Centre on Governance

Annual Report 2013
This annual report of the Centre on Governance covers the activities of the Centre from January through December 2013.

It is respectfully submitted to the Board of Directors of the Centre, the Dean of the Faculty of Social Sciences, the Dean of the Telfer School of Management, and the Vice President, Research.

Additional information about the activities of the Centre and planned events are available on the Centre on Governance website www.gouvernance.uottawa.ca

Caroline Andrew
Director

March 2014
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Introduction

This report highlights the activities of the Centre on Governance and its contributions to the Faculty of Social Science and the Telfer School of Management, to the University of Ottawa, and to the community at large in 2013.

The Centre on Governance studies governance in the private, public and social sectors and inter-sectoral collaboration – governance defined as effective mechanisms of coordination when power, resources and information are widely distributed. That work echoes:

- a way of thinking (approach, methodology and philosophy)
- a tool box (how to work using this perspective)
- mechanisms of coordination
- clinical tools (to repair governance failures)

It is a hub of ideas where: work is interdisciplinary, both academics and practitioners work in concert actively embraced, and partnerships outside as well as within the University are sought. Our work results in the exploration, production and dissemination of knowledge (ranging from conceptual and theoretical to practical) and the enhancement of learning that uses governance as a manière de voir.

The Centre addresses problems or issues that are raised on governance fronts that can vary from conceptual and theoretical reflections, to ethnographic and case studies, to proceedings of conferences and symposia, and well as to works of a very practical nature.

Membership

The Centre’s membership consists of Senior Fellows, students and a number of faculty members. The Centre-related work of the former varies in intensity & over time.

Senior Fellows are an essential part of the Centre and bring particular experience and interest. They are involved in a wide variety of its work including designing and implementing research projects, preparing and/or participating in colloquia and seminars; and designing and delivering as well as participating professional development programs and training courses & workshops. Their significant links to communities and governance practices in different sectors, on different scales and in different policy areas contributes importantly to understanding and improving governance processes generally.
Members

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<tr>
<th>Name</th>
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<tr>
<td>Caroline Andrew</td>
<td>Director, Centre on Governance</td>
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<tr>
<td>Pierre Beaudry</td>
<td>Former General Secretary/Director of Administration ENAP</td>
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<tr>
<td>Lorreto Beninger</td>
<td>Former Vice chair, Cultural Advisory Committee, City of Ottawa</td>
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<tr>
<td>Hany Besada</td>
<td>Institute of African Studies, Carleton University</td>
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<tr>
<td>Stephen Brown</td>
<td>School of Political Studies, Ottawa University</td>
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<td>Nathalie Burlone</td>
<td>School of Political Studies, Ottawa University</td>
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<tr>
<td>Meyer Burstein</td>
<td>Senior Policy Fellow, Welcoming Communities Initiative</td>
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<tr>
<td>Linda Cardinal</td>
<td>School of Political Studies, Ottawa University</td>
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<tr>
<td>Éric Champagne</td>
<td>Assistant Director, Centre on Governance</td>
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<tr>
<td>Luc Chaput</td>
<td>Co-founder UQO</td>
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<tr>
<td>Viva Dadwal</td>
<td>Associate editor LSE-affiliated journal Globalization &amp; Health</td>
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<tr>
<td>Jane Dawson</td>
<td>Adult education specialist she has left – sorry OK for 2013 report</td>
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<tr>
<td>Dave Dubinski</td>
<td>Experience-based expert in Parliament, politics &amp; bureaucracy</td>
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<tr>
<td>Moira Hart-Poliquin</td>
<td>Formerly with the World Bank</td>
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<td>John-Paul Hatala</td>
<td>Founder of Flowork International (social capital development)</td>
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<td>Ruth Hubbard</td>
<td>Former President, Public Service Commission of Canada</td>
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<td>M. Sharon Jeannotte</td>
<td>Former senior advisor to Canadian Cultural Observatory</td>
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<tr>
<td>Marc L. Johnson</td>
<td>Leader of Socius and credentialed evaluator</td>
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<tr>
<td>Alice Kubicek</td>
<td>CEO/President of AKP Performance Solutions</td>
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<td>Dan Lane</td>
<td>Telfer School of Management</td>
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<td>Robert Legris</td>
<td>Organizational creation and development consultant</td>
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<td>Linda M. Manning</td>
<td>Intercultural economist</td>
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<td>Pierre Martineau</td>
<td>International consultant</td>
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<td>Mebometa Ndongo</td>
<td>Institute of African Studies, Carleton University</td>
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<td>Gilles Paquet</td>
<td>Telfer School of Management, Ottawa University</td>
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<td>Mireille Paquet</td>
<td>Political Science, Concordia University</td>
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<td>Johnathan Paquette</td>
<td>School of Political Studies, Ottawa University</td>
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<td>Caroline Pestieau</td>
<td>Former VP IDRC</td>
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<td>Steve Pomeroy</td>
<td>Housing policy research consultant</td>
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<td>Tim Ragan</td>
<td>The Detox Project (research-focussed, not-for-profit, for companies)</td>
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<td>Paul Reed</td>
<td>Former senior social scientist, STC</td>
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<td>John Trent</td>
<td>School of Political Studies</td>
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<tr>
<td>Christopher Wilson</td>
<td>Telfer, School of Management</td>
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<td>STUDENTS</td>
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<td>April Carrière</td>
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<td>Brian Carrière</td>
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<td>Angela Franovic</td>
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Board of Directors

