Marc L. Johnson

- ✓ *Ph.D. in Sociology ([Université de Bordeaux](#))*
- ✓ *Credentialed Evaluator by the [Canadian Evaluation Society](#)*
- ✓ *President of [Socius Research and Consulting](#)*
- ✓ *Associate Researcher with the la [Chaire de recherche sur la francophonie et les politiques publiques](#), University of Ottawa*
- ✓ *Associate Researcher with the [Language Management Interdisciplinary Research Group](#), Canadian Centre for Studies and Research on Bilingualism and Language Planning, University of Ottawa*
- ✓ *Coach with [Innoweave](#) in [Collective Impact](#), [Constructive Engagement](#) and [Developmental Evaluation](#)*

Marc L. Johnson is sociologist and has been consulting in research and evaluation, both in Canada and overseas. In Canada, he has worked on assignments for governments, universities, community organizations and research institutions. Internationally, he carried out assignments with UN agencies, non-governmental organizations and foreign governments. He led missions in Niger, Benin, Mauritania, Tunisia, Morocco, Palestine, Haiti, Vanuatu, Burkina Faso, and worked for longer periods in Togo, Cameroon, Kosovo and Guatemala. His assignments were related to language policies, media, labour, literacy, education, economic development, culture, justice, governmental services, community development, immigration, health, governance, etc. He developed an expertise on minority issues and equality and has become knowledge broker between research institutions and community groups.

Education

Université de Bordeaux, France
Ph.D. in Sociology, 1992
Diplôme d'études approfondies in Sociology, 1985
Diplôme d'études approfondies in Information and Communication Sciences, 1984
MA in Sociology, 1983

Université de Strasbourg, France
Certificate in Journalism, 1982

Université de Moncton, Canada
B.A. in Social Sciences, 1981

Languages

French, English and Spanish

Contact

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Work History

Depuis 2017	**Université de l'Ontario français** (Toronto), member of the team implementing this new university.
Since 2013	**Socius Research and Consulting** (Gatineau), President: assignments in education, official languages, immigration, community governance, collaborative research, health services and knowledge brokering.
2015	**Carleton University, School of Public Policy and Administration (Ottawa),** Lecturer in Program and Policy Evaluation, within the Philanthropy and Nonprofit Leadership Program
2014-2017	**University of Ottawa, Faculty of Education**, Lecturer in Program Evaluation, within the Graduate Diploma in Program Evaluation.
2011-2013	**Universalia Management Group** (Ottawa), Senior Consultant in research and evaluation and Lead of the Canadian Practice: assignments in justice, official languages, immigration, education, aboriginal affairs and quality control in evaluation (UNICEF).
2006-2010	**Socius Research and Consulting** (Gatineau), President: assignments in national strategic planning in education and community development and official languages; Visiting Researcher at FLACSO and *Universidad del Valle* in Guatemala.
2003-2006	**Marc L. Johnson – Research and Evaluation Consultant** (Ottawa / Pristina): assignments in project development in ethnic conflict resolution, strategic planning and writer of the *MDG Baseline Report for Kosovo.*
2002	**Prairie Research and Associates** (Ottawa), Consultant: assignments in education, justice and official languages.
2001-2002	**Canadian Institute for Research on Regional Development** (Moncton), Senior Researcher: development of research partnerships and coauthor of a series of studies on knowledge economy in Canadian peripheral regions.
2000-2001	**Marc L. Johnson – Research and Evaluation Consultant** (Ottawa): assignments in official languages, education, and literacy professional fish harvesters.
1998-2000	**PGF Group** (Ottawa), Senior Consultant: assignments on poverty, francophone minorities, education, literacy, employability; partnership building missions in Haiti, Palestine and Morocco; project management.
1993-1997	**Université de Moncton** Assistant Professor in Sociology: courses on methodology, cooperative movement, health, technologies and communications; feasibility assessment missions in Tunisia and Mauritania, evaluation of NGO networks.
1992-1993	**Marc Johnson - Research Consultant** (Montréal): assignments on managing cultural diversity in the workplace, literacy, employability and mental health.
1990-1992	**CUSO** (Cameroon/Togo), Volunteer with the Pan African Institute for Development (Douala) and evaluator of a community water-supply project (Togo).
1989-1990	**Marc Johnson – Education and Communications** Consultant (Montréal): assignments in organizing solidarity campaigns and writing information and educational materials on international development.

