

## FRED CARDEN

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*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.*

### RECENT ACTIVITIES

Since launching Using Evidence in August 2015, Fred has worked on a range of activities:

- Knowledge Sector Initiative in Indonesia on improving the potential to use evidence in public policy
- Evaluation of UN Women's Regional Architecture (with EnCompass LLP)
- Quality Assessment of two World Food Program Evaluations (with Universalial Management Group)
- Review of the evaluation approach at the MasterCard Foundation
- IUCN on quality review of Value for Money assessments of projects
- Government of Indonesia (Ministry of Research, Technology and Higher Education) on approaches to evaluating research
- Indigenous Services Canada, training on Outcome Mapping
- Development of an advocacy and communications capacity assessment tool with ORS Impact (for the Bill and Melinda Gates Foundation)
- Rideau Hall Foundation on evaluation advisory services
- International Development Research Centre on research funding councils
- ORS Impact on guidance and a handbook on evaluating advocacy capacity
- Ontario Brain Institute on evaluation design
- National Research Council (Canada) on a framework for impact evaluation
- Global Affairs Canada on evaluating coherence of development, trade, and diplomacy efforts in a country program
- Advisory service on knowledge management to the Vietnam Academy of Social Sciences

He is currently working with

- The Agricultural Science and Technology Indicators program of IFPRI (International Food Policy Research Institute) on piloting improvements to the use of agricultural research data at the national level in Ghana, Tanzania, Ethiopia and Nigeria

- Bill & Melinda Gates Foundation on their Maternal, Neonatal and Child Health (MNCH) strategy, on approaches to evaluating implementation research, and evaluation support to MNCH programming including the International Confederation of Midwives and MNCH programming in Malawi
- Sambodhi Research & Communications on process evaluation in maternal and child health programming in Uttar Pradesh, India
- MasterCard Foundation on strengthening African leadership in research
- DFID UK on oversight to the International Growth Centre program
- Migunani on evaluation of the role of conferences in enhancing outreach and capacity build

Fred sits on the board of the Partnership for Economic Policy and the International Advisory Panel to the Doing Research project of the Global Development Network. As well, he sits on various selection panels and contributes reviews to organizations as well as several policy- and evaluation-related journals. He continues to write on evaluation and knowledge to policy processes.

## EMPLOYMENT HISTORY

- 2015-**                    **Using Evidence Inc.**  
Principal  
Using Evidence is a research and evaluation consultancy that focuses on enhancing the use of evidence in decision making.
- 2013-2015**            **RTI International**  
Senior Governance Research Specialist &  
Lead Technical Advisor, Knowledge Sector Initiative, 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 of Government  
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

- 2018 – 2021 Member, Advisory Committee to ‘Doing Research’, a project of the Global Development Network
- 2017-2019 Member of the Board, Partnership for Economic Policy. <https://www.pep-net.org/>
- 2015-2021 Editorial Advisory Board, Journal of Evidence and Policy
- 2014-2020 External Reference Group for the DFID evaluation of the International Growth Centre
- 2015-2018 Editorial Advisory Board, American Journal of Evaluation
- 2016 Member, Selection Committee, Canadian Queen Elizabeth II Diamond Jubilee Scholarships, Advanced Scholars Program. Universities Canada
- 2016 Member, Screening Committee for the first research competition of the Indonesian Science Fund (Dana Ilmu Pengetahuan Indonesia)
- 2015 Member, Review Panel for Design of ‘Examining Impact Enhancement’, a NWO/ WOTRO (The Netherlands) research call
- 2014-2015 Member of the Reference Group for the CIFOR Climate Change Mitigation Evaluation
- 2013-2017 Editorial Committee, New Directions for Evaluation
- 2013-2015 Selection Panel, ESRC/DFID Development Frontiers Competition
- 2012 Scientific Committee of the Second Global Symposium on Health Systems
- 2011-2015 International Advisory Committee for Joint MFSII evaluation, NWO/WOTRO, Netherlands
- 2010-2015 DFID/ESRC Joint Scheme Advisory Group
- 2006 - 2008 Member of the Stakeholder Advisory Network, Canadian Foundation for Innovation
- 2005 - 2009 External Expert Member of the Performance and Evaluation Committee of the Social Sciences and Humanities Research Council of Canada

## PUBLICATIONS

Fred Carden is the author or co-author of several books published in a dozen languages, as well as numerous chapters and articles.