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<tr>
<td>Éric Champagne</td>
<td>Claude Denis (Director, School of Political Studies)</td>
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<tr>
<td>Ruth Hubbard</td>
<td>Daniel Lane</td>
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Publications

The Centre’s work is disseminated in a variety of ways including journals and a book collection as well as publications by its members.

I Journals and Invenire Books

Three publication series exemplify the Centre’s work, the first and second are on-going journals comprising a quarterly electronic journal (www.optimumonline.ca) and Gouvernance (also electronic) and the third is an on-going collection of books.

1) Optimum Online

Optimum Online (www.optimumonline.ca) is a quarterly peer-reviewed electronic journal, published four times a year either in English or French and has more than 10,000 subscribers. The Editor in Chief is Senior Research Fellow Gilles Paquet. Twenty one articles were published in 2013.

2) Governance

Revue gouvernance is a bi-annual bilingual electronic peer-reviewed journal that publishes theoretical, empirical and critical articles that address one or more aspects of public, private and social governance in Canada, Quebec and elsewhere in the world. The editors are Louis Simard and Frank Ohemeng. Four articles were published in 2013.

3) Invenire Books

In collaboration with the Centre, Invenire publishes a collection of books that welcomes a range of contributions – from conceptual and theoretical reflections, ethnographic and case studies, and proceedings of conferences and symposia to works of a very practical nature – that deal with particular problems or issues on the governance and stewardship fronts.

Invenire’s editorial committee is made up of: Caroline Andrew, Robin Higham, Ruth Hubbard, Daniel Lane, and Gilles Paquet (Director).
II Detailed list of publications by members

Books


Africa’s Health Challenges: Sovereignty, Mobility of People and Healthcare Governance. London: Ashgate. 286 pages

Repenser les familles et ses transitions. Repenser les politiques publiques, Québec, Les Presses de l'Université Laval, Collection Sociétés et Population, 300p

Paquet, G. (2013)

Paquet, G. (2013)

Trent, J. E. (2013) (ed)
The United Nations and Canada: What Canada has done and Should be doing at the UN, Ottawa, World Federalist Movement – Canada

Chapters in books

C. Andrew (2013)

C. Andrew (2013)

C. Andrew et C. Legacy. (2013)


Articles


**Reports**


Chaput, L. (2013)
“Avis déposé au sommet sur l’enseignement supérieur thème: La gouvernance et le financement des universités”, Sherbrooke, Québec, 17-18 janvier 11 pp


Johnson, M. L. with F. Dumaine
« Défis : Un nouvel environnement pour la formation linguistique dans la fonction publique fédérale ». Ottawa : Commissariat aux langues officielles du Canada, septembre. Étude dirigée et rédigée par Marc L. Johnson.

