

Sandra Mudhune

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SUMMARY:

I have more than fifteen years of experience managing programmes in collaboration with national governments, NGOs, and donors across Eastern, Southern and Central Africa, as well as in policy development, health systems strengthening, strategic planning and performance management. This broad experience affords me an in-depth understanding of regional health and development issues, along with a keen cultural and political sensitivity and awareness, skills that I employ to navigate both political and programmatic barriers.

EMPLOYMENT HISTORY:

International Planned Parenthood Federation (IPPF)

May 2019 to date

Nairobi, Kenya

Deputy Director – Evidence and Learning, WISH2ACTION

Women's Integrated Sexual Health (WISH2ACTION) Programme is DFID's flagship and largest (£132 million) Sexual and Reproductive Health and Rights delivery programme. It is a payment by results (PBR) program running across 6 consortium partners and 16 countries in Africa and Asia.

Managing the programme to ensure that WISH2ACTION delivers on commitments across all outputs, outcomes and KPIs. This includes leading all efforts related to evidence, data and learning and managing the payment by results (PBR) framework. It also includes spotting risks early on and advising the program team, consortium partner leads, IPPF colleagues, and key stakeholders in the SRHR sector on learning and evidence aspects of the program to inform adaptive programming and innovation to support countries to deliver on WISH2ACTION. I also seek to strategically position WISH2ACTION to address gaps in the global evidence base and to [share evidence](#) generated from the program with policymakers and other practitioners to ensure that learning is integrated horizontally across countries and vertically within the public and private sectors. This evidence is across key technical areas including youth/disability programming, gender norms, SGBV, integration and quality of care, SBCC, Inclusion, and Health Systems Strengthening, including humanitarian settings.

Clinton Health Access Initiative (CHAI)

January 2016 to May 2019

Lusaka, Zambia

Senior Evaluation Manager, Demand Driven Evaluations for Decisions (3DE)

The Demand-Driven Evaluations for Decisions (3DE) is an approach to support ministries active in the health sector with evidence-based decision-making by using rigorous evaluations in a demand-driven, rapid, and efficient way. It seeks to generate reliable evidence that meets the ministry's needs and is used to catalyse implementation of cost-effective action.

Identified, designed, and conducted rigorous, timely and affordable impact evaluations in collaboration with the MOH and other government stakeholders. These questions were prioritized as they targeted specific policy goals with evidence gaps within the Zambian MOH. The specific policy areas were Maternal New-born Child Health, Elimination of Mother to child transmission and Road Safety. I also provided technical assistance to the Ministry of Health and stakeholders to catalyse country-level action in response to evaluation results and recommendations; and disseminate evidence from evaluations in briefs and publications. The role also included management of the project

budget, ensuring compliance with donor and organizational rules and regulations as well as capacity building with the Ministry of Health and relevant partners.

WITS Reproductive Health and HIV Institute
Johannesburg, South Africa

October 2012 to April 2015

Senior Researcher, FACTS

Joint Appointment with the University of Witwatersrand, Johannesburg

The [FACTS 001 study](#) is a phase III, multi-centre, double blind, randomised, placebo-controlled trial that will test if tenofovir gel, when used before and after sex, is safe and effective at preventing sexually transmitted HIV and HSV-2.

Implemented an adherence programme for a user-initiated microbicide study across 9 trial sites by strengthening study capacity in M&E; providing oversight of an average of 5 adherence staff in all nine trial sites (counsellors, social science interviewers and community health workers); and developing best practice through critical analysis of adherence programmes and measures from previous clinical trials to improve the FACTS 001 study.

Senior M&E Officer – Research and Evaluation, ICAP
Nairobi, Kenya

December 2011 to October 2012

[ICAP](#) is based at the Mailman School of Public Health at Columbia University in New York City. ICAP supports HIV/AIDS prevention, care and treatment programs and related activities in 13 resource-constrained countries in Africa.

Coordinated program/public health evaluations in Eastern, Central and Nyanza provinces in Kenya. These included identifying Optimal Models of HIV Care approaches in Sub-Saharan Africa; conducting a pilot study comparing six months of macronutrients and micronutrients versus micronutrients alone for patients initiating Antiretroviral Therapy; using a sampling-based approach to patients lost to follow-up from an antiretroviral care and treatment program in Kenya; and evaluation of Moderate and Severe Adverse Events following Adult Male Circumcision in Nyanza Province, Kenya.

M&E Manager, Capacity Kenya
Nairobi, Kenya

January 2011 to November 2011

Capacity Kenya is a USAID funded project implemented by IntraHealth International Inc. and partners. The goal of the program is to strengthen human resources for health systems in public, faith-based, and private sectors to ensure improved delivery of PHC and, ultimately, to improve health outcomes for the Kenyan people.

Developed, implemented, and maintained a monitoring and evaluation system that excelled in capturing project progress and in tracking program implementation. All this while taking a lead role in study design, protocol writing and data analysis for various [research outputs](#). I developed and managed M&E budget in line with the work plan; ensuring compliance with donor and organizational rules and regulations and contributed to end of year report and grant applications submitted for renewed funding. Finally, I provided M&E strategic advice to advisors based at the then Ministry of State for Planning, National Development and Vision 2030; Division of Reproductive Health; NASCOP; KEMSA and NACC Youth, and engaged technical staff to implement operational research.