1988-1989   **Carrefour international** (Montréal), Education Officer: author of a series of study guides for films and videos on international development issues.

1985-1987   **Aski-Y,** Acadian Organisation for International Solidarity (Moncton), Education Officier: coauthor of a series of guides on hunger in Africa.

1981-1983   **Société Radio-Canada** (Moncton), Radio and Television Reporter.

Selected Assignments Carried Out in Evaluation

2016-2017   **Ontario Ministry of Education and Ministry of Training, Colleges and Universities (Toronto): evaluation framework for the French-language policy framework for postsecondary education and training**
As part of a team led by cabinet *Gelder, Gingras and Associates*, M. Johnson prepared an evaluation framework for this policy framework. Tasks included developing consultation instruments, conducting interviews and focus groups with Postsecondary institutions' leaders, professors, personnel and students, writing and validating the framework.

2016   **ONE DROP Foundation: support in a experience capitalization process at the end of a Water Access, Hygiene and Sanitation project in Burkina Faso**
Teaming up with Mise au jeu, Marc L. Johnson prepared the methodology, data gathering, consultations, interviews, facilitation and report writing for this exercise, including a seven-day mission in Burkina Faso.

2015-2017   **Canadian Heritage (Ottawa): horizontal evaluation of the Roadmap for Canada's Official languages 2013-2018, of its coordination and of the Official Languages Support Programs**
As part of a team led by PRA inc., M. Johnson participates to the evaluation of these initiatives that represent an investment of $1.1 billion. His tasks include document and literature reviews, interviews, case studies, facilitation of focus groups and expert panels and report writing.

2015-2016   **Fédération des communautés francophones et acadienne du Canada (Ottawa): evaluation of the *2007-2014 Community Strategic Plan***
M. Johnson lead this study that included a comprehensive file review, a literature review, a online survey and stakeholders' validation sessions.

2015   **Ontario Ministry of Health and Long Term Care (Toronto): evaluation of the Local Heath Integrated Networks – French Language Health Planning Entities.**
As part of a team led by PRA Inc., M. Johnson participated in all steps of the study, including designing the methodology, collecting data (file review, interviews, focus groups), analysing the data and writing the reports.

2013-2014   **National Consortium for Health Training (Ottawa): evaluation of the Internationally Educated Health Professionals Programme.**
M. Johnson led this evaluation that looked at one-stop integration services for French-speaking internationally educated health professionals. The programme implemented three pilot projects in Winnipeg, Ottawa and Edmundston. The evaluation included document review, policy context analysis, stakeholder interviews, interviews and focus groups with participants.

2013-2014 **Ontario Ministry of Education and Ministry of Training, Colleges and Universities (Toronto): evaluation of the implementation of the Canada-Ontario Agreement on Education in minority language education and second official language, from 2009-2010 to 2012-2013**
M. Johnson supported the ministries in developing their capacity in evaluation and monitoring of the progress of the agreement implementation. Tasks included facilitating the development of theories of change, development of monitoring instruments, efficiency and sustainability analysis and general advise.

2012 **Réseau des services de santé en français de l'Est de l'Ontario (Ottawa): needs assessment of first line health services professionals and managers for resources in French language services in Eastern Ontario.**
As part of a team led by Marielle Beaulieu, M. Johnson participated in designing the data collection instruments, reviewing documents, conducting interviews, facilitating focus groups and writing the reports.

