Fred Carden, PhD

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Executive Summary

Based in Ottawa, Canada, Fred Carden is an experienced evaluation professional who has built an international reputation for his work in evaluation and knowledge to policy processes. He has wide global experience and has designed and managed complex multi-country initiatives. He has strong experience in South and Southeast Asia as well as East and West Africa. He has published widely on evaluation methods as well as on the use of evidence in public policy. In 2015, he formed a research and evaluation consultancy, Using Evidence Inc., that focuses on efforts to improve the use of research and evaluation evidence in decision making.

Employment History

2015 – *present* Using Evidence Inc., Founder & President

Using Evidence is a research and evaluation consultancy that focuses on enhancing the use of evidence in decision making.

Current professional work includes:

- Team Leader for Research Quality Assessment (RQ+), for KONEKSI, a research funding agency supported by DFAT Australia in Indonesia
- Lead on Research Quality Assessment (RQ+) for two IDRC programs
- Member, Independent Evaluation Panel, The Global Fund to Fight AIDS, Tuberculosis and Malaria
- RQ+ Advisor, Closing the Equity Gap project, Université de Montréal & Unicef

Other past clients and partners include:

- Gates Foundation (Maternal and Child Health, malaria programs)
- International Confederation of Midwives
- Department for Science, Innovation and Technology, Government of the UK
- Oxfam America

- Sambodhi Research and Communications (India)
- World Health Organization (Quality Norms & Standards department)
- UNICEF
- The 1000 Days Fund
- Ontario Brain Institute
- Global Affairs Canada (Evaluation section)
- The Mastercard Foundation
- Global Development Network

2013–2015 RTI International

Senior Governance Research Specialist & Lead Technical Advisor, Knowledge Sector Initiative, a DFAT-funded project in Indonesia

1993–2013 International Development Research Centre (Canada)

2004–2013 Director, Evaluation

1993–2004 Program Specialist, Evaluation

1981–1993 Faculty of Environmental Studies, York University

1989–1993 Canadian Advisor, University Consortium on the Environment
(a project of Environmental Management Development in Indonesia)

1986–1989 Coordinator of Non-Degree Studies

1981–1986 Research Director, Moshi/York Cooperative Management Project

Education

2008 Harvard Kennedy School, Fellow in Sustainability Science

1990 PhD, Université de Montréal (Aménagement)

1981 Master's in Environmental Studies, York University

1979 Bachelor's in Environmental Studies, University of Waterloo

Professional Appointments

2023 Member, Independent Evaluation Panel, The Global Fund to Fight AIDS, Tuberculosis and Malaria

2023–2026 Co-Chair, Research Advisory Board, 1000 Days Fund (Indonesia)

2024 Independent Assessor for a PhD Thesis, University of Cape Town

2018–2023	Member, International Advisory Panel to INASP
2020–2022	Chair of the Board, Partnership for Economic Policy (member, 2017–2020)
2020–2021	Member, Engagement Committee, for an evidence review on results-based payments for the Green Climate Fund
2018–2021	Member, Advisory Committee to 'Doing Research', a project of the Global Development Network
2015–2018	Editorial Advisory Board, American Journal of Evaluation
2015	Member, Review Panel for Design of 'Examining Impact Enhancement,' an NWO/WOTRO (Netherlands) research call
2014–2019	External Reference Group for the DFID evaluation of the International Growth Centre
2013–2015	Selection Panel, ESRC/DFID Development Frontiers Competition
2012	Scientific Committee of the Second Global Symposium on Health Systems

