

Matt Haikin

Digital Development & Civic Technology practitioner-researcher

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Within the context of a sound understanding of critical policy and practice issues relating to **ICT4D / Digital Development and Civic Technologies**. I demonstrate strategic critical thinking and a collaborative approach to thought partnership, policy development, network building and tangible product and project delivery.

I have applied these skills as a technologist practitioner, as a manager, as a director, as a senior consultant, and on governance boards - working with NGOs, donors, governments, multilaterals, and the private sector (including the **World Bank, Oxfam, FHI 360, Cisco, Serco** and others).

At the **UN Foundation's Digital Impact Alliance (DIAL)**, I led on key aspects of our research and policy programming, and at **On Our Radar** I combine oversight of all digital programmes with organisational-level management in a shared CEO role alongside the founder.

Employment Summary

Director, Digital Development and co-CEO (On Our Radar)	2019 →
<ul style="list-style-type: none">Shared leadership of On Our Radar with the Founder - particular focus on our digital product development and digital deployment across portfolio of large and small projects, as well as joint management of team of ~8 full-time and ~10-20 contractors, organizational development, business development and facilitating the evolution of the mission and strategy.	
Digital development consultant - research, policy, practice (<i>Independent</i>)	2011 →
<ul style="list-style-type: none">Research, digital strategy consulting and product development for the Principles for Digital Development, FHI 360, Chemonics (USA), Oxfam, Practical Action, One World (UK), RECODE/CDI (Brazil), Fahamu (Kenya), Otra Cosa (Peru)	
Senior Manager, Insights and Impact (Digital Impact Alliance at <i>UN Foundation</i>)	2018 – 2020
<ul style="list-style-type: none">Leading key elements of DIALs research and policy work, focus on reach/utilization of publications; customer-centric approaches and evidence synthesis (<i>Interim Senior Director, Oct 2018 – Mar 2019</i>)	
ICT4D Agile Product Development & Program Management (Aptivate)	2012 - 2016
<ul style="list-style-type: none">Agile product management, leading design workshops, technology research, partner development, marketing and events – for World Bank, DFID, Nigerian government, Internews, 3ie, INASP.	
Program Manager / Product Owner / Bid Writer (Serco - <i>Business Link</i>)	2009 - 2010
<ul style="list-style-type: none">Managed web team and vendors through re-org of 5 sites into 1, led development of interactive business planning product from ~£200,000 tender to launch, co-wrote bids to win ~£30m outsourced government contracts.	
Founder and Director (<i>Fuse Jobs</i>)	2004 - 2009
<ul style="list-style-type: none">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.	
e-Learning Manager, Business Analyst (Cisco Systems)	2000 - 2003
<ul style="list-style-type: none">Managed e-learning team, developed global learning communities for Networking Academy Program.	
Director of IT and New Media (<i>Training for Life</i>)	1998 - 2000
<ul style="list-style-type: none">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 and Games Programmer (<i>Various, UK/Australia/NZ</i>)	1991 - 1998
<ul style="list-style-type: none">Developed products including coding (C++, Java), UX design, content writing, website production and digital marketing for banks, Microsoft, Channel 4, government, and charities.	

Core Skills and Achievements

Strategy and governance

- 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](#)
- User-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
- Experience managing project-level details as well as program and organisational portfolios (teams of up to 10-20 and budget responsibility up to circa £500,000)

Digital Development - *program management & delivery, product development, ecosystem convening*

- Adept at leading complex programs with multiple workstreams, dispersed teams and diverse stakeholders
- Experienced at applying, coaching and advocating for iterative, agile, and adaptive techniques, especially in contexts that do not readily adapt (i.e., top-down, waterfall-oriented, short-timescale funding streams)
- Managed ICT4D project implementations from stakeholder mapping & ideation, through vendor management, product development and marketing/distribution, to evaluation and scaling of business models
- Skilled facilitator who understands the importance of convening and workshop design to bring together diverse actors (donors, implementers, governments, commercial / technology providers, academics)
- Experienced coach and mentor, enabling junior team members (or those new to a subject) to excel

Policy and thought leadership

- Informed and active in key digital development policy issues and areas – published formally and informally and guided thinking and input around 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

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
- Strong interest in exploring innovative ways to improve data-insights by combining rich qualitative ‘story’ data with more traditional quantitative data sources

