

## **FREDERICK BECK GARDEN, PhD**

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### **PROFESSIONAL EXPERIENCE**

<b>International Development Research Centre</b>	<b>1993 -</b>
<b>Present</b>	
Director, Evaluation	2004 -
Senior Program Specialist, Evaluation	1997-2004
Senior Program Officer, Evaluation	1993-1997

<b>Faculty of Environmental Studies, York University</b>	<b>1981 -</b>
<b>1993</b>	

University Consortium on the Environment  
Canadian Advisor and Project Field Leader  
Bandung Institute of Technology, University of  
Indonesia, Gadjah Mada University, York University  
and University of Waterloo

Moshi/York Cooperative Management Project  
Research Director  
Cooperative College of Tanzania & York University

Co-ordinator of Non-Degree Studies

### **EDUCATION**

**PhD**, Université de Montréal (Aménagement) (1990)

Focus on the management of institutional and organizational  
relationships in the international environment

**Master in Environmental Studies**, York University (1981)

**Bachelor in Environmental Studies**, University of Waterloo (1979)

### **PUBLICATIONS AND CONFERENCE PRESENTATIONS**

See Annex I (publications) & II (conference presentations).

## **TEACHING EXPERIENCE**

See Annex III.

## **EXTERNAL REVIEWS**

See Annex IV

## **OTHER**

- Languages:**
- English and French (fluent)
  - Spanish (beginner)
  - Bahasa Indonesia (intermediate)

**Editorial Committees:**

- 2002-           • Review Committee, *Jurnal Pembangunan*, ITB, Indonesia

### **2000• Reviewer for *the Canadian Journal of Development Studies***

- 1990-1993     • Member, editorial board, *Lingkungan & Pembangunan - Environment & Development*, journal of the Association of Environmental Study Centres, Indonesia.

**Current Professional Appointments:**

- 2007-           Member, Reference Group, Network of Networks for Impact Evaluation  
2006-           Member of the Stakeholder Advisory Network, Canadian Foundation for Innovation  
2005 - 2006    Evaluation advisor to the Board on African Science Academy  
Development of the National Academies (USA)  
2005-           External Expert Member of the Performance and Evaluation Committee of the Social Sciences and Humanities Research Council of Canada

**Academic Appointments:**

- 2007-2008     Research Fellow in Sustainability Science. Harvard Center for International Development  
2001            Special Graduate Faculty, School of Rural Planning and Development, University of Guelph (graduate thesis advisor)  
1985-89        Fellow, Faculty of Environmental Studies, York University

## Annex I

### SELECTED PUBLICATIONS AND REPORTS

#### In Preparation

*Why? Because: Reflection on causality and complexity in development research.*

**Evaluation as futures studies: Using evaluation for change**

**Sustainability Science: graduate curriculum  
(with W. Clark, et al.)**

#### Books

- 2008 Knowledge to policy: Making the most of development research. Foreword by Carol H. Weiss. Ottawa & Delhi: IDRC & Sage.  
*French edition forthcoming*
- 2003 Evaluating Capacity Development: Experiences from research and development organizations around the world, with Doug Horton et al. ISNAR, CTA & IDRC.  
*Spanish and French editions available*
- 2002 Organizational Assessment: A framework for improving performance, with Charles Lusthaus, Gary Anderson, Marie-Hélène Adrien, and George Plinio Montalván, IDB & IDRC. (202 pp.)  
*Spanish and French editions available*
- 2001 Outcome Mapping: Building learning and reflection into development programs, with Sarah Earl and Terry Smutylo. Foreword by Michael Quinn Patton. IDRC. (140 pp.)  
Spanish French Thai editions available;  
*Spanish, French & Thai editions available  
Portuguese edition forthcoming*
- 1999 Enhancing Organizational Performance: a toolbox for self-assessment, with Charles Lusthaus, Marie-Hélène Adrien and Gary Anderson. IDRC Books. (129 pp.)  
*Spanish and French editions available*

Spanish, French, Albanian, Serbian

&

*Vietnamese editions available*

- 1995 Working with People: Indonesian experiences with community-based development, ed. with Hasan Poerbo, William Found and Louise Grenier, York University and Institute Technology of Bandung. (155 pp.)