Publications

Books

- Nugroho, K., **Carden, F.**, & Antlov, H. (2018). *Local knowledge matters: Power, context and policy making in Indonesia*. Policy Press.
- Pellini, A., Prasetiamartati, B., Nugroho, K., Jackson, E., & **Carden, F.** (Eds.). (2018). *Knowledge, politics and policy making in Indonesia*. Springer.
- **Carden, F.** (2009). *Knowledge to policy: Making the most of development research*. Sage & International Development Research Centre. (English, French, Spanish, Chinese, Arabic)
- Horton, D., **Carden, F.**, et al. (2003). *Evaluating capacity development: Experiences from research and development organizations around the world*. International Service for National Agricultural Research, International Development Research Centre, & Technical Centre for Rural Agricultural Cooperation. (English, French, Spanish)
- Lusthaus, C., Anderson, G., Adrien, M.-H., **Carden, F.**, & Montalván, G. P. (2002). *Organizational assessment: A framework for improving performance*. Inter-American Development Bank & International Development Research Centre. (English, French, Spanish)

- Earl, S., **Carden, F.**, & Smutylo, T. (2001). *Outcome mapping: Building learning and reflection into development programs*. International Development Research Centre. (English, French, Spanish, Portuguese, Indonesian, Polish, Serbian, Croatian)

- Lusthaus, C., Anderson, G., **Carden, F.**, & Adrien, M.-H. (2000). *Enhancing organizational performance: A toolbox for self-assessment*. International Development Research Centre. (English, French, Spanish, Vietnamese)

- **Carden, F.**, Poerbo, H., Found, W., & Grenier, L. (Eds.). (1995). *Working with people: Indonesian experiences with community-based development*. York University and Institut Teknologi Bandung.

Chapters, Working Papers, and Articles

- Goldman, I., Cairney, P., Dias, T., Dillon, B., Ferrari, R., Morgan, G., & **Carden, F.** (forthcoming). Futures, feedback and flexibility: Reimagining public sector management and evaluation in the time of polycrisis. *Journal of Multidisciplinary Evaluation*.

- **Carden, F.**, Barnett, C., Sutherland, Z., Kastritis, P., Ramaswamy, A., Rodriguez Rincon, D., Hepworth, C., & Bettine, Y. (2026). *Newton Fund evaluation: Assessing progress towards impact*. Government of the UK.

- Vogel, I., **Carden, F.**, Hepworth, C., & Stevenson, C. (2023). *Evaluation of the Global Challenges Research Fund: Assessment of research quality, positioning for use and results*. Government of the UK, Department for Science, Innovation, and Technology.

- **Carden, F.**, & Paterson, A. (2023). *Impact evaluation of the Research for Health in Humanitarian Crises (R2HC) programme of Elrha*. Elrha.

- McLean, R. K. D., **Carden, F.**, Aiken, A. B., Armstrong, R., Bray, J., Cassidy, C. E., Daub, O., Di Ruggiero, E., Fierro, L. A., Gagnon, M., Hutchinson, A. M., Kislov, R., Kothari, A., Kreindler, S., McCutcheon, C., Reszel, J., Scarrow, G., & Graham, I. D. (2023). Evaluating the quality of research co-production: Research Quality Plus for Co-Production (RQ+ 4 Co-Pro). *Health Research Policy and Systems, 21*(1), 51.

- Karuri-Sebina, G., **Carden, F.,** &Beckley, F. (2023). Challenges and opportunities for improving coordination between multilateral institutions and philanthropies: A view from charitable foundations. In B. Moyo (Ed.), *African philanthropy: Philanthropic responses to Covid-19 and development goals in Africa*. Edward Elgar Publishing.

- **Carden, F.** (2023). Back to the future: Are we trapped in our past?. *Evaluation and Program Planning, 97*, 102264.

- Saluja, K., Reddy, K. S., Wang, Q., Zhu, Y., Li, Y., Chu, X., Li, R., Hou, L., Horsley, T., **Carden, F.**, Bartolomeos, K., & Hatcher Roberts, J. (2022). Improving WHO's understanding of WHO guideline uptake and use in Member States: A scoping review. *Health Research Policy and Systems, 20*(1), 98.

