strategies for toilet use; Community managed piped drinking water supply; Water quality and health linkages; Water safety planning; Water utilities; Menstrual hygiene and menstrual waste management; Health, safety and dignity of sanitation workers; WASH in health care facilities, schools and child care centers; WASH and climate change; WASH and disasters; Strengthening local governance for WASH.

- **Principal Fellow** (Oct 2011- Sept 2016), **Public Health Foundation of India / Indian Inst of Public Health**
 - Co-founder and co-lead of the Health Governance Hub, PHFI's interdisciplinary programme of research on critical aspects of health systems and policy, linked to capacity building and advocacy.
 - Lead for the Project to support the Ministry of Health & Family Welfare in establishing National Knowledge Platform for HPSR.
 - Co-lead for the India Nodal Institute of Alliance for Health Policy and Systems Research, WHO.
 - Lead for the "Grassroots" project to explore the role of community-based organisations in Universal Health Coverage; Mentor to the implementation research VOICES to strengthen Village Health and Nutrition Committees and other Hub projects

- **Technical Advisor to High Level Expert Group (HLEG) on Universal Health Coverage, Planning Commission of India-** secretariat hosted by the PHFI (April 2011- Oct 2011)
 - Helped recommendations on Citizen's Participation, Urban Health, and Social Determinants of Health.
- **Adviser, Health Systems Strengthening Partnership**, with Jharkhand Health Society, Jharkhand, India (Sep 2008 to Mar 2011) – consultant placed by the ICICI Centre for Child Health and Nutrition, India.
 - Guided the state in establishment of a resource centre and support unit for Village Health Committees and Sahiyya Community Health Volunteer Movement in the state, under a state-civil society partnership.
- **State Health Resource Centre Chhattisgarh (SHRC), India: Co-Founder** (2002- I was invited by the State Government and ActionAid India (coordinating agency) for setting up the SHRC and the Mitnin CHW Program); **Chief Coordinator** (May 2002 to Sep 2008); **Director in-Charge** (Sep 2006 to Jan 2008).
 - **As Director-in charge:** led the unique state-civil society partnership institution designated as additional technical capacity to MoHFW, State Government of Chhattisgarh. Convenor of Sector Reforms Cell; Member of State Health Mission/State Health Society Steering Group; Member Secretary of NRHM Planning Committee; Nodal Officer for Sector Investment Programme and European Union- Chhattisgarh State Partnership Program; Convenor, Advisory Group for Health Systems Strengthening.
 - **As Chief Coordinator:** worked as associate head and administrative lead of the institution- responsible for planning and managing all programme as well as policy initiatives.
 - Founding lead for conceptualisation, planning and establishment of the unique state-wide 'Mitnin' community health volunteer initiative, with over 65k CHVs in all rural habitations of the state;
 - Founding lead for Swasth Panchayat Yojana, a state-wide initiative to enhance leadership and ownership of Panchayati Raj Institutions (local governments) in health planning, action, governance and accountability using a hamlet-level health and human development index.
- **BBC World Service Trust, Delhi, India: Community Media Expert** (Oct 2001-March 2002) on supporting design of human media and other communication campaigns on HIV and AIDS.
- **Project Management Unit, State Govt of Uttar Pradesh, India: Chief Functionary, Community Participation and Capacity Building** (Apr 1999 to Sep 2001) for the **GoI – GoUP - UNDP** joint Project "**A Multi-sectoral Approach to Health**", implemented in select districts of Uttar Pradesh and Uttaranchal States.
 - Lead for various community mobilisation and capacity building initiatives under the pilot project for strengthening district level public health systems through coordination of health and linked departments, Panchayati Raj Institutions and communities.
 - Led the implementation of 'Swasthya Sathi', a large-scale community health volunteer programme, institutional support for strengthening local body leadership and accountability in health as well as for social mobilisation and media initiatives and decentralised district health planning and action.
 - Organised series of social audit processes of government programs on health and allied themes, involving three tier Panchayati Raj Institutions, community based institutions and Civil Society Organisations
- **Bharat Gyan Vigyan Samithi, Delhi, India: National Coordinator for Uttar Pradesh** (May 1993- Sep 2001); and **Adviser, National Literacy Mission, Government of India.**
 - Lead adviser for Total Literacy Campaigns in several districts of India, mainly in then Uttar Pradesh, Madhya Pradesh and Bihar states, for restoring the campaign initiatives under the Operation Restoration initiative.
 - Planned and managed of environment building initiatives for the literacy campaigns, including a spectrum of programme initiatives for women empowerment, school education, reading and library movement, community health and development of scientific temper.
 - Co-founded and led development of internal systems and processes for the state level independent organisation, namely, **Gyan Vigyan Samiti Uttar Pradesh and Uttaranchal**, as its initial lead coordinator and signatory.
 - Supported the Department of Health, State Government of Uttar Pradesh in setting up large scale community initiatives for community led planning and monitoring of health services, across 24 districts.
 - Co-founded the **Peoples Health Assembly and Jan Swasthya Abhiyan** in the states as its founding General Convenor.

