
CURRICULUM VITAE

Name: LUBEGA MUHAMADI

Date of Birth: 31st May, 1970

Nationality: Ugandan

Ethnicity: Musoga

Religion: Muslim

Marital Status: Married

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EDUCATION AND QUALIFICATIONS

Degree	Institution	Years
PhD (Health Systems and Policy)	Makerere University / Karolinska Institutet	2007-2011
Master of Public Health (MPH)	Makerere University	2002-2004
Bachelor of Medicine and Bachelor of Surgery (MBChB)	Makerere University	1991-1996

EMPLOYMENT RECORD, RESPONSIBILITIES AND ACHIEVEMENTS

a) 2016 to date: Executive Director, Lubega Institute of Nursing and Health Professionals

As Executive Director, responsible for overseeing the overall operation and management of the institute, including:

- **Strategic leadership:** Develop and implement strategic plans to guide growth and expansion. Grew the institute from 50 students to 1,500 students within seven years.
- **Fundraising:** Seek financial resources from individuals, businesses, and charitable organizations, enabling operation without bank loans.
- **Financial management:** Oversee budget, financial performance, and revenue cycle management. Run all activities with internally generated resources.
- **Operational management:** Ensure smooth day-to-day operations including staff, facilities, equipment, and supplies.

- **Quality assurance:** Establish and enforce standards and protocols; monitor student results and drive continuous improvement.
- **Stakeholder engagement:** Collaborate with the governing council, staff, students, parents, and other key stakeholders.
- **Regulatory compliance:** Ensure compliance with Ministry of Education, Ministry of Health, and inter-ministerial standards.
- **Community engagement:** Represent the institute in the community; build positive relationships and promote the institute.
- **Human resource management:** Recruit, supervise, develop, and retain a skilled workforce; mentor all staff.
- **Policy development:** Develop policies and procedures and encourage staff adherence.

b) 2013 to 2016: Research and Management Specialist, National Institutes of Health (NIH/NIAID-ICER), American Embassy Uganda

Served as principal advisor, expert, and coordinator of NIH research and administrative programmes. Participated in inception, design, conduct, analysis, and dissemination of NIH research. Developed and implemented administrative management policies, organizational planning, and criteria for administrative processes. In consultation with the Scientific Director, guided and coordinated comprehensive research and administrative services including conceptualization, design, implementation, collaboration, operational management, programme management, administrative management, budget and financial management, purchasing, procurement, contract administration, property management, human resources services, and knowledge/communications management.

Achievements – General Program Management:

- Oversaw diligent accountability for program research and administrative objectives.
- Promoted NIH-ICER's goal of supporting Ugandan health organizations to develop sustained research programs.
- Conceptualized, designed, implemented, evaluated, and directed research on HIV care policy.
- Collaborated on research priorities; kept current with literature; wrote manuscripts, articles, abstracts, and reports.
- Presented findings at academic and international conferences; developed educational workshops and seminars.
- Represented the program to stakeholders at multiple levels (U.S. Mission, health meetings, NIH collaborator meetings).
- Managed external/internal relationships, including close collaboration with NIH and bilateral/multilateral partners.
- Managed communications and reporting including semi-annual reports, quarterly reports, newsletters, and informational briefs.

Achievements – General Administrative Management:

- Advised NIH staff on deficiencies and areas for improvement.
- Provided strategic, policy, and implementation guidance to administrative support functions.
- Led coordination of strategies, administrative procedures, and performance standards.

Achievements – Budget and Financial Management:

- Developed detailed annual program budget; managed and reported on financial expenditures.
- Monitored expenditures against approved thresholds while achieving maximum results.
- Oversaw allocation, tracking, and evaluation of resource utilization.
- Reviewed purchase requests and prepared accounting documentation per U.S. Government regulations.

Achievements – Purchasing, Procurement, and Contract Administration:

- Coordinated procurement of logistics/supplies and services including shipments.
- Served as primary liaison between contractors, subcontractors, and NIH.

Achievements – Property Management:

- Oversaw effective and efficient use of NIH assets.
- Enhanced efficiency of the NIH property management programme.
- Ensured compliance with property management policies and procedures.

c) 2011 to 2013: Operations Officer, National Institutes of Health (NIH/NIAID-ICER), American Embassy Uganda

Principal advisor and coordinator of NIH research and administrative programme activities. Participated in developing and implementing administrative management policies, planning organizational needs, and preparing goals/objectives/criteria for administrative processes. Coordinated comprehensive administrative services including programme management, budget/financial management, purchasing/procurement, contract administration, property management, human resources, and knowledge/communications management.

