

Matt Haikin

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ICT for Development (ICT4D) practitioner, researcher/evaluator and consultant

Following 15 years working with ICTs as a tool for social impact in the UK, I completed a Masters' degree in ICTs for Development and, since 2012, have been applying this knowledge base to the international development (ICT4D) sector. I combine a strategic outlook and practical application with direct technical expertise, enabling me to support organisations in understanding how best to apply ICT to development problems to improve the impact and effectiveness of their work.

I have worked as a practitioner, researcher, evaluator and consultant for large and small, public, private and voluntary/civil society sector organisations, and as a social entrepreneur. I have developed a particular niche in the exploration of digital citizen engagement (using ICTs to enable people to participate meaningfully in the political sphere) and participatory design (engaging people directly in the creation of the technology they use and that affects them).

Skills

I have a breadth of skills relating to the application of technology to social programmes, with a background in direct technical expertise (programming and web development), broadening out to project, business and NGO management, research and evaluation, digital and social marketing, fundraising and strategic or governance consultancy.

How might I help your organisation?

- **Help you make sense of the impact and opportunities for your work** in concepts such as *mobile Money, eduTech, m-Agri, m-Health, big / open / responsible data, data viz, GIS mapping, participatory video, the Internet of Things* etc.
- Advise on **strategies you can use to take advantage of ICTs / ICT4D** and other emerging technologies to improve your work and impact
- **Facilitate workshops** with your staff, stakeholders or end-users to understand real program and technology needs and scope appropriate solutions
- Provide **technical and business analysis** to help you define technology to support / improve your programmes and critically assess the most suitable technology options
- **Co-design technology solutions** with you, your stakeholders and your target-users
- **Manage the development and delivery** of ICT elements of your programmes in an iterative and incremental way to ensure responsiveness to real user needs and changing circumstances
- Gather **feedback from real users** to steer the direction of your technology development or evaluate the technology in your programmes
- **Evaluate** the effectiveness of your use of technology and its impact and effectiveness in your work
- **Undertake primary or landscape research** into how ICTs are being used in your niche
- Support your **marketing and business development** activity – directly, through engaging you with appropriate online tools, and by connecting you with my global network of ICT4D leaders
- **Build communities of learning or practice** on and offline to embed you within the wider sector of those using technology for public good

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International consultancy and projects

ICT4D strategy development ([Chemonics](#), USA) 2017

International NGO operating in over 150 countries

- Strategic advice on restructure of digital development and identification of future focus areas.

Strategic recommendations for digital development ([FHI 360](#), USA) 2017

Human development organisation active across 60 countries and all US states

- Recommendations report on digital strategy, opportunities and organisational restructuring (digital transformation) based on literature review combined with staff and external expert interviews.

Assessment of SMS/online polling technologies ([SAS2 Dialogue](#), Canada) 2017

SAS2 provide training / facilitation in participatory action research, planning and evaluation

- Critical assessment of SMS polling software & its application to Participatory Action Research.

Researching impact of digital technology on role of NGOs in Africa ([Oxfam GB](#), Kenya) 2016

Oxfam GB research into opportunities to improve the impact of ICT in programme work in Africa

- Landscape research on success factors around ICT use in development and tech start-up sectors, followed by extensive interviews, online survey and facilitation of a learning workshop in Nairobi to inform published research on the impact of digital technology on the roles of international NGOs.

Strategic review of technology programs ([RECODE](#), Brazil) 2016

RECODE use technology as a tool to fight poverty and empower citizens in Brazil and worldwide.

- Strategic review of use of technology across programs, including recommendations report on revising processes for managing tech volunteers, using tech in M&E, user-feedback strategy for e-learning platform *TecEscola* and impact enhancements to the *App Winners* competition.

ICT4D strategy for delivery and funding ([Fahamu](#), Kenya) 2016

Pan-African civil society organisation supporting social movements; publish [Pambazuka News](#).

- Facilitated workshops and interviews with all staff, resulting in report of recommended improvements to fundraising strategy, digital marketing activity, theory of change and integration of digital technology into future programmes. Retained ongoing advisory role to the board.

Guidance on evaluation of digital citizen engagement, and primary research on the impact of online technology on participatory budgeting in Brazil ([World Bank](#), UK) 2014-2015

While at Aptivate, won and delivered program for World Bank's digital engagement team.

