

# Alice T. Liu

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## Technology · Business · Development

Multi-disciplinary leader working at the intersection of technology, business, and development currently working in digital health for low- and middle-income countries. Development sector experience in applying information and communication technologies (ICTs) for global health, financial services (mobile money), and agriculture. Silicon Valley experience managing teams to deliver multi-million dollar ecommerce, data warehouse, and customer support systems on Oracle/Unix platforms through the full project life cycle. Connector and relationship builder in the public, private, and non-profit sectors, including actors such as Google, Facebook, Qualcomm, Microsoft, USAID, WHO, UNICEF, Asia eHealth Information Network (AeHIN), GSMA, Bill & Melinda Gates Foundation, Dimagi, Esoko, Ona, InSTEDD, Accenture Development Partnerships, NetHope, Corporate Council for Africa. MBA from Yale School of Management and BS in Computer Science.

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## International Development Experience

**Jhpiego**, Baltimore, Maryland (2013–present)

**Director of mPowering Frontline Health Workers** (2017-present). [mPowering](#) is a public-private partnership with 16 partners. Primary responsibility includes developing a sustainability plan for the ORB training content library for frontline health workers and Open Deliver, an open source digital education platform. Raised \$450k in additional cash and in-kind funds to sustain the program. Strengthening and expanding the partnership with new strategic partners, pitching to impact investors, developing new revenue models and a technology roadmap, and supporting partner national scale-up plans.

**Director of Digital Health** (2013-2018). Provide leadership and guidance for the integration of Information and Communication Technologies for Development within Jhpiego's health systems programs in limited-resource environments, focused on service delivery, point-of-care decision support and workforce development and learning. Accomplishments include:

- Advanced Jhpiego's position to a leader in digital learning and on the cusp of leading in the implementation of integrated digital health platforms for service delivery, such as OpenSRP in Tanzania. I recommended OpenSRP in the original proposal for a \$56 million USAID-funded program, won the program and the health ministry has now designated it to be the national system for community health workers.
- Grew Jhpiego's portfolio from basic mobile data collection and SMS and built the four-person digital health team.
- Sought by programs to take on significant responsibilities in addition to my digital health director role, specifically: acting director for the mPowering Frontline Health Workers initiative at a critical point in its life cycle; managing development of the [MAMA Lessons Learned report](#) (a 50+ page paper compiling lessons from four countries); and digital health advisor to the HelloMama project.
- Introduced best practices and tools for health information systems implementation and management, software procurement and proposal development, based on previous work for the Rockefeller Foundation and WHO.

**Emerging ICT Group**, Rockville, Maryland (2008–2012)

**Principal and Founder**. Selected consulting engagements include:

- Developed a five-year health ICT strategic plan. (Jhpiego)

- Wrote chapters on health information systems (HIS) procurement and licensing to educate and advise public health officials on how to engage with IT vendors. This work is still used and shared today by WHO, USAID and the AeHIN. (HMN IT Procurement Guide, WHO/Health Metrics Network (HMN)).
- Developed a guide for public health officials in developing countries to evaluating, implementing and managing health information systems, including describing the build, buy or outsource decision criteria, requirements specifications, software vendor RFP process, and total cost of ownership (TCO). (Voxiva/Rockefeller Foundation).
- Co-authored a paper exploring the feasibility of linking data from mobile network operators (MNOs), mobile payments, and mobile banking with credit information systems for the base of the pyramid (BoP), using Kenya (M-PESA) as a case study. ([Kenya Mobile Banking and Credit Bureau study](#), Accelerated Microenterprise Advancement Project–Microfinance (AMAP), DAI/USAID).

## Academy for Educational Development – Applied Research and Technical Services (AED-ARTS) now known as [FHI Development 360](#), Washington, DC (2010–2011)

**Project Director, Haiti Mobile Money Initiative.** Managed the Haiti Mobile Money Initiative (HMMI) competition and provided technical guidance. Led an aggressive program startup and achieved the first milestone to award the First to Market Award of \$2.5 million to the first mobile money provider in Haiti to meet the competition’s criteria. Interacted with mobile money actors such as the governor of the Central Bank, mobile operators, banks, and microfinance institutions. Managed a \$15 million budget including \$11 million in subgrants, a local subcontractor and two team members.