2011-2012 **Canadian Heritage (Ottawa): horizontal evaluation of the Roadmap for Canada's Linguistic Duality 2008-2013 and evaluation of the Official Languages Support Programs**
As part of a team led by PRA inc., M. Johnson led the Roadmap evaluation and designed the evaluation of the Official Languages Support Programs. Those two evaluations represent an investment of $1.1 billion. Tasks included document, statistical data and database reviews, interviews, focus groups, case studies and expert panels and report writing. M. Johnson helped design the methodology, participated in the coordination of those two evaluations, in all data collection activities and in the writing of the final report related to the Roadmap.

2011-2012 **Ontario Ministry of Education (Toronto): formative evaluation of the implementation of the Canada-Ontario Agreement on Education in minority language education and second official language, from 2009-2010 to 2012-2013**
Team Leader. Tasks included designing the logic models and evaluation framework, document, statistical data and database reviews, interviews, expert panels and report writing.

2011-2012 **Justice Canada (Ottawa): summative evaluation of the Official Languages Law Section in its role under the Roadmap for Canada's Linguistic Duality 2008-2013**
Team Leader. This evaluation examined the role, functions and results achieved by the OLLS. Tasks included document review, interviews and report writing.

2011 **Treasury Board Secretariat of Canada (Ottawa): exploratory study of the issues at stake in the implementation of Parts IV, V and VI of Canada's Official Languages Act**
Team Leader. This study examined the context and the issues in which the summative evaluation of the Centre of Excellence on Official Languages, under the authority of the Human Resources Director's Bureau at the Treasury Board Secretariat of Canada, would be carried out. Through document review and interviews, this study identified the main issues regarding the implementation of Parts IV, V and VI of Canada's Official Languages Act and shed light on the expectations and perceptions of the federal official languages stakeholders with regards to the Centre.

2011 **Ontario Ministry of Education (Toronto): evaluability assessment of the Teachers' Leadership and Learning Program.**

Team Leader for this assessment which examined the logic model and program profile, interviewed stakeholders and produced a report with recommendations.

2010-2011   **Ontario Ministry of Aboriginal Affairs (Toronto): development of an evaluation framework for the New Relationship Fund**
Team Leader. Tasks included collecting data through document review, stakeholder consultation and community case studies, and writing the report.

2008-2009   **Justice Canada (Ottawa): Canada-Wide Analysis of Official Language Training Needs in the Area of Justice**
As Senior Associate Researcher with PRA Inc., M. Johnson designed the methodology, conducted quantitative data analysis on professions in the justice sector and conducted interviews with senior justice stakeholders across Canada.

2007-2008   **Canadian Heritage (Ottawa)**: **evaluation of the Official Languages Support Programmes, including Education support program**
As Senior Consultant with PRA Inc., M. Johnson participated actively in evaluating these programs with 2 billion $ expenditures. Tasks included designing the methodology, developing the instruments, conducting literature review, census data analysis, case studies in three provinces, interviews and focus groups, facilitating expert panels and drawing the main evaluation findings.

2007   **Canadian Human Resources Council for the Non-profit Sector (Ottawa): study on the uses of online resources**
As external Associate with Pace Consulting, M. Johnson facilitated focus groups with end users of online resources on HR management in voluntary and non-profit groups.

2006-2007   **Commissioner of Official Languages (Ottawa): case studies on official language minority communities vitality indicators**
Team Leader. Following up with a 2006 study conducted by M. Johnson and P. Doucet, these case studies looked at developing specific community vitality indicators in three cities (Winnipeg, Sudbury and Halifax), with a participatory approach. Tasks included document and literature review, identification of best practices, community workshops, writing and validating reports. Themes covered included health, immigration, governance and access to governmental services.

2005-2006   **Commissioner of Official Languages (Ottawa): study on evaluating official languages minority communities' vitality.**
Team leader. M. Johnson led and coauthored this study that explored the research literature and practices related to community vitality and how it can be measured. The study involved literature review, interview with researchers, and a national forum to validate the findings. The published report provides an overview of current approaches and indicators used and recommendations to governments, the research community and community organizations on how to enhance shared knowledge on community vitality.