Achievements – Research and Development:

- Participated in inception, design, conduct, analysis, and dissemination of NIH research.
- Promoted NIH-ICER's goal of supporting Ugandan health organizations in HIV/AIDS research.
- Conceptualized, designed, implemented, evaluated, and directed research; developed hypotheses and experimental approaches.
- Participated as team member to interpret data and discuss programme progress.

Achievements – General Program and Communications Management:

- Oversaw accountability for program administrative objectives and targets.
- Represented the program to stakeholders at multiple levels.
- Managed external/internal relationships for successful operations.

Achievements – Budget and Financial Management:

- Managed detailed annual program budget; reported on financial expenditures.
- Monitored expenditures against approved thresholds.
- Oversaw allocation, tracking, and evaluation of resource utilization.
- Reviewed purchase requests and prepared accounting documentation per U.S. Government regulations.

d) 2005-2011: Principal Medical Officer/Medical Superintendent, Iganga General Hospital

Responsible for overall planning, coordination, monitoring, evaluation, and supervision of quality health service delivery including comprehensive HIV care for a catchment population of approximately three million people.

- Interpreted national health policy and advised district, hospital, regional management, and local development partners.
- Established and ensured timely management and use of health information systems for evidence-based planning.
- Designed and implemented operational research to improve health service delivery.
- Provided leadership for passive and active surveillance related to Millennium Development Goals and Uganda Minimum Health Care Package.
- Submitted monthly, quarterly, and annual performance reports to local authorities, Ministry of Health, and civil society organizations.
- Mentored permanent and international staff.
- Managed human resource functions (manpower needs, training, mentoring, coaching, promotions, leave, deployment, periodic assessment) for over 400 health staff.
- Provided technical and professional advice to local, regional, and central government.
- Managed and accounted for financial and physical resources of the hospital.

Achievements – Overall Strategic Leadership:

- Led a team of over 400 multi-disciplinary professionals.
- Achieved optimal development, implementation, and evaluation of public health programs including HIV prevention/care/support, family planning, dental services, maternal and child health, palliative care, mental health, diabetic services, social support, community outreach, nutrition, outpatient care, laboratory services, pharmacy,

physiotherapy, orthopedics, minor and major surgery, radiography, antenatal care, pediatric care, general medical services, gynecology/obstetric services, primary health care, disease surveillance, and health management information systems.

- Propelled Iganga Hospital to become the best performing general hospital in Uganda for five consecutive years, receiving Ministry of Health awards.

Achievements – Planning for Health Services:

- In collaboration with local, national, and international agencies, coordinated and produced annual institutional work plans aligned with MDGs, national development plan, national health policy, and health sector strategic plan.

Achievements – Design, Implementation, Monitoring, and Evaluation:

- Centrally involved in design, implementation, monitoring, evaluation, and support supervision of hospital, lower-level health units, private providers, and community-based organizations.

Achievements – HIV/AIDS Focal Person:

- Oversaw expanding HIV care network including 80 community network support agents, routine counseling and testing, prevention of mother-to-child transmission (58 clients), and pre-ART/ART clinics (1000 clients).

Achievements – Human Resource Functions:

- Conducted HR management for over 400 multi-disciplinary staff.

Achievements – Operational Research:

- Carried out design and implementation of operational research, leading to PhD thesis.
- Lobbied Makerere University research projects including malaria vaccine trial, TB vaccine trial, and epilepsy study, building staff capacity and infrastructure.

Achievements – Coordination:

- Liaised with Ministry of Health, Makerere University, Busoga University, UNFPA, UNICEF, Star-EC, and other civil society organizations.

Achievements – Health Management Information System:

- Established mechanisms for timely and complete weekly, monthly, quarterly, and annual health information system use.

Achievements – Mobilization and Management of Resources:

- Optimally used available resources; generated evidence-based data to mobilize resources from MTN, AIRTEL, WARID, Madvani Group, and other funding agencies.

Achievements – Policy Interpretation and Technical Guidance:

- Interpreted national health policy and health sector strategic plan; tendered technical guidance to local leaders, NGOs, and development partners.

e) 2001-2005: Acting Deputy Director of District Health Services, Iganga District

Responsible for strategic and operational planning and budgeting for health service delivery and infrastructure; mobilizing resources; and human resource management functions (manpower needs, training, mentoring, coaching, promotions, leave, deployment, periodic assessment).