## Private Sector Experience

**InPhonic Inc.**, Washington, D.C. (2004–2005).

**Senior Product Manager, MVNO Services.** Responsible for requirements analysis and feasibility studies for new client projects (Hawaiian Telcom, AT&T Mobility Services), solution development, scope management, process management for interdepartmental operational processes, data and metrics analysis and reporting.

**Organic, Inc.**, San Francisco, California (1998–2001)

**Manager and Architect, Senior Engineering Project Manager.** Managed a team of four engineering project managers responsible for all engineering work of the San Francisco office, leading multimillion-dollar projects such as Macys.com, wamu.com, and Playstation.com. Projects that I led:

- Blockbuster.com: Led a team of 30 to design and develop the e-commerce site, resulting in more than \$12 million in project revenues. Managed \$10 million hardware and software budget. Managed system integration involving 20 vendors and three global development partners. Led project through full software development life cycle. Defined and expanded the service level agreement between Organic and Blockbuster to provide 24/7 support, resulting in more than \$100,000 in monthly revenues.
- Day-Timer Digital: Led a ten-person team to design, develop, and launch an online calendar system that integrated personal calendars with event calendars from various content providers.

**Cisco Systems, Inc.**, San Jose, California (1995–1996).

**Data Architect, Cisco Corporate Data Warehouse (CDW).** Provided a single system to analyze worldwide financial performance by leading the integration of Japan enterprise resource planning data with the Cisco Corporate Data Warehouse (CDW). Developed a data auditing program to validate the data warehouse against the source systems which effectively detected when the data warehouse revenue did not “tie to the penny” to the source system.

**The Santa Cruz Operation, Inc.**, Santa Cruz, California (1990–1995)

**Supervisor, Senior Project Manager.** Directed team of four responsible for supporting all U.S.-based mission-critical business applications. Led 10-person team through the full software development life cycle to specify, design, and develop a worldwide client-server customer support system in the United States and United Kingdom.

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Other positions held: DAI, Senior Development Specialist, Bethesda, MD (2005-2008); BusyInternet, Consultant, Accra, Ghana (2003); Actius/Openwave, Project Management Consultant, Redwood City, CA (2002); Millennia Vision Corporation, Principal Consultant, Mountain View, CA (1997-1998); Premier Consulting, Consultant, Felton, California (1996-1997); Hughes Aircraft Company (acquired by Raytheon), Member of Technical Staff, El Segundo, California (1986-1989).

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## Education

Master of Business Administration, Yale School of Management, 2004. Focus on strategy and marketing. Distinction grade in Ecommerce Strategy.

Bachelor of Science, Computer Science, University of California Santa Barbara, 1986.

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## Selected Publications

Lead editor and manager of the [MAMA Lessons Learned report](#), USAID/Maternal and Child Survival Program, April 2018.

Contributing reviewer of the [Using Technology to Advance Global Health: Proceedings of a Workshop](#), National Academies of Science, Engineering and Medicine, November 2017.

Member of consulting team that developed the [Health Information Systems in Developing Countries: A Landscape Analysis](#). [Vital Wave Consulting](#), May 2009.

[Mobile Banking - The Key to Building Credit History For the Poor? Kenya Case Study: Linking Mobile Banking and Mobile Payment Platforms to Credit Bureaus](#). USAID/DAI, April 2009.

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## Selected Conferences

Invited panelist at the [IHI Africa Forum on Quality and Safety in Healthcare](#), Durban, South Africa, Feb. 19-21, 2018, panel titled, "Is Technology Really Just an Enabler of Quality Healthcare Delivery? The role of digital platforms in transforming the healthcare landscape of Africa".

Moderator/Organizer of the opening plenary at the [Global Digital Health Forum 2017](#), closing plenary of the [Global Digital Health Forum 2016](#) with speakers from Facebook, Google, Microsoft and Qualcomm Wireless Reach, as well as the 2015 and 2014 Forums.

Invited panelist at the [Global mHealth Research Training Institute](#) hosted by the Center for Global Health Studies (CGHS) at the National Institutes of Health's (NIH's) Fogarty International Center (FIC), Bethesda, MD, June 6-9, 2016.

Facilitator and Participant at the WHO eHealth Policy and Implementation Meeting in Kigali, Rwanda, October 19-21, 2009.

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## Networks

Asia eHealth Information Network, Global Digital Health Network (member of the advisory board), Digital Health and Interoperability Working Group of the Health Data Collaborative.

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## Languages

French (basic level)

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