2005   **Canadian Heritage (Ottawa): summative evaluation of the Fathers of Confederation Buildings Trust Program**
M. Johnson was part of a team put together by Consortia for this study. He prepared case studies of comparable institutions: the National Arts Centre in Ottawa and the Banff Centre for the Arts.

2005	**European Commission – EuropAid: monitoring of projects in Vanuatu** M. Johnson was part of a PriceWaterhouseCoopers Belgium monitoring team. He looked at two EuropAid funded projects: the Reconstruction of the Lycée Bougainville and Road Maintenance Training Program for Public Works Department.
2003	**Canadian Cooperation Support Office (Prishtina): workshop on project monitoring** M. Johnson prepared and delivered training to the local staff of the Canadian office.
2002-2003	**Canadian Heritage (Ottawa): summative evaluation of the official languages in education program** As consultant with PRA inc., M. Johnson designed the evaluation and its instruments, conducted document and literature review, census data analysis, interviews, focus groups and report writing. He produced 13 regional findings reports.
2002	**Université de Moncton: Public Administration Department (Moncton)** Lecturer of the graduate course on Program Evaluation.
2000	**Human Resources Development Canada – Ontario Region (Toronto): formative evaluation of the Employment Benefits program** As Senior Evaluator with PGF Consultants, M. Johnson designed the evaluation study and conducted interviews, case studies and focus groups.
1999-2001	**Canadian International Development Agency (Ottawa): implementation of the Quality Management Program for the Seafood industry in Morocco.** As a Senior PGF consultant, M. Johnson participated in program planning, development of evaluation frameworks, on-going evaluation instruments, supervision of data gathering, logistics for missions abroad, analysis of results and writing of reports.
1999-2000	**Ministry of Education of Ontario and Canadian Heritage (Ottawa): evaluation framework for the Canada-Ontario Special Agreement for Francophone School Governance** As Senior Consultant with PGF Consultants, M. Johnson led the development of the evaluation framework. His tasks included the methodological design, document review, interviews, and a validation workshop with the Agreement's stakeholders.
1994-1995	*Afriquébec* **NGO Network (Québec): Evaluation Advisor** Evaluator-Advisor for the monitoring of the *Afriquébec* Network, a consortium of six regional NGOs working in international development education in Québec.
1993	**Literacy New Brunswick Inc. (Fredericton): evaluation framework of the New Brunswick Community Academic Services Program** As part of PGF consultants, M. Johnson conducted an evaluability assessment and developed the evaluation framework and instruments for this community-based literacy program. His tasks included document review, program data assessment, expert workshops, and interviews.
1992	**CUSO (Lomé, Togo): Summative Evaluation of the CUSO-Togo Water Supply Project** As a CUSO Volunteer-Cooperant, M. Johnson led this evaluation. His tasks included development of evaluation framework and evaluation instruments, document review and field research in 200 villages in Togo (interviews, focus groups, site observations). The research findings were validated through a national forum.

1991 **Pan African Institute for Development / CUSO (Douala, Cameroon): evaluation of Band-Aid projects**
As a CUSO Volunteer-Cooperant, M. Johnson edited the Band-Aid Projects evaluation reports prepared by the Institute.

Selected Mandates Carried Out in Strategic Research

2018-2019 *Fédération des communautés francophones et acadienne du Canada : Strategic planning of the Francophone Immigration.*
M. Johnson supports his colleague Joël Marier in this assignment.

2018-2019 *Collège La Cité & Université Saint-Paul*: external evaluator
M. Johnson is consulting evaluator for a research on the impact of joint academic programs (2+2) offered by these postsecondary institutions.

2017-2019 *Université de l'Ontario français*: consulting expert with the Implementation team
M. Johnson coordinated the development of the university's academic programs and is project manager for the Francophone Hub of Knowledge and Innovation.

2017-2018 **Immigration, Refugee and Citizenship Canada (Ottawa): Study of the Francophone Immigration Networks Structure, Governance and Pasrtnerships.**
M. Johnson leads this study, jointly conducted by Mariève Forest (Sociopol) and Christophe Traisnel (uMoncton).

