

DAN HONIG

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I am an Assistant Professor of International Development at Johns Hopkins' School of Advanced International Studies (SAIS). My research focuses on management and organizational structure in the developing world public sector and institutions that deliver foreign assistance.

ACADEMIC POSITIONS

School of Advanced International Studies (SAIS), Johns Hopkins University **Washington, DC**
Assistant Professor, International Development 2015-Present
Affiliate, International Political Economy Program

Visiting Academic, Oxford University, Department of Politics & International Relations **Oxford, UK**
2012-2013

EDUCATION

Harvard University **Cambridge, MA**
PhD, Public Policy 2015

Primary Field: Political Economy; *Secondary Field:* Organizational, Institutional, & Bureaucratic Behavior
Committee: Peter Hall, Beth Simmons, Matt Andrews, Ryan Sheely

Woodrow Wilson School of Public & International Affairs, Princeton University **Princeton, NJ**
Graduate-level Studies in Public Affairs, Development Studies 2006-2007

University of Michigan-Ann Arbor; LS&A Honor College, Residential College **Ann Arbor, MI**
BA in Political Science and Philosophy (double major) 2003

Oxford University, St. Catherine's College; **Oxford, UK**
Undergrad study abroad; Read PPE (Philosophy, Politics, Economics) for two trimesters 2002

PUBLICATIONS

Grossman, S. & D. Honig. (2017). Evidence from Lagos on Discrimination across Ethnic and Class Identities in Informal Trade. *World Development* 96: 520-528.

Gulrajani, N. & D. Honig (2016). Reforming donors in fragile states: Using public management theory more strategically. ODI Report, April 2016.

Honig, D. (2016). More Autonomy for Donor Organizations and Their Agents (Sometimes): Bringing Organizational Behavior and Management Theory to Foreign Aid Delivery. Winner of the GDN Next Horizons 2014 Essay Contest, Supported by the Bill and Melinda Gates Foundation. Revised version.

Freeman, L., J. Gandomi, D. Honig, A. McCants, and J. Repishti. (2007). Strengthening United Nations Peacekeeping. PolicyMatters, Fall 2007.

FORTHCOMING/UNDER REVIEW

Honig, D. (expected 2018). *Navigating by Judgment: Field Agents and the Management of Foreign Aid Delivery*. Under Contract, Oxford University Press.

Honig, D. (2017). *When Reporting Undermines Performance: The Costs of Politically Constrained Organizational Autonomy in Foreign Aid Implementation*.

Honig, D. & C. Weaver. (2017). *A Race to the Top?: The Aid Transparency Index and the Social Power of Global Performance Assessments*.

Honig, D. and N. Gulrajani. (2017). *Making Good On Donors' Desire to Do Development Differently*.

PUBLIC/PRESS MENTIONS

- Reference in public memo from Nancy Birdsall, President of the Center for Global Development, to incoming USAID Administrator Gayle Smith, March 9 2016; online [here](#).
- Referenced in Andrew Natsios' testimony before the Senate Foreign Relations Committee on the MCC, Dec 8 2015; online [here](#).
- [Speech](#) by Owen Barder to the board of the Childrens' Investment Fund Foundation (CIFF), May 16 2014.
- Blog entry by Oxfam's Duncan Greene; "New research shows aid agencies get better results if they stop trying to control their people on the ground, especially in complex environments (and performance monitoring can make it worse)", May 22 2014; online [here](#).
- Reference in *Foreign Policy*; Blum, Andrew "The Peace Bridge to Nowhere: Changing How Peacebuilding Organizations Measure Success", September 22 2014; online [here](#).
- Donor Committee for Enterprise Development (DCED) June 2014 newsletter; online [here](#).
- Various other development blogs, including Double Loop and [Zunia](#)

AWARDS, FELLOWSHIPS, GRANTS, & ACADEMIC AFFILIATIONS

Winner, 2014 Next Horizons Essay Contest "Fresh Ideas on the Future of Foreign Aid" from GDN/Gates Foundation. Essay: "More Autonomy for Donor Organizations & Their Agents (Sometimes): Bringing Organizational Behavior and Management Theory to Foreign Aid Delivery." 13 winners from 1,470 entries.

