

## DAN HONIG

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I am an Associate Professor at Georgetown McCourt School of Public Policy and an Associate Professor of Public Policy at University College London (UCL) in the School of Public Policy/Department of Political Science. My research focuses on the relationship between management practice and organizational structure in delivering welfare-improving services, with a particular focus on the links between citizen voice, bureaucratic motivation, agency autonomy, & performance.

### POSITIONS, AFFILIATIONS, AWARDS

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McCourt School of Public Policy, Georgetown University, Washington, DC 2023-Present  
*Associate Professor*

Member, Georgetown Better Government Lab

School of Public Policy/Department of Political Science, University College London, London, UK 2021-Present  
*Associate Professor of Public Policy*

Co-lead, Sustainable Development, UCL Policy Lab (2022-); Deputy Director (Education) for New Programmes (2022-)

School of Advanced International Studies (SAIS), Johns Hopkins University, Washington, DC 2015-2021  
*Assistant Professor, International Development; Affiliate, International Political Economy Program*

**\*\*Winner, 2022 European Research Council (ERC) Starting Grant on Relational State Capacity (1.5 million Euros; 2023-2028, executing through UKRI Horizon ERC Guarantee)**

Non-Resident Fellow, Center for Global Development 2019-Present

Faculty Associate, Building State Capability Program, Harvard Kennedy School 2020-Present

Faculty Affiliate, JHU SNF Agora Institute 2021-Present

Editorial Board Member, Journal of Public Policy 2019-Present

Research Fellow, Mahbub ul Haq Centre, Lahore Univ. of Management Sciences (LUMS) 2021-Present

Stanford CASBS Organizations and Their Effectiveness Working Group led by B. Gibbons & W. Powell 2018-Present

Member, Scholars Strategy Network 2017-Present

Visiting Fellow, Institute of Politics, Leiden University, The Netherlands 2020-2021

Visiting Researcher, West Africa Research Center, Dakar, Senegal 2020

Visiting Scholar, Thammasat University Department of Economics, Bangkok, Thailand 2019-2020

Excellence in Teaching Award (awarded to 4 tenured/tenure-line faculty across SAIS annually) 2019

Merit Award "in recognition of [my] contributions to SAIS and the profession." 2019

Principal Investigator, International Growth Center "Transforming the Public Sector by Improving Bureaucratic Performance: Mission Match and Slack in Bangladesh" (50,000 GBP) 2018-2020

Johns Hopkins Catalyst Grant for Early Career Faculty (75,000 USD) 2018-2020

### EDUCATION

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Harvard University/Harvard Kennedy School, Cambridge, MA PhD, Public Policy, 2015

*Primary Field: Political Economy; Secondary Field: Organizational, Institutional, & Bureaucratic Behavior*

*Committee: Peter Hall (chair), Beth Simmons, Matt Andrews, Ryan Sheely*

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

School of Public & International Affairs, Princeton University Princeton, NJ

Graduate-level (MPA) Studies in Public Affairs with focus on Development Studies (no degree) 2006-2007

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

Ann Arbor, MI  
2003

## BOOKS

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Honig, D. (2024). *Mission Driven Bureaucrats: Empowering People To Help Government Do Better*. Oxford University Press.

Honig, D. (2018). *Navigation by Judgment: Why and When Top-down Management of Foreign Aid Doesn't Work*. Oxford University Press.