Johnson, M. L. with F. Dumaine
« L’accès à la justice dans les deux langues officielles : améliorer la capacité bilingue de la magistrature des cours supérieures ». Ottawa : Commissariat aux langues officielles. Étude préparée par PRA inc., avec la collaboration de Marc L. Johnson


“Supporting Aboriginal People’s Labour Market Entry”, Report to Ministry of Training, Colleges and Universities, for Algonquin College, Ottawa, ON, May.

“Navigating the Canadian IT Workplace (NCITW)”, Formative Evaluation Report for In-TAC, Ottawa, ON, July.

“Assessing Health promoting Schools” prepared for PHE Canada, Ottawa, November.

Selected Working, Technical and Occasional Papers


Cardinal, L. (2013)
“La réforme du Sénat et les communautés francophones du Canada”, rapport d'expert dans l'affaire d'un renvoi relatif à la réforme du Sénat, Cour suprême du Canada, 65 pages.

Cardinal, Linda (2013)
“La réforme du Sénat et les communautés francophones du Canada”, rapport d'expert dans l'affaire d'un renvoi relatif à la réforme du Sénat, Cour d'appel du Québec, 463 pages.

“Rapport synthèse du Sommet des États généraux de la francophonie d'Ottawa”, Chaire de recherche sur la francophonie et les politiques publiques, Ottawa, 63 pages.

“2012 OMMI Survey: Selected Results” Ottawa Multicultural Media Initiative. 34 pages.

“Multicultural Media Use Profiles: Ottawa’s Chinese, Latin American, Somali and South Asian Communities”. Ottawa Multicultural Media Initiative. 20 pages.

Carrière, A., Luther, R., (2013).


Teaching Material


« L’évaluation des actions de lutte contre la pauvreté urbaine en contexte de développement » PowerPoint pour le Programme international de formation en évaluation du développement (PIFED), Québec, juin.
Funded and Sponsored Research

Interdisciplinary research activities are a trademark of the Centre. They receive support from partners and/or funding councils. In 2013 they include: ‘Major (multi-year) Projects’ that relate to private, public and social sectors and ‘Other Projects’ usually involving applied research as well as an on-going workshop to develop a refurbished conceptual framework for the governance of public, private and social organizations.

I Major Projects

1) Pathways to Prosperity Partnership (funding of $2.5M from SSHRC for the period 2012 - 2019 with funding for various projects from a range of federal and provincial ministries).

This is an alliance dedicated to fostering welcoming communities that promote the economic, social and civic integration of migrants and minorities in Canada as well as fully welcoming immigrants, international students and temporary foreign workers. It operates through an overarching, central hub and five regional nodes. And includes all key federal and provincial migration ministries; municipalities; national, regional, and local organizations involved in newcomer settlement; as well as researchers from over fifty universities.

It main activities are primary and secondary research, knowledge transfer, education, and mutual learning. The methods bring together academic scholarship with local expertise and detailed government program knowledge - to provide practical, empirically based advice on policies, programs and agency practices.

Burstein, Meyer is head of the Secretariat and member of the pan-Canadian Board of Directors. Andrew, Caroline is a member of the Board of Directors from Ontario

2) CURA - Knowledge-based Community Governance Project ($1,000K from SSHRC over the period 2009-2014).

