ALLISON STONE

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Qualifications Summary

- **Fourteen years of research experience**: Experience leading diverse teams in planning, design, and execution of research protocols utilizing qualitative and quantitative methods; published and presented results at international forums. Experience living and working in Kenya, Ghana, and Tanzania.

- **Program, grant and project management**: Managed greater than $17 million in public and private grants to global research projects. Experience includes staff supervision, partner diplomacy, project oversight, program implementation, financial and operations management, and compliance.

- **Business development and stakeholder engagement:** Outreach to government and other partners for new project development and disseminating results. Study design and writing fundraising proposals.

- **Staff supervision and capacity building:** More than ten years of experience managing staff. Staff training at individual and group levels, and development of capacity building programs.

Education

Johns Hopkins Bloomberg School of Public Health, *Baltimore, MD*   May 2008
Master of Health Science (MHS), International Health
    Concentration: Social and Behavioral Interventions

Michigan State University, *East Lansing, MI*   May 2006
Bachelor of Science (BS), Physiology; Graduated with High Honors
    Specializations: International Development; Bioethics, Humanities, & Society
    Study Abroad: Ethics and History of Development and Health Care in Costa Rica

Academic Awards: Bill and Melinda Gates Institute International Internship Award, Phi Beta Kappa, Michigan State International Study Award, National Merit Scholar, Michigan State Valedictorian Scholarship

Professional Experience

Innovations for Poverty Action
Program Director, East Africa   August 2021 - Present

- Oversee the development of new research projects in country offices, ensuring that they align well with IPA's mission and standards and that new projects are adequately planned and budgeted for
- Identify and support potential research/ impact evaluation project opportunities with new partners and academic researchers to determine feasibility, assist in research design, and contribute to stronger cost-effective budgeting based on productivity assumptions.
- Support strategic project development opportunities across the region to refine and develop IPA's presence in East Africa, encouraging communication and collaboration between IPA country offices and sector programs and help to facilitate matchmaking of potential implementing partners, researchers, and donors.
- Coordinate multi-country proposals among country offices and seek inputs from global teams as needed.
- Support project development in countries where IPA does not currently have an office but is interested in expansion.
- Work with country offices to help them define and execute project development strategies and staffing for effective and efficient project development support
- Review potential funding opportunities to gauge appropriateness and likelihood of success. Solicit feedback from funders on proposals that are unsuccessful.
- Work with country programs to refine their focus, grow their sector approach with key stakeholders, and set a corresponding plan for policy engagement and project development.
- Act as a coach to new country directors or to other senior-level leadership positions.
- Assist country directors when a country program requires additional external support to manage a particular situation

Deputy Country Director, Kenya March 2017 – July 2021

Oversee research management of 35 concurrent impact evaluations in IPA's largest office, employing 300+ staff with an annual budget of $7.5m. Supervise IPA-K's data quality, operations, and policy engagement teams. Business development, outreach to new partners, and management of existing partner relationships.

- Direct supervision of research managers, coordinators, and associates, ensuring evaluations adhere to experimental designs, data quality protocols, donor agreements, project workplans and budgets.
- Collaborate with researchers to develop study designs, analyze data, and communicate study findings.
- Manage project relationships and contracts with partner organizations and senior researchers.
- New project development and outreach to new partners, including study design, costing, and writing funding proposals. Raising supplemental funding for existing projects.
- Lead IPA-K's policy engagement and dissemination unit. Cultivate relationships with policy makers and plan large dissemination events.
- Oversee IPA-K's operations department, including internal oversight of all ethics board submissions, research permits, local government approvals, immigration, and staff security.
- Supervision of the technical data quality support team. Led the roll-out of internal data quality audits.
- Represent IPA-K in meetings with government officials, partners, funders, and other stakeholders
- Define and implement strategic priorities for IPA-K in the areas of research management and quality.
- Develop and refine country program policies and tools. Implemented improved channels of organizational communication, both vertically and horizontally.
- Lead recruitment for managers and other country program staff. Manage disciplinary cases as needed.
- Coordinate training and capacity building of staff and local development partners.
- High-level payment and procurement approvals; chair of the country office procurement committee.
- Coordinate research management and data quality support to other IPA offices in the Africa region.

Research Manager, Kenya April 2015 – February 2017

Managed a portfolio of impact evaluations utilizing quantitative and qualitative methods in the areas of health, sanitation, education, and agriculture. Direct supervision of project managers with teams of 100+ staff.

- Oversight of all data collection activities, including piloting data collection tools, team recruitment and training, fieldwork, and data management
- Developed and implemented research and data quality assurance protocols and procedures
- Managed project relationships and contracts with senior researchers and partner organizations
- Advanced technical support including survey development, randomization design, and data analysis
- New project development and outreach to new partners; fundraising proposals for existing projects
- Financial management and donor reporting for over $9 million in grants from DFID, the Bill and Melinda Gates Foundation, the World Bank, MIT, and other funders
- Developed new country program policies and tools, including the IPA-K budgeting template and HR policies; member of the country office procurement committee
- Capacity building of IPA-K staff and local development partners; spearheaded new staff training program in the Nairobi office

Columbia University Mailman School of Public Health, New York, NY March 2012 – March 2015
Program Manager, Advancing Research in Comprehensive Health Systems (ARCHeS)

Design, execution, and analysis of health systems strengthening and reproductive health research programs. Collaborated with partners in Ghana and Tanzania in implementing and monitoring project activities. Financial and contract management for multiple grants with combined budget totals exceeding $17 million.