## PUBLIC IMPACT

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- Current/past involvement in managerial practice reforms in the US, UK, Liberia, Australia, Ethiopia, World Bank, and beyond
- Research referenced multiple times in [US congressional testimony](#), in the UK Parliament ([including by MPs](#)), USAID [policy documents](#), [World Bank](#) operational reforms, major INGO policy guidance and training materials, in the [New York Times](#), etc.
- Named one of the [50 Researchers Shaping 21<sup>st</sup> Century Politicians](#), 2022
- Named one of the [100 Most Influential Academics in Government](#), 2021
- Presentations at a variety of government and intergovernmental agencies (in addition to many academic presentations) including:
  - *Mission Driven Bureaucrats/Related Work*: Senior government actors in the UK, Thailand, Australia, and Canada. Keynotes at major convenings of bureaucrats and policymakers in Canada and Germany. Other policy talks in Sweden, Slovenia, USA. Presentations at senior levels in the World Bank, USAID. Academic presentations at Harvard Kennedy School, Oxford Blavatnik, Brown Watson, Sydney University (Australia), Thamassat University (Thailand), Kyiv School of Economics (Ukraine), and beyond. Featured on prominent podcasts including Alice Evans' *Rocking Our Priors*, Dan Banik's *In Pursuit of Development*, UCL's *Uncovering Politics*, the Global Government Forum's *Leading Questions*, and Mark Fabian's *ePODstemology*.
  - *Navigation by Judgment/Related Work*: the US Agency for International Development (multiple times), US Millennium Challenge Corporation, World Bank (multiple to staff), World Bank Executive Board, Swedish International Development Agency (SIDA) senior management and staff, KfW (Germany's development bank), European Commission, UK Department for International Development, International Fund for Agricultural Development, Australian Aid (DFAT), and OECD Development Assistance Committee secretariat (Paris); also talks at development think tanks including the Center for Global Development DC, Center for Global Development Europe, Carnegie Institute, Overseas Development Institute, Brookings, Feedback Labs, and at foundations including the Hewlett Foundation and the Gates Foundation. Also many academic presentations including (but not limited to) at Harvard, Stanford, LSE, Michigan, etc.
- Keynotes: 2019 Research for Development Impact conference (Australia's largest annual development convening); 2022 European Evaluation Society Biennial Conference (Copenhagen); 2024 Berlin Creative Bureaucracy Festival; 2024 Georgetown Bencon; 2024 Canada FWD50 (largest convening of civil servants in the country)
- Curator of the Project Performance Database (PPD), world's largest database of development project outcomes (over 20,000 projects from 12 agencies)

**ACADEMIC JOURNAL PUBLICATIONS**

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Forster, T., D. Honig, and A. Kentikelenis. (Early View). Formal governance matters: When, how, and why states act on the IMF Executive Board. *Review of International Political Economy*.

Honig, D. & S. Thompson. (Accepted/Forthcoming). Mission Driven Bureaucrats & Agency Performance in Difficult Times. *Asia Pacific Journal of Public Administration*.

Honig, D., R. Lall, and B. Parks. (2023). When Does Transparency Improve Institutional Performance? Evidence from 20,000 Aid Projects in 183 Countries. *American Journal of Political Science* 67:4, 1096-1116.

Bisbee, J. & D. Honig. (2022) "Flight to Safety: COVID-Induced Risk Aversion in 2020 Democratic Primary Vote Choice." *American Political Science Review* 116 (1), 70-86.

Honig, D. (2021) Supportive Management Practice and Intrinsic Motivation Go Together in the Public Service. *Proceedings of the National Academy of Sciences* 118 (13).

Borragina-Ballard, L., J. Sobek, & D. Honig. (2021) What Motivates Highly Trained Child Welfare Professionals to Stay or Leave?" *Child & Youth Services Review* 124.

Bertelli, A., M. Hassan, D. Honig, D. Rogger, & M. Williams. (2020). An Agenda for the Study of Public Administration in Developing Countries. *Governance* 33:4, 735-748.

\*\*Reprinted in Arabic (2022) in *Hikama* 3:175-198.

Honig, D. (2020). Information, Power, & Location: World Bank Staff Decentralization and Aid Project Success. *Governance* 33:4, 749-769.

Bisbee, J. & D. Honig. (2020). Flight to Safety: 2020 Democratic Primary Election Results and COVID-19. *Journal of COVID Economics* 3, 54-84.

Honig, D. & C. Weaver. (2019). A Race to the Top?: The Aid Transparency Index and the Social Power of Global Performance Indicators. *International Organization* 73:3, 579-610.