Its principal objectives are to study, evaluate, compare and formalize practical knowledge on community governance developed within minority communities in order, in part, to develop concrete action strategies as well as to contribute to the circulation of new knowledge on the role of community governance within the development of linguistic minorities’ sector

Cardinal,Linda is the director (with partners). Team members include Andrew, Caroline, Champagne, Éric & Johnson, Marc L.
3) ICURA – C-Change ‘Managing Adaptation to Coastal Environmental Change: Canada and the Caribbean’ (total funding of $1.958.5K ($1,017K from SSHRC for Canada share and $914K for Caribbean share) for 2009-2015).

C-Change, an International Community-University Research Alliance (ICURA) research program addresses the plight of coastal communities faced with pending environmental change. The C-Change community-based framework models and evaluates community vulnerability to storm surge and sea level rise toward the objective of providing communities with enhanced awareness and capacity to prepare for the pending changes.

To help achieve adaptation to environmental change, C-Change creates alliances among: selected coastal communities in Canada and the Caribbean; postsecondary institutions providing research and training resources; community businesses; and institutional and technical services leaders. The research also establishes formal collaboration and mutual co-learning opportunities among the Canadian and Caribbean coastal communities on comparative research.

Lane, Daniel (Canada share) co-director, and chair of the C-FOAM research cluster.

4) CURA – Feminist Northern Network ‘FemNorthNet’
(funding of $1,000K from SSHRC for the period 2009-2014 through its Northern Communities Special Call CURA program)

Using an intersectional gendered analysis and participatory action research, FemNorthNet focuses on sustainable economic development in the North by exploring similarities and differences among and between different groups of women. FemNorthNet is poised to provoke broader discussions on economic restructuring and healthy communities.

Andrew, Caroline is the co-lead on the Governance Theme with Lafreniere, Charlene from the University College of the North, Thompson Manitoba.


Cette subvention vise à évaluer le partenariat qui soutient Avenir Jeunesse, un programme qui vise la promotion des études post-secondaires pour les jeunes qui viennent des milieux défavorisés à Ottawa. Le programme est un partenariat de la Ville d’Ottawa, la Corporation du logement communautaire d’Ottawa, les cinq institutions post-secondaires d’Ottawa (Algonquin, La Cité, Saint Paul, Carleton, U d’Ottawa) et beaucoup de partenaires communautaires.

Andrew, Caroline is the principal investigator.
6) Ottawa Multicultural Media Initiative - The Research Initiative: Ottawa Multicultural Media Initiative 2011-2014, SSHRC $200,000)

This project aims to improve collective knowledge of media consumption and production in the Ottawa Chinese, Latin American, Somali, and South Asian communities. It is a partnership of the University of Ottawa with the City of Ottawa, and in collaboration with an extensive network of media producers, consumers, and scholars.

Andrew, Caroline is one of the co-investigators and Carrière, April is the project officer.

6) Civic Culture, the Social Contract, and their Faultlines in Canada.

An evidence-based examination of central principles of civic culture and how these vary systematically across Canada’s regions, and underlie public and political behaviours. The project is a continuation of an earlier completed initiative “Individuals, Institutions, and the Social Contract in Canada”, directed by Dr. Paul Reed, with $300,000 in funding from SSHRCC and a foundation. That first part of the initiative produced several reports and the monograph, “A Fragile Social Fabric: ….?”. Funding for the second part is to be sought in summer 2014.

Reed, Paul, co-investigator with Gary Caldwell


Stephen Brown, principal investigator


Brown, Stephen, co-investigator

II Other projects

1) 2013 – Condition féminine Canada – subvention (funded by Status of Women Canada) pour Initiative : une ville pour toutes les femmes.

Cette subvention est liée aux projets de recherche subventionné par le CRS (2009-2012) (Feminist organizing in neo-liberal times mentioned in the 2011 Annual Report and (Évaluation de la mise en œuvre de la Perspective d’équité et d’inclusion par la Ville.

Andrew, Caroline is a co-investigator on the 2 grants. Franovic, Angela is part of the research team

This project aims to develop the R & D capacity of TAU using the action research network that includes COG collaborators as well as TAU, the Public Affairs Research Institute of the University of Witwatersrand. 2013 activities included missions, and presentations.