- Led qualitative systems appraisal examining perceptions of community health services and family planning in Ghana, including study design, data collection, analysis, and dissemination of results
- Led a mixed methods observational time-use study of community health workers in Tanzania
- Financial and contract management for ARCHeS, including budget development, monitoring project compliance with program budgets, financial reporting, and coordination of multiple funding streams
- Negotiated, executed, and monitored sub-awards to partner institutions in Ghana and Tanzania
- Coordinated ARCHeS team in business development and proposal preparation for new funding
- Led workshops to build capacity of local partners in qualitative research methods
- Direct supervision of ARCHeS staff and students undergoing practicum training in Ghana and Tanzania
- Developed manuscripts for research dissemination at international forums and in scientific publications

Columbia University Mailman School of Public Health, Bolgatanga, Ghana   March 2010 – February 2012
Project Manager, Mobile Technology for Community Health (MoTeCH)

Managed implementation, monitoring, and evaluation activities of the MoTeCH Project, a health systems initiative testing mobile phone technologies to improve maternal and child health in northern Ghana.

- Coordinated Ghana Health Service (GHS) personnel in the implementation of a mobile phone-based health information system for health workers and their clients
- Strategic planning of research activities and implementation of health systems monitoring scheme
- Led qualitative systems appraisal across health system and community levels, including study design, researcher training, data collection and analysis, and dissemination of results
- Coordinated the implementation of evaluation studies, including:
    - A quantitative observational study of community health worker productivity
    - Surveys of district and sub-district health managers and frontline health workers
    - A randomized control trial to determine project impact on client health-seeking behavior
- Managed project progress in compliance with donor workplans and the program budget, including monitoring sub-awards to in-country partner institutions and preparing all donor reports
- Regularly reviewed project activities and outcomes with government and non-governmental partners
- Supervised GHS staff working on the project and Mailman students undergoing practicum training
- Coordinated project external communication via technical notes, websites, and newsletters

The Population Council, New York, NY   April 2008 – February 2010
Consultant

Data analysis, dissemination, and knowledge management for health systems operations research in Nkwanta, Ghana and a study of adolescent girls' reproductive and sexual health knowledge in Lusaka, Zambia.

- Quantitative analysis of household and health facility surveys using Stata
- Qualitative analysis of focus group discussions conducted with adolescent girls
- Preparation of quantitative and qualitative reports communicating research findings
- Drafted quarterly progress newsletters for Ghana Health Service and donor audience
- Assisted in the development of a website for the Nkwanta Health Development Centre

Johns Hopkins Bloomberg School of Public Health, Baltimore, MD   July 2008 – March 2009
Research Assistant
- Researched vital registration statistics on global stillbirth rates and causes
- Literature identification and management for a systematic review
- Data management in Microsoft Access and Excel

The Population Council, Nkwanta, Ghana   October 2007 – March 2008
Consultant
- Provided direction and technical management to health systems development operations research
- Led data collection for a district-wide household survey, including training of the research team, coordinating all logistics, supervision of fieldwork, data management and analysis
- Coordinated quarterly surveys of health facilities and community-based health workers
- Developed monitoring and evaluation tools and trained Ghana Health Service managers in their use
- Acted as liaison between Ghana Health Service managers and international technical assistance

Nkwanta Health Development Centre, Nkwanta, Ghana   June – September 2007
Public Health Intern
- Led research team training, data collection, management and analysis for a survey of health facilities
- Developed a manual detailing the Ghana Health Service's Community-based Health Planning and Services (CHPS) Initiative, including in-depth interviews with key CHPS personnel and health workers
- Conducted focus group discussions with community health workers to investigate their practice of accepting delayed payment for health services when clients were without funds at the time of service
- Assisted in leading training sessions for local researchers in monitoring and evaluation principles
- Mentored University of Ghana MPH students in quantitative analysis

Project Health Baltimore, Baltimore, MD   September – December 2006
Evaluation Specialist
- Designed the intake survey and database for the Harriett Lane Pediatric Clinic's Family Help Desk for low-income clients, with the aim of utilizing data for the evaluation of the Help Desk's services

Allen Neighborhood Center, Lansing, MI   January 2005 - August 2006
Health Outreach Intern
- Surveyed low-income neighborhoods and enrolled eligible residents in a local subsidized health plan
- Designed and distributed health education materials and information on public services to residents
- Developed data collection tools; data input and analysis in Microsoft Access

Publications and Invited Presentations

Brady, M, J Simbaya, A Stone, M Vaughan-Smith. "Understanding adolescent girls' protection strategies against HIV: An exploratory study in Zambia." The Population Council. Poverty, Gender and Youth program. 2009.

