

# Matt Haikin

*Digital development consultant (research, policy, practice)*

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I combine an understanding of critical policy and practice issues relating to **Digital Development**, with strategic critical thinking and a collaborative approach to thought partnership, policy development, network-building, and on-the-ground delivery.

I've applied these skills working with NGOs, donors, governments and multilaterals (including the **World Bank**, **Oxfam**, **FHI 360** and others), most recently **UN Foundation's Digital Impact Alliance (DIAL)**, where I led key aspects of research and policy, championing agile, customer-centric, inclusive approaches.

## Core Skills

### Strategic advice and guidance

- Strategic systems-level thinker with sound understanding of the impact of new technologies on development programming
- Critical thought partner at all stages of a program – from ideation through design and delivery
- Able to help make sense of the potential impact and opportunities of [ICT4D trends and buzzwords](#)
- Customer-centric, impact-oriented approach with experience working across diverse stakeholder types
- Able to bring together disparate groups from different sectors to collaborate, supplementing their knowledge with wide-ranging technical expertise and business analysis

### Digital development policy

- Informed and active in key digital development policy issues and areas - have led and guided thinking and input around key digital policy issues including digital inclusion, civic technology, digital transformation, and participatory development of ICT programs and solutions
- Strong sectoral ICT4D / digital development specialist with large network of professional and academic development and technology contacts, nationally and globally

### ICT4D implementation, project management and network-building

- Adept at leading complex programs with multiple workstreams, dispersed teams and diverse stakeholders
- Experienced at applying iterative, agile, and adaptive techniques, especially in contexts that do not easily adapt (e.g. top-down, waterfall-oriented, short-timescale funding streams)
- Longstanding experience of every stage of project lifecycle from stakeholder mapping and ideation, through vendor management, product development and marketing/distribution, to evaluation and the shift to sustainability at scale
- Skilled facilitator who understands the importance of convening and how to design workshops to achieve this - have successfully brought together diverse actors across the digital development ecosystem (donors, implementers, governments, technology providers, academics)
- Experienced coach and mentor, enabling junior team members (or those new to a subject) to excel

### Research

- Have undertaken extensive primary and landscape research into the effectiveness and impact of technology in local or organizational contexts; the identification of barriers and/or opportunities; and synthesis into strategic recommendations
- Have worked closely with practitioners across the global South to surface their voices in published research findings

## Employment Summary

<b>Digital development consultant - research, policy, practice</b> ( <i>Independent</i> )	2011 →
<ul style="list-style-type: none"><li>Research/strategic advice - clients include <b>Digital Impact Alliance</b>, <b>FHI 360</b>, <b>Chemonics</b> (USA), <b>Oxfam GB</b>, <b>Practical Action</b>, <b>One World</b> (UK), <b>RECODE/CDI</b> (Brazil), <b>Fahamu</b> (Kenya), <b>Otra Cosa</b> (Peru)</li></ul>	
<b>Senior Manager, Insights and Impact</b> ( <a href="#">Digital Impact Alliance</a> at <i>UN Foundation</i> )	2018 - 2020
<ul style="list-style-type: none"><li>Leading key elements of DIAls research and policy work, with a focus on reach/utilization of disseminated work; agile, customer-centric approaches; evidence synthesis and diversity/inclusion. (<b>Interim Senior Director</b>, Oct 2018 – Mar 2019)</li></ul>	
<b>ICT4D Program Development and Product Management</b> ( <a href="#">Aptivate</a> )	2012 - 2016
<ul style="list-style-type: none"><li>Business development (fundraising, marketing and event organizing), agile product management (including facilitating design workshops) and technology research – clients included <b>World Bank</b>, <b>DFID</b>, <b>Nigerian Ministry of Health</b>, <b>Internews</b>, <b>3ie</b>, <b>DFID</b>, <b>INASP</b>.</li></ul>	
<b>Web Manager, Product Owner, Bid Writer</b> ( <a href="#">Serco / Business Link</a> )	2009 - 2010
<ul style="list-style-type: none"><li>Managed web team and vendors through re-org of 5 sites into 1, led development of interactive business planning product from tender to launch, co-wrote bids to win £30m government contracts.</li></ul>	
<b>Founder and Director</b> ( <i>Fuse Jobs</i> )	2004 - 2009
<ul style="list-style-type: none"><li>Co-founded UK's first job site for long-term unemployed, including managing all product design and development, established partnerships with 500+ partners to reach 1000+ visitors/day.</li></ul>	
<b>e-Learning Manager, Business Analyst</b> ( <a href="#">Cisco Systems</a> )	2000 - 2003
<ul style="list-style-type: none"><li>Managed e-learning team, developed and launched global online communities for <b>Cisco Networking Academy Program</b> instructors and alumni.</li></ul>	
<b>Director of IT and New Media</b> ( <i>Training for Life</i> )	1998 - 2000
<ul style="list-style-type: none"><li>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.</li></ul>	
<b>Website Developer/Producer and Games Programmer</b> ( <i>Various, UK/Australia/NZ</i> )	1991 - 1998
<ul style="list-style-type: none"><li>Developed products including coding (C++, Java), UX design, content writing, website production and digital marketing for banks, Microsoft, Channel 4, government, and charities.</li></ul>	

