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## One Page Summary

### Professional Expertise

- ✦ NGO Collaboration, managing ECB Phase 1 Initiative 4, developing the NetHope emergency working group, convening Cluster working groups in various field locations.
- ✦ Information Management, managing Humanitarian Information Centres (OCHA), Tsunami Information Management (WFP) and WASH Cluster IM (UNICEF).
- ✦ Project Evaluation, including the Crisis Management Initiative, the NGO Forum of South Sudan, Geneva International Centre for Humanitarian Demining, and ACAPS.
- ✦ Humanitarian Co-ordination, working for OCHA, WASH Cluster, the NGO Councils of Kosovo and Macedonia, and the International Council of Voluntary Agencies.
- ✦ Field Experience, inc. Georgia (2008), Bangladesh (2007), Tsunami-affected region (2005), Liberia (2003), Iraq/Cyprus (2003), Pakistan/Afghanistan (2001-2002), Kosovo (1999-2000).

### Other Skill Sets

I also have experience in Training and Training Development; Project Management at HQ and field levels, including managing staff, finances and grants; Strategic Communication, including advocacy, facilitation and report-writing; and IT Expertise, including GIS and database development, website development and open source software production.

### Education / Training

- ✦ MSc Architecture (2011), Centre for Alternative Technology / University of East London
- ✦ BA Hons African Studies and History (First Class) (1995), University of Birmingham
- ✦ Trained as Cluster Co-ordinator (Sept 2009) and Cluster Information Manager (March 2009)
- ✦ Also trained in SPHERE Standards, Logical Framework Analysis (DFID), International Humanitarian Law (ICRC), Financial Management for Non Financial Managers (INTRAC), Media Relations (Reuters).

### Key Publications

I have published a range of professional reports and articles, including: [\*Strength in Numbers: A review of NGO coordination in the field\*](#) (ICVA 2011); [\*NGO Information Technology and Requirements Assessment\*](#) (ECB Project 2006); [\*ICT4Peace: the role of ICT in preventing, responding to and recovering from conflict\*](#) (UN ICT Task Force 2005); and the Humanitarian Information Centre Handbook (DFID / OCHA 2003).

### Other Projects

I have helped to set up and support a number of projects on a volunteer basis, including: [\*Aid Workers Network\*](#) (an early aid worker social network), the [\*Sahana Open Source Disaster Management Software\*](#) (the first software platform developed specifically for aid coordination) and [\*ISCRAM\*](#) (the first academic community focusing on technology in disaster response). I am currently a member of the Grants Approval Panel of the [\*Humanitarian Innovation Fund\*](#), act as a peer reviewer for [\*Disasters\*](#) and [\*Forced Migration Review\*](#), and am on the Editorial Board of the [\*International Journal of Information Systems for Crisis Response and Management\*](#).

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## Humanitarian Information Centres