KEMRI -Wellcome Trust
Nairobi, Kenya

June 2005 to January 2011

Research Officer – Malaria Public Health and Epidemiology Group

CONSULTANCY HISTORY:

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|---|---------------------------------|
| Population Services International (PSI) | September 2015 to December 2015 |
| Population Council | October 2015 to November 2015 |
| iHub Research | August 2015 to November 2015 |
| Internews | November 2014 to January 2015 |
| TNS RMS East Africa | November 2013 to January 2015 |

EDUCATION:

University of Hull Online – expected September 2022

Master of Arts in Creative Writing

University of Witwatersrand - Johannesburg

Leadership and Management Programme, July 2013

Project Management (APMG International), November 2013

University of London – London School of Hygiene and Tropical Medicine 2009

Master of Science in Epidemiology

University of Memphis, TN – USA 2004

Bachelor of Science in Microbiology and Molecular Cell Sciences, Minor in Chemistry

PUBLICATIONS:

Mudhune S, Phiri SC, Prescott MR, McCarthy EA, Banda A, Haimbe P, Mwansa FD, Mwiche A, Silumesii A, Kabamba M, Shakwelele H, Prust ML (2020). Improving the quality of childbirth services in Zambia through introduction of the Safe Childbirth Checklist and systems-focused mentorship. PLoS ONE 15(12): e0244310. <https://doi.org/10.1371/journal.pone.0244310>

Phiri SC, Prescott MR, Prust ML, McCarthy EA, Kanchele CC, Haimbe P, Shakwelele H, **Mudhune S** (2018). Impact of Passenger Engagement through Bus Stickers in Public Service Vehicles on Road Traffic Crashes in Zambia: A Randomized Controlled Trial. BMC Public Health. 2018 Jul 13;18 (1):872

Mudhune S, Phiri SC, Prescott MR, McCarthy EA, Banda A, Haimbe P, Mwansa F, Mwiche A, Bwalya F, Shakwelele H, Prust ML. Impact of the Safe Childbirth Checklist on health worker childbirth practices in Luapula province of Zambia: a pre-post study. BMC Public Health. 2018 Jul 18;18 (1):892.

E-Commerce and Reproductive Health Supplies: Family Planning in the Digital Age. March, 2016. Washington, D.C.: Institute for Reproductive Health, Georgetown University for the Reproductive Health Supplies Coalition (RHSC) and the U.S. Agency for International Development (USAID). http://irh.org/wp-content/uploads/2016/03/E-commerce_Case_Study_Kenya_2016_digital.pdf

Antelman G, Medley A, Mbatia R, Pals S, Arthur G, Haberlen S, Ackers M, Elul B, Parent J, Rwembembera A, Wanjiku L, Muraguri N, Gweshe J, **Mudhune S**, Bachanas P (2015). Pregnancy desire and dual method contraceptive use among HIV-positive individuals attending clinical care in Kenya, Namibia and Tanzania for the Prevention in Care and Treatment Settings Study Group. J Fam Plann Reprod Health Care 41 (1): e1

Mudhune S, Okiro E, Noor A, Zurovac D, Juma E, Ochola S, Snow R (2011). The clinical burden of Malaria in Nairobi: a historical review and contemporary audit. Malaria Journal 10: 138.

D Blaauw, E Erasmus, N Pagaiya, V Tangcharoensathien, K Mullei, **S Mudhune**, C Goodman, M English, M Lagarde (2010). Policy interventions that attract nurses to rural areas: a multi-country discrete choice experiment. Bull World Health Organ 88:350-356

Mullei K, **Mudhune S**, Wafula J, Masamo E, English M, Goodman C, Lagarde M, Blaauw D (2010). Attracting and retaining health workers in rural areas: investigating nurses' views on rural posts and policy interventions. *BMC Health Service Research*, 10: (Suppl1):S1

Amos B, Kisakye A, Makewa D, **Mudhune S**, Mwamtemi H, Nansera D, Ngwiri T, Wamae M, English M (2009). Behind the data: Establishing the Network for Surveillance for Pneumococcal Diseases in the East African, netSPEAR. *Clinical Infectious Diseases*, 4: 162-71

Mudhune S, Wamae M & netSPEAR (2009). Report on Invasive Disease and Meningitis due to *Haemophilus influenza* and *Streptococcus pneumonia* from the Network for Surveillance of Pneumococcal diseases in the East African Region (netSPEAR). *Clinical Infectious Disease*, 48: 147-152

SKILLS:

Management skills: Strategic planning and tactical execution; Team leadership, collaboration, and mentoring; Leveraging stakeholder partnerships; Financial management and office operations; Consultant contracting and supervision.

Research skills: Protocol design; Field work coordination; Data management and analysis; Develop, implement, and maintain M&E systems; Capacity building; Report writing, dissemination and grant writing.

Computer Skills: Proficient in STATA, NVivo, SPSS, Dedoose, Epi Info; SurveyCTO

Language Skills: Fluent in English and Kiswahili, Basic French skills