- **Key Resource Person** (Apr 1989 to Mar 1993); **Total Literacy Programme**, Kerala.
 - Key role in training and coordination of Master Trainers and Volunteer Trainers for the Literacy Programme; also, coordination of communication/ social mobilisation initiatives.
- **Managing Faculty** (1991-1993); **Akshara Education Centre**, Chelakkara, Kerala, India.
 - Co-leading the parallel educational initiative to support and develop underprivileged students from remote locations, who could not perform well in exams, or had to register privately in universities as result of their inability to secure a college admission.

LEADERSHIP OF PROGRAMS AND LARGE-SCALE CAMPAIGNS:

- Led **'Advancing Rights and Freedoms of Women and Engaged in Manual Scavenging'** Project, in Madhya Pradesh, Uttar Pradesh, Bihar and Jharkhand (WaterAid, 2016-21) through initiating institutional processes and accountability measures involving communities and local governments.
- Supported scaling up of **'Jal Chaupal'**, a democratic platform for community level water budgeting, planning and accountability, involving citizens, community organisations and local governments (2016-22).
- Initiated a capacity building and action for **local level budget awareness and monitoring initiatives in the states of Odisha and Bihar**, as part of a partnership between WaterAid, CBGA and IRC WASH (2018-20).
- Co-led setting up of **National Knowledge Platform for Health Systems and Policy Research**.
- Mentored **'VOICES' Village Health Committee Strengthening Program**, Tamil Nadu & Rajasthan (PHFI, 2011-16)
- Guided **Community Health Fellowship Program** by the Public Health Resource Network, covering over 60 fellows, 5 states and a number of districts.
- Led **Mitanin Community Health Volunteer Program in Chhattisgarh** and supporting **Sahiyya CHW Program in Jharkhand**: program design and management of the large scale CHW programs in two states (2002-2008 – Chhattisgarh and 2008-2011-Jharkhand). The Chhattisgarh initiative paved way for the conceptualisation of ASHA program under the National Rural Health Mission in 2005.
- Supported **EQUIP- Enhancing Quality in Primary Health Care**: Program for skill development of doctors in maternal and child health care across the state of Chhattisgarh, India (2004-2008)
- Led **Swasth Panchayat Yojana, Chhattisgarh**: designing, capacity building and management of the Panchayat level health and human development Index for the State, to support local planning (2005-2008)
- Led technical support to **European Union Supported Sector Investment Program and EU-State Program Partnership in Chhattisgarh State**: supported the state level management of various components, which included development of Medium Term Expenditure Framework for Health Sector, Introduction of outcome budgeting and gender budgeting as well as strengthening of local government capacities (2002-2008).
- Led **Multi Sectoral Approach to Health**: Led community mobilisation and capacity building component of this important government project towards strengthening health and health accountability systems in Uttar Pradesh and Uttarakhand States (1999-2001)
- Supported **Samata Program**: nationwide multi-pronged program for organising and empowering women and their leadership (1995-2000).
- Co-led **Jan Vachan Andolan**, a nationwide reading campaign to publish and popularise over 800 titles for neo literates and children and for setting up rural library initiatives (1997-2001).
- Leading **Gaon ko Janein, Gaon ko Badlein**: Initiative for strengthening rural development planning, action and accountability systems (1997-2000)
- **Total Literacy Campaign**: Key roles in Kerala and Uttar Pradesh. Supported programs in Madhya Pradesh, Andhra Pradesh, Himachal Pradesh, Punjab, Bihar, Odisha, Haryana and Rajasthan (1993-2001)