- McLean, R. K. D., **Carden, F.**, & Graham, I. D. (2022). Evaluating co-production research: Research Quality Plus for co-production (RQ+ 4 Co-Pro). In I. D. Graham, J. Rycroft-Malone, A. Kothari, & C. McCutcheon (Eds.), *Research coproduction in healthcare* (pp. 210–232). John Wiley & Sons.

- McLean, R. K. D., **Carden, F.** Aiken, A. B., Armstrong, R., Bray, J., Cassidy, C. E., Daub, O., Di Ruggiero, E., Fierro, L. A., Gagnon, M., Hutchinson, A. M., Kislov, R., Kothari, A., Kreindler, S., McCutcheon, C., Reszel, J., Scarrow, G., & Graham, I. D. (2021). Evaluating research co-production: Protocol for the Research Quality Plus for Co-Production (RQ+ 4 Co-Pro) framework. *Implementation Science Communications*.

- **Carden, F.**, Paterson, A., & Hanley, T. (2021). *From knowing to doing: Evidence use in the humanitarian sector*. Elrha.

- **Carden, F.,** Beintema, N., Admassie, A., Katera, L., Mboghoima, T., & Onyekwena, C. (2019). *Informing policy with agricultural R&D evidence: An ASTI pilot project in Ethiopia, Nigeria, and Tanzania*. IFPRI Discussion Paper.

- **Carden, F.** Admassie, A., Diagne, A., Olukoshi, A., Onyekwena, C., & (2019). *Strengthening research institutions: Learning from doing*. Working paper prepared for The Mastercard Foundation.

- Gienapp, A., **Carden, F.,** Sawaya, J., & Emerson, R**.** (2019). *Informing advocacy and communications capacity building efforts*. ORS Impact.

- Pellini, A., Weyrauch, V., Malho, M., & **Carden, F.** (2019). *State capability, policymaking and the Fourth Industrial Revolution: Do knowledge systems matter?*. Capability, Demos Helsinki, Helvetas, Politics & Ideas, Southern Voice, Using Evidence, & UNESCO Montevideo.

- **Carden, F.** (2018). *Policy and causality: A learning approach*. Knowledge Sector Initiative.

- Pellini, A., Prasetiamartati, B., Jackson, E., Nugroho, K., & **Carden, F.** (2018). Introduction and conclusion. In A. Pellini, B. Prasetiamartati, K. Nugroho, E. Jackson, & F. Carden (Eds.), *Knowledge, politics and policy making in Indonesia*. Springer.

- Prasetiamartati, B., Ruhanawati, S., Nugroho, Y., Rakhmani, I., & **Carden, F.** (2018). Academic research and policy making: Bridging the political and intellectual worlds. In A. Pellini, B. Prasetiamartati, K. Nugroho, E. Jackson, & F. Carden (Eds.), *Knowledge, politics and policy making in Indonesia*. Springer.
- **Carden, F.** (2017). *How do you evaluate a mental revolution? Wicked problems and economic development in Indonesia* (Working Paper No. 22). Knowledge Sector Initiative.
- **Carden, F.** (2017). Building evaluation capacity to address problems of equity. In S. Sridharan, K. Zhao, & A. Nakaima (Eds.), Building capacities to evaluate health inequities: Some lessons learned from evaluation experiments in China, India and Chile. *New Directions for Evaluation, 154*, 115–125.
- **Carden, F.** (2016). *Reflections on academies and science advice* (KSI Working Paper No. 13). Knowledge Sector Initiative.
- **Carden, F.**, & Duggan, C. (2013). Evaluating policy influence. In S. Donaldson, T. Azzam, & R. F. Connor (Eds.), *Emerging practices in international development evaluation*. Information Age Publishing.
- **Carden, F.** (2013). Evaluation, not development evaluation. *American Journal of Evaluation, 34*(4), 576–579.
- **Carden, F.** (2012). Walking gently: Some cautions in developing a procedural view of knowledge. *Journal of Epidemiology and Community Health*.
- **Carden, F.** (2013). Asking questions in the solution space: Methodological issues in evaluating equity. *Evaluation and Program Planning, 36*(1), 213–217.
- Alkin, M., & **Carden, F.** (2012). Evaluation roots: An international perspective. *Journal of Multidisciplinary Evaluation, 8*(17), 102–118.
- **Carden, F.** (2011). Influencing policy: Experiences from the field. In G. Papanagnou (Ed.), *Social science and policy challenges: Democracy, values and capacities* (pp. 165–180). UNESCO.
- Rogers, P., Bonbright, D., Earl, S., Ofir, Z., Khagram, S., MacPherson, N., & **Carden, F.** (2011). *Impact evaluation for improving development: Rethinking, reshaping and reforming*. Rockefeller Foundation.
- **Carden, F.**, & Wind, T. (2010). Strategy evaluation: Experience at the International Development Research Centre. *New Directions for Evaluation, 128*.