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| <i>National Science Foundation (NSF) Graduate Research Fellow</i> | <i>2010-2015</i> |
| <i>Doctoral Fellow, IGERT Harvard Multidisciplinary Program in Inequality & Social Policy</i> | <i>2011-2015</i> |
| <i>Graduate Affiliate, Harvard Institute for Quantitative Social Science (IQSS)</i> | <i>2014-2015</i> |
| <i>Member, 2015 Academy of Management All-Academy Theme Committee</i> | <i>2014-2015</i> |
| <i>Organizer, Harvard Kennedy School Workshop on Institutions and Public Policy</i> | <i>2013-2014</i> |

Member of the Academy of Management, American Political Science Association, International Studies Association, and the Association of Public Policy Analysis and Management

SELECTED INVITED PRESENTATIONS/CONFERENCES

- Society for International Development public panel, June 2017
- Public Management Research Conference, June 2017
- World Bank Development Impact Monitoring and Evaluation Group, May 2017
- APSA 1-day mini-conference on Global Performance Assessments, Philadelphia, September 2016
- Public panel on the Future of Aid Agencies, Center for Global Development, June 2016
- Public panel on Institutional Change in the Aid Sector, Brookings Institution, June 2016
- International Organization Special Issue Conference on Global Performance Assessments, May 2016
- International Studies Association Junior Scholars Symposium, March 2016
- Center for Global Development Invited Research Presentation, Feb 2016
- International Political Economy Society, Stanford, November 2015
- Political Economy of International Organizations, Berlin, Feb 2015
- Overseas Development Institute (ODI), London, UK, January 2015
- Behavioural Insights Team, London, UK, January 2015
- Department for International Development (DFID), London, UK, January 2015
- Association for Public Policy Analysis & Management (APPAM) Conference, Albuquerque, November 2014
- Academy of Management Annual Meeting OMT division, Philadelphia, August 2014
- Stanford PACS Junior Scholars Forum, Palo Alto, CA, June 2014
- Center for Global Development/Modernizing Foreign Assistance Network (MFAN), Washington, DC, June 2014
- World Bank Public Sector Governance and the Fragile and Conflict Affected States Groups, June 2014
- Thamassat University, Bangkok, Thailand, May 2014
- London Business School Trans-Atlantic Doctoral Conference (Strategy track), London, UK, May 2014
- Center for Global Development, London, UK, May 2014
- Africa Governance Initiative – Office of Tony Blair, London, UK, May 2014
- Public Affairs Research Institute, Johannesburg, South Africa, April 2014
- African Studies Association, Baltimore, MD, November 2013
- European Conference on African Studies, Lisbon, Portugal, July 2013
- Center for the Study of African Economies, Oxford, UK, April 2013, May 2014

COURSES TAUGHT

Introduction to Development (SAIS SA.400.821.02; Fall 2015, Fall 2016)

Managing and Delivering Development Assistance (SAIS SA.400.776.01; Fall 2015, Spring 2017)

Teaching eval average 4.8/5 across SAIS courses; about 15% of students comment that the course was the favorite of their academic career or time at SAIS

External Interventions to Reduce Poverty – Foreign Aid (Harvard Economics 970; Spring 2012, 2014)

Economics Department undergraduate seminar; I designed the course and was the sole instructor. Average evaluation 4 on a 5-point scale, well above department average. Multiple students called the course their favorite at Harvard.

Rethinking Financial Inclusion: Smart Design for Policy and Practice (Harvard Kennedy Exec Ed; Spring 2014)

Teaching Fellow/Facilitator for Executive Education course involving senior officials from international private & public sector, central banks, etc. led by Asim Khwaja & Rohini Pande. No numeric evaluation.

Institutions and Development (Harvard Kennedy DPI 401; Fall 2011)

Head Teaching Fellow for Master's in International Development (MPA-ID) course taught by Ryan Sheely. Average evaluation above 4.5 on a 5-point scale, well above HKS averages. Many kind comments as well.