CONTRIBUTIONS IN SHAPING IMPORTANT POLICIES:

- Contributed as a member of expert committee to guide the formulation of **Garima Scheme for Core Sanitation Workers** by Government of Odisha (2020).
- Contributed to policy guidance for **Rural Faecal Sludge Management guidelines** by Swachh Bharat Mission 2.0, Government of India (2019-20).
- Contributed to the formulation of **Accessible and Inclusive Sanitation Strategy**, Government of Chhattisgarh, and Government of India (2019).
- Contributed to the formulation of **Sanitation Sustainability Guidelines**, Government of India (2018).
- Prepared **Draft Guidelines on Solid and Liquid Waste Management**, Government of India (2018)
- Co-drafted scaling up roadmap for strengthening **Village Health & Sanitation Committees** in Rajasthan and Tamil Nadu (2016)
- Framed recommendations on Governance, Financing and Community Participation - Report of the **Technical Resource Group for National Urban Health Mission**, MoHFW, India (2013).
- Contributed to the chapters on Citizen Participation, Urban Health and Social Determinants of Health in the report of the **High-Level Expert Group for Universal Health Coverage**, Planning Commission of India (2011).
- Contributed to the development of **guidelines for community monitoring processes under the National Health Mission** in Chhattisgarh and Jharkhand (2008)
- Led drafting of the **Guidelines on Community Processes**, Jharkhand State Health Mission (2008)
- Led drafting of the **"Chhattisgarh State Nursing Home & Health Care Establishments Act"** (2008).
- Led design of **the Post-Graduate Diploma in District Health Planning** for the Indira Gandhi National Open University, as part of the National Rural Health Mission capacity building initiatives (2008)
- Contributed as convenor, expert group to plan **Community Health Insurance Scheme**, Chhattisgarh (2007).
- Contributed to development of **Framework for Fast Track Capacity Building of district level officials of National Rural Health Mission**, for the Regional Resource Centre for north-eastern states of India (2006)
- Led planning of the **ECTA-GoI Health Sector Investment Programme** for the state of Chhattisgarh (2002-04)
- Led preparation of **Annual PIPs and District Action Plans** in Chhattisgarh and Jharkhand under the National Health Mission (2006-2011)
- Led the conceptualisation of **Medical Assistant Cadre, building on the 3-year medical diploma program**, for rural primary health centres in Chhattisgarh state (2007).
- Led the development of **'Jeevan Deep' public hospital quality improvement scheme** in Chhattisgarh (2006)
- Contributed to the design of **'Chhattisgarh Rural Medical Corps' programme** to attract medical personnel to remote rural areas (2008).
- Led drafting of **Ayush and Health Sciences University of Chhattisgarh Act**, Chhattisgarh state (2008).
- Led drafting of **Strategy for Meeting Unmet Needs of Family Planning**, Chhattisgarh State (2007)
- Contributed to drafting of **State Health & Population Policy**, Chhattisgarh state (2006).
- Contributed to drafting of **Training Policy for Health Human Resources**, Chhattisgarh state (2005).
- Co-led drafting of **Urban RCH Policy**, Chhattisgarh State (2004).
- Convened the drafting process of **State Drug Policy**, Chhattisgarh state (2004).
- Contributed to the drafting **State Behaviour Change Communication Policy for Health**, Chhattisgarh (2004).