## Chapters in Books

- 2008 “*Using Comparative Data: A systems approach to a multiple case study*”, in, Handbook of Case-Centred Methods, edited by David Byrne and Charles Ragin. Sage. Forthcoming.
- “*Understanding Influence: The episode studies approach*”. in, Diana Tussie, editor. The Politics of Trade: The Role of Research in Trade Policy and Negotiation. Amsterdam: Martin Nijhoff-Brill & Ottawa: IDRC. *Forthcoming*.
- 2007 “*Context Matters: The influence of IDRC-supported research on policy processes*”, In The Policy Paradox in Africa: Strengthening links between economic research and policymaking, Elias T. Ayuk and Mohamed Ali Marouani, editors. Trenton, NJ & Ottawa, CA: Africa World Press and International Development Research Centre.
- 2005 “*Confluence and Influence: Research to policy connections*”, with S. Neilson. In Bridging Research and Policy: A new agenda for global development, CSGR Series in Globalisation and Regionalisation, Routledge, D. Stone and S. Maxwell, editors.
- 2004 “*Aprendiendo de la complejidad: La experiencia del centro internacional de investigaciones para el desarrollo con el mapeo de alcances*”, with Sarah Earl, in Agricultura Urbana en América Latina y el Caribe edited by Luc Mougeot, Ana Boischio, Kristina Taboulchanas & Gonzalo la Cruz, ITDG: Peru.
- 2003 “*Learning from complexity: the International Development Research Centre’s experience with Outcome Mapping*”, with Sarah Earl in Development and the Learning Organisation, edited by Jethro Pettit, L. Roper, and D. Eade, London: Oxfam.
- 2000 “*Giving Evaluation Away: challenges in a learning-based approach to organizational assessment*” in Learning from Change: Issues and experiences in participatory monitoring and evaluation, ed. by M. Estrella, et al. London & Ottawa: IDRC & IT.
- Spanish and French editions available*
- 1997 “*A position statement on international development*” with Michel Chevalier and Glen Taylor, in The Social Engagement of Social Science, Vol. III: Socio-Ecological Perspective, A Tavistock Anthology, ed. Eric Trist, Hugh Murray and Beulah Trist, University of Pennsylvania Press, Philadelphia.
- 1995 “*Redesigning western foreign policy*” with Michel Chevalier and Glen Taylor, in Planning for Human Systems, ed. by Jean-Marc Choukroun and Roberta Snow, Busch Center, the Wharton School of the University of Pennsylvania.
- 1992 “*Future directions in co-operative research and education*” with J. G. Craig and Michel Chevalier, in Dignity and Growth: Citizen participation in social

change, Harold R. Baker, J. A. Draper and B. T. Fairbairn, eds. Calgary: Detselig.

## Articles in Refereed Journals

- 2007 *Process Use: the case of rPCR, with Sarah Earl.* New Directions for Evaluation. 116, Winter: 61-73.
- 2004 “Issues in Assessing the Policy Influence of Research”, in International Social Science Journal, UNESCO (in English, French, Spanish, Russian, Chinese and Arabic). Issue No. 179: 56(1): 135-151, March 2004.
- 2003 “*Evaluating Capacity in Research and Development Organizations*,” in ISNAR Briefing Paper no. 62, with Doug Horton et al.
- 2002 “*Learning from complexity: the International Development Research Centre’s experience with Outcome Mapping*” in Development in Practice, with Sarah Earl. August 2002.
- 1998 “*Research evaluation: from power to empowerment*” in Knowledge and Policy, 10:4 pp 70-79.

## Articles, professional journals

- 2007 “*The real evaluation gap*,” in Alliance: For philanthropy and social investment worldwide.” 12, 4: 53-54.

## Reports

- 2005 “*Capacities, Contexts and Conditions*,” A study of the influence of research on public policy. IDRC.
- 2000 “*International Model Forests Network Secretariat: Outcomes Assessment*” with Jim Armstrong, A. Coe and S. Earl. Ottawa: The Governance Network and IDRC.
- 1999 “*Evaluating governance programs*” with S. Baranyi, T. Smutylo & J.-H. Guilmette. Evaluation Unit, IDRC.
- 1997 “*Research Evaluation: From power to empowerment*” in Monitoring & Evaluation for Strategic Management and Organisational Development, ed. by R. Gupta, G. G. Sohani, & M. Dhamankar. Workshop Report 2. BAIF Development Research Foundation.

1985     *“Present and future international development policy options for Sub-Saharan Africa”* with Michel Chevalier and Glen Taylor, a report to the Canadian Emergency Co-ordinator/African Famine, Government of Canada.