Achievements:

- Successfully made operational work plans and budgets.
- Mobilized resources for health service delivery and infrastructure.
- Effectively monitored and evaluated health service delivery.
- Ensured effective procurement of medical supplies and equipment.
- Provided technical guidance and support supervision to public and private health organizations, including HIV/AIDS care.
- Coordinated and ensured proper design and management of HIV care functions in liaison with development partners.

f) 1996-2001: Medical Officer

Responsible for diagnosing diseases and prescribing treatment; supervising and evaluating health care staff; reviewing and evaluating patients undergoing treatment; in charge of a health sub-district.

KNOWLEDGE AREAS

Through training and work experience, excellent knowledge and proficiency in:

- Comprehensive HIV care in resource-poor settings (prevention, care, and support)
- Health promotion, education, social determinants of health, behavioural change communication
- Basic and advanced research methods applied to health care and management
- Impact assessment, monitoring and evaluation of health/health-related activities
- Advanced disease surveillance and outbreak investigation
- Interventional epidemiological methods
- Quality assurance of health care
- Community and social mobilization for behaviour change
- Health policy and primary health care
- Public health nutrition
- Health planning and management

- Health ethics and law (education, management, research)
- Scientific writing and communication skills
- Good clinical practice
- Biological basis of public health and its application to health interventions
- Basic and advanced epidemiology and biostatistics
- Communicable and non-communicable disease control in resource-poor settings
- Health services research
- Statistical computing and data management
- Environmental and occupational health
- Family and reproductive health
- Large health database organization and analysis
- Leadership and managing human resources for health
- Monitoring and evaluation of health systems
- Health economics and finance
- Economic evaluation and decision making in health care
- Maternal and child health
- Gender and health
- Adolescent and sexual reproductive health
- Demography and population dynamics
- Diseases of public health importance
- Environmental sanitation
- Occupational health and safety
- Food hygiene
- Monitoring and evaluation of public health interventions
- Health systems management and research in resource-poor settings
- HIV/AIDS care systems in high-prevalence resource-poor settings

SKILLS

Having worked at senior health care management level globally and nationally for approximately twenty years, attained skills in:

- Strategic leadership
- Community and social mobilization for health promotion
- Human and other resource mobilization and management
- Result-oriented management
- Financial management and control
- Procurement
- Health/management information systems
- Drug quantification
- Strategic planning
- Monitoring and evaluation
- Support supervision and mentoring of senior staff
- Lobbying, advocacy, and coordination

Behavioral and technical competences:

Accountability, assertiveness and self-confidence, concern for quality and standards, ethics and integrity, flexibility, innovativeness, problem solving and decision making, knowledge management, leadership, public relations and customer care, result-oriented management, self-control and stress management, teamwork and team building, change management, delegation, employ performance, strategic leadership and planning, policy management, project management, strategic thinking.

Collaboration experience:

Worked with WHO, UNICEF, UNFPA, and other multilateral/bilateral health care organizations (operational and research).

RESEARCH AND PROFESSIONAL GROUPS

- The Uganda Medical Association
- European Union funded ARVMAC group (Effect of Expansion of Antiretroviral Therapy on Maternal and Child Health in Africa)
- HIV/AIDS and Global Health Research Group, Department of Public Health Sciences, Division of Global Health (Karolinska Institutet)
- Health Systems and Policy Research Group, Department of Public Health Sciences, Division of Global Health (Karolinska Institutet)