HIGHLIGHTS OF RESEARCH WORK:

- *Lead* for **Developing WASH Financing Strategy for the State of Assam** (Water for People; ongoing)
- *Lead* for **Studying Financing for Heatwave Mitigation and Adaptation in India**. (GreenPeace; ongoing)
- *Study Mentor* for **Review of WASH Financing in Independent India, towards developing and integrating WASH Accounts with the Health Accounts**. CBGA, 2024 (Ongoing).
- Study Mentor, **Municipal Financing in Hill Regions of India**. (ongoing)
- Study Mentor, **Unpacking and operationalising the Concept of Loss and Damage due to climate change in India and its states** (CBGA, being initiated)
- *Lead*, **Health Accountability of Governments in Independent India- a review**. PHRN, 2023 (ongoing).
- *Lead*, **Narrative Review of Threats and Challenges to Rural Drinking Water Supply and Governance**; REAL-WATER Study. ATREE, 2022-23.
- *Investigator*, **Immersive research for safer sanitation in Bihar and Maharashtra, India**; IDS Sussex and Finish Society, 2022.
- *Principal Investigator*, **Study of Community Managed Drinking Water Schemes**. WaterAid India, 2019-21.
- Research Mentor, **Study of Climate Change in relation to Ground Water Situation, in different Geographies of India**. Coordinated by WaterAid India and University of California Santa Barbara (2020-22).
- *Research Mentor*, **Study of Sustainable Drinking Water Solutions for Water Quality Affected Geographies**. WaterAid India, 2020-21.
- *Research Mentor*, **Rights and Freedoms of Women Engaged in Manual Scavenging in 4 states of India**. WaterAid India, 2020-21.
- *Co-Principal Investigator*, **Rapid Assessment of Gender Friendliness of Public and Community Toilet Infrastructure in Urban Areas**. WaterAid India, 2019-20.
- *Research Mentor*, **Analytical Study of Accessible and inclusive sanitation initiatives in Chhattisgarh**. WaterAid India, 2020.
- *Research Mentor*, **Rapid Study of Hand Hygiene Situation in India during COVID-19 Pandemic and Beyond**. WaterAid India, 2020.
- *Co-Principal Investigator*, **Rapid Study of the Situation of Health, Safety and Social Security of Sanitation Workers in India during COVID-19 Pandemic**. WaterAid and Urban Management Centre, 2020.
- *Co-Principal Investigator*, **Study of Drinking Water Situation and Governance in Small and Medium Towns**. WaterAid India, 2019.
- *Co-Principal Investigator*, **Study of terrain appropriateness, Safety and Sustainability of Toilet Technologies**, WaterAid India, 2019.
- *Principal Investigator*, **Immersive research on Equity and Inclusion in Sanitation**, WaterAid India and IDS Sussex, 2019.
- *Co-Principal Investigator*, **Study of Women's Role in Swachh Bharat Mission in the State of Jharkhand**, 2018.
- *Co-Principal Investigator*, **Attaining and Sustaining Sanitation benefits- a rapid diagnostic study of Open Defecation Free Districts under Swachh Bharat Mission**, 2018.
- *Research Mentor*, **Documenting Best Practices of Equity and Inclusion in Swachh Bharat Mission**, 2018.
- *Principal Investigator*, **Study of the Direct Benefit Transfer of Sanitation Incentives in the State of Madhya Pradesh, India** (2017-18).
- Research Mentor, for the **Impact Evaluation of Behaviour Change Approaches for Promoting latrine use in rural India**". EAWAG and WaterAid India (2016-18), Funded by 3ie.
- *Principal Investigator*, **"Rapid Assessment of Toilet Technologies under the Swachh Bharat Mission"**, WaterAid India (2016-17).
- *Co-Principal Investigator*, **"Rapid Assessment of Hand Hygiene Situation under the Swachh Bharat Mission in India"**, WaterAid India (2016-17).
- Investigator, **"Immersive Reality Check of BCC approaches under Swachh Bharat Mission"**. IDS Sussex, WaterAid and Praxis (2016-17).
- *India Research Mentor*, **"Studying Civil Society Engagement in Health for All"**, Global Peoples Health Movement (2014-15). Funded by IDRC.