Advisory and governance

Trustee, chair of Digital Working Group (Practical Action)	2021 →
Strategic advisor to Southern civil society (including <i>Ufatiti Hub, Fahamu, HelpAge International</i>)	2016 →
Technical reviewer - humanitarian innovation scaling funds (Elrha & Dutch Relief Alliance)	2020 - 2021
Organizing committees (Global Digital Development Forum 2020 , ICT4D 2018)	2018 - 2020
Regional organizer and facilitator (Tech Salon UK and Tech Salon Kenya)	2016 - 2019
Independent judge (Women Connect Challenge)	2018 - 2019
Co-chair (Bond Technology for Development group)	2014 - 2018
Trustee (ELATT)	2007 - 2010

Education and training

MSc ICTs for Development (<i>Distinction</i>) <i>University of Manchester, Global Development Institute (UK)</i> Dissertation re-published as Digital Development working paper : 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	2011 - 2012
BSc (Eng) Computing Science (<i>Upper second-class honours</i>) <i>Imperial College, University of London (UK)</i>	1990 - 1993
Participatory facilitation and workshop design <i>Praxis India, Techniques for Change, ICA's Technology of Participation, Bond</i>	2015 - 2017
Agile methodologies (inc. <i>Scrum Master</i> and <i>Product Owner</i> training)	2014 - 2015
Foreign languages – Spanish (Intermediate), Portuguese (Basic) <i>Language Schools in Mexico, Peru, Bolivia, Spain, and Brazil</i>	2011 - 2016

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. & 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. & Belcher, M. (2015). World Bank Group (Digital Engagement Team)
- [A Framework to assess participation and empowerment impacts of ICT4D projects](#)
Haikin, M. & 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)

Relevant achievements, projects, and products

2020 → On Our Radar UK	Shared leadership role managing organisational transformation (ongoing) <ul style="list-style-type: none">Managed full staff team while introducing agile working practices across our work; led refresh of strategic direction and recruited new leadership and board.
2020 → On Our Radar UK	Radius product refresh and development (ongoing) <ul style="list-style-type: none">Led transformation of project- technologies to single open-source stack and roadmap ('Radius') through extensive user-research, significantly improving the user experience, resulting in a scalable, robust, customisable and rapidly deployable product.
2018 – 2020 Digital Impact Alliance UK, USA, Tanzania	A major role for DIAL in UK Government digital policymaking <ul style="list-style-type: none">Co-led DIAL offer and liaison with FCDO'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 deliveryDeveloped trusted relationships across UK.gov networks, including FCDO global network of in-country advisors, Government Digital Services, Pathways to Prosperity and Bond
2018 – 2020 Digital Impact Alliance UK, USA, Tanzania	Evidence synthesis, product development and distribution <ul style="list-style-type: none">Led synthesis and repurposing of 4 years of DIAL research into interactive guidance products, including adapting previous research on the skills gap in Africa, championing a transparent approach to 'failure', and developing recommendations for a holistic strategy of product customer-centric product development, distribution and influencingLed initial design of Business Model Sustainability Toolkit (as consultant after leaving DIAL)
2018 – 2020 Digital Impact Alliance UK, USA, Tanzania	Convening digital development ecosystems <ul style="list-style-type: none">Instrumental in helping DIAL establish <i>Digital Donors' Anonymous</i> – a community of practice for digital teams in bilateral and other donors globallyFacilitation of Digital Principles community events – for global actors (e.g., at AeHIN global conference in Sri Lanka), and for local actors (e.g., at Tanzania Innovation Week)Successfully choreographed team convening of 30+ people to enhance collaboration
2018 <i>Self-directed</i> Kenya	Self-funded research into Kenya's digital development community <ul style="list-style-type: none">Self-directed research surfacing the voices of digital development practitioners in Kenya - interviewed local practitioners, synthesized results to publish a report based on their reflections – has been well received and read by over 2,200 people (<i>as of Oct 2021</i>)
2017 Practical Action (UK) Chemonics (USA) FHI 360 (USA)	ICT4D strategy and recommendations for future digital development work <ul style="list-style-type: none">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 <ul style="list-style-type: none">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
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 <ul style="list-style-type: none">Wrote and won major bid for World Bank's digital engagement teamLed 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 engagementSuccessfully introduced World Bank to an agile approach to developing research products.Primary research and field evaluation on impact of ICTs on participatory budgeting in Rio Grande do Sul, Brazil, including state-wide exit poll, IVR survey and managing post-doctoral Data Scientists to analyse and draw valid conclusions from resulting <i>big data</i>
2013-2014 YouWIN! Nigeria	Managed design and launch of government website for Nigerian business grants <ul style="list-style-type: none">Agile project management included facilitating face-to-face and virtual workshops with diverse stakeholders to develop and launch Nigerian government's DFID/World-Bank funded YouWIN! grants website and MEL system, supporting 600,000+ applicants