- Led multi-disciplinary team of post-doctoral researchers and industry practitioners to develop and publish a practical guide to the evaluation of the role of technology in citizen engagement, including extensive wide-ranging literature review of participation, citizen engagement and the role of ICTs within these fields.
- Primary research and field evaluation of the impact of technology on participatory budgeting in Rio Grande do Sul, Brazil, including landscape research into participatory budgeting and digital democracy, managing large-scale online/offline exit poll and Interactive Voice Response survey.

Managed design and launch of grant application site ([YouWIN!](#), Nigeria) 2013-2014

Technology for grant-competition run by the government of Nigeria, DFID and the World Bank.

- Agile project management included facilitating face-to-face & virtual workshops with diverse stakeholders to design, develop and launch 3rd year of YouWIN! competition website and management and evaluation system, supporting over 600,000 applicants from across Nigeria.

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Employment summary

- ICT4D consultant & researcher/evaluator** (*Independent, various countries*) 2016 →
- Throughout 2016 I travelled, lived and worked in the global South and have undertaken various consultancy roles since returning to the UK (details above).
- ICT4D program development and project management** ([Aptivate](#), UK) 2012 - 2016
- My core role covered program & business development, agile project management and technology research, including facilitating workshops with clients to help them frame their needs and design technology solutions. I directed Aptivate's digital / social marketing activity, organised and facilitated large and small events - significantly raising Aptivate's profile.
- Technology consultant (volunteer outreach & management)** ([Otra Cosa](#), Peru) 2011
- Reviewed ICT and marketing activity leading launching a new website and online strategy for recruiting & managing of volunteers, significantly increasing volunteer satisfaction rates.
- Web manager / bid writer** ([Serco / Business Link](#), UK) 2009 - 2010
- Managed internal web team, budget & vendors, led transition of 5 competitor websites into 1 new website, ran tender assessment process for interactive business planning toolkit, then managed vendor to successful launch, co-wrote successful £30m bids for other Serco contracts.
- Founder & Director** ([Fuse Jobs](#), UK) 2004 - 2009
- I co-founded and ran a career coaching partnership which evolved into the first online job site specifically serving the long-term unemployed. I designed the site, managed its development, and established partnerships with over 500 city-wide partners. We grew Fuse Jobs from launch to 1000+ unique visitors/day before reluctantly closing down due to the economic downturn.
- e-Learning manager & Business analyst** ([Cisco Systems](#), UK/Global) 2000 - 2003
- I managed the e-learning team at Cisco, later moving into the Networking Academy, where - as business / IT analyst, I led the launch of global online communities for instructors and alumni.
- Director of IT & new media** ([Training for Life](#), UK) 1998 - 2000
- I created and managed a team of former unemployed trainees, coaching and mentoring them to provide organisational IT support and develop websites for various local charities and businesses.
- Website developer/producer & Games programmer** (*Various, UK/Australia/NZ*) 1991 - 1998
- I developed software, games and websites including coding (C++, Java), UX design, content writing and editing, website production / management and digital marketing for clients including banks, Microsoft, Channel 4, government agencies and small charities.
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- Strategic, advisory and governance roles (voluntary)**
- Strategic advisor to NGOs and civil society groups** ([ICA:UK](#), [Fahamu Kenya](#), [Help Age International](#), [Tanzania Development Trust](#), [Morogoro Youth Development](#)) 2016 →
- Pro-bono support for various charities, civil society and community organisations – technology strategy, digital engagement and business development.
- Co-chair** ([Bond Technology for Development group](#), UK) 2014 →
- Facilitation and workshop design for group of UK NGOs seeking to collaborate on ICT4D.
- Trustee** ([ELATT](#), UK) 2007-2010
- Led the Business Development committee for technology training charity supporting marginalised groups in East London.