2017-2018 **Immigration, Refugee and Citizenship Canada (Ottawa): advise on the application of Section VII of the *Official Languages Act* to the Department's programmes.**
M. Johnson provided his advice to the Department' Secretariat of Official Languages.

2017 **Office of Literacy and Essential Skills Development, Employment and Social Development Canada (Ottawa): Needs Assessment and Inventory of policies, programmes and services in literacy and essential skills development.**
M. Johnson lead this study for the *Chaire de recherche francophonie et politiques publiques* at University of Ottawa. The study focussed on the gaps between the needs and services offered to low-literacy adults in official Languages minority communities.

2017-2018 **RESDAC (Ottawa): support in developing a national collective impact initiative on literacy and skills development.**
M. Johnson facilitated the Collective Impact process, which includes mobilization of partners (7 national and a dozen provincial organizations), development of a theory of change and implementation of a change process.

2016-2017 *Entité de planification des services de santé en français des régions de Hamilton Niagara Haldimand Brant et de Waterloo Wellington*: support in its 2017-2021 Strategic Planning
Working with his colleague Joël Marier, M. Johnson facilitates this process using the Theory of Change approach, which includes stakeholders' consultations, working group sessions, writing a strategic and an operational plan, validation and integration sessions with the Entity's Board and employees.

2016 **National Consortium for Health Training (Ottawa): support in developing a knowledge mobilization strategy for this national organization.**
M. Johnson assisted the Research Coordinator of this organization in drawing best

practices from the literature and in designing knowledge mobilization framework and strategy for this organization.

2015-2017 **Ministerial Conference on Canadian Francophonie (Fredericton): French Language Services Basket for the Canadian provinces and territories**
M. Johnson lead this assignment that assists an MCCF working group in defining and operationalizing a French Language Services basket that could be used by the Canadian provincial and territorial governments.

2015-2016 *Regroupement des entités de planification des services de santé en français de l'Ontario and Alliance des réseaux ontariens de santé en français* **(Ontario French Language Health Planning Entities and the French Language Health Networks): assessment of tools and resources useful for the Active Offer of Health Services in French in Ontario**
Teaming up with Marielle Beaulieu, M. Johnson lead the process of identifying available tools, assessing their relevance and usefulness and setting up a users' guide for health planning officers.

2015 **Department of Canadian Heritage (Ottawa): theory of change on first language transmission to Francophone children in minority communities**
M. Johnson lead this study that included documenting the current knowledge on the related issues, designing and facilitating the process, accompany a working group and writing and publishing the theory of change report.

2014-2015 **Réseau franco-santé du Sud de l'Ontario: preparation of a Joint Position Statement on the Active Offer of Health Services in French in Ontario**
Teaming up with Linda Cardinal from University of Ottawa, M. Johnson lead the process of preparing a Joint Position Statement on the Active Offer of Health Services in French, on behalf of the Ontario French Language Health Planning Entities and the French Language Health Networks. This assignment included a literature review, facilitation of designing sessions with the stakeholders and the drafting of the final statement.

2009-2014 **Research Alliance on Knowledge-Based Community Governance (University of Ottawa)**
M. Johnson was an active member of this five-year research program that brought together academic and community co-researchers. He was a member of the program's steering committee in 2011, 2012 and 1013. He led the development of a minority language mainstreaming approach (*Analyse différenciée selon la langue*) in project development and evaluation, for which he did a literature review, wrote the methodological guide and monitored pilot trials. Given his expertise in knowledge broking, he prepared guides synthetizing research results and lessons learned on two themes: community governance and collaborative research. The guides target community activists and will be followed-up through learning events.

2014 **Service Canada: study on the transition to virtual service delivery**
L. Cardinal and M. Johnson, as part of University of Ottawa's Research Chair on Francophonie and Public Policies, prepared the following study: *Saisir les risques. La transition vers le libre-service numérique dans les deux langues officielles du Canada. Analyse de la situation et recommandations.* The study was conducted through a literature and document reviews.