\*\*Reprinted (with some alterations/improvements) in Kelley, J. & B. Simmons (editors), 2020. *The Power of Global Performance Indicators*, Cambridge University Press. Chapter 5, 157-191.

Honig, D. (2019). "Case Study Design and Analysis as a Complementary Empirical Strategy to Econometric Analysis in the Study of Public Agencies: Deploying Mutually Supportive Mixed Methods". *Journal of Public Administration Research and Theory* 29:2, 299-317.

Honig, D. (2019). "When Reporting Undermines Performance: The Costs of Politically Constrained Organizational Autonomy in Foreign Aid Implementation". *International Organization* 73:1, 171-201.

Honig, D. and N. Gulrajani. (2018). "Making Good On Donors' Desire to Do Development Differently". *Third World Quarterly* 39:1, 68-84.

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

## OTHER PUBLICATIONS

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Honig, D., A. Khan, & J. Naritomi. (Accepted/Forthcoming) "State Capacity". *London Consensus*; T. Besley & A. Velasco (Eds.)

Honig, D. (2024). "How Labour Can Fix the Public Sector." In *Comment is Freed*; online [here](#).  
 \*\* Reprinted in [Ordinary Hope: A Mission to Rebuild](#) (Joseph Rowntree Foundation & UCL, 2024) & Reposted on [Apolitical](#) (2024)

Greenstein, G. & D. Honig (2024). "Managing Aid Personnel". Chapter 18 In Desai, R. M., Devarajan, S., & Tobin, J. L. (Eds.). *Handbook of aid and development*. Edward Elgar Publishing.

Honig, D. (2022). [Managing for Motivation as Public Performance Improvement Strategy in Education & Far Beyond](#). Center for International Development at Harvard University Working Paper #409. Also issued as a [Research on Improving Systems in Education \(RISE\) Essay](#).

Honig, D. (2022). [Effectiveness is in the Details: Realizing the Promise of Localization Requires Rethinking USAID's Administrative Process](#). In Ingram, G. *Locally Driven Development: Overcoming the Obstacles*. Brookings Global Working Paper #173, Brookings Institution.

Honig, D. (2022) [Be the Solution: How Bureaucrats can Improve Public Sector Performance Through Mission Management](#). Pakistan Dialogues, Mahbub Ul Haq Research Centre, Lahore University of Management Sciences.

Honig, D. (2020). [Actually Navigating by Judgment: Towards a New Paradigm of Donor Accountability Where the Current System Doesn't Work](#). Center for Global Development Policy Paper 169. Washington, DC: Center for Global Development. Linked policy brief: Honig, D. (2020). [Managing Better: What All of Us Can Do to Encourage Aid Success](#). Center for Global Development, February 5, 2020.

Honig, D., Lall, R., and Parks, B. (2020). [When Does Transparency Improve Institutional Performance? Evidence from 20,000 Aid Projects in 183 Countries](#). AidData Working Paper #100. Williamsburg, VA: AidData at William & Mary.

Bisbee, J. & D. Honig. (2020). [Sanders was losing to Biden anyway. But he lost more in areas with coronavirus cases](#). Washington Post Monkey Cage, April 2, 2020.

Campbell, S., D. Honig, and S. Rose. (2020). [Creating an Accountability Framework that Serves the Global Fragility Act's Mission](#). Center for Global Development Note.

Honig, D. (2020). [Tyranny of Metrics by Jerry Z. Muller](#) (Book Review). *Governance* 33:3, 714-717.

Honig, D. and Lant Pritchett. (2019). [The Limits of Accounting-Based Accountability in Education \(and Far Beyond\): Why More Accounting Will Rarely Solve Accountability Problems](#). Center for Global Development Working Paper 510. Washington, DC: Center for Global Development. Also issued as [Research on Improving Systems in Education \(RISE\) Working Paper 19-030](#). Linked blog: Honig, D. (2019). [Putting "Account" at the Center of "Accountability": Why ICT Won't Improve Education Systems \(and Beyond\), and What Will](#). Center for Global Development, May 24, 2019.  
 \*\*\*Blog reprinted (with some edits) in *Impact Magazine*, October 2019.