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Education

MSc ICTs for Development (<i>Distinction</i>)	<i>University of Manchester, Global Development Institute (UK)</i> Masters' research included extensive research and literature review of participatory methods across multiple disciplines within social sciences and Information Systems, proposing a framework for evaluating participatory approaches to ICT4D.	2011 - 2012
BSc(Eng) Computing Science (<i>Upper second-class honours</i>)	<i>Imperial College, University of London (UK)</i>	1990 - 1993

Professional development

Participatory facilitation	Annual commune on participatory development (<i>Praxis India</i>) Facilitation skills & workshop design (<i>Techniques for Change</i>) Group Facilitation Methods; Dynamic Action Planning (<i>ICA's Technology of Participation</i>) Participation: Principles, Tools and Approaches (<i>Bond</i>)	2015 - 2017
Agile software development	Scrum Master (non-certified) Agile project management / product owner training (<i>Aptivate</i>)	2014 - 2015
Spanish (<i>Intermediate</i>)	Language Schools in Mexico, Peru, Bolivia & Spain	2011 - 2016
Portuguese (<i>Basic</i>)	Caminhos Language School, Rio de Janeiro, Brazil	2016
ICT4D communities of practice	I have developed a global network of professional & personal contacts working with technology for social purposes, and have hosted workshops & meetups in the UK and Kenya.	2011 →

Publications

- [***Digital development: What is the role for international NGOs?***](#)
Haikin, M. and Flatters, G. (2017), for Oxfam GB
- [***Impact of online voting on participatory budgeting in Brazil***](#)
Haikin, M. Chapter IV in Peixoto & Sifry (2017), *Civic tech in the global south: assessing technology for the public good*. World Bank Group.
- [***Evaluating digital citizen engagement: A practical guide***](#)
Haikin, M., Bailur, S., Berdou, E., Dudding, J., Lopes, C. and Belcher, M. (2015), for World Bank Group (Digital Engagement Team)
- [***A Framework to assess participation and empowerment impacts of ICT4D projects***](#)
Haikin, M. and Duncombe, R. (2013), Development Informatics Working Paper 55, for University of Manchester. (Adapted from Masters dissertation)

Blogs and self-published articles:

- [***Why M&E is LAME \(or should be\)***](#) (ICT Works, 2015)
- [***Reflecting on agile approaches to development/ICT4D***](#) (2013)
- [***Achieving empowerment in ICT for Development through community participation***](#) (2012, Masters dissertation)

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Recommendations

“Matt is highly knowledgeable about ICT4D and is a focussed and methodical researcher and consultant. He is also great fun to work with and very good at understanding organisations, people and communities. I wouldn't hesitate to recommend him.”

George Flatters, Independent M&E Consultant, 2016

“Matt has been indispensable over the past two years. He manages to combine irreverence and highly consistent professionalism in a way which is a pleasure to be around. I have seen him manage high-stakes projects during the day, and then prove that he knows almost everyone in our sector in the pub after a conference. Don't let his cynical humour fool you -- he is not only competent, he is passionate and has a big heart. I recommend working with him if you get the chance.”

Nathaniel Whitestone, Aptivate, 2015

“I worked with Matt on a World Bank project. He made me feel really welcome and part of the team very quickly. He was an excellent project manager, constantly keeping everyone on track but in a friendly, encouraging way. He was thorough, consistent and patient but delivered right through to the end. His project management and people skills are excellent.”

Dr Savita Bailur, Independent Researcher, 2015

“I worked with Matt on a demanding World Bank project that involved fieldwork in four countries and intensive policy-oriented conceptual thinking. He was able to create and manage a fantastic interdisciplinary team and supported everyone with grace, humour and effectiveness. I learned a lot from him. He is one of those people that you would want to work with again and again.”

Dr Evangelia Berdou, Institute for Development Studies, 2015

“Matt's contribution was acknowledged as taking our approach to our online presence to a new level - from a static site with limited application into a fully functional portal for our stakeholders to use. Matt ensured solutions were based on thorough research and focus groups; his knowledge of all aspects of developing and delivering effective online strategies is superb”

Diana Robertson, Marketing Director, Business Link in London (Serco), 2010

“Matt is a driven and motivating trustee who brings clear direction and delivery expertise and experience into the organisation. He is a major driver in our business development and curriculum plans, and in this way, has enabled the management team to achieve success.”

Anthony Harmer, Chief Executive, ELATT, 2009

“Matt was one of the key drivers of the Academy program globally within Cisco, and a thought leader with impact far beyond the IT solutions for this. He has a unique combination of training and skills analysis, technical and web knowledge, and program management capabilities, which had a big impact on our Academy program. I highly recommend Matt to lead any program in this field.”

David Chalmers, Head of Digital Marketing, Cisco UK, 2005