2013 **Réseau de développement économique et d'employabilité – Canada: consultations and design of a National Action Framework on Francophone Economic Immigration.**
Marc L. Johnson led this assignment which designed a National Action Framework on

Francophone Economic Immigration based on consultations with immediate stakeholders. The research team completed a literature review on recent policy development in Canada, interviewed the members of the RDÉE network, prepared a consultation tool and validated it during a group session.

2012-2013 **Commissioner of Official Languages (Ottawa): study on the bilingual capacity of higher court judges in Canada.**
M. Johnson led Universalia's team is this joint assignment with PRA inc. The study explores both the federal judges' nomination process and the language training offered to them. Data collection included document review, online survey, interviews and validation through a stakeholders' panel.

2012-2013 **Canadian Association of Immersion Teachers (Ottawa): feasibility study for a national coordination centre of the *Diplôme d'études de langue française* (DÉLF)**
Team leader for this study that looks at expectations, feasibility and viability of such a centre. The study includes lessons learned in other countries and interviews with stakeholders in Canada.

2012 **Exports Development Canada (Ottawa): study of the International Business Scholarship Program.**
Team leader. The study established the profile of the International Business Scholarship Recipients 2000-2012 and identified success stories. Data collection relied on program database and web-based research.

2011-2013 **Commissioner of Official Languages (Ottawa): exploratory study on language training in the Federal public service**.
Team leader of this study that takes stock of language training in the Federal public service since 2005, through document review, stakeholders' consultation, case studies, and survey with all federal institutions. It tries to illustrate how language training changed since the 2005 reform by examining the path followed by federal employees interested in language training and mapping out the processes related to the training.

2011-2012 **National Consortium for Health Training (Ottawa): study on models and best practices regarding the integration of internationally educated health professionals**
Team leader of this study that focuses on French-speaking minority communities in Canada. Tasks included document review, interviews and regional validation workshops in Sudbury, Ottawa and Moncton.

2011 **Commissioner of Official Languages (Ottawa): national forum on the implementation of the Official Languages Act regarding the promotion of Official Languages**
M. Johnson prepared, facilitated and reported on this national forum that was attended by a hundred official languages leaders in federal institutions and minority community representatives.

2011 **Citizenship and Immigration Canada and Federation of Francophone and Acadian Communities of Canada (Ottawa): review of research on Francophone immigration in Official Languages Minority Communities**
Team Leader for this study that synthesized the communities' views on such research and compared it to the governmental and academic perspectives.

2009 **Employability and Economic Development Network / Canadian Council of Cooperatives and Mutuality / Federation of Francophone and Acadian Communities of Canada**

(Ottawa): planning of a national event on Community Economic Development in Canada
Team lead. Tasks included case studies of other Summits, interviews and survey with stakeholders and report writing.

2007   **Canadian Council on Learning (Ottawa): internal report on the situation of lifelong learning in Francophone minority communities in Canada**
As Researcher with the Canadian Research Institute on Linguistic Minorities, M. Johnson conducted this study to establish baseline and trends, based on statistical data and literature review.

2006   **Yukon French-Language School Board (Whitehorse): design and implementation plan of a language minority and remote community secondary school program.**
As Researcher with the Canadian Research Institute on Linguistic Minorities, M. Johnson conducted this study based on document and literature reviews, pedagogical design and validation workshops.

2006   **PriceWaterhouseCoopers Netherlands / European Commission (The Hague): Canadian case study on learners' mobility in vocational training**
M. Johnson led the Canadian case study within a European study on learners' mobility in vocational training. Tasks included document review, data analysis and interviews.

2005-2007   **Federation of Francophone and Acadian Communities of Canada (Ottawa): 2007 Summit of Francophone and Acadian Communities.**
M. Johnson was Research Advisor during the preparation of the Summit and General Reporter during the Summit. He developed the preparatory content and wrote the Summit's Report, while accompanying the steering committee in its nation-wide consultations.