### Books

Local Knowledge Matters: Power, context and policy making in Indonesia. with K. Nugroho and H. Antlov. Policy Press. 2018. <https://policypress.co.uk/local-knowledge-matters>

Pentingnya Pengetahuan Lokal, Jakarta, Knowledge Sector Initiative. 2018. [www.ksi-indonesia.org](http://www.ksi-indonesia.org)

## PUBLICATIONS (cont.)

Knowledge, Politics and Policy Making in Indonesia, edited by A. Pellini, B. Prasetiamartati, K. Nugroho, E. Jackson and F. Carden. Springer. 2018.

<https://www.springer.com/us/book/9789811301667>

Knowledge to Policy: Making the most of development research. Delhi & Ottawa: Sage & International Development Research Centre (IDRC). 2009. (English, French, Spanish, Chinese, Arabic) [https://usingevidence.com/wp-content/uploads/2015/12/Knowledge to Policy Making the Most of Development Research by Fred Beck Carden at Using Evidence Inc.pdf](https://usingevidence.com/wp-content/uploads/2015/12/Knowledge%20to%20Policy%20Making%20the%20Most%20of%20Development%20Research%20by%20Fred%20Beck%20Carden%20at%20Using%20Evidence%20Inc.pdf)

Evaluating Capacity Development: Experiences from research and development organizations around the world. With Douglas Horton, et al. The Hague, Ottawa & Wageningen: International Service for National Agricultural Research (now part of the International Food Policy Research Institute), IDRC & The Technical Centre for Rural Agricultural Cooperation (CTA). 2003. (English, French, Spanish)

<https://www.idrc.ca/en/book/evaluating-capacity-development-experiences-research-and-development-organizations-around-world>

Organizational Assessment: A framework for improving performance. With Charles Lusthaus, Gary Anderson, Marie-Hélène Adrien and George Plinio Montalván. Washington & Ottawa: InterAmerican Development Bank & IDRC. 2002. (English, French, Spanish)

<https://www.idrc.ca/en/book/organizational-assessment-framework-improving-performance>

Outcome Mapping: Building learning and reflection into development programs. with Sarah Earl and Terry Smutylo. Ottawa: IDRC. 2001. (English, French, Spanish, Portuguese, Indonesian, Polish, Serbian, Croatian)

[https://www.outcomemapping.ca/download/OM\\_English\\_final.pdf](https://www.outcomemapping.ca/download/OM_English_final.pdf)

Enhancing Organizational Performance. With Charles Lusthaus, Gary Anderson, Marie-Hélène Adrien. Ottawa: IDRC. 2000. (English, French, Spanish, Vietnamese)

<https://www.idrc.ca/en/book/enhancing-organizational-performance-toolbox-self-assessment>

Working with People: Indonesian Experiences with Community-based Development. ed. With H. Poerbo, W. Found and L. Grenier. Toronto & Bandung: York University and Institut Teknologi Bandung. 1995. <https://www.goodreads.com/book/show/17839920-working-with-people>

## Chapters, Working Papers, & Articles

Strengthening Research Institutions: Learning from doing. 2019. with A Admassie, A Diagne, A Olukoshi, C Onyekwena. Working Paper prepared for the MasterCard Foundation.

Informing Advocacy and Communications Capacity Building Efforts. 2019. With Gienapp, A., Sawaya, J. & Emerson, R. Seattle: ORS Impact.

State Capability, Policymaking and the Fourth Industrial Revolution: Do Knowledge Systems Matter? 2019. With Arnaldo Pellini, Vanesa Weyrauch and Maria Malho. Discussion paper by [capability](#), [Demos Helsinki](#), [Helvetas](#), [Politics & Ideas](#), [Southern Voice](#), [Using Evidence](#) and [UNESCO Montevideo](#).

## PUBLICATIONS (cont.)

*Policy and Causality: A learning approach.* 2018. Knowledge Sector Initiative. <https://usingevidence.com/wp-content/uploads/2019/01/Policy-and-Causality-A-Learning-Approach-06Feb2018170706-2.pdf>.

