

*Key areas: Partnerships | Operational policy | Strategy | Global Health | grant funding*

Senior manager with 25 years of experience in international social and economic development, spanning public and private non-profit sectors. Technical experience in donor funding and grant-making, strategic planning, and operational policy research and development. Led complex stakeholder consultations and change management initiatives bringing significant organizational and policy improvements in these areas. Dedicated and value-driven professional committed to serving the needs of disadvantaged populations. Recognized for operational excellence and partner collaboration. Excellent communicator with strong interpersonal and team building skills.

## Professional Experience

### **Bridges to Development, Geneva, Switzerland**

**(2018 - present)**

#### ***Partner and Co-Founder, Switzerland***

Bridges is a non-profit organization, founded in 2018 and based in Europe and the US to improve education and health, especially for girls and women, as critical bridges to sustainable development. Bridges guides and facilitates projects and investments in innovative partnerships and technologies supporting education and health in low and middle-income countries. Sample project work includes:

- **Advancing solutions to improve immunization coverage:** to identify priority actions addressing root causes that impede vaccine coverage for children (9-24 months). Developed tools for improved coordination across disease areas and address organizational, supply, policy, and technical issues that limit progress.
- **Improving education by investing in communities:** to develop and evaluate 2.5 year community-led “Twinning” school partnerships in Uganda and Ecuador where relatively better resourced schools are working directly with nearby schools to improve education for students in the community.
- **Evolving capacity strengthening efforts for immunization:** to devise a conceptual framework and recommended strategic options for consolidated approach and future role in capacity development based on current landscape, ‘best practices,’ and feedback from partners.

### **Gavi, The Vaccine Alliance, Geneva, Switzerland**

**(2014 – 2017)**

#### ***Senior Programme Manager, Grant Application, Monitoring and Review Redesign***

Redesigned Gavi’s approach to engaging countries and partners for more effective implementation of financial, vaccine and technical support. Led transition to new grant processes, developed communications across multiple stakeholders and facilitated change management to ensure better alignment with country systems and more strategic use of Gavi Alliance resources.

- Streamlined grant-making and renewal processes; developed guidance and associated tools to support data-driven analysis by countries to shape more targeted grant programming and annual joint appraisals conducted with country partners;
- Secured active input on process improvements across internal and external stakeholders, leading to strategic project design, accountabilities and buy-in; and
- Developed learning agenda and coordinated pilot implementation in several countries, including Liberia, Sierra Leone, Guinea, Togo, Malawi, Comoros, and Zimbabwe.

### **The Global Fund, Geneva, Switzerland**

**(2006 - 2014)**

#### ***Senior Team Manager, Access to Funding (2009 - 2014)***

Responsible for all aspects of the application and funding cycle resulting in over \$11 billion of approved investments to fight HIV/AIDS, tuberculosis and malaria in over 100 eligible countries. Directed a unit of 12 staff and managed Secretariat for 40-member independent Technical Review Panel (TRP) of international experts making funding recommendations to the Global Fund Board. Actively influenced operational policies on accessing grant funding in line with the Global Fund Strategy 2012-16, “Investing for Impact.” Accountable for annual team budget of up to \$7.5 million.

- Simplified application guidance based on broad collaboration with partners and lessons learned;

- Designed pilot approaches and led innovative policy to transform the funding model, leading to the Global Fund's adoption of a more impact-oriented investment approach;
- Managed global recruitment and induction of TRP members, resulting in a more diverse pool of experts;
- Introduced new review modalities based on differentiated needs; and
- Delivered highly acclaimed reports to the Board with significant impact on donor strategy and policies.

### **Grant Support Officer, Operational Partnerships and Country Support (2006-2008)**

Facilitated identification of grant implementation challenges and designed appropriate tools for Global Fund grantees to access technical assistance, including via a United Nations (UN) inter-agency coordinating mechanism established to resolve implementation bottlenecks.

### **Abt Associates Inc., Bethesda, Maryland, USA**

**(1995 – 2001)**

#### **Associate, Practice Areas - Housing and Communities; Education**

Managed and conducted analytical research and consulting services for clients including the U.S. Department of Housing and Urban Development, U.S. Department of Education, U.S. Agency for International Development, and the World Bank.

- **Evaluation Research:** Developed survey instruments and assessment protocols. Managed and conducted site visits and focus groups interviews. Trained staff and quality assured data collection. Authored case studies, best practice reports, and communicated results to clients.
- **Project Management:** Ensured overall project coordination, including oversight of subcontractors, budget management, monitoring and report writing, client relations and liaison, and backstop services for field operations. Supervised junior staff.
- **Technical Assistance:** Assisted organizations in developing and operating programs targeting disadvantaged populations. Developed training modules and facilitated workshops. Designed program materials to improve service delivery and encourage compliance with federal regulations.

### **US Agency for International Development (USAID), South Africa**

**(1992-1995)**

#### **Basic Education Project Officer**

Managed a \$50 million Education Support and Training Project, providing grants to indigenous non-governmental organizations (NGOs) working to establish an equitable and effective education system for post-apartheid South Africa.

- **Grant Management:** Developed and disbursed grant funds to basic education projects in early childhood development, youth initiatives, and adult literacy. Evaluated proposals, negotiated grant agreements, and planned funding. Monitored 50 active grants nationwide.
- **Technical Assistance:** Managed organizational development assistance to grantees and key stakeholders. Delivered training in organizational capacity development to enhance service delivery, strengthen networks and encourage strategic partnerships.
- **Policy Development and Strategic Planning:** Guided strategic planning and development of the first bilateral agreement with the South African Government for adult literacy.

### **USAID, Lilongwe, Malawi**

**(Summer 1991)**

**Intern, Agriculture and Food Security.** Evaluated women's income-generating activities, rural credit schemes, and NGO initiatives. Produced reports essential to \$15 million NGO Umbrella Project. Analyzed data on financial status of smallholder farmers for \$50 million Agricultural Sector Assistance Program.

### **United Nations Non-Governmental Liaison Service, New York, NY**

**1989**

**Programme Assistant.** Provided inter-agency UN support to African and North American NGOs to facilitate constructive engagement in UN processes. Focused on civil society organizations working in development education, gender equality, advocacy and international economics.

### **The Sidwell Friends School, Washington, DC**

**(1989-1990)**

**Secondary School History Teacher.** Advanced Placement (AP) American History and World Cultures.

### **Ibeno Secondary School, Kisii, Kenya**

**(1987-1988)**

**WorldTeach Teacher.** Mathematics, English and History in rural *Harambee* secondary school.

## **Education**

**M.A.L.D.,** Tufts University, Fletcher School of Law and Diplomacy, Medford, MA USA (1992)

**B.A.,** Williams College, Williamstown, MA USA (1987) Political Science. Graduated *Cum Laude*.