2005-2006   **Centre franco-ontarien de ressources pédagogiques (Ottawa): business plan for a national strategy on instructional material for French-speaking students.**
M. Johnson collected and analyzed data, validated the findings and wrote the business plan.

2005-2006   **Ministerial Conference on the Canadian Francophonie (Moncton): study on Canada's provincial and territorial policies and services pertaining to Francophone communities**
M. Johnson participated to a research team put together by the Canadian Institute for Research on Linguistic Minorities. Tasks included document and literature reviews, interviews and writing of certain sections of the report.

2004-2009   **Federation of Canadian French-Language School Boards (Ottawa): 2005 Summit on French-language education**
M. Johnson participated to this Summit that established a development plan for the Francophone minority education system. He was research-advisor during the preparation of the Summit, prepared the national action plan stemming from the Summit and accompanied the Tripartite Committee that oversaw the implementation of the Action Plan.

2004-2006   **Faculty of Law, University of Ottawa (Ottawa): impact study of the Faculty's French Language common law graduates on the Canadian minority communities**
Team leader of this study that included administrative data review, a survey and focus groups with graduates.

2004-2005	**Commissioner of Official Languages (Ottawa): Annual report 2004-2005.** M. Johnson oversaw the document research and wrote this report which took stock of 35 years since the proclamation of the *Official Languages Act* (1969).
2004-2005	**ACADEV (Wellington, PEI): business plan** M. Johnson was External Associate Consultant with Consortia in preparing a business plan for this international cooperation NGO in the Atlantic region.
2004	**Care International (Prishtina): interethnic dialogue in reproductive health** M. Johnson helped Care International develop a project on youth, reproductive health and interethnic dialogue in Kosovo. The project was submitted for funding at UNFPA.
2004	**UNICEF (Prishtina): report on Kosovo's Youth** M. Johnson prepared for UNICEF a report on Kosovo's youth perceptions of health, education, work and civil participation, based on survey data.
2004	**Danish Refugee Council (Prishtina): return of displaced persons in Kosovo** M. Johnson developed for DRC a project to assist displaced persons to return in Kosovo. The project was submitted to the European Commission for funding..
2004	**Care International (Prishtina): annual strategic plan** M. Johnson prepared and facilitated Care International – Kosovo & Macedonia's annual strategic plan.
2003	**United Nations Country Team (Prishtina): Millennium Development Goals baseline report for Kosovo** M. Johnson coordinated the preparation of the MDG Baseline report and mentored the Sfera Institute, a Kosovar research NGO, in this task.
2003	**National Committee on Human Resources Development in Francophone Communities of Canada (Ottawa): review of the research function** M. Johnson examined the research activity of this organisation and recommended ways to reinforce its research function.
2003	**Commissioner of Official Languages (Ottawa): review of the research function** M. Johnson reviewed the research function at the Commissioner's Office and recommended a new model.
2002	**Commissioner of Official Languages (Ottawa): consultation on language rights in education.** M. Johnson participated to the facilitation of this consultation and produced the consultation report that paved the way for the full implementation of section 23 of the *Canadian Charter of Rights and Freedoms*.
2001-2002	**Canadian Institute for Research on Regional Development (Moncton) and Institut national de recherche scientifique – Urbanisation, culture et société (Montréal): study on The Periphery in the Knowledge Economy.** As Senior Researcher with the Canadian Research Institute on Regional Development, M. Johnson conducted 3 case studies and coauthored the global report on the Spatial Dynamics of the Canadian Economy and the Future of Non-Metropolitan Regions in Quebec and the Atlantic Provinces, sponsored by Economic Development Canada in the Quebec regions and the Atlantic Canada Opportunities Agency.

