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Disciplines

- Technology in social change work
- Strategic management
- Design thinking
- Monitoring, Evaluation, Accountability and Learning
- Agile product and project management
- Ethnographic context analysis
- Specification gathering
- Human rights and humanitarian law
- Public speaking
- Research
- Facilitation

Select publications

- Good Data Collaborative Consultation Report
- SIMLab Frameworks on Monitoring and Evaluation and Context Analysis for tech projects
- Whispering When Everyone is Listening: Technology Deployments in High-Risk Environments
- SMS-based accountability mechanisms in humanitarian aid and development
- Hearing the Human Rights Voices of Gypsy and Traveller Mothers in the UK
- Select blog posts

Languages

English (native)
French (intermediate)
German (proficient)

A collaborative, empathic, and detail-oriented leader and bridge-builder who combines humanitarian policy and development with technology for social change

I help organizations to use technology in principled and impactful ways, to deliver their mission. With over a decade of experience in technology, humanitarian aid, international development, and software development, I bring together methodologies from M&E, agile project management, and design thinking to solve problems and co-create solutions. And I lead close-knit, high-performing teams.

I started my career at the British Red Cross, working on humanitarian policy, accountability, and learning. In 2010, I joined FrontlineSMS, where I helped turn an open-source platform into a non-profit business, and took the software from 25,000 downloads to 250,000, and from desktop to cloud in just two years. At SIMLab, I lead a team that translated that experience into practitioner-facing tools and frameworks, seeking to democratize what we learned and use thoughtful design to make them accessible beyond capital cities, and in other languages. At the policy level, we argued for improved, more ethical and more evidence-based practice. Since January 2018 I've been working independently for clients in the aid and development space, on responsible data, evidence and product, project and organizational strategy. And in June 2018 I join the Global Alliance on Humanitarian Aid, working on ethics and evidence in humanitarian innovation.

I have served on the Board of ELRHA and am currently on the Board of the CDAC Network and the funding committee of the Humanitarian Innovation Fund. SIMLab was a founding member of the H2H Network. I've built co-located and distributed teams in the UK, Kenya, and the US. My network brings together researchers, entrepreneurs, technologists, and social change actors all over the world.

I live in Washington, DC, with my husband and daughter and our yellow lab. I love to grow things, read things, and host chaotic but delicious feasts.

Education

L.L.M., International Development Law & Human Rights, University of Warwick, UK (*with distinction,* 2006)
L.L.B., Law, French, German University of the West of England, UK (*first class*) T*hring Townsend Prize, Burges Salmon Prize (2004)*

Governance and voluntary roles

Member, DC Childcare Collective (2018-)
Board member, CDAC Network (2017-)
Funding Committee member, Humanitarian Innovation Fund (2016-)
Board Member, ELRHA (2009-12)
Management Cttee, Warwickshire Domestic Violence Support Service (2009-12)

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Professional history

Director of Innovation, GAHI
2018 -
• Helping the humanitarian sector to scale innovation
• Leading on the development of a framework for ethical innovation in the humanitarian space
• Working on improving the quality and practice of evidence in humanitarian ethics
• Leading projects on blockchain and data in pandemics
• Managing key relationships in Washington, DC

Principal, betterlab.io
2018-
• Project management and ICT knowledge lead for Baseline project, Digital Impact Alliance
• Strategic and project reviews and evaluations for technology projects around the world
• Finalized the SIMLab Frameworks for Monitoring and Evaluation and Context Analysis for Technology for Social Change projects
• Development of Responsible Data policies
• Speaking and writing about responsible data, evidence and ethics in tech for social change
• Developing BetterBox.tech, a toolkit for evidence-based design in tech for social change

Chief Executive Officer, Social Impact Lab (Washington DC, USA)
2013-2017
• Cemented a reputation for thought leadership, principled action and deep knowledge
• Worked in coalition with international and local partners to deliver complex multi-year projects and programs in Africa, Asia and the US, delivering talks and training in Kenya, Somaliland, Tanzania, Uganda, and India. Donors included the EC, DFID, and the Hewlett Foundation.
• Built a distributed team with a reputation for excellence and integrity and a warm, supportive culture
• Supported social change projects all over the world to use inclusive technology approaches through strategy, training, advice and analysis
• Wrote best practice frameworks in evidence-based design and monitoring and evaluation of technology, moving the conversation forward by demonstrating effective approaches
• Made inclusive technology part of the conversation in community engagement and communication in humanitarian aid
• Relationships with major ecosystem players across industry, technological platforms, and sector silos, and the experience to lead deeply technical and practical initiatives

Chief Executive Officer, FrontlineSMS (Nairobi, Kenya / London, UK) 2010-2013
• Named Global Journal's #1 Technology NGO (2013)
• Lead development and release of version 2 of FrontlineSMS, which took the team from 25,000 downloads to 200,000 in just over a year
• Built and lead a Kenyan developer team, implementing Agile software development practices
• Consulted all over the world on mobile for social change, including writing and speaking engagements, and voiceovers for animated videos for the World Bank
• Lead on operations, including communications, finance, HR, and governance