## CONFERENCES & PRESENTATIONS

(selected)

- 2008 *Outcome Mapping: a tool for assessing the influence of research.* Institute of Technology, Bandung, Indonesia. February.
- Outcome Mapping: assessing change.* Thai Research Fund, Bangkok, Thailand. March.
- The Promises and Pitfalls of Evaluating International Development Projects.* Moderator. Harvard International Development Conference. April.
- Evaluation as Futures Studies.* Oxford Futures Forum 2008. James Martin Institute, Said Business School, Oxford University & University of South Florida & Ross School of Business, Michigan University. April.
- SSHRC closed consultation on Research and policy influence. June.
- Causality and Complexity.* European Evaluation Society. October.
- 2007 “*Outcome Mapping: gathering evidence*”, panel presentation at the African Evaluation Association 4<sup>th</sup> Conference, Niamey. January.
- “*Outcome Mapping: assessing global networks*”, panel presentation at the GAN-Net annual meeting and workshop on measurement. Washington. February.
- “*Can foundations learn without their partners: a workshop on accountability*”. with Patti Patrizi, GEO (Grantmakers for Effective Organization), New Orleans. May.
- 2006 “*Changing Practice: Using evaluation for organizational change.*” IDRC Public Lecture Series. New Delhi. March.
- Panel on “*Managing Internal Evaluation Systems,*” a course in the IPDET Series: International Program in Development Evaluation Training. Ottawa. July.
- Discussant on two papers and closing synthesis, “*Understanding the dynamics of trade policy influence: the role of research,*” a workshop hosted by FLACSO (The Latin American Social Science Faculty. Buenos Aires. August.

- 2005     *“Making the Most of Research: The influence of IDRC-supported research on policy processes.”* Keynote to the SISERA International Conference on African Economic Research Institutions and Policy Development. Dakar. January.
- “Using Research in Public Policy Processes,”* presented at, “Research, Public Policy and Public Policy Schools in Asia,” a conference of Asian Public Policy Schools at the Institute of Technology, Bandung, Indonesia. March.
- “From Demand to Disinterest: Contexts for policy influence,”* IDRC Annual Learning Forum. Ottawa. April.
- “Outcome Mapping: Challenges in evaluating change and the funding of medical research,”* Evaluation Forum of the Academy of Medical Sciences, Medical Research Council and the Wellcome Trust. London. June.
- “Using Ideas: Challenges in Knowledge Transfer”.* Knowledge To Policy Discussion Series. Inaugural seminar. Overseas Development Institute, Centre for Economic Policy Research and the Economic and Social Research Council. London. October.
- 2004     *“Ensuring Coherence: methodological challenges in assessing the influence of research on public policy”*, Bridging Research and Policy Project, Global Development Network, Delhi.
- “Evaluation Capacity Building: For What Purpose?”*. First meeting on evaluation of the Agence intergouvernementale de la francophonie. Paris. September.
- “Evaluating Capacity Building”*, Meeting of the Board on African Science Academy Development, The National Academies. Washington, DC. November.
- 2003     *“Building Capacity for Development: Reflections on Research for Development,”*, Tenth Anniversary of the Development Studies Program, Institute of Technology, Bandung, Indonesia
- “The Influence of Research on Public Policy”*, Ottawa & Bangkok
- “Bridging Research and Policy”*, Global Development Network, Cairo
- 2002     *“The Influence of Research on Public Policy”*, Montevideo
- “Research to Policy”*, Global Development Network, Washington
- 2001     *“Outcome Mapping: The Theory”*, American Evaluation Association, St. Louis, Missouri
- 1999     *“State of the Art in Organizational Assessment: Developing Theory that Works in Practice”*. Canadian Evaluation Society, Toronto
- “Evaluating Governance Programs”*, IDRC

- 1997 “*Giving Evaluation Away*”, Participatory Monitoring and Evaluation Workshop, Manila
- 1996 “*Research evaluation: from power to empowerment*”, Ideas Workshop, World Conservation Union (IUCN), Geneva, Switzerland
- 1995 “*Networking as a mechanism to build collaborative programs of research*”, workshop on “Human dimensions of global environmental change,” International Institute for Environment and Development. Edinburgh, Scotland
- 1994 “*Evaluation as socio-political process: reflective explorations on the moral and cultural aspects of development research evaluation*”, at the Canadian Evaluation Society
- 1991 “*Local co-operatives, women and the environment*”, with J G Craig, B Kettel, D Marino and H Poerbo, at the Community Development Society International Conference on Developing Sustainable Communities: Local empowerment in a global environment
- “*A Canadian perspective*”, Seminar on International Collaborative Linkages at the Bandung Institute of Technology, Bandung, Indonesia