<b>Deputy manager</b> <b>OCHA Humanitarian Information Centre</b>	<b>Liberia</b> <b>September–December 2003</b>
<b>Liaison Officer / Deputy Manager</b> <b>OCHA Humanitarian Information Centre</b>	<b>Cyprus / Iraq</b> <b>March–July 2003</b>
<b>Manager</b> <b>Afghanistan Information Management Service</b>	<b>Pakistan / Afghanistan</b> <b>November 2001 – October 2002</b>
<b>Manager</b> <b>Humanitarian Community Information Centre</b>	<b>Kosovo</b> <b>May 2000 – September 2000</b>
<p>As manager and deputy manager in the first four Humanitarian Information Centres (HICs) established by UN OCHA, I was part of a series of excellent teams that pioneered the delivery of ICT products and services in the post-conflict environment. My responsibilities included:</p> <ul style="list-style-type: none"> <li>⤴ Advising on and developing post-conflict needs assessment and survey work</li> <li>⤴ Developing products and services, particularly using Geographic Information Systems</li> <li>⤴ Establishing data collection, processing and dissemination processes</li> <li>⤴ Establishing offices in immediate post-conflict environments</li> <li>⤴ Capacity development for national institutions, primarily governmental</li> <li>⤴ Liaising with HIC partners, including government bodies, UN agencies and NGOs.</li> <li>⤴ Project management, including strategic planning and policy development</li> <li>⤴ Human resource management, with up to 9 international and 20 national staff</li> <li>⤴ Financial management, with budgets up to \$1.5 million</li> </ul>	
<b>Lead Consultant</b> <b>DFID CHAD Operations Team</b>	<b>London, UK</b> <b>November 2002 – March 2003</b>
<b>Consultant</b> <b>OCHA Information Hub</b>	<b>Skopje, Republic of Macedonia</b> <b>October 2002</b>
<b>Consultant</b> <b>Field Information Support Unit, OCHA</b>	<b>USA</b> <b>January – February 2001</b>
<b>Consultant (Save the Children-US)</b> <b>Humanitarian Community Information Centre</b>	<b>Pristina, Kosovo</b> <b>October – December 2000</b>
<p>As well as managing HICs, I developed the concept at the global level. After managing the Kosovo HCIC, I wrote the HCIC Toolbox CD-ROM in Kosovo (a manual for information management in crisis situations), developed a strategic planning and training package for the Information Hub in Skopje, and developed OCHA requirements and guidelines for HICs. Following this I worked with DFID and OCHA to build critical support mechanisms for HIC deployments, including: IASC and OCHA HIC policy; the HIC-in-a-box, a set of deployment procedures and equipment stockpile; and the HIC Handbook and five-day HIC training package to develop a roster of trained staff.</p>	

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## Information Management and Coordination

<b>Information Manager</b> <b>WASH Cluster</b>	<b>Georgia</b> <b>August–September 2008</b>  <b>Bangladesh</b> <b>December 2007</b>
<p>In the post-conflict response following the war in South Ossetia, I developed WASH co-ordination and advocacy strategy, advised on data collection and consolidation efforts within the UN family, and convened the interagency working group on information management. In the Cyclone Sidr response in Bangladesh, I acquired and analysed relevant datasets to provide decision support to cluster members (UN, government and NGOs), developed improvised maps to visualise key issues (such as water scarcity in cyclone-affected areas), provided support to assessment and monitoring activities, and developed a strategy for UNICEF to take this work forward.</p>	
<b>Regional Information Manager</b> <b>World Food Programme</b>	<b>Sri Lanka / Indonesia / Thailand</b> <b>January – July 2005</b>
<p>I supported WFP's regional response to the Indian Ocean tsunami, based in their Asia regional office but working mainly in the affected areas. This included ensuring that existing corporate systems (such as the critical logistics system COMPAS) were working effectively, identifying and proposing solutions to problems in information flow. We developed several new information support products, deploying GIS and database staff to the field to support operations directly.</p>	
<b>Initiative Manager (Information and Communications Technology)</b> <b>Emergency Capacity Building Project</b>	<b>USA / UK</b> <b>January 2006–July 2007</b>
<p>Employed by the Inter Agency Working Group (CARE International, CRS, IRC, Mercy Corps, Oxfam-GB, Save the Children-US and World Vision International), I managed implementation of projects to improve their collective use of technology. The strategy focused on developing a series of pilot projects that addressed critical areas such as ICT training and resources, data collection and needs assessment, and so on. I ensured sustainability by working closely with and handing over to the membership organisation NetHope.</p>	
<b>Support Officer</b> <b>International NGO Council of Macedonia</b>	<b>FYRO Macedonia</b> <b>September – October 2001</b>
<p>I set up the Secretariat for the International NGO Council, established links with NGOs, co-ordinated with the UN and other international actors, and began to develop an NGO community.</p>	
<b>Information Officer</b> <b>International NGO Council of Kosovo</b>	<b>Kosovo</b> <b>November 1999 – April 2000</b>
<p>I provided Secretariat, Information Service and Liaison functions for the Council. I handled all enquiries within the HCIC on all issues relating to NGO operations in Kosovo, collecting and disseminating information to and from the NGO community. I convened and facilitated working groups on key issues, such as local staff employment issues and NGO registration, organising workshops on minority protection issues and the SPHERE Standards for Humanitarian Assistance. I also represented the Council in sectoral and policy meetings, facilitating advocacy actions.</p>	