- *Member*, Team to prepare a manual on **"Building Movements for Health"**, Global Peoples Health Campaign.
- *Technical Advisor* for the Study titled **"Role of Local Participatory Governance Institutions in Enhancing Access to Health"** Funded under Joint Health Systems Research Grant by MRC, UK. (2015-16)
- *Research Mentor*, **"Strengthening Village Health Committees for Intensified Community Engagement at Scale in Two States of India"** (VOICES study). Funded under AHPSR implementation research grant by WHO, Geneva. (2013-2015)
- *Lead Investigator*, **Adapting and Implementing Hunger Reduction Commitment Index for India and States**. Funded by: Oxfam India. (2012-13)
- *Technical Advisor* for Study **"Postings and Transfers in the Health Sector"**. Funded by DFID (2013-16)
- *Technical Advisor*, **Nursing Governance in India**. Funded by DFID (2013-16)
- *Lead Investigator*, **Governance 'tool kits' for Universal Health Coverage**. Funded by Oxfam India. (2013-14)
- *Member*, Study Team, **National Evaluation of the Accredited Social Health Activist (ASHA) Programme**, commissioned by National Health Systems Resource Centre. (2009-10)
- *Lead*, **Human Resources Planning Study** by the National Rural Health Mission in the state of Jharkhand. (2010)
- *Principal Investigator*, **Need Assessment of Public Health Training for AYUSH Professionals** by SHRC Chhattisgarh (2010).
- *Technical Adviser*, **Study to develop basic standards for AYUSH facilities**, by the Department of AYUSH, Government of Chhattisgarh. (2010-11).
- *Technical Adviser*, **Rapid Assessment of Sahiyya Community Health Volunteer Programme**, by the Child In Need Institute, Jharkhand (2009).
- *Investigator* for the study titled **"Issues Related to Birth Registration in Chhattisgarh"**, by SHRC Chhattisgarh (2006)
- *Investigator*, **"Illness patterns and Cost of Health Care in Chhattisgarh"**, by SHRC Chhattisgarh (2006).
- *Investigator*, **"Audit of Prescription Practices in the state of Chhattisgarh"**, by PJLNM Medical College Raipur and SHRC Chhattisgarh (2004-05).
- *Member*, Study team for the **"Internal Evaluation of Mitranin Programme"**, by SHRC Chhattisgarh (2004).
- *Associate*, **"Study of Workforce Management Issues in Health Department of Chhattisgarh"**. (2004).
- *Associate*, **"Evaluation of Post-Literacy Programmes in India"**, by Bharat Gyan Vigyan Samithi (1999).

PUBLICATIONS:

INDEXED PUBLICATIONS:

- Farooqui N; **Raman VR**; Shiv J; Chaturvedi S; Mazumdar M; Prasad V. Informal collectives and access to healthcare during India's COVID-19 second wave crisis. **BMJ Global Health** 6(7) 6731, July 2022. <https://gh.bmj.com/content/6/7/e006731>
- Friedrich M, Balasundaram T, Muralidharan A, **Raman VR**, Mosler H: Increasing latrine use in rural Karnataka, India using the risks, attitudes, norms, abilities, and self-regulation approach: A cluster-randomized controlled trial. **Science of the Total Environment**, Volume 707, 10 March 2020, 135366. <https://doi.org/10.1016/j.scitotenv.2019.135366>
- **Raman VR**, Muralidharan A (2019): Closing the loop in India's sanitation campaign for public health gains. **The Lancet**, Volume 393, issue 10177 1184-1186. [https://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(19\)30547-1/fulltext](https://www.thelancet.com/journals/lancet/article/PIIS0140-6736(19)30547-1/fulltext)
- Ved R, Sheikh K, George AS, **Raman VR** (2018): Village Health Sanitation and Nutrition Committees: reflections on strengthening community health governance at scale in India. **BMJ Global Health**. https://gh.bmj.com/content/bmjgh/3/Suppl_3/e000681.full.pdf
- Sriram V, Bennet S, **Raman VR**, Sheikh K (2018): Developing the National Knowledge Platform in India: A policy and institutional analysis. **Health Research Policy and Systems**. <https://link.springer.com/article/10.1186/s12961-018-0283-3>
- Gupta A, Fledderjohann J, Modugu HR, **Raman VR**, Stuckler D, Vellakkal S (2018): Barriers and prospects of India's conditional cash transfer program to promote institutional delivery care: A qualitative analysis of the