Honig, D. (2019). The Power of Letting Go. *Stanford Social Innovation Review*, Winter 2019.

Barma, N., S. Campbell, D. Honig, R. Ginty, & J. Rovner (2019). Roundtable on Campbell's *Global Governance & Local Peace: Accountability & Performance in International Peacebuilding*. Roundtable 10-24, H-Diplo/ISSF.

Honig, D. (2019). Let Local Leaders Lead: Why Donors Should Create More Space for Local Leadership. Development Leadership Program Blog, September 27. Center for Global Development version [here](#).

Honig, D. (2018). The Development Dance: How Donors and Recipients Negotiate the Delivery of Foreign Aid by Haley Swedlund. (Book Review) *Perspectives on Politics* 16:4, 1233-1234.

Honig, D. & S. L. Cramer. (2017). Strengthening Somalia's systems smartly: a country systems risk benefit analysis. Washington, D.C.: World Bank Group.

Honig, D. (2017). How Frequent Reporting of Quantitative Accountability Measures Can Undermine Bureaucratic Performance. Basic Facts Brief, Scholars Strategy Network.

Honig, D. & J. Johnson (2017). Body Cameras Work – Just Not in the Way You Think. National Police Foundation.

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.

## **PAST AWARDS, FELLOWSHIPS & GRANTS, & FORMER AFFILIATIONS**

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Fellow, Foreign Policy Institute, Johns Hopkins SAIS	2021-2024
Sweden's Expert Group for Aid Studies (EBA) Reference Group, "Trust-based Management in Aid"	2019-2021
Peer Reviewer/reference group, World Bank IEG Study on Bank Staff Decentralization	2019-2021
<i>Winner, 2014 Next Horizons Essay Contest "Fresh Ideas on the Future of Foreign Aid" from GDN/Gates Foundation. Essay: "More Autonomy for Donor Organizations &amp; Their Agents (Sometimes): Bringing Organizational Behavior and Management Theory to Foreign Aid Delivery." 13 winners from 1,470 entries</i>	
<i>National Science Foundation (NSF) Graduate Research Fellow</i>	2010-2015
<i>Doctoral Fellow, IGERT Harvard Multidisciplinary Program in Inequality &amp; Social Policy</i>	2011-2015
<i>Graduate Affiliate, Harvard Institute for Quantitative Social Science (IQSS)</i>	2014-2015
<i>Member, 2015 Academy of Management All-Academy Theme Committee</i>	2014-2015
<i>Organizer, Harvard Kennedy School Workshop on Institutions and Public Policy</i>	2013-2014

## **SELECTED INVITED PRESENTATIONS/CONFERENCES**

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- Open Government Hub, Washington DC (Hosted by Accountability Lab & Emerging Public Leaders), January 2025
- Sydney University (Australia), December 2024
- World Bank Governance Global Practice, November 2024
- World Bank Young Professionals "Graduation", November 2024
- Harvard Kennedy School, October 2024
- US Office of Evaluation Sciences, October 2024
- Canada FWD50, October 2024 (Keynote)