## Advisory and governance

<b>Technical reviewer</b> ( <a href="#">Elrha's Humanitarian Innovation Fund - Journey to Scale</a> )	2020
<b>Organizing committees</b> ( <a href="#">Global Digital Development Forum 2020</a> , <a href="#">ICT4D 2018</a> )	2018 - 2020
<b>Regional organizer and facilitator</b> ( <a href="#">Tech Salon UK</a> and <a href="#">Tech Salon Kenya</a> )	2016 - 2019
<b>Independent judge</b> ( <a href="#">Women Connect Challenge</a> )	2018 - 2019
<b>Strategic advisor to international NGOs and civil society groups</b> (inc. <a href="#">ICA:UK</a> , <a href="#">Fahamu</a> , <a href="#">Help Age International</a> , <a href="#">Tanzania Development Trust</a> , <a href="#">Morogoro Youth Development</a> )	2016 →
<b>Co-chair</b> ( <a href="#">Bond Technology for Development group</a> )	2014 - 2018
<b>Trustee</b> ( <a href="#">ELATT</a> )	2007 - 2010

## Education and training

<b>MSc ICTs for Development</b> ( <i>Distinction</i> ) <i>University of Manchester, Global Development Institute (UK)</i>	2011 - 2012
<b>BSc(Eng) Computing Science</b> ( <i>Upper second-class honours</i> ) <i>Imperial College, University of London (UK)</i>	1990 - 1993
<b>Participatory facilitation and workshop design</b> <i>Praxis India, Techniques for Change, ICA's Technology of Participation, Bond</i>	2015 - 2017
<b>Agile software development</b> (inc. scrum master and product owner training)	2014 - 2015
<b>Foreign languages – Spanish</b> (Intermediate), <b>Portuguese</b> (Basic) <i>Language Schools in Mexico, Peru, Bolivia, Spain, and Brazil</i>	2011 - 2016

## Digital development achievements, projects, and products

2018 – 2020

[Digital Impact Alliance](#)

UK, USA, Tanzania

### Developing a major role for DIAL in UK Government digital policymaking

- Co-led DIAL offer and liaison with senior UK government officials (across **DFID's Emerging Policy Innovation and Capability team**) in high impact, coordinated strategic approach to policy engagement and influencing, leading to \$20m funding and pivotal role in UK government digital policy and delivery
- Developed trusted relationships across UK government-funded overseas development networks, including DFIDs global network of in-country advisors, **Government Digital Services, Pathways to Prosperity and Bond**

2018 – 2020

[Digital Impact Alliance](#)

UK, USA, Tanzania

### Managing and improving product development and distribution

- Led the synthesis and repurposing of four years of DIAL research into new interactive guidance products (*ongoing*), including adapting previous research on the [skills gap in Africa](#), championing a [transparent approach to 'failure'](#), and convening the whole organization to develop recommendations for a holistic strategy of product customer-centric product development, distribution and influencing

2018 – 2020

[Digital Impact Alliance](#)

UK, USA, Tanzania

### Convening the global digital development ecosystem

- Instrumental in establishing *Digital Donors' Anonymous* - community of practice for digital teams in bilateral and other donors globally
- Facilitation of digital development community events – for global actors (e.g. at AeHIN global conference in Sri Lanka), and for local actors (e.g. at Tanzania Innovation Week)
- Choreographed whole organization week-long team convening designed (successfully) to improve internal and external collaboration

2018

*Self-directed*

Kenya

### Self-funded research into Kenya's digital development community

- Pursuing personal interest in surfacing the voices of digital development practitioners in the global South, went back to Kenya to interview local on-the-ground practitioners, synthesize the results and publish a report based on their reflections – has been well received and has over 1,500 reads to date

2017

[Practical Action](#) (UK)

[Chemonics](#) (USA)

[FHI 360](#) (USA)

### ICT4D strategy and recommendations for future digital development work

- Strategic engagements with various international NGOs to develop recommendations on their digital transformation and strategic digital opportunities – based on combination of literature review and extensive staff interviews

2016

[Oxfam GB](#)

Kenya

### Researching impact of digital technology on role of NGOs in Africa

- Researched opportunities to improve impact of ICT in programme work in Africa ; landscaping success factors around ICT use in development and start-up sectors; 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