PROFESSIONAL WORK EXPERIENCE (SELECTED POSITIONS)

Risks and Benefits of Use of Somalia Country Systems, World Bank

DC/Kenya/Somalia

May 2017-September 2017 (anticipated end)

This World Bank-funded consultancy effectively supported Somalia's Use of Country Systems working group, a joint donor-Government of Somalia mechanism for exploring the use of Somalia's treasury, budgeting, and expenditure systems by donors. It is focused on creating a report framing the clear fiduciary risks of Somalia's systems (waste, fraud, etc.) against the benefits in terms of strengthening the central state, building legitimacy with Somali citizens, etc. It involves both remote work and time in Kenya (where many donors are based) and Somalia.

Facilitator/Presenter, Collaborative Africa Budget Reform Initiative (CABRI)

**Johannesburg,
South Africa**

April 2014

CABRI is a professional network of senior budget officials in African Ministries of Finance and Planning. I was one of the facilitators and training deliverers for CABRI's 2nd Agricultural Dialogue, focused on tools to evaluate spending impact in the agricultural sector. This included evaluation techniques and dialogue around systematizing evaluation practices, as well as the challenges and opportunities emerging as external actors become increasingly interested in project evaluation. Participants at the dialogue included senior policymakers (Deputy Ministers, Directors, etc.) from 14 sub-Saharan African countries.

Design Team Member, South Sudan Partnership Fund

Juba, South Sudan

June 2013-February 2014

In this (part time, based remotely but with regular travel to Juba) role I assisted the Government of South Sudan and development partners in the design of a new multi-donor pooled fund, which had innovative features designed to balance the need to ensure monies were spent as intended with putting government in the driver's seat regarding the uses of funds, as well as using government systems with the goal of strengthening same. The unfortunate events in South Sudan beginning December 2013 prevented this fund, which was expected to deliver approximately 100 million USD per year, from coming to fruition.

Support to Liberia's Aid Management Unit, Overseas Development Institute (ODI) **Monrovia, Liberia**

March 2011-June 2012 (both remote and in-country)

- Assisted in the finalization of Liberia's Aid Management Policy on contract from ODI's Budget Support Initiative (BSI)
- Supported reorganization of MoF's Aid Management Unit to implement the policy's mandate
- Engaged in direct capacity development as well as training and staffing plans
- Worked to encourage budget support and commence work on the division of labor agenda

Aid Management Advisor, Ministry of Finance
August 2008 – August 2009

Monrovia, Liberia

In this position as part of a government-executed, World Bank-funded Economic Governance and Institutional Reform Project (EGIRP), I worked to build a unit in the Ministry of Finance (MoF) capable of serving as the focal unit at MoF for relationships with international partners and to track donor disbursements to strengthen the national budget. I also participated in and advised on Liberia's interactions with international partners and public financial management (PFM) reform, and led the technical work on Liberia's Budget Support Working Group (BSWG), a multi-stakeholder forum for discussing PFM progress and challenges, as well as serving as technical focal point for partner budget support operations (including those of the EC and the ADB). I:

- Established a unit in the Ministry of Finance capable of performing aid management tasks;
- Led the process of developing Liberia's first-ever comprehensive report on aid flows as an annex to the national budget;
- Contributed to the process of developing intergovernmental aid architecture;
- Served as Ministry of Finance's focal point on negotiations with most international partners and the vetting of all aid agreements; worked to establish new business processes in these regards inside MoF;
- Led the updating and modification of the PFM Action Plan established by Government and discussed with stakeholders at the June 2008 Berlin Liberia Poverty Reduction Forum;
- Coordinated technical work on behalf of GoL around the finalization of Liberia's 2009 PEMFAR;
- Worked to increase budget support to Liberia, including playing key roles in new funds of 20+ million USD from the African Development Bank and 45+ million USD (over 2 years) from the EU (Liberia had previously received less than 15 million USD total in budget support since the end of the war);
- Coordinated MoF's engagement with international partner missions (scoping, assessment, evaluation, etc.)