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## Training and Facilitation

<b>Training Developer</b> <b>UNICEF Regional Office South Asia</b>	<b>February / September 2008</b>
I developed a 1-day Information Management course for delivery to national field staff of WASH Cluster members (including UNICEF, NGO, Red Cross and NGO staff) to enable participants to think strategically about and provide them with basic tools to manage information effectively.	
<b>Facilitator</b> <b>International Federation of Red Cross and Red Crescent Societies</b>	<b>Switzerland</b> <b>July 2007</b>
I facilitated a two-day workshop to develop IFRC's strategy regarding its existing and proposed web resources. This resulted in a recommendations document that IFRC then used as the basis for taking forward the development of FedNet, DMIS and other internal resources.	
<b>Facilitator</b> <b>International Federation of Red Cross and Red Crescent Societies</b>	<b>Switzerland</b> <b>February 2007</b>
I facilitated a 3-day summit of IT representatives from the IFRC Secretariat and 16 National Societies, and produced a collaboration strategy for the Red Cross movement.	
<b>Facilitator</b> <b>SPHERE Project</b>	<b>Switzerland</b> <b>January – April 2004</b>
I set up and facilitated online discussions as part of the SPHERE consultation process. Feedback from end users shaped the new edition of the Sphere Handbook.	
<b>Training developer</b> <b>OCHA</b>	<b>UK</b> <b>February-March 2003</b>
Working in a two-person team, I developed a five-day HIC training package. The package built on the Toolbox developed in Kosovo to include a simulation exercise and expanded technical content. It has been used continuously by OCHA as the basis for their information management training.	
<b>Training developer</b> <b>OCHA</b>	<b>Switzerland</b> <b>July 2003</b>
I developed and delivered a training module on information management to the OCHA Emergency Field Coordination Training (EFCT) course.	

## Research and Evaluation

<b>Consultant (Mid-term Review) Assessment Capacities Project (ACAPS)</b>	<b>Serbia / Switzerland November 2011 – January 2012</b>
Working in a 2-person team, I carried out the mid-term review of the ACAPS project, reviewing the achievements of the project against its expected results and providing input to the future strategic direction of the project.	
<b>Lead Consultant (NGO coordination) International Council of Voluntary Agencies</b>	<b>Montenegro / Switzerland September 2010 – June 2011</b>
Working in a 2-person team, I researched and wrote a series of country case studies, reviewing NGO coordination in humanitarian response. From the case studies, we developed a series of lessons learned for circulation within the NGO community, and are currently writing a Manual for NGO coordination in the field.	
<b>IM consultant Humanitarian Outcomes</b>	<b>Montenegro / DRC March – May 2010</b>
Working in a 3-person team, I was engaged to review and analyse current practice on evaluating, measuring impact and monitoring and reporting of the Humanitarian Action Plan in the Democratic Republic of Congo. I focused on how information management could support more comprehensive monitoring and evaluation system of the HAP.	
<b>Evaluator Geneva International Centre for Humanitarian Demining</b>	<b>Switzerland February – April 2010</b>
Working in a 2-person team, I evaluated the results achieved by GICHD in (a) Information Management and (b) IMSMA (the dedicated mine action software developed by GICHD); carried out a survey of perceptions of GICHD information management support amongst key stakeholders; and analysed GICHD internal collaboration in information management.	
<b>Evaluator NGO Secretariat of Southern Sudan</b>	<b>South Sudan January-February 2010</b>
I was engaged by the Steering Committee of the NGO Secretariat to evaluate the first two years of their work, and to provide them with a business plan for continuing for a further two years. Following a document review and on-site interviews, I conducted a workshop with Steering Committee members to develop the plan and identify key areas for strengthening.	
<b>Research Consultant Emergency Capacity Building Project</b>	<b>Pakistan / Sudan / US / UK September 2005–January 2006</b>
I carried out a comprehensive information and technology requirements exercise for the Interagency Working Group (a consortium of CARE International, CRS, IRC, Mercy Corps, Oxfam-GB, Save the Children-US, World Vision International), with funding provided by the Microsoft Corporation. The assessment involved case studies of headquarters and field operations in Pakistan and Darfur, and the 4-part report was published in June 2006.	
<b>Evaluator Crisis Management Initiative (CMI)</b>	<b>Finland November 2004 – January 2005</b>
I evaluated the first four years of the Information Technology for Crisis Management project. The final report included an outline for the future of the project to support CMI's planning processes.	