- supply-side perspectives. *BMC Health Services Research*.
<https://bmchealthservres.biomedcentral.com/articles/10.1186/s12913-018-2849-8>
- Scott K, George AS, Harvey S, Mondal S, Patel G, **Raman VR**, Sheikh K (2017): Government helper and citizen advocate? A case study of the multiple roles and pressures facing a non-governmental organization contracted by government to strengthen community health in northern India. *International Journal of Health Planning and Management*. 2017;1–14. <https://doi.org/10.1002/hpm.2473>
 - Sheikh K, Kumar S, Ved R, Kumar S, **Raman VR**, Ghaffar A, Tran N, Reddy KS, Swaminathan S (2016): India's new health systems knowledge platform-making research matter. *The Lancet*, Volume 388, Issue 10061, 2724–2725. [http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736\(16\)32391-1.pdf](http://www.thelancet.com/pdfs/journals/lancet/PIIS0140-6736(16)32391-1.pdf)
 - Kerketta F, Tripathi N, Chatterjee P, Brokar A, **Raman VR**, et al. (2017) Assessment of Integrated Counselling and Testing Centers (ICTC) in Chhattisgarh, India. *J HIV AIDS* 3(2).
<https://www.sciforschenonline.org/journals/hiv-aids/JHA-3-137.php>
 - **Raman VR**, & Sheikh K. (2016). Generating momentum towards community roles in Universal Health Coverage: key outcomes of a series of state-civil society consultative processes. *BMJ Global Health*, 1(Suppl 1), A14-A15. <http://dx.doi.org/10.1136/bmjgh-2016-EPHPabstracts.19>.
 - Garimella S., **Raman VR**, Varghese J & Sheikh K. (2016). The Keystone HPSR short course: developing capacities for policy-relevant health policy & systems research. *BMJ Global Health*, 1(Suppl 1), A36-A37. <http://dx.doi.org/10.1136/bmjgh-2016-EPHPabstracts.49>
 - Tripathi N., Kerketta F., Chatterjee P, & **Raman VR** (2016). Availability and access to essential medicines in public health facilities in Chhattisgarh, India. *BMJ Global Health*, 1(Suppl 1), A33. <http://dx.doi.org/10.1136/bmjgh-2016-EPHPabstracts.44>.
 - Sheikh K., **Raman VR**, Mayra K., (2012): Nurturing nursing in India: need for governance reform. *Bio Med Central*. <http://www.biomedcentral.com/1753-6561/6/S5/O32>
 - **Raman VR**, Sheikh K., et al (2012): Governance ‘tool kits’ for universal health coverage in India: guidelines for implementing the Expert Group’s recommendations. *Bio Med Central*. <http://www.biomedcentral.com/1753-6561/6/S5/O8>
 - Prasad S, **Raman VR**, et al (2012): Equipping missionaries for the mission: Capacity building and District Health Planning in Jharkhand, India. *Bio Med Central*. <http://www.biomedcentral.com/1753-6561/6/S1/O7>
 - Kalita A., Zaidi S., Prasad V, and **Raman VR**. (2009): Empowering Health Personnel for Decentralized Health Planning in India: an experience of the Public Health Resource Network. *Human Resources for Health*. <http://www.human-resources-health.com/content/7/1/57>
 - Sundararaman T., Jain K., **Raman VR**, and Singh PD. (2005): National Rural Health Mission-Hopes and Fears. Concerns about targeted sterilisation, retreat of the state and privatisation. *Indian Journal of Public Health*. 2005 Jul-Sep;49(3):156-62.. http://www.ijph.in/temp/IndianJPublicHealth493156-8074084_021434.pdf

BOOK CHAPTERS:

- **Global Health Watch** (2014)- an Alternative World Health Report by Peoples Health Movement and others; 4th Edition, Zed Books, London. Contributing author of the Chapter B7 “The Revival of Community Health Workers in National Health Systems”, a review of the community health worker programmes: http://www.ghwatch.org/sites/www.ghwatch.org/files/B7_0.pdf
- **Mitanin Programme Conceptual Issues**, 2003. Raipur, State Health Resource Centre Chhattisgarh. Author of the Chapter "Pioneers in Community Health Volunteer Programmes".
<http://www.shsrc.org/pdf/MitaninProgrammeConceptualIssuesandOperationalGuidelin.pdf>
- Health Panorama series. “**Health Policy Making in India**”. 2002, Mumbai, Centre for Enquiry into Health and Allied Themes. Co-author of the chapter "A Critique of National Policy on Indian System of Medicines-2001.
- “**Uttar Pradesh Mein Sab Ke Liye Swasthya: Nayi Sadi Ki Chunoutiyan**” (Health For All In Uttar Pradesh: Challenges of New Millennium). 2001; Lucknow, Jan Swasthya Abhiyan Uttar Pradesh State Coordination Committee. Chief Editor of the Volume.