- UCL Policy Lab, September 2024
- SweDev (Stockholm) Development series, September 2024
- Georgetown Bencon, September 2024 (Keynote)
- Nesta (UK Innovation Agency for Social Good), July 2024
- Creative Bureaucracy Festival, Berlin, June 2024
- Kyiv School of Economics (Kyiv, Ukraine – in person), November 2023
- Artha Global Summit (Cochin, India), October 2023
- King Prajadhipok’s Institute for Democracy, Bangkok, October 2023
- Thamassat University Department of Economics, Bangkok, October 2023
- Slovenia Public Leadership Academy, May 2023
- London Consensus, London, May 2023
- Accelerating Public Service Leadership in Africa, Dec 2022 (Center for Global Development, DC, w/ Ellen Johnson Sirleaf)
- Meghalaya (India) Leaders Forum (senior state leaders’ convening), Aug 2022
- Keynote “Power and Peril of the Evaluator’s Gaze”, European Evaluation Society biennial conference, Copenhagen, May 2022
- Norad (Norway)/Sida (Sweden) Senior Leadership Joint Workshop on “Tomorrow’s Aid Today”, November 2021
- MIT GovLab, November 2021
- Oxford Blavatnik PeopleGov International Meeting, November 2021
- Norwegian Knowledge Bank, November 2021
- Center for Policy Research (India), November 2021
- World Bank IEG Launch of Report on Changing Outcome Orientation/Country Results Framework (250+ people), March 2021
- Research on Improving Systems of Education (RISE) Webinar – Bureaucratic Barriers in Education, Dec 2020
- OECD Effective Institutions Platform Annual Meeting, Dec 2020
- Co-organized APSA Annual Meeting Mini-Conference on “Frontiers of Research in Bureaucratic Politics & Management”, September 2020
- Sida (Swedish Aid) Forum on Working Adaptively, Stockholm, March 2020
- Gates Foundation/Blavatnik Conference on Supporting Evidence Use and Creation in Government, London, Feb 2020
- Overseas Development Institute 2020 Public Finance Conference, London, February 2020
- Sida (Swedish Aid) Senior Management Retreat on Organizational Reform, January 2020
- Singapore Management University, November 2019
- Thamassat University (Bangkok), October 2019
- Keynote on “Letting the Pilot Steer: How Donor Practice Can Better Support Local Leadership” at Research for Development Impact/La Trobe University (Melbourne) Annual Conference, June 2019
- “Can We Do Development Better” Public Event, UCL London, November 2018
- Stanford Center for Advanced Study in the Behavioral Sciences (CASBS) Summer Institute on Organizations and their Effectiveness, July 2018
- World Bank “Moving the Needle” Governance Global Practice Convening, June 2018
- World Bank Fragility, Conflict, and Violence group, October 2017
- USAID Democracy, Human Rights, and Governance group, September 2017
- Society for International Development public panel, June 2017
- Frontiers in Public Administration and Policy Implementation, NYU, May 2017
- World Bank Development Impact Monitoring and Evaluation Group, April 2017
- 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
- Center for Global Development Invited Research Presentation, Feb 2016
- Overseas Development Institute (ODI), London, UK, January 2015
- Behavioural Insights Team, London, UK, January 2015
- Department for International Development (DFID), London, UK, January 2015
- 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
- Africa Governance Initiative – Office of Tony Blair, London, UK, May 2014
- Public Affairs Research Institute, Johannesburg, South Africa, April 2014

## COURSES TAUGHT

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*Improving Public Policy Implementation (UCL POLS 0096; Term 2 2023)*

*International Organisations (UCL PUBL 0089; Term 2 2023)*

*International Public Policy (UCL PUBL 0090; Term 1 2021)*

*Development Proseminar/Introduction to Development (SAIS SA.400.821; Fall 2015, 2016, 2017, 2018, 2020)*

*Managing and Delivering Development Assistance (SAIS SA.400.776; Fall 2015, Spring 2017, Spring 2018)*

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

## PROFESSIONAL WORK EXPERIENCE (SELECTED POSITIONS)

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### ***Aid Management Advisor to the Minister of Finance***

**Monrovia, Liberia**

August 2008 – August 2009

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)***

**Monrovia, Liberia**

June 2007- July 2008

This [fellowship program](#), 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. 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)**

**Dili, East Timor**

November 2004-February 2006

TYEI worked 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)**

**Bangkok, Thailand**

July 2003-June 2004 (Program Officer); July 2004-September 2004 (Consultant)

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 and coordinated the selection process for new Ashoka fellows in addition to providing current Ashoka fellows

with assistance in a wide variety of areas.