Champagne, Éric (leader), Martineau, Pierre and Hart-Poliquin, Moira, contributors

3) Service Action for Chad and Burundi (2013, UNICEF $409,000)

Effective community-based systems can deliver services that mitigate and respond to children’s risk during and after armed conflict. This project aims to enhance understanding of the role that community groups play in promoting social cohesion in localized settings and their capacities and responsibilities for the education and influencing of social behaviour in children and to build individual and community capacities to contribute to lasting social cohesion.

Besada, Hany is the research team leader

4) Governance of Natural Resources in Africa: Advancing a Qatari Perspective and Economic Diversification (2013-2016, $735,000 Qatar Foundation)

The project will assist in developing technical capacity and technological innovation to diversify into natural resource investments in sub-Saharan Africa focusing on: evaluating Qatar’s potential; analyse the use of sort power; and inform diagnostic options for capacity building instakeholders in extractive industry-rich economies.

Besda, Hany is a senior researcher. Carriere, Brian leads research on one theme


This project aims to design and test a monitoring framework for coaching activities as a tool for WBI in its work to provide coaches for political leaders and operational teams related to implementation challenges arising from policy reform. 2013 activities took the form of action research.

Hart-Poliquin, Moira is a main contributor.

6) Canadian Active After School Partnership - part of the After School Initiative. (September 2012 – March 2014, including $70,000 from the Public Health Agency of Canada for the developmental evaluation component).

The developmental evaluation is being used to support collective learning in order to improve the environment for quality after school programming.

Wilson, Christopher is co-developmental evaluator.

Physical and Health Education Canada seeks to develop an ecosystem approach to health promotion in Canadian schools. The scope of this work is national, regional and local while at the same time working across traditional health, educational and community boundaries to promote health in schools in a sustainable manner. A key element is generating evidence of impact, and community capacity to come together to support this kind of strategy.

Wilson, Christopher is co-developmental evaluator.

8) Benchmarking Knowledge Products and Dissemination Strategies (December 2013 -- March 2014, $20,000 Isaix Technologies supported by Public Health Agency of Canada (PHAC))

PHAC’s Centre for Chronic Disease Prevention and Health Promotion wishes to identify potential niches for CCDP to target knowledge products and associated dissemination strategies for chronic disease prevention based on patterns, trends and options that can be identified from national, provincial and selected international products and practices.

Wilson, Christopher is co-investigator
Main Activities

I Public Activities

The Centre on Governance is involved in a wide span of activities pertaining to the governing challenges in the international, private, public social, community and local sectors. From year to year, these different sectors may represent more or less of the Centre’s activities.

In 2013, the Centre has been particularly interested in developing new initiatives on the international, innovation and community fronts. These themes can be seen in its publications and research as well as in the creation of a special lecture series.

Lecture series

The main objective of the Governance Innovation Lecture Series is to create a space for thinking about innovative solutions to address contemporary problems and challenges faced by governments, beginning with contributions from members of the Centre on Governance as well as visiting researchers. Its focus is on applied, concrete and targeted innovations and aims at fostering inter-sectoral dialogue as well as between academics and practitioners. The target audience is the academic community, civil servants, public and non-profit actors and the general public.

In 2013, four lectures were presented.

February 19, “The Politics of corruption: Two competing definitions”, Professor Ivor Chipkin (Director, Public Affairs Research Institute and Associate Professor, School of Social Sciences, University of the Witwatersrand, South Africa). Partnership of the Centre on Governance and the Public Affairs Research Institute.

March 14, “Alternative Investment: Understanding Islamic Finance – Possibilities and Limits from an international and Canadian Perspective”, Mr. Mahnomd Mohieldin, Special Envoy for the President of the World Bank and discussants: Walod Hejaz (Associate professor, Rotman School of Management) and Rehan Huda (Director, Amana Canada Holdings). Partnership with Telfer School of Management.