OTHER HIGHLIGHTS:

- TED Talk: TEDx IIT Guwahati- Multi-Layered and Inter-Generational Discrimination in Manual Scavenging.
- Was session chair or speaker during several national and international conferences on health, education, nutrition and WASH topics. These include, but not limited to: University of North Carolina Water and Health Conference, WEDC International Conference, International Water Association Conference, International Public Policy Network Conference, Global Peoples Health Assembly, Global Health Systems Research Symposium, Bellagio Meetings by Rockefeller Foundation, COPSAH Global Symposium, CHARCHA series of Conferences by The Nudge Foundation, National WASH Conclaves by the NIRDPR, All India Peoples Science Congress and so on.
- Key contributor to a range of training and programme manuals published under the “Mitani” community health worker programme by State Health Resource Centre Chhattisgarh. Contributions to national level modules for the ASHA program- on nutrition counselling, community level action, non-communicable diseases and so on.
- Editorial Coordination of: Standard Treatment Guidelines for Medical Officers in Chhattisgarh State; Standard Treatment Manual for Multipurpose Health Workers in Chhattisgarh State; State Essential Drug List for Chhattisgarh; State Drug Formulary for Chhattisgarh.
- Editorial Advisor and contributor to the 18 volume training sourcebook series and other books by Public Health Resource Network, to train district level officials on District Health Planning under National Health Mission; These cover topics such as primary health care, public health systems, women’s health, child health and nutrition, community participation, communicable diseases, non-communicable diseases, human resources for health, tribal health, hospital management, BCC and training for health, urban health, primary mental health care, disaster management, engaging private sector, district health systems management and convergence for health sector.
- Prepared a series of books by Bharat Gyan Vigyan Samithi for training on community health, education and literacy; and supported publication of books under the *Jan Vachan Andolan*, and *Bal Vachan Andolan* a campaign to promote reading adults and children as well as to set up rural libraries in the Hindi heartland of India- the campaign has published over 500 titles.
- Contributed as editorial board member of some Hindi publications such as: *Sehat Nama* (health bulletin), *Akshar Bodh* (literacy and awareness bulletin) *Ummeed* (IWD publication), and *Aaina* (Journal on women studies).
- A good number of Op-Eds, media articles and interviews on critical topics related to water, sanitation, hygiene, health, education and nutrition, in print, web and electronic media- In English, Hindi and Malayalam languages.
- Mentoring a number of young researchers and social workers to write and publish on a range of topics. Efforts to document and publish tacit knowledge in policy is another area of engagement.

LANGUAGES, SKILLS, AND ATTRIBUTES

- Can write, read, and speak **English, Hindi, and Malayalam** languages with excellent level of command. Have relatively good level of command in **Tamil and Sanskrit** languages.
- Excellent writing, analytical as well as management skills using **computers and information technology**. **Well-versed in digital systems and processes** including hardware and software components. Understands the digital world and its lingua very well, with deeper involvement in the politics of information, knowledge, and digital technologies.
- Careful user of social media, with proper and ardent attention to the ethical concerns around digital contents and processes.

HONORARY POSITIONS AND BOARD MEMBERSHIPS:

- *Invited as Expert Faculty* with institutions and programs such as: **IIT Kanpur** | **BITS**, Pilani and Goa | **TISS**, Hyderabad, Tujapur and Mumbai | **TERI** University, School of Advanced Studies, Delhi | **Ambedkar University Delhi**, School of Social Design | **Jindal Global University**, School of Public Policy, Sonapat | **Indian Institute of Public Health**, Delhi, Hyderabad and Gandhi Nagar | **Indian School of Public Policy**, New Delhi | **LBSNAA**, National Literacy Resource Centre, Mussoorie | **IGNOU**, Delhi | **National Health Systems Resource Centre**, Delhi | **National Institute of Health and Family Welfare**, Delhi | **School of International Training**, India Centre, New Delhi | **LAMP** fellowship, Delhi | **India Fellow Program**, Delhi | **Indian Law Institute**, Delhi | **School of Public Health**, **Panjab University**, Chandigarh.