- **Carden, F.** (2010). Introduction to the forum section on evaluation field building in South Asia. *American Journal of Evaluation, 31*(2), 219–221.
- **Carden, F.** (2010). Sekapur sirih [Foreword]. In S. Deprez, E. Nirarita, & N. M. Shatifan, *Outcome mapping: Jejak perubahan menuju keberhasilan* (pp. ix–xi). VECO Indonesia.
- **Carden, F.** (2009). Understanding influence: The episode studies approach. In D. Tussie (Ed.), *The politics of trade: The role of research in trade policy and negotiation*. Brill.
- **Carden, F.** (2009). Using comparative data: A systems approach to a multiple case study. In D. Byrne & C. C. Ragin (Eds.), *The Sage handbook of case-based methods*. Sage.
- **Carden, F.** (2007). The real evaluation gap. *Alliance: For Philanthropy and Social Investment Worldwide, 12*(4), 53–54.
- Earl, S., & **Carden, F.** (2007). Infusing evaluative thinking as process use: The case of the International Development Research Centre. *New Directions for Evaluation, 2007*(116), 61–73.
- **Carden, F.** (2007). Context matters: The influence of IDRC-supported research on policy processes. In E. T. Ayuk & M. A. Marouani (Eds.), *The policy paradox in Africa: Strengthening links between economic research and policy making*. Africa World Press & International Development Research Centre.
- **Carden, F.** (2004). Issues in assessing the policy influence of research. *International Social Science Journal, 56*(179), 135–151.
- Earl, S., & **Carden, F.** (2003). Learning from complexity: The International Development Research Centre's experience with outcome mapping. In J. Pettit, L. Roper, & D. Eade (Eds.), *Development and the learning organization*. Oxfam.
- **Carden, F.** (2000). Giving evaluation away: Challenges in a learning-based approach to evaluation. In M. Estrella, J. Blauert, D. Campilan, J. Gaventa, J. Gonsalves, I. Guijt, D. Johnson, & R. Ricafort (Eds.), *Learning from change*. International Development Research Centre.
- Davis, C., & **Carden, F.** (1998). Research effectiveness and R&D evaluation in developing countries. *Knowledge and Policy, 10*(4), 7–30.
- **Carden, F.** (1998). Research evaluation: From power to empowerment. *Knowledge and Policy: The International Journal of Knowledge Transfer and Utilization, 10*(4), 67–76.

- **Carden, F.**, Chevalier, M., & Taylor, G. (1997). A position statement on international development: The case of Sub-Saharan Africa. In E. Trist, F. Emery, H. Murray, & B. Trist (Eds.), *The social engagement of social science: Volume III: The socio-ecological perspective* (pp. 618–634). University of Pennsylvania Press.
- **Carden, F.**, Chevalier, M., & Taylor, G. (1995). Redesigning Western foreign policy. In J.-M. Choukroun & R. Snow (Eds.), *Planning for human systems*. Busch Center, The Wharton School, University of Pennsylvania.