*How do You Evaluate a Mental Revolution? Wicked Problems and Economic Development in Indonesia.* 2017. Working Paper 22. Knowledge Sector Initiative. <http://www.ksi-indonesia.org/en/news/detail/how-do-you-evaluate-a-mental-revolution>

*Building Evaluation Capacity to Address Problems of Equity.* 2017. in Sridharan, S., Zhao, K. and Nakaima, A. (eds.), Building Capacities to Evaluate Health Inequities: Some Lessons Learned from Evaluation Experiments in China, India and Chile. (June 2017.) *New Directions for Evaluation*, 154: 115-125. DOI: 10.1002/ev.20245.

*Introduction and Conclusion.* with Arnaldo Pellini, Budiati Prasetiamartati, Elisabeth Jackson and Kharisma Nugroho. in Knowledge, Politics and Policy Making in Indonesia, edited by Arnaldo Pellini, B. Prasetiamartati, K. Nugroho, E. Jackson and F. Carden

*Academic Research and Policy Making: Bridging the political and intellectual worlds.* With Budiati Prasetiamartati, Siti Ruhanawati, Yanuar Nugroho and Inaya Rakhmani. in Knowledge, Politics and Policy Making in Indonesia, edited by Arnaldo Pellini, B. Prasetiamartati, K. Nugroho, E. Jackson and F. Carden

[Reflections on Academies and Science Advice.](#) KSI Working Paper 13. 2016. Knowledge Sector Initiative.

[Knowledge and Competitiveness in Indonesia.](#) With Budiati Prasetiamartati and Judith Ascroft. Strategic Review. Jan-March 2015.

*Alternatives to the Conventional Counterfactual.* With Michael Bamberger and Jim Rugh. in Evaluation Management in South Africa and Africa. Edited by Fanie Cloete, Babette Rabie and Christo de Coning. Stellenbosch. SUN MeDIA. 2014.

*Evaluating Policy Influence.* with Colleen Duggan. In Emerging Practices in International Development Evaluation. Edited by Stewart Donaldson, Tarek Azzam and Ross. F. Connor. Information Age Publishing. 2013.

*Evaluation, Not Development Evaluation.* American Journal of Evaluation. 2013:34: 4. Pp. 576-579.

*Walking Gently: Some cautions in developing a procedural view of knowledge.* Journal of Epidemiology and Community Health. doi: 10.1136/jech-2012-201059. 2012.

*Asking Questions in the Solution Space: Methodological issues in evaluating equity.* in Journal of Evaluation and Program Planning. doi: 10.1016/j.evalprogplan.2012.01.010. 2012.

[Evaluation Roots: An international perspective.](#) with M. Alkin. Journal of Multidisciplinary Evaluation, 2012. 8:17. 102-118.

*Influencing Policy: Experiences from the field.* in Social Science and Policy Challenges: Democracy, values and capacities, ed. G. Papanagnou. Paris: UNESCO. 2011. Pp 165-180.

*Impact Evaluation for Improving Development: Rethinking, reshaping and reforming.* with P. Rogers, D. Bonbright, S. Earl, Z. Ofir, S. Khagram & N. MacPherson. Rockefeller Foundation. 2011.

## PUBLICATIONS (cont.)

*Strategy Evaluation: Experience at the International Development Research Centre.* with Tricia Wind. 2010. In New Directions for Evaluation. 128: Winter 2010.

*Introduction to the Forum Section on Evaluation Field Building in South Asia.* American Journal of Evaluation. 2010 (31)2. June. pp. 219-221.

*Sekapur Sirih (Foreword), Outcome Mapping: Jejak Prubahan Menuju Keberhasilan.* Authors: Stef Deprez, E. Nirarita & NM. Shatifan. Denpasar, Bali: VECO Indoensia. 2010. Pp. ix.xi.

*Understanding Influence: The episode studies approach.* in The Politics of Trade: The role of research in trade policy and negotiation. Ed. Diana Tussie. Dordrecht, Leiden, Boston: Brill. 2009.

*Using Comparative Data: A Systems Approach to a Multiple Case Study.* 2009. in The Sage Handbook of Case-Based Methods, ed. By David Byrne and Charles C. Ragin. Sage.

[The Real Evaluation Gap](#). in Alliance: For philanthropy and social investment worldwide. 2007. 12:4, pp 53-54.

*Infusing Evaluative Thinking as Process Use: The case of the International Development Research Centre.* 2007. with Sarah Earl. In New Directions for Evaluation. Vol 2007 (116): 61-73. DOI: 10.1002/ev.243.