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## Advisory Services

<b>Humanitarian Advisor</b> <b>NATO Allied Rapid Reaction Corps (ARRC)</b>	<b>Germany</b> <b>2008 – 2009</b>
ARRCADE FUSION is a 2-week combined joint exercise for 2,000 NATO troops. In 2008 and 2009 I helped to develop the exercise scenario and acted as Humanitarian Advisor to the Chief Engineer. Following the exercise I delivered a working paper, which was later cited by the Force Commander in developing ARRC engagement strategy.	
<b>Humanitarian Advisor</b> <b>Microsoft Corporation</b>	<b>US</b> <b>January-July 2008</b>
I advised Microsoft on developing and implementing a coherent disaster response strategy across the company, with focus on developing tools for Microsoft partners in the Asia region.	
<b>Humanitarian Advisor</b> <b>University of Pennsylvania</b>	<b>US</b> <b>July – December 2007</b>
I helped UPenn to develop their research program into humanitarian technology use, the results of which have been used by NetHope members as a basis for decision-making.	
<b>Humanitarian Advisor</b> <b>Joint Services Command and Staff College</b>	<b>UK</b> <b>2004/2005/2006</b>
I acted as advisor to the British military's annual Combined Joint Exercise (CJEX), participating in the simulation exercises, facilitating Q&A sessions for the officer groups, and drafting a FAQ on civil-military relations which was later incorporated into the training programme.	
<b>Humanitarian Advisor</b> <b>Crisis Management Initiative (CMI)</b>	<b>Finland</b> <b>July – December 2004</b>
I helped develop a proposal for the Security Information Reporting Service (an inter-agency security information management system) and provided advisory services on implementation.	
<b>Research Consultant</b> <b>Swiss Federal Government</b>	<b>Switzerland</b> <b>July 2004 – December 2005</b>
As part of the Swiss Government's contribution to the World Summit on the Information Society (WSIS), I developed the ICT4Peace concept and research the use of ICT in different stages of the conflict cycle. Working with another consultant, I drafted and delivered the final report to WSIS Phase II, which was later published as part of the UN ICT Task Force publication series.	
<b>Humanitarian Advisor</b> <b>United States Institute for Peace (USIP)</b>	<b>US</b> <b>July 2003 – December 2005</b>
I advised USIP on conference organisation for their IT for Crisis Management (ITCM) conference series, building agendas and participant lists, writing background papers and drafting final reports. In addition I facilitated and sat on discussion panels during the conferences as required.	

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## Selected Publications

*Conclusion*, in *Peacebuilding in the Information Age: Sifting hype from reality*, January 2011, ICT4Peace: Geneva

*Strength in Numbers: A review of NGO coordination in the field*, January 2011, ICVA: Geneva

“*If all you have is a hammer*” - *how useful is Humanitarian Crowdsourcing?* in *MobileActive*, September 2010

*Only Connect: Problem Sciences, Information Systems and Humanitarian Reform*, *International Journal of Information Systems for Crisis Response and Management*, 1(1), January-March 2009

*Open Source Software for Disaster Management*, with Bartel van der Walle and Chamindra de Silva, March 2007, *Communications of the ACM* vol 50 no 3

*The Role of ICT in Crisis Management*, with Julia Steinberger, December 2006, chapter in “*Faster and More United? – the debate about Europe’s crisis response capacity*”, European Commission

*NGO Information Technology and Requirements Assessment Report*, June 2006, Emergency Capacity Building Project: Oxford

*ICT4Peace: the role of ICT in preventing, responding to and recovering from conflict*, December 2005, UN ICT Task Force: New York

*The Humanitarian Information Centre Handbook and Training Manual*, March 2003, DFID/OCHA: London/New York

*Humanitarian Information Centres: Establishing Coherent Approaches to Field-Based Information Management in Emergencies*, March 2001, OCHA Report: New York

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