

# MONICA SHARMA

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*Date of Birth: 17 January 1950  
Nationality: Indian*

## **PROFESSIONAL PHILOSOPHY**

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In my work, I strive to apply myself to translate the UN vision of development, justice and peace into tangible results worldwide, and particularly for that part of humanity whose rights are violated most: people who are marginalized because of poverty and other factors, children and women in the third world.

‘Development’, of the individual and the collective, needs to be redefined, to include the further reaches of the human and cultural capabilities, and to cover a deeper balance between humanity and nature, our intellect and emotion, our inner and outer worlds, our potential and leadership expressed in society as well as organizations. I want to make a difference by helping to bring about this ‘different development’.

I believe that almost all of us, whether in communities, organizations or in society, can generate extraordinary results. With appropriate development by and of ourselves along with enabling environments and strategic direction, people take impactful, meaningful and effective action. I endeavour to bring these three dimensions to my work.

## **SUMMARY OF WORK EXPERIENCE**

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Currently, as Director of Leadership and Capacity Development at OHRLLS, United Nations, I am responsible for designing and facilitating the implementation of programmes for whole systems transformation and leadership development worldwide, with a focus on the 50 least developed nations in the world. Using cutting-edge transformational approaches and methodologies, the purpose is to achieve measurable and sustainable change in the domains of peace and development, and in accordance with the Earth Charter and the stated Millennium Development Goals (MDGs) of countries. The initiative strengthens leadership of women and youth, and their active participation in decision-making. Results oriented partnerships are being fostered with governments, civil society, business and United Nations agencies.

From mid-2005 to mid-2006, I served as Principal Adviser in UNICEF’s Programme Division, with two key assignments. The first was to make strategic recommendations for meeting the priority needs of children worldwide, and meeting them sustainably. This was based on my experience and results with leadership and capacity development and the subsequent innovations generated on the ground, through UNDP and UNICEF over the last eight years. The second assignment was to provide technical expertise to the Secretariat in World Health Organisation for the 82 member Partnership for Maternal, Newborn and Child Health (MNCH), during its initial phase. An interesting contribution was designing the advocacy strategy that moves beyond a techno-centric approach to positioning MNCH as a development imperative and an integral, inter-linked component of MDGs.

From late 2000 to 2005, I served as the Director of HIV/AIDS for UNDP. I was responsible for policy formulation, development of effective strategies, coordination with donors and international agencies, facilitating innovative initiatives. Accomplishments, which UNDP highly appreciated (awarded the prize for the best practice area in 2005), include a strategic shift in UNDP's work from "making the case for HIV as a development issue" to "generating a development response"; consolidating a plethora of small projects on HIV/AIDS, formulating a clear policy and direction for UNDP for systems change. Forty countries designed and facilitated implementation of HIV/AIDS leadership and capacity development programmes, generating over 720 initiatives with measurable results, reaching 4.5 million people directly, and influencing another 130 million. Convened the Inter-Agency Task Force on the Resident Coordinator System and HIV/AIDS, working with 30 countries, identifying what works and what needs strengthening. I invested heavily in developing internal professional capacity - UNDP Resident Representatives rated the learning programmes of the HIV/AIDS group as the best. Created a pool of over 100 external experts from civil society, government, NGOs, private sector, media, finance, who help UNDP to design and implement leadership and capacity development programmes. Partnered with UN agencies, civil society and private sector to strengthen leadership for results. For example, worked with trade unions and ILO; UN-Habitat in four regions in the Urban Development Programme; UNICEF for community level decision-making; UNIFEM and UNFPA on legal reform; WHO on 3x5; World Bank on PRS and fund utilization at country level; collaborated with civil society networks to strengthen their governance structures, expand their reach and include them in policy debates at the highest levels; and with media for generating new and positive icons related to people living with HIV and AIDS (PLWHAs), leadership and women; mobilized US\$ 500 million.

From 1998 to 2000, I served as the Deputy Regional Director in UNICEF, in the Region of South Asia, and was the Acting Regional Director for five months. I provided programmatic leadership to eight countries in one of the most complex regions with the largest proportion of children and women's health and nutrition problems, education, children's rights. I raised over 80% of the supplementary funds available at ROSA during the two years, partnering with the Gates Foundation, Columbia University, and others; was UNICEF's focal point for inter-agency coordination for selected themes, including UN reform, with WHO, UNFPA, UNESCO, ADB and the World Bank. In addition, I led teams to provide internal management oversight. I supervised human resources development; and together we worked with countries to design and facilitate "the ROSA HRD" network and learning strategies and programmes for UNICEF staff in all the country offices related to ROSA.

From 1996 to 1998, I led the programme team of UNICEF Bangladesh. I coordinated human development programmes – child health, safe motherhood, primary education, addressing child labour, water and sanitation, and formulated programmes and projects to realize children and women's rights. Moreover, as Deputy Representative and Officer-in-Charge for almost six months, I managed all country office operations, including administration, personnel, fundraising and external relations.