May 7, “Rethinking the Governance model for a Sustainable Peace Regime in the Korean Peninsula?”, Dr. Hong Je Cho (Senior Research fellow, Research Institute for National Security Affairs, Korean National Defense University and Visiting Scholar, McGill University). In partnership with the Centre for International Policy Studies.

Other Public Events

March 6, “Gender, Diversity and Tohoku Reconstruction: Challenges and Opportunities Two Years On”, Professors Jackie Steel and Mari Osawa (Japan-Canada Interdisciplinary Network on Gender, Diversity and Reconstruction). Talks in Toronto, Ottawa, and Vancouver, The Japan Foundation in cooperation with The Asia-Canada Program, the University of Ottawa, Simon Fraser University, and the Centre on Governance.

"Canadian Urban Forum: New Models for Tomorrow’s Infrastructures”, Canadian Urban Institute and Centre on Governance, University of Ottawa, Faculty of Social Sciences, June 18 and 19, 2013

Champagne, Eric co-organizer

Presentations

Besada, Hany (2013).

“Governing Natural Resources in South Africa.” Presentation at a High Level Panel Discussion with South Africa’s Deputy President, H.E. Kgalema Motlanthe. 27 November. Ottawa, Canada.


Brown, Stephen (2013)


"Dire Consequences or Empty Threats? Western Pressure for Peace, Justice and Democracy in Kenya", Institute of African Affairs, German Institute for Global and Area Studies, Hamburg, Germany, May 22.


“Elections, Violence, and International Criminal Justice: The Case of Kenya”, German Development Institute, Bonn, Germany, April 15.

Cardinal, Linda (2013)

with Helaina Gaspard.
The Harper Language Regime and Official Language Minorities in Canada, Université de Victoria (Colombie-Britannique), Association canadienne de science politique, 6 juin.

with Danielle Manton et Sonia Ouellet.
L'accès à des services en français en Ontario: quels apprentissages pour la Coalition des intervenantes et intervenants en justice?, Université d'Ottawa, Les savoirs de la gouvernance communautaire, 14 février.

April Carrière (2013)


with R. Ahmed.
“Multicultural Media in Practice: A Look at Four Ethno-cultural Communities in Ottawa”. Ottawa Multi-cultural Media Initiative. Poster presented to Prosperity. 2013 Annual Conference, Ottawa, ON, November.

“Beyond the problem of mass media concentration. Lessons from Bolivia”. Conference presentation at the Media Democracy Days Ottawa Conference, Ottawa, November 8.

Franovic, Angela (2013)

Jeannotte, M. Sharon (2013)


with F. Dumaine.
« Évaluer la Feuille de route pour les langues officielles par une approche axée sur la théorie. Une proposition. Présentation au Centre d'études en gouvernance », uOttawa.ca, le 23 octobre.


with F. Dumaine.
« Écouter, comprendre et soutenir la vitalité communautaire grâce à l’évaluation axée sur la théorie ». Présentation au congrès annuel de la Société canadienne d'évaluation, Toronto, le 11 juin.

with F. Dumaine.

with F. Dumaine.
« Innover afin d’évaluer la vitalité communautaire». Présentation au Rendez-vous de développement professionnel de la Section de la capitale nationale de la Société canadienne d'évaluation, Ottawa, 21 février.

Kubicek, Alice (2013)


with Michael Purdy.
“When research meets practice: What listeners can learn from the challenges of cross cultural communication”, presented at 34th Annual ILA Convention 2013, Montreal, QC., June.

with K. Diaz.
“Strategies for Inclusive Performance Appraisals”, workshop presented at Multicultural Forum Conference, Minneapolis, MN, USA, April.

“Find Potential in Culture Traps” presented at Cannexus 2013, Ottawa, ON, January.


“International Youth: A New Opportunity”, Keynote Address at AIESEC Ottawa Corporate Breakfast, Ottawa, ON, May.

“Economics for Succes”, Junior Achievement Canada, Ottawa, ON.

