

# Matt Haikin

## Digital Development & Civic Tech (practitioner-researcher-consultant)

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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 combined oversight of all digital programmes with organisational-level management in co-CEO and board role bridging the founder's exit and the next stages of leadership.

### Employment Summary

<b>Digital development consultant - research, policy, practice</b> ( <i>Independent</i> )	2011 →
<ul style="list-style-type: none"><li>Research, digital strategy consulting and product development for clients including <b>UNICEF, DIAL's Principles for Digital Development, FHI 360, Chemonics, Oxfam, Practical Action, One World, RECODE/CDI Brazil, Fahamu Kenya, Otra Cosa Peru</b></li></ul>	
<b>Director, Digital Development and co-CEO</b> ( <i>On Our Radar</i> )	2020 - 2023
<ul style="list-style-type: none"><li>Shared leadership of On Our Radar - 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.</li></ul>	
<b>Senior Manager, Insights and Impact</b> ( <i>Digital Impact Alliance at UN Foundation</i> )	2018 – 2020
<ul style="list-style-type: none"><li>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>)</li></ul>	
<b>ICT4D Agile Product Development &amp; Program Management</b> ( <i>Aptivate</i> )	2012 - 2016
<ul style="list-style-type: none"><li>Agile product management, leading design workshops, technology research, partner development, marketing and events – for <b>World Bank, DFID, Nigerian government, Internews, 3ie, INASP</b>.</li></ul>	
<b>Program Manager / Product Owner / Bid Writer</b> ( <i>Serco - Business Link</i> )	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 ~£200,000 tender to launch, co-wrote bids to win ~£30m outsourced 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> ( <i>Cisco Systems</i> )	2000 - 2003
<ul style="list-style-type: none"><li>Managed e-learning team, developed global learning communities for <b>Networking Academy Program</b>.</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>	

## Core Skills and Achievements

### 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

### 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)

### 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

### 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

## Advisory and governance

Trustee and Chair of Digital Working Group ( <a href="#">Practical Action</a> )	2021 →
Strategic advisor to Southern civil society (including <i>Ufatiti Hub, Fahamu, HelpAge International</i> )	2016 →
Technical reviewer - humanitarian innovation scaling funds ( <a href="#">Elrha</a> & <a href="#">Dutch Relief Alliance</a> )	2020 - 2021
Organizing committees ( <a href="#">Global Digital Development Forum 2020</a> , <a href="#">ICT4D 2018</a> )	2018 - 2020
Regional organizer and facilitator ( <a href="#">Tech Salon UK</a> and <a href="#">Tech Salon Kenya</a> )	2016 - 2019
Independent judge ( <a href="#">Women Connect Challenge</a> )	2018 - 2019
Co-chair ( <a href="#">Bond Technology for Development group</a> )	2014 - 2018
Trustee ( <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> Dissertation published as UoM working paper: multi-disciplinary participatory methods in social sciences and Information Systems, a framework for evaluating participatory approaches to ICT4D	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 methodologies</b> (inc. <i>Scrum Master</i> and <i>Product Owner</i> 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

## Publications and products

- [Business Model Sustainability Toolkit](#) (*project manager and subject matter expertise*)  
Digital Impact Alliance, UN Foundation (2022)
- [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

2021 - 2023 <a href="#">On Our Radar</a> UK	<b>Shared leadership role managing organisational transformation</b> <ul style="list-style-type: none"><li>Managed full staff team while introducing agile working practices across our work; led refresh of strategic direction; recruited new leadership and board.</li></ul>
2020 – 2022 <a href="#">On Our Radar</a> UK	<b>Radius product refresh and development</b> <ul style="list-style-type: none"><li>Led transformation of legacy tech into single open-source product ('<i>Radius</i>') inc. extensive user-research and enhanced UX. Result is scalable, robust, customisable and rapidly deployable (in use across <i>Fairtrade</i> global network and other organisations).</li></ul>
2018 – 2020 <a href="#">Digital Impact Alliance</a> UK, USA, Tanzania	<b>A major role for DIAL in UK Government digital policymaking</b> <ul style="list-style-type: none"><li>Co-led DIAL offer and liaison with FCDO's <b>Emerging Policy Innovation and Capability team</b> 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</li><li>Developed trusted relationships across UK.gov networks, including FCDO global network of in-country advisors, <b>Government Digital Services, Pathways to Prosperity and Bond</b></li></ul>
2018 – 2020 <a href="#">Digital Impact Alliance</a> UK, USA, Tanzania	<b>Evidence synthesis, product development and distribution</b> <ul style="list-style-type: none"><li>Led synthesis and repurposing of 4 years of DIAL research into interactive guidance products, including adapting previous research on the <a href="#">skills gap in Africa</a>, championing a <a href="#">transparent approach to 'failure'</a>, and developing recommendations for a holistic strategy of product customer-centric product development, distribution and influencing</li><li>Led initial design of <a href="#">Business Model Sustainability Toolkit</a> (as consultant after leaving DIAL)</li></ul>
2018 – 2020 <a href="#">Digital Impact Alliance</a> UK, USA, Tanzania	<b>Convening digital development ecosystems</b> <ul style="list-style-type: none"><li>Instrumental in helping DIAL establish <i>Digital Donors' Anonymous</i> – a community of practice for digital teams in bilateral and other donors globally.</li><li>Facilitation 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)</li><li>Successfully choreographed team convening of 30+ people to enhance collaboration</li></ul>
2018 <i>Self-directed</i> Kenya	<b>Self-funded research into Kenya's digital development community</b> <ul style="list-style-type: none"><li>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>)</li></ul>
2017 <a href="#">Practical Action</a> (UK) <a href="#">Chemonics</a> (USA) <a href="#">FHI 360</a> (USA)	<b>ICT4D strategy and recommendations for future digital development work</b> <ul style="list-style-type: none"><li>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</li></ul>
2016 <a href="#">Oxfam GB</a> Kenya	<b>Researching impact of digital technology on role of NGOs in Africa</b> <ul style="list-style-type: none"><li>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</li></ul>
2014-2015 <a href="#">World Bank</a> USA	<b>Guidance on evaluation of digital citizen engagement, and primary research on the impact of online technology on participatory budgeting in Brazil</b> <ul style="list-style-type: none"><li>Wrote and won major bid for World Bank's digital engagement team</li><li>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</li><li>Successfully introduced World Bank to an agile approach to developing research products.</li><li>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></li></ul>
2013-2014 <a href="#">YouWIN!</a> Nigeria	<b>Managed design and launch of government website for Nigerian business grants</b> <ul style="list-style-type: none"><li>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 <i>YouWIN!</i> grants website and MEL system, supporting 600,000+ applicants</li></ul>