PUBLICATIONS

1. Muhamadi et al (2024). Health workers motivators to uptake of the COVID-19 vaccine at Iganga Hospital Eastern Uganda, and Mengo Hospital Kampala Uganda; A qualitative study. *International Journal of Scientific Research Updates*, 7(1):103-111. DOI: 10.53430/ijrsru.2024.7.1.0023
2. Muhamadi et al (2024). Lack of trust, insufficient knowledge and risk denial; an in-depth understanding of health workers barriers to uptake of the COVID-19 vaccine at Iganga Hospital Eastern Uganda, and Mengo Hospital Kampala Uganda. *International Journal of Scientific Research Updates*, 07(01), 08209. DOI: 10.53430/ijrsru.2024.7.1.0024
3. Muhamadi et al (2015). Understanding the socio-structural context of high HIV transmission in Kasensero fishing community, South Western Uganda. *BMC Public Health*, 15, 1033. <https://doi.org/10.1186/s12889-015-2371-4>
4. Muhamadi et al (2015). Risk Denial and Socio-Economic Factors Related to High HIV Transmission in a Fishing Community in Rakai, Uganda: A Qualitative Study. *PLoS ONE*, 10(8):e0132740. DOI:10.1371/journal.pone.0132740
5. Muhamadi et al (2015). Effect of Community Support Agents on Retention of People Living With HIV in Pre-antiretroviral Care: A Randomized Controlled Trial in Eastern Uganda. *JAIDS*, 70(2). DOI:10.1097/QAI.0000000000000723
6. Muhamadi et al (2014). Readiness to Screen for Domestic Violence against Women in Healthcare Uganda: Associations with Demographic, Professional and Work Environmental Factors. *Open Journal of Preventive Medicine*, 04(04):145-155
7. Muhamadi et al (2013). Perceived medical benefit, peer/partner influence and safety and cost to access the service: Client motivators for voluntary seeking of medical male circumcision in Iganga District Eastern Uganda, a qualitative study. *Pan African Medical Journal*, 15(117):117. DOI:10.11604/pamj.2013.15.117.2540
8. Muhamadi et al (2013). Sex inequality, high transport costs, and exposed clinic location: reasons for loss to follow-up of clients under prevention of mother-to-child HIV transmission in eastern Uganda – a qualitative study. *Patient Preference and Adherence*, 7(default):447-454. DOI:10.2147/PPA.S19327
9. Muhamadi et al (2013). Same as above. *Patient Preference and Adherence Journal*, Vol 2013:7, 447–454. DOI: <http://dx.doi.org/10.2147/PPA.S19327>
10. Muhamadi et al (2013). Healthcare providers' perceptions on screening for Intimate Partner Violence in healthcare: A qualitative study of four health centres in Uganda. *Open Journal of Preventive Medicine*, 3(1):1-11. DOI:10.4236/ojpm.2013.31001
11. Muhamadi et al (2013). Use of traditional medicine for the treatment of diabetes in Eastern Uganda: A qualitative exploration of reasons for choice. *BMC International Health and Human Rights*, 13(1):1. DOI:10.1186/1472-698X-13-1
12. Musenze, I.A., Mayende S. T., Buteme S., Lubega M. (2013). Reward Management and Organizational Performance: An Empirical Study of Private Universities In Uganda. *International Journal of Innovative Research and Development*, Vol 2 (8), 90-96

13. Musenze, I.A., Mayende S. T., Lubega M. (2014). Delegation and Job Satisfaction: An Evaluation of the Relationship within Uganda's Primary Education Sector. *Global Journal of HUMAN-SOCIAL SCIENCE*, Vol. 14(1) pp. 124-132
14. Muhamadi et al (2011). Lack of pre-antiretroviral care and competition from traditional healers, crucial risk factors for very late initiation of antiretroviral therapy for HIV - A case-control study from eastern Uganda. *Pan African Medical Journal*, 8(1):40. DOI:10.4314/pamj.v8i1.71155
15. Muhamadi et al (2011). A Single-Blind randomized controlled trial to evaluate the effect of extended counseling on uptake of pre-antiretroviral care in Eastern Uganda. *Trials*, 12(1):184. DOI:10.1186/1745-6215-12-184
16. Muhamadi et al (2010). Inadequate pre-antiretroviral care, stock-out of antiretroviral drugs and stigma: Policy challenges/bottlenecks to the new WHO recommendations for earlier initiation of antiretroviral therapy (CD<350 cells/ μ L) in eastern Uganda. *Health Policy*, 97(2-3):187-194. DOI:10.1016/j.healthpol.2010.06.003
17. Muhamadi et al (2009). Policy and practice, lost in transition: Reasons for high drop-out from pre-antiretroviral care in a resource-poor setting of eastern Uganda. *Health Policy*, 95(2-3):153-158. DOI:10.1016/j.healthpol.2009.11.021
18. Namulema E, Nakubulwa S, & Muhamadi L. (2023). Burden and factors for the early resumption of sexual intercourse in the puerperium among new mothers at Kawempe national referral hospital and Mengo hospital, Uganda. *Afr Health Sci*, 23(4), 415-424. <https://dx.doi.org/10.4314/ahs.v23i4.45>

Professionally recognized published book:

- PhD Thesis: *Lost in Transition – Pre-Anti Retroviral Care and Delayed Initiation*
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BUSINESS CAREER

Proprietor of four quality schools:

- Lugazi Primary School (Day and Boarding)
 - Lugazi School of Nursing and Midwifery (www.lugazinursingschool.com)
 - Happy Times Preparatory School, Namwendwa, Kamuli
 - Lubega Institute of Nursing and Health Sciences (www.lubeganursing institute.ac.ug)
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REFEREES

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