- Co-founder; Member of Board (2004 onwards); **State Health Resource Centre Chhattisgarh, India.**
- Co-founder, Member of Board (2008) and National Convenor (2018 onwards) **Public Health Resource Network, India.**
- Member, Executive Committee, (2019 onwards) **All India Peoples Science Network, India.**
- Member of Steering Committee; Member, Health Committee and Co-Chair, WASH Committee (2016-ongoing). **SPHERE Network, India**
- Member, expert group for Water Safety Planning (2019), **World Health Organisation and International Water Association.**
- Member, Global Advisory Group on Health, Safety and Dignity of Sanitation Workers (2021 onwards) jointly constituted by the **ILO, WHO, World Bank, SWN and WaterAid.**
- Member, Steering Committee (2023 onwards), **Feminist Policy Collective, India.**
- Member, Steering Group (2023 onwards), **Financial Transparency Coalition.**
- Invitee to Finance Minister's pre-budget consultations (2015 onwards) for health and sanitation sectors earlier and for inclusive budgets later. **Ministry of Finance, Government of India.**
- Member of the Technical Committee for Gender Budgeting (2023 onwards), **MoWCD, Government of India.**
- Member, Steering Committee (2020- 22), **India Sanitation Coalition, FICCI, India.**
- Member, Organising Committee, National WASH Conclave (2018, 2021), **National Institute of Rural Development and Panchayati Raj, Hyderabad.**
- Member, India Steering Group (2019-22), **Sustainable Sanitation Alliance Global (SuSanA)**
- Member, Steering Committee (2019), Global Programme and Advocacy Executive, **WaterAid International.**
- Member, Jury for WASH sector innovations Awards (2019), **Water Supply and Sanitation Collaboration Council (2018), International Water Association.**
- Member, Steering Group (2019), **COPASAH Global Symposium, New Delhi.**
- Member, Core Advisory Group on Health (2015-2019); **National Human Rights Commission, India.**
- Member, Scientific Committees for **Global Health Systems Research Symposiums - Beijing (2012), Cape Town (2014), Vancouver (2016), Liverpool (2018), Dubai (2020) and Columbia (2022).**
- Member, Governing Body (2014 onwards), **Delhi Science Forum.**
- Member, Expert Group (2014-16); **Central Bureau of Health Intelligence, MoHFW, India.**
- Co-Convenor, Cluster on Complex Health Systems and Systems Thinking (2014-18), **Health Systems Global.**
- Member of Editorial (2012-2018) and Member, Executive Committee (2014-2018); **Medico Friends Circle, India.**
- Member, Common Review Mission (2008, 2010, 2013, 2014, 2016); **National (Rural) Health Mission, India.**
- Member, Expert Groups on (1) Community Processes and Convergence; (2) Urban Health Financing, Governance and Phasing (2013-14); **Technical Resource Group for Urban Health Mission, MoHFW, India.**
- Member of Panel (2008-09), **Ford Foundation International Fellowships Program, India.**
- Member, Advisory Committee (2012-15); **Vigyan Prasar, Ministry of Science Technology, India.**
- Member, Expert Group on Health Human Resources (2013); **National Inst of Health and Family Welfare.**
- Member, State ASHA Mentoring Group (2009-14); **State Health Mission Jharkhand, India.**
- Member of Advisory Committee, State AYUSH Reforms Cell (2007-14); Directorate of **AYUSH, Chhattisgarh.**
- Special Invitee, National ASHA Mentoring Group (2008-2011), **MOHFW, India.**
- General Convenor, Uttar Pradesh Chapter (1998-2001) and Member, National Coordination Committee (2000 onwards); **Peoples Health Movement, India (Jan Swasthya Abhiyan).**
- Member, Academic Committee for the PG Diploma in District Health Planning and Management (2008-11), **Indira Gandhi National Open University, New Delhi.**
- Member, State Steering Group for Community Based Monitoring (2006-11), **DoHFW, Chhattisgarh, India.**