*Context Matters: The influence of IDRC-supported research on policy processes.* 2007. in The Policy Paradox in Africa: Strengthening links between economic research and policy making. Ed. By Elias T. Ayuk & Mohamed Ali Marouani. Trenton NJ & Ottawa ON: Africa World Press & IDRC.

*Confluence and Influence: Research to policy connections.* with S Neilson. in Bridging Research and Policy: A new agenda for global development, ed. Diane Stone and Simon Maxwell, Routledge Press. 2005. Pp. 139-155.

*Issues in Assessing the Policy Influence of Research.* 2004. In International Social Science Journal. UNESCO. 179: 56(1): 135-151.

*Learning from Complexity: The International Development Research Centre's Experience with Outcome Mapping,* with Sarah Earl. 2003. In Development and the Learning Organization. ed. Jethro Pettit, L. Roper and D. Eade. London: Oxfam.

*Giving Evaluation Away: Challenges in a Learning-Based Approach to Evaluation.* 2000. In Learning from Change, ed. Marisol Estrella with Jutta Blauert, Dindo Campilan, John Gaventa, Julian Gonsalves, Irene Guijt, Deb Johnson and Roger Ricafort. Ottawa: IDRC.

*Research Effectiveness and R&D Evaluation in Developing Countries.*1998. Knowledge and Policy. With C. Davis. 10 (4): 7-30. doi:10.1007/BF02912497

*Research Evaluation: From power to empowerment.* 1998. Knowledge and Policy: The International Journal of Knowledge Transfer and Utilization. 10 (4):67-76.

*A Position Statement on International Development: The Case of Sub-Saharan Africa.* 1997. with Michel Chevalier and Glen Taylor. In The Social Engagement of Social Science. Volume III: The Socio-Ecological Perspective. A Tavistock Anthology edited by Eric Trist, Fred Emery and Hugh Murray, with Beulah Trist. pp. 618-634. University of Pennsylvania Press.

*Redesigning Western Foreign Policy.* With Michel Chevalier and Glen Taylor. In Planning for Human Systems, ed by Jean-Marc Choukroun & Roberta Snow. Busch Center, The Wharton School, University of Pennsylvania. 1995.

## PUBLICATIONS (cont.)

*Future Directions in Co-operative Research and Education*, with J.G. Craig & Michel Chevalier, in *Dignity and Growth: Citizen participation in social change*, edited by H.R. Baker, J.A. Draper & B.T. Fairbairn. Calgary: Detselig Press.

### Blogs

[Whose evidence matters?](#) Evaluation for Development. 3 August 2018.

[Learning about learning in an adaptive program.](#) (blog) With Arnaldo Pellini. Better Evaluation, 21 March 2017.

[Indonesia's knowledge sector is catching up, but a large gap persists.](#) (blog) With Arnaldo Pellini and Helen Tilley. The Conversation. 16 November 2016.

[Science and Research in the Public Interest – the Role of National Science Academies.](#) (blog) Research to Action. 10 November 2016.

[Remarks to the Indonesian Young Academy of Scientists – ALMI](#)  
API Silver Jubilee, 29 May 2015.

[Whose Development Results Count?](#)  
Norrag News, 2 August 2012.

### Video Presentations

**2017, 2018 & 2019. UNESCO Montevideo. MOOC (Massive Open On-line Course).**  
[Desigualdades en América Latina y el Caribe: Investigación, Políticas, y Gestión para las Transformaciones Sociales. Module 1](#), Experiences from the Field:  
<https://www.futurelearn.com/courses/desigualdades-america-latina/1/steps/266622>

**Module 3** Evaluating for Equity. <https://www.futurelearn.com/courses/desigualdades-america-latina/1/steps/275690#fl-comments>

**Module 4** From Knowledge to Policy <https://www.futurelearn.com/courses/desigualdades-america-latina/1/steps/276927>

2016. [Rethinking Research Policies and Practices.](#) (at 43:30). Centre for Innovation, Policy and Governance, Jakarta.

2012. [Emerging Practices in Evaluating Policy Influence.](#) My M&E eLearning Series on Emerging Practices in Development Evaluation.

2010. [Development is Not an Intervention.](#) Presentation to the Virtual Conference on Evaluation, Witwatersrand University.

2009. [Evidence-Based Policy Making.](#) IFPRI, Washington. DC.