From 1992-1996, I served at UNICEF headquarters as global advisor on child health, the control of diarrhoeal diseases and acute respiratory infections, with missions to 25 countries; I was also the in-house expert and reference for women's health issues. I networked with several professional bodies and NGOs, and with development partners, particularly the WHO, World Bank and UNFPA. I worked with the team in WHO to develop the new integrated programme strategy for mother and children – the mother-baby package.

From 1988 to 1992, I led the UNICEF India team in providing professional policy, programming and management support to Government of India's large-scale, multi-donor-assisted efforts in

child survival, safe motherhood and immunization, with a UNICEF budget of US\$ 30 million per year. I was responsible for UNICEF's programme design with Government of India, which resulted in strategic partnerships and US\$ 400 million mobilized for child survival and safe motherhood (SIDA and the World Bank were the most active partners) as well as achieving universal immunization coverage in India in 1990. Simultaneously, I designed the learning and field support programme for UNICEF staff in different locations and levels (cited as a best practice in the book "Primal Leadership" by Daniel Goleman, et al).

As a health professional with national institutions of Government of India from 1975 till 1988, I held positions of increasing responsibility in the fields of public health, nutrition and population research, teaching, policy formulation and project design, implementation and evaluation. Initiated the first programme in India for health systems research through six regional institutions; involved youth in community health programmes; investigated inter-relations between infection and malnutrition as well as related social, cultural and economic factors. I developed strategies that combined learning with action, both at field level as well as for senior government officials and policy makers. I worked at the WHO Centre for Primary Health Care in erstwhile Yugoslavia, developing and carrying out learning programmes for senior managers from around the world.

**Positions held:**

2006-to date	Director, Leadership and Capacity Development, OHRLLS, United Nations
2005-2006	Principal Adviser, Programme Division, UNICEF, NYHQ
2000-2005	Director, HIV/AIDS Group, UNDP, NYHQ
1998-2000	Deputy Regional Director, ROSA, UNICEF- Kathmandu
1996-1998	Deputy Representative, UNICEF, Bangladesh
1992-1996	Senior Advisor, Health, UNICEF-NYHQ
1990-1992	Chief, Health, UNICEF, India
1989-1990	Chief, EPI/MCH, UNICEF, India
1988-1989	Project Officer, EPI/MCH, UNICEF/India
1981-1988	Assistant Professor, National Institute of Health & Family Welfare
1980-1981	Senior Research Officer, Indian Council of Medical Research ,(ICMR)
1978-1980	Resident, All-India Institute of Medical Sciences (AIIMS)
1976-1977	Senior Research Fellow, AIIMS
1975-1976	Medical Officer, AIIMS

**EDUCATION**

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**Graduate of Medicine (M.B.B.S)** from the All India Institute of Medical Sciences (AIIMS), New Delhi, **1974**

**Doctor of Medicine (M.D.)** with post-graduate specialisation in Preventive & Social Medicine & Epidemiology, from All India Institute of Medical Sciences, New Delhi, **1980**

**Certificate Courses:** Health Planning & Health Systems Development, Leadership Development,

**LANGUAGES**

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**English, Hindi, Bangla and some Urdu**

## **SUMMARY: PROFESSIONAL ACHIEVEMENTS & WORK EXPERIENCE**

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- **Over 250 articles published in journals and presented in international forums.**
- **Designed and implemented large-scale transformational leadership development programmes in 40 countries generating multiple innovations and measurable results specifically in the context of HIV AIDS, as well as for governance and other development issues.**
- **Led teams for policy formulation, strategic direction, programme development, and learning; facilitated implementation with partners several in UNICEF and UNDP in the areas of HIV/AIDS, maternal and child health, nutrition, education, water and sanitation, protection of children in difficult circumstances.**
- **Represented UNICEF at global and regional forums for children as well as women's issues and advocated for their needs and rights; represented UNDP on HIV AIDS at global and regional forums related to HIV AIDS.**
- **Designed strategies and programmes in various United Nations agencies integrating rights based policies and programmes; and moved even further to address whole-systems issues, simultaneously applying methodologies for technology, social justice along and transformational leadership.**
- **Provided managerial oversight within UNICEF and UNDP in the areas of human resources, finance, external relations, fund-raising and administration in several assignments.**
- **Led regional inter-agency coordination with WHO, UNFPA, UNESCO and the World Bank, and facilitated UN reform agendas, in several assignments.**
- **Facilitated human resources development professional excellence in programme areas; led large teams in UNICEF and UNDP with high staff motivation and morale.**
- **Strengthened external expert groups through two-way learning for programming.**
- **Networked with Government, professional, NGO and activist groups for fulfilling UNICEF's commitment to children & women, and in UNDP for addressing HIV/AIDS.**
- **Conducted Health Systems Research at national scale in several topics & countries**
- **Expertise provided in international organizations for systems development and transformation, including WHO, World Bank, UNFPA, DANIDA, SIDA, EGI, IONS**
- **Taught at graduate and post-graduate level in Development Programmes, Medical Schools as well as international and national Public Health Institutions.**