Martineau, Pierre (2013)

with John Gelder and Nick Shepherd.
“Making Service the Focus of the Public Service”, Operations management support programme partner workshop, Pretoria, South Africa, July 23.

Ndongo, Mebometa (2013)

« L’action de la Banque Mondiale au Sénégal : évaluer le développement urbain et comprendre les dimensions cognitives et culturelles sous-jacentes », colloque du CREXE-ENAP dans le cadre du 81e Congrès de l’ACFAS (Section 400 Sciences sociales, # 475), Université Laval, Québec, mai.

Paquet, Mireille (2013).


"Réseaux de soutien à l’immigration francophone et Partenariats locaux d’immigration." Congrès en immigration francophone 2013, Assemblée communautaire fransaskoise, Saskatoon, April.

With Andrew, Caroline.


Reed, Paul (2013)


“Civic Engagement: The Visible and Not So Visible Consequences of Volunteering”, Mc Gill University Health Centre, Institute for Strategic Analysis and Innovation, Key Note Opening Address, 6th Annual Conference, , September 29.

Trent, John (2013)

“Seeking New Paradigms in Political Studies”, Autonomous National University of Mexico (UNAM) 5 November.

“The Benefits and Costs of Specialization in Political Science”, Universidad Iberoamericana 6 November.


“The State of Political Studies in the World: Thinking about New Paradigms” Keynote paper to the RC 33, RC 19 and IPSA Executive Committee Meeting: “Comparative Perspectives on Political Science and Gender” 12 December, University of Helsinki, Finland.

Wilson, Christopher (2013)


“Moving from Leadership to Stewardship”, presentation to the Second Annual CAPPA Conference in Public Management, Ryerson University, Toronto, 27-28 May.
Facilitation

**Beninger, Lorraine** (2013)

Guest Speaker for the 4th year Arts Management class, Sprott School of Business, Carleton University, December 9.

**Carriere, Brian** (2013)

Facilitated workshop on creating employment opportunities and developing ones network as part of the Youth Futures Program.

**Champagne, Éric** (2013)


La gouvernance des sociétés : une mise en contexte, Collège des Administrateurs de Sociétés, certification universitaire en gouvernance de sociétés de l’Université Laval, Montréal 22 mars et 7 novembre.

**Hubbard, Ruth** (2013)

“The strong pull of the past: impediments to realizing e-government”, Telfer School of business, March 12.

“Public Management Today”, School of political studies, April 4.

“What has to happen for government to be relevant?” Institute on Governance, June 13.

“Rising disloyalty and the public reform that incites it”, Institute on Governance, November 20.


« L'évaluation au service de l'élaboration des politiques publiques. Le cas de la Feuille de route pour les langues officielles ». Formulation des politiques publiques, Université d'Ottawa, le 8 novembre.

**Hart-Poliquin, Moira and Eric Champagne** (2013).

Leadership for Results : What Lessons have we Learned that could be Useful for Operations Management Support Programmes?, Operations management support programme partner workshop, Pretoria, South Africa, July 23.

**Manning, M. Linda** (2013)

Facilitator, The Power of Inclusion for Cultural Competence for SME Employers, Cultural Competency Workshop for Employers, In-TAC, Ottawa, ON.
Ndongo, Mebometa (2013)

Ateliers pratiques sur « l’évaluation des actions de lutte contre la pauvreté urbaine en contexte de développement » : problématique de la pauvreté urbaine, cibles, nature et processus de conception des actions de lutte; études de cas (États, organisations internationales, milieu universitaire), cadre empirique, lacunes et pistes de solutions.

Paquet, Gilles (2013)


Governance: how to transform the coordinating roles of governing bodies, Royal Life Saving Society Canada, Charlottetown May 25 and Ottawa, September 28.

Gouvernance et éthique, Association du transport urbain du Québec, Gatineau, le 3 octobre.

Dealing with wicked policy problems, Institute on Governance, Ottawa, October 16.