2016

[RECODE](#) (formerly CDI)

Brazil

### Strategic review of technology programs

- 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

2016

[Fahamu](#)

Kenya

### ICT4D strategy for delivery and funding

- Facilitated workshops and interviews with all staff, resulting in report of recommended improvements to fundraising strategy, digital marketing activity (particularly for flagship publication [Pambazuka News](#)), theory of change and integration of digital technology into future programmes. Retained ongoing advisory role to the board

2014-2015

[World Bank](#)

USA

### Guidance on evaluation of digital citizen engagement, and primary research on the impact of online technology on participatory budgeting in Brazil

- Wrote and won major bid for World Bank's digital engagement team
- Led multi-disciplinary team of practitioners and post-doc researchers to publish a practical guide to evaluating the role of civic technology, including wide-ranging literature review of the role of ICTs in participation, democracy, and citizen engagement
- Primary research and field evaluation on impact of ICTs on participatory budgeting in Rio Grande do Sul, Brazil, including managing state-wide exit poll and IVR survey

2013-2014

[YouWIN!](#)

Nigeria

### Managed design and launch of government website for Nigerian business grants

- Agile project management included facilitating face-to-face and virtual workshops with diverse stakeholders to design, develop and launch 3<sup>rd</sup> year of Nigerian government's DFID/World-Bank funded **YouWIN!** Grant-competition website, management, and evaluation system, supporting over 600,000 applicants from across Nigeria

2012

University of  
Manchester

UK

### Masters dissertation re-published as Digital Development working paper

- Masters' research included extensive research into participatory methods across multiple disciplines within social sciences and Information Systems, redrafted to propose a framework for evaluating participatory approaches to ICT4D

## Publications

- [Voices of the Silicon Savannah: Key challenges facing Kenya's social-tech ecosystem – views from within](#)  
Haikin, M. (2018)
- [Digital development: What is the role for international NGOs?](#)  
Haikin, M. and Flatters, G. (2017). 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). 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. University of Manchester.
- **Some 'thought leadership' (i.e. blogs)**
  - [ICT Works author profile](#) (2015 – 2020)
  - [Technology Salon convenor profile](#) (2019)
  - [Embracing New Approaches to Our Work When Projects 'Fail'](#) (2019)
  - [The Digital Development Glossary: Your Key to ICT4D Buzzwords](#) (2017)
  - [Why M&E is L.A.M.E. \(or should be\)](#) (2015)
  - [Reflecting on agile approaches to development/ICT4D](#) (2013)

## Recommendations *(for more, see [LinkedIn](#))*

“I was impressed with Matt’s ability to identify, facilitate and synthesise collaboration opportunities between teams both internally and externally. While not short on his own opinions, Matt was also great at identifying common ground between competing views for mutual success.”

*Kai-Lik Foh, Digital Impact Alliance, 2020*

“Matt is a thoughtful, committed, collaborative, and caring colleague. He brings to his teams and his work deep honesty, commitment to others and to the desired outcome of the work, respect and inclusivity, patience, and humility. He is a fantastic thought-partner to tackle complex problems, whether global issues or team dynamics.”

*Breese McIlvaine, Digital Impact Alliance, 2020*

“Matt helped us in considering restructuring a large, international NGO's approach to its ICT programs. He presented a thoughtful, well researched, and very readable analysis and set of recommendations - including follow-on requirements for successful implementation. The report was properly balanced and responsive to political, organizational, and technical challenges that the NGO was facing and forced some important reflections on the NGO's direction, motivation, and better incorporation of emerging ICT solutions with traditional development approaches. He has been an important and knowledgeable colleague for the development sector.”

*Dr Kurt Moses, FHI 360*

“Matt is extremely knowledgeable and possesses an incredible network within the ICT4D space globally. I especially appreciated his collaborative approach and breadth of experience.”

*Maryester Gonzalez, Digital Impact Alliance, 2020*

“Matt helped us rethink our ICT Strategy, workflows and platforms, and map new opportunities going forward. He helped us to build new and valuable relationships. Matt is an insightful and has great strengths in ICT4D, peer learning, needs assessment, facilitation and overall organizational development.”

*Roy Gitobu, Fahamu Networks for Social Justice, 2016*

“Matt is highly knowledgeable about ICT4D and a focused and methodical research consultant. He is great fun to work with and very good at understanding organisations, people and communities.”

*George Flatters, Independent M&E Consultant, 2016*

“Matt 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 where he quickly made me feel welcome and part of the team. He was an excellent project manager, keeping everyone on track in a friendly, encouraging way. He was thorough, consistent, and patient but delivered 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. His one of those people that you would want to work with again and again.”

*Dr Evangelia Berdou, Institute for Development Studies, 2015*