Stone, A, M Schmitt, JK Awoonor-Williams, JF Phillips, F Yeji. "Community health worker reactions to data capture, patient alerts, and care reminders via mobile phone." Paper presented at the Annual Conference of the American Public Health Association, Washington, DC, 2011.

Awoonor-Williams, JK, JF Phillips, A Stone, E Opoku, JA Frimpong, F Yeji, BB MacLeod. "The Mobile Technology for Community Health (MoTeCH) Initiative." Paper presented at the International Conference on Family Planning, Dakar Senegal, 2011.

Stone, A. "How to Fail in mHealth: 4 ways." Presentation at Fail Faire Washington, DC, October 2011; Fail Faire New York, December 2011; UNICEF Fail Faire, New York, December 2011.

Awoonor-Williams, JK, A Stone. "Mobile Technology for Community Health (MoTeCH) in Ghana. Lessons learned so far." Paper presented at eHealth Conference in Nairobi, Kenya, 2012.

Stone, A, JK Awoonor-Williams, JF. Phillips. "The effects of mobile phone messaging on maternal and child health decision-making." Paper presented at the Population Association of America Annual Meeting in San Francisco, CA, 2012.

MacLeod, BB, JF Phillips, A Stone, A Walji, JK Awoonor-Williams. 2012. "The architecture of a software system for supporting community-based primary health care with mobile technology: The Mobile Technology for Community Health (MoTeCH) Initiative in Ghana." Online Journal of Public Health Informatics 4 (1): 1-17.

Frimpong, JA, JK Awoonor-Williams, A Stone, S Helleringer, F Yeji, M Schmitt, JF Phillips. "Strengthening routine health information systems in rural communities: an approach to improving service delivery and an antecedent for electronic health information systems." Paper presented at the Global Symposium on Health Systems Research in Beijing, China, 2012.

Adongo, PB, JF Phillips, A Stone, M Dalaba. "Positioning family planning in health systems development: Sustaining the 'zurugelu approach' as a component of scaling-up the Navrongo Project in Ghana." Paper presented at the Global Symposium on Health Systems Research in Beijing, China, 2012.

Adongo, PB, P Tapsoba, JF Phillips, PTN Tabong, A Stone, E Kuffour, SF Esantsi, P Akweongo. 2013. "The role of community-based health planning and services strategy in involving males in the provision of family planning services: A Qualitative Study in Southern Ghana." Reproductive Health 10 (36): 1-15.

Stone, A, A Krumholz, JF Phillips, M Dalaba, PB Adongo. "Forgetting about men while providing surreptitious contraception to women: Precipitating social discord with community-based family planning in northern Ghana." Paper presented at the International Conference for Family Planning in Addis Ababa, Ethiopia, 2013.

Adongo, PB, P Tapsoba, JF Phillips, P Tabong, A Stone, E Kuffour, SF Esantsi, P Akweongo. 2014. "'If you do vasectomy and come back here weak, I will divorce you': A qualitative study of community perceptions about vasectomy in Southern Ghana." BMC International Health and Human Rights 14 (16): 1-14.

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Adongo, PB, PTN Tabong, TB Azongo, JF Phillips, MC Sheff, AE Stone, P Tapsoba. 2014. "A comparative

qualitative study of the misconceptions associated with contraceptive use in southern and northern Ghana." Frontiers in Public Health 2: 137.

Krumholz, AR, AE Stone, MA Dalaba, JF Phillips, PB Adongo. 2014. "Factors facilitating and constraining the scaling-up of an evidence-based strategy of community-based primary health services: Leadership perspectives from northern Ghana." Global Public Health, doi: 10.1080/17441692.2014.981831

Dalaba, MA, AE Stone, AR Krumholz, AR Oduro, JF Phillips, PB Adongo. 2016. "A qualitative analysis of the effect of a community-based primary health care programme on reproductive preferences and contraceptive use among the Kassena-Nankana of northern Ghana." BMC Health Services Research 16 (80): 1-8.

Kassimu, T, AE Stone, A Exavery, M Njozi, CD Baynes, JF Phillip, AM Kante. 2016. "A time-use study of community health worker service activities in three rural districts of Tanzania." BMC Health Services Research 16 (461): 1-8.

Giessler, K, D Mantagu, M Sudhinaraset, SY Cotter, G Golub, A Stone, C Green, M Munson, S Rajasekharan. "A Facility-based Quality Improvement Initiative: Application of a Person-Centered Care Scale to Improve Family Planning Services in Kenya." Paper presented at the International Conference for Family Planning in Kigali, Rwanda, 2018.

Munson, M, J Mwangi, C Green, S Rejasekharan, R Jones, G Golub, A Stone, D Montagu, K Giessler, SY Cotter, A Seefield. "Innovations in Quality Improvement: Using an improvement collaborative to improve patient-centered family planning in Kenyan healthcare facilities." Paper presented at the International Conference for Family Planning in Kigali, Rwanda, 2018.

Golub, G, M Sudhinaraset, K Giessler, K Dunlop-Korsness, A Stone. 2020. "The extended role of health facility cleaners in maternity care in Kenya." International Perspectives on Sexual and Reproductive Health, 46, 1-7. doi:10.1363/46e8320