Ragan, Tim (2013)

Business Process Transformation Winter term teaching, Telfer School, February – April:

“Elder mediation”, Planning session of FMC/OAFM (Family Mediation Canada; Ontario Association of Family Mediators), March

“Futures”, Social Planning Council of Ottawa (SPCO) at their AGM, July 30.

Strategic plan for CCA (Council of Canadian Academies), June/July

Transformation Initiative, Community Foundation Ottawa (CFO), August - October.

FMC (Family Mediation Canada) Board Meeting, facilitation, during AGM 2nd, 3rd November

Reed, Paul (2013)

Self-Interest, Altruism, and the Social Dynamics of Cooperation; and, Civic and Social Engagement in Contemporary Democracies (both 4th year courses taught at Carleton University)

Wilson, Christopher (2013)

with K. Hoffman.

“Reframing Healthy School Communities”, facilitated workshop for Physical and Health Education Canada, Ottawa, 11-12 July.
Missions

Champagne, Éric (head of the mission); Martineau, Pierre and Hart-Poliquin, Moira (2013)
Mission to South Africa, from July 14-26. Support to National Treasury’s Technical Assistance Unit (TAU). This mission is part of an engagement with TAU and its South African Partners to support public sector reforms through Action Learning.

Champagne, Éric and Martineau, Pierre (2013)
The Centre on Governance hosted a TAU mission to Canada (16-23 February 2013) to prepare a project to strengthening capacity of the knowledge management (KM) function through an action learning approach to improve effectiveness and sustainability of TAU/GTAC’s engagement with Clients faced with service delivery challenge. Eric Champagne and Pierre Martineau were the focal points from the Centre on Governance.
II Community Connections

Selected Community Activities

Beninger, Lorraine (2013)
Member, Citizens Academy: Ottawa History project.

Besada, Hany (2013)
Member of the UN Secretary General’s High Level Panel Secretariat on the Post-2015 Development Agenda (2012-2013).


Member of the Canadian International Council’s Africa Study Group, Ottawa, Canada (2013).

Member of the Cambridge Review of International Affairs Review Board, Cambridge, United Kingdom (2013).

Member of the Canadian Foreign Policy Review Board, Ottawa, Canada (2013).

Member of the Society of International Development, Ottawa, Canada (2013).

Champagne, Éric (2013)
Member of the Board of Director of the Canadian Urban Institute (and on the Governance Board Committee à l’Observatoire de la Mobilité durable de l’Université de Montréal.

Dadwal, Viva (2013)
Associate Editor LSE-affiliated journal “Globalization and Health”.

Hubbard, Ruth (2013)
Editorial board member ‘The Innovation Journal’.

Jeannotte, M. Sharon (2013)
Member of the Scientific Committee for the International Conference on Mapping Culture: Communities, Sites and Stories, May 28-30, 2014, Coimbra, Portugal.

Kubicek, Alice (2013)
President of Board of Directors, Daybreak Non-Profit Housing & Director of Audit and Finance Board Committee.
Director of Appeals Committee, Human Resources Professionals Association, Ontario.

Director-at-Large, National Board of Directors, Certified Management Consultants Canada.

Lead Judge, JMSB International MBA Case Competition, Concordia University.

Manning, Linda M. (2013)

Executive Committee Member, Financial Literacy Action Network Ottawa, Ottawa, ON.

Paquet, Gilles (2013)

Member of the Advisory Board of the Center for Immigration Policy Reform.

Membre associé du Groupe de recherche sur l’économie de l’immigration.

Pestieau, Caroline (2013)

Member of the Board of Trustees, International Network on Bamboo and Rattan, Beijing.

Chair, Recruitment Committee, Carty House Board.

Chair of the Organizational Development Committee, Academics Without Borders Canada (AWBC).

Trent, John E. (2013)

Chair, Board of World Federalists.

Contact Us

For more information about the activities of the Centre or planned activities, contact:
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