Special Assistant to the Minister of Finance (Scott Fellow)
June 2007- July 2008

Monrovia, Liberia

This fellowship program (<http://www.cgdev.org/content/article/detail/13725/>), funded by the Scott Family Foundation via the Center for Global Development, allowed me to work closely with the Minister of Finance, Antoinette M. Sayeh, during a critical period in Liberia's post-conflict development. My role was essentially to assist the minister in implementing her agenda in the ways in which she best saw fit. My final report on the fellowship can be found at www.cgdev.org/userfiles/file/Dan%20Honig.pdf. I:

- Coordinated the technical work around the development of Liberia's first full Poverty Reduction Strategy (PRS) and drafted sections of the document
- Worked closely with others in coordinating the clearance of Liberia's arrears to the IMF, WB, and ADB, assisting in Liberia's Paris Club Negotiations, and furthering negotiations with Liberia's commercial and other multilateral creditors
- Assisted in the formulation and implementation of PFM reform strategies, including leading the technical work around the creation of Liberia's first PFM action plan, which involved PFM actors across government;
- Served as the principal point of contact within the Ministry of Finance for the IMF, WB, and some other bilateral and multilateral donors, and participated in regular meetings (including the 2008

Spring Meetings of the IMF/WB) and negotiations with partners, including around the IMF's Poverty Reduction and Growth Facility (PRGF), the World Bank's response to the 2008 Global Food Crisis, the African Development Bank's Labor-Based Public Works project, and the HIPC Decision Point document (including coordinating the finalization of the HIPC Completion Point Triggers by the Government and negotiation of same with the IMF and WB)

- In collaboration with the Liberia Reconstruction and Development Committee (LRDC) and the German Government coordinated the preparatory work for the Liberia Poverty Reduction Forum (LPRF) held in Berlin, Germany, in late June 2008
- Supported the Economic Revitalization Pillar of the LRDC, chaired by the Minister of Finance, which coordinates various government agencies and partners' work to revitalize Liberia's economy
- Supported Liberia's launch of the Extractive Industries Transparency Initiative (EITI) and the interim secretariat until permanent staff were recruited
- Drafted speeches and presentations made by the Minister of Finance and President Ellen Johnson Sirleaf
- Advised the minister on a variety of topics
- Joined the minister in meetings with a variety of government and non-government stakeholders
- Liaised with a variety of government and non-government stakeholders outside the Ministry of Finance to assist in implementing reforms and in the normal functioning of the ministry

Founder & Director, Timorese Young Entrepreneurship Initiative (TYEI)
November 2004-February 2006

Dili, East Timor

TYEI aims to empower young Timorese by providing the concrete models, conceptual foundation, and practical skills necessary to improve agricultural practices and generate income through innovation and entrepreneurialism. TYEI is based on the belief that young, unemployed Timorese need to break the cycle of dependency, stop waiting for outside forces to make their lives better, and begin to take action to improve their condition via their own intelligence, resources, and hard work. TYEI assisted nearly a thousand young people in developing and implementing better (higher yielding, more efficient) agricultural practices and appropriate technology, beginning this NGO based on my own ideas for better grassroots rural youth development during my time there, and continued to run as a fully Timorese organization following my departure.

Program Officer, Ashoka: Innovators for the Public (Thailand)
July 2003-June 2004 (Program Officer); July 2004-September 2004 (Consultant)

Bangkok, Thailand

Ashoka is a citizen sector organization identifying and supporting social entrepreneurs in nearly fifty countries worldwide. For over twenty years Ashoka has provided the financial and non-financial support necessary to transform high-impact ideas into reality, supporting over 1600 Ashoka fellows in their missions for systemic social change. I evaluated candidates for support, coordinated the selection process for new Ashoka fellows, and wrote all necessary documents in support of candidates proposed by the Bangkok office to the formal selection panel, in addition to providing current Ashoka fellows with assistance in a wide variety of areas, among other activities.

Development Officer, Center for Jewish Arab Economic Development
June 2002-August 2002

Herzliyya Pituach, Israel

Program Officer, Trust for Reaching the Unreached (TRU)
June 2001-October 2001

Vadodara (Baroda), Gujarat, India