Policy Learning & Support Officer, British Red Cross (London, UK)
Team Coordinator, British Red Cross (London, UK) 2006-2010
• Analyzed and influenced policy with a focus on civil-military relations. Secretary to the NGO-Military Contact Group; organized high-level conference on stabilization and civil-military relations in humanitarian response at the Foreign and Commonwealth Office, January 2009.
• Wrote and edited humanitarian policy publications including Red Cross and Crescent Movement Guidelines on Cash Transfer Programming (2007), internal and external briefing and research papers, internal reports, reviews and evaluations
• Steering Group member, Enhancing Learning and Research for Humanitarian Assistance initiative.

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Select ICT4D project experience

Digital Impact Alliance (DIAL) (2018) - project management and ICT knowledge lead for baseline research project based on the DIAL Results Framework

The Engine Room (2018) - development of GIZ Responsible Data Framework

Development Gateway (2018) - workshop design for the data-driven agriculture project, Nepal and Cambodia

UMCom (2018) - Review of UMConnect SMS texting program and platform

CDAC Network (2018) - Drafted 2017 annual report

Cloud to Street (2017) - supported design of participatory design workshops in Buenos Aires and La Plata, Argentina, for watershed managers and staff of the regional water authority, showcasing and exploring the design of a GIS-enabled flood mapping database.

[Sigmah evaluation](#) **(2017)** - conducted an evaluation of the Sigmah project for Groupe URD, utilizing SIMLab's criteria for the evaluation of technology in social change projects (adapted from the OECD-DAC criteria for the evaluation of international development projects). Supported the team to think through next steps, including facilitating two workshops, one in person and one remote using using collaboration tools, for staff and stakeholders.

Do Good Data collaborative (2017) - conducted **[user consultation](#)** relating to practices in responsible data in civil society organizations working in the US and internationally, interviewing philanthropists, practitioners, policy-makers and platform providers and produced a report. Designed entry-level tools for practitioners to use for the Engine Room's ResponsibleData.io website.

ICT4COP (2015-17) - Lead a four-person team to deliver technical advice, context assessments and methodological support to an EC-funded research consortium examining how technology influences community policing and human security in 11 countries

Power to Change (2016-17) - supported an active learning activity around the development of their Twine platform which identified and corrected project management challenges and developed learning material for their website

CDAC Strategy process (2016) - lead a participatory process to facilitate the production of the CDAC Network 2016-2020 strategy, which passed unanimously at the 2016 members meeting. Facilitated several workshops, a session at the annual meeting, and an online co-writing process which built ownership and understanding of the Strategy.

Beneficiary feedback mechanisms project (2014-2016) - as part of a DFID-funded consortium including WorldVision UK, INTRAC and CDA, delivered the technology component of an 8-country pilot testing three approaches to feedback mechanisms in GPAF-funded reproductive health projects. Designed, product-managed, implemented and supported the evaluation of an SMS-based feedback mechanism in Iringa, Tanzania and Hargeisa, Somaliland. Oversaw the development of feedbackmechanisms.org to house our learning, and wrote a case study covering the mobile-enabled pilots.

Last-mile Mobile Money project, Kenya (2014-16) - supported a two-person team to product manage pilot and document learning from a two-year DFID-funded project, experimenting with process and platform improvements to support small businesses to use MPesa with their clients.

Global Disaster Preparedness Center, American Red Cross (2015) - supported a design process for an inclusive approach to their global First Aid application, including facilitating one external and one internal workshop to identify appropriate channels for the information and to finalize the production of an RFP. Ultimately, supported them to identify a simpler approach using a low-end mobile website rather than an application.

UNDEF-funded remote learning platform for civil society organizations (2013-15) - lead a two-year project to develop and test an e-learning platform and course for civil society organizations to learn to use and design for FrontlineSMS. Ultimately, developed an e-mail-based correspondence course, based on learning from the project indicating that email, and not web-based platforms, are most usable for civil society workers in low-resource contexts.

FrontlineSMS how-to videos, Search for Common Ground (2014-15) - scripted, recorded, and produced seven video walkthroughs in English and French showing users how to get started with FrontlineSMS and Frontline Cloud.

FrontlineSMS (2010-2014) - Managed technical operations for FrontlineSMS, including product management, design, devops and user support. As Director of Operations and CEO, lead on strategic planning, human resources and communications.

Danish Demining Group, MApps project (2014) - lead a two-person team to carry out two remote specification workshops and develop a system architecture and detailed specification for a configuration of Mapbox, Ushahidi, FrontlineSMS and online newsletter tools to provide an information portal for demining information in mine-affected areas of Ukraine.

UNESCO radio training workshops (2013) - lead a two-person team to deliver training to radio DJs in community radio stations in four locations across Kenya. Developed learning materials and reporting on the progress of the radio stations for UNESCO.