## Annex III

### TEACHING/TRAINING

(selected)

- 2008 Curriculum development for a graduate course in sustainability science, with W. Clark et al., Harvard Sustainability Science Program.
- Two lectures to the Graduate Program in Development Studies at the Bandung Institute of technology on: *Evaluation Methods and Using Research: Policy influence of research*. February.
- Knowledge in Action and measurement at the boundaries*. Evaluation Summer School. University of Edinburgh. May.
- 2007 Annual Learning Forum 2007. IDRC. Ottawa. March.
- 2006 Outcome Mapping training. Nagaland, India. September.
- Outcome Mapping training. Phnom Penh, Cambodia. September.
- 2005 Research to Policy. Guest lecture. School of Public Policy and Administration, Carleton University. Ottawa

- 2003 Organizational Assessment Training Course, World Bank Evaluation training program (IPDET), Ottawa, July 7-8, 2003
- 2001-2004 Outcome Mapping Training courses & workshops, Ottawa, Pretoria, Bangkok & Phnom Penh
- 2001 Graduate Thesis Advisor, School of Rural Planning & Development, University of Guelph
- 1999 Institutional and Organizational Assessment Training Course, Haiti
- 1993 Participation with a team in the design of a new graduate program at the Bandung Institute of Technology, The Development Studies Program. and teaching in the program in the following courses:  
 KU 601 Introduction to Development Studies  
 KU 606 Policy Analysis & Implementation  
 KU 614 Participation & Communication in Development  
 KU 615 Research Methodology
- Lectured in “concepts in environmental management,” in a short course, *Institutional Management in the Environmental Field*, University of Indonesia
- 1990-1992 Guest Lecturer in *open systems theory and environment*, University of Indonesia, Graduate Program in Environmental Sciences
- 1988 Designed a graduate course in *environmental management* at the Environmental Research Centre, Bandung Institute of Technology. The success of this course led to the development of the Graduate Program in Development Studies at ITB
- 1988 Guest lecturer in *Organizational Ecology*, Faculty of Environmental Studies, York University: *Theoretical frameworks for organizational ecology*
- Independent reading course director, *Development Theory*
- 1987 Designed a course on “*Environmental Problem Definition*”, Faculty of Environmental Studies, York University

## Annex IV

### **EXTERNAL REVIEWS**

- 2008 External review of “Design considerations for evaluating the impact of PEPFAR”, for Institute of Medicine, (US) National Academies.
- Global Survey Questionnaire Review for the Think Tanks and Civil Society Program of the Foreign Policy Research Institute, Philadelphia.
- Technical Review for the Doris Duke Charitable Foundation “Population Health Implementation and Training Partnerships” competition.
- 2007 External review, “Assessing the impact of research on policy: A review of the literature for a project on bridging research and policy through outcome evaluation”, for King’s College London and the Policy Studies Institute. [http://www.psi.org.uk/research/project.asp?project\\_id=182](http://www.psi.org.uk/research/project.asp?project_id=182)
- External review of a manuscript on trade policy research for Routledge.
- External advisor for the Network of Networks on Impact Evaluation, on impact evaluation methods, report forthcoming.
- External review of a manuscript for the Overseas Development Institute, “Exploring the Science of Complexity: Ideas and implications for development and humanitarian efforts” (WP 285, Feb 2008)
- 2006 NEHSI: Call for proposals for the development of a multi-stakeholder information and monitoring system for the Nigerian Evidence-based Health Systems Initiative, International Development Research Centre (Canada)
- External reviewer, Joint DfID-ESRC scheme for research on international poverty reduction, Department for International Development and the Economic and Social Research Council (UK)
- External advisor, Science Council of the Consultative Group for International Agricultural Research (US), evaluation of research networks
- External reviewer for Global Development Network, review of the final report of the Bridging Research and Policy Project
- Institute of Medicine of the National Academies, review of the PEPFAR mid-term evaluation
- Social Sciences and Humanities Research Council (Canada), selection panel for evaluation research competition