2001	**Commissioner of Official Languages (Ottawa): sociological framework on official languages in Canada**
	M. Johnson reviewed the literature on language issues and policies and wrote this report for the Commissioner's internal purpose.
2000-2001	**Canadian Council of Professional Fish Harvesters (Ottawa): National Sector Study on Fish Harvesting**
	As External Associate Consultant with Praxis Research and Consulting, M. Johnson led the training/learning/literacy component of the study. Tasks included data analysis, document review, interviews and a national validation forum.
1999	**Canadian Council of Professional Fish Harvesters (Ottawa): essential skills training project**
	As senior consultant with PGF consultants, M. Johnson conducted a training needs assessment across Canada. Tasks included interviews and focus groups with fish harvesters and stakeholders.
1999	**PGF consultants: Canada-Palestine cooperation**
	As senior consultant with PGF consultants, M. Johnson was part of an exploratory mission in Palestine to identify international partnership opportunities in vocational training between Canadian and Palestinian institutions.
1999	**Établissement de santé de Maniwaki (Québec): development partnership Québec-Haïti**
	As senior consultant with PGF consultants, M. Johnson developed a partnership framework between a Canadian health institution (Maniwaki) and Haitian public and private partners. Tasks included logistics for an exploratory mission in Haiti, development of an Results based management logical framework and funding proposal for CIDA.
1998	**National Anti-Poverty Organization (Ottawa): assessment of the networking capacities of the anti-poverty groups in New Brunswick**
	As senior consultant with PGF consultants, M. Johnson led this assessment, that included document review, interviews and workshops.
1997	**Nouakchott School of Public Administration and Université de Moncton (Nouakchott, Mauritania): distance education project**
	As Faculty member of Université de Moncton, M. Johnson participated in the feasibility study mission on a distance training project in Mauritania.
1997	**Tunis School of Public Administration and Université de Moncton (Tunis, Tunisia): distance education project**
	As Faculty member of Université de Moncton, M. Johnson participated in the feasibility study mission on a distance training project in Tunisia.
1994	**WUSC (Ottawa): Faculty Advisor at the International Seminar of World University Services Overseas in Benin**
	As Faculty member of Université de Moncton, M. Johnson was part of a 3 faculty advisor team that accompanied Canadian students in Benin. Tasks included organization of the program and logistics, coaching of ten Canadian students through their field study and visits during six weeks, overseeing their course paper.
1987	**Solidarity Canada-Sahel (Montreal)**
	As coordinator of a Canadian NGO, M. Johnson participated in Observation Mission in

Niger in the aftermath of the Sahelian draught. Tasks included field observation and public presentations in Canada.

Online Publications

Johnson, M.L. (2018). *Développement de l'alphabétisme et des compétences essentielles (DACE) dans les communautés de langue officielle en situation minoritaire (CLOSM).Une analyse des besoins.* Ottawa, Chaire de recherche sur la Francophonie et les politiques publiques, Université d'Ottawa. Réalisée pour le compte du Bureau de l'alphabétisation et des compétences essentielles, Emploi et Développement social Canada. [Author]

Johnson, M.L. (2018). *Lifelong Learning for our Francophone Community. Guide for a Local Collective Impact Strategy.* Ottawa: Réseau pour le Développement de l'alphabétisme et des compétences. [Writer]

Johnson, M.L. (2017). *Développement de l'alphabétisme et des compétences essentielles (DACE) dans les communautés de langue officielle en situation minoritaire (CLOSM).Un inventaire des politiques, programmes, services et fournisseurs de services*. Ottawa, Chaire de recherche sur la Francophonie et les politiques publiques, Université d'Ottawa. Réalisée pour le compte du Bureau de l'alphabétisation et des compétences essentielles, Emploi et Développement social Canada. [Author]

Johnson, M. L. (2016). Plan stratégique communautaire. Bilan de la mise en œuvre, 2007-2015. Rapport. Gatineau : Socius recherche et conseils, 16 février. [Lead]

Johnson, M. L. (2015). *Transmission de la langue française aux jeunes francophones en situation minoritaire. Théorie et stratégie. Rapport final*. Gatineau : Socius recherche et conseils, 10 décembre. [Writer]

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