

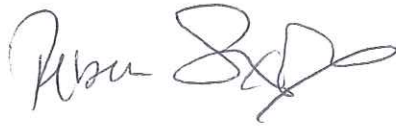
Dear Selection Committee,

Please accept this nomination letter for Jaclyn Carlsen to the DIAL Advisory Council. Jaclyn has worked on digital initiatives as a donor, implementing partner, and technology company employee, and is interested in applying these perspectives to work with a diverse team at DIAL. She currently serves as ICT Policy Advisor on the Development Informatics team at the US Global Development Lab at USAID.

Based on her experience working to design and implement digital programs, she is interested in lending expertise and tangible stories voiced by our partners on the following topics:

- **Cost sustainability of digital tools beyond donor funding.** To address one of the biggest concerns voiced by USAID missions in our \$46 million Lab Ebola recovery portfolio, Jaclyn is working with USAID, UNICEF, and the Liberia Ministry of Health to create operational budgets for technology tools, and has lessons learned applying donor toolkits, including DIAL's.
- **Coordinating donor activities to align with the Digital Principles.** For the past four years she has worked with ministries, CDC, USAID, and implementing partners to align digital tools with ICT strategies.
- **Interoperability of technology solutions.** One of the key principles of the Lab's Ebola recovery work was to create digital tools that were interoperable with host country systems, and were open source, with open standards. Jaclyn helped shape the strategy around operationalizing these principles, and navigated governance and political considerations in Liberia, Guinea, and Sierra Leone to see firsthand how they were (or were not) accepted and adopted by the MOHs of those countries.
- **Mobile data collection.** While working at an implementing partner, Jaclyn worked with project teams to roll-out mobile data collection. Based on that experience, she now oversees a body of work to help USAID Mission staff understand how to incorporate mobile data collection into their projects and activities.
- **Digital program design.** Design with the User has been one of the most challenging Principles to align program design to. Jaclyn has integrated design techniques (and has failure lessons when she didn't!) to digital system work plans. She is working to publish a study on program design lessons with USAID/Liberia and the Ministry of Health.
- **M&E for Digital Initiatives.** Given the importance of indicators and results frameworks to donors, and how new digital tools don't fit easily into these frameworks, she is interested in how we can bring in user feedback into our M&E procedures. Without modernizing our techniques, digital initiatives are at risk of being closed down too soon.

Jaclyn's combination of implementation experience and project design, and excitement to collaborate with this new team would be an asset to DIAL's Advisory Council.

A handwritten signature in black ink, appearing to read "Rebecca Saxton-Fox". The signature is fluid and cursive, with the first name "Rebecca" written in a larger, more prominent script than the last name "Saxton-Fox".

Best,

Rebecca Saxton-Fox
Policy Advisor, Global Development Lab, US Agency for International Development