

Case Study selection in Work Integration

Deliverable D7.2 of the project:
“Impact of the **Third Sector as Social Innovation**” (ITSSOIN),
European Commission – 7th Framework Programme

30th October 2015

Deliverable of the
FP-7 project: ITSSOIN (613177)



Suggested citation

Andre, Kevin; Cognat, Aurelie Sara, Pache, Anne-Claire and Sandford, Sarah (2015). Case study selection in Work Integration. Deliverable 7.2 of the project: “Impact of the Third sector as Social Innovation” (ITSSOIN), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research.

Acknowledgements

We would like to thank our partners within the EU-sponsored project “ITSSOIN – Impact of the Third sector as Social Innovation” for their extensive support in preparing this report. The partner network consists of the University of Heidelberg for Germany, VU University Amsterdam and the Netherlands Institute for Social Research for the Netherlands, London School of Economics and Political Science for England, Università Commerciale Luigi Bocconi for Italy, Copenhagen Business School for Denmark, ESSEC Business School for France, Masaryk University for the Czech Republic, Universidad da Coruña and Universidad Oviedo for Spain and the Stockholm School of Economics for Sweden.

ITSSOIN

ITSSOIN is a research project funded under the European Commission’s 7th Framework Programme responding to a call to investigate “The impact of the third sector on socio-economic development in Europe”. The project is a research collaboration between 11 European institutions led by the University of Heidelberg and runs from 2014-2017.

Date:	30 th October 2015
ITSSOIN deliverable:	No. 7.2
Authors:	Kévin André; Aurélie Sara Cognat, Anne-Claire Pache and Sarah Sandford
Lead partner:	ESSEC Business School Paris
Participating partners:	University of Heidelberg (Germany), Masaryk University (Czech Republic), Universidad da Coruña (Spain)
Contact person:	Kévin André Social Entrepreneurship Chair, ESSEC andrek@essec.edu

Content

1. Introduction	1
2. Methodology	2
3. Results	3
3.1. Results of country-level academic consultation	3
4. Expert Consultation	4
5. Identification a social innovation stream	7
6. Next steps	9
7. References	9
8. Annex	10
8.1. Annex I: Web questionnaire for expert consultations	10
8.2. Annex II: Framework for classifying cross-sector partnership social innovation streams .	11
8.3. Annex III: List of experts consulted	12

1. Introduction

This deliverable comes in the wake of a broad investigation of the field of work integration, focused on the Czech Republic, France, Germany and Spain. These countries were chosen based on their characteristics (historical context, labour market situation, degree of state intervention, and importance of the third sector) so that the sample consists of some countries with contrasting characteristics, and others with similar features.

France was chosen as a third sector-dominated field where the establishment of WISEs (Work Integration Social Enterprises) was identified as an innovative development, albeit not a recent one. Spain was also found to have a similar dominance of third sector organisations – which should allow for an interesting comparison. The Czech Republic provides interesting comparisons to these two countries, as the implantation of WISEs in a state-centred context is still ongoing. Germany provides an interesting comparison to France, with a similar coordinated market state yet with a much more state-dominated field of work integration (Anheier et al, 2015).

An overview of the structure of the field was conducted to cover central regulative characteristics, important developments over the last 10 years and key players drawn from government, the private sector and third sector. The situations in Germany, Spain, Czech Republic and France were compared and analysed to determine cross-country similarities and differences. Five interesting developments in social innovation trends were identified, set out and described below:

- **WISEs:** The study of a new type of organizations - WISEs (Work Integration Social Enterprises). WISEs are associations or enterprises, which often have a contract with the State, and are engaged to hire disadvantaged people for a limited period, offering a pathway to full integration in the labour market. Such pathways typically combine a professional activity with personalized professional and social support. (Lallemand-Stempak et al, 2015) A study of WISEs as social innovation trend would focus on a specific type of WISE and map how WISEs have appeared, gained legitimacy, and have influenced the field of work integration. We would study of the respective roles and reactions of for-profit sector, public sector and private sector in response to the emergence of this type of WISEs.
- **Cross Sector Partnerships** in the field of work integration. Whilst government subsidies for work integration initiatives have long been a feature of the sector, and private firms play an important part in work integration efforts in some countries, new initiatives combine the roles of two or three sectors in an innovative manner. An example would be “Yo Soy Empleo” in Spain, led by BBVA bank and involving the public and third sectors, which provides direct incentives to SMEs to hire unemployed workers. It also offers training, selection and consultancy services to firms, and information to the unemployed to achieve the goal of higher employment. We would study how such partnerships have emerged, which actors were involved and what factors can account for their success.
- **Work integration initiatives that try to scale their social impact:** In some contexts, e.g. in France, work integration initiatives have tended to remain small and localised. Thus those who have managed to scale their operations have innovated. We would study the various scaling strategies implemented in the field and the key determinant of successes and failures. We would pick one type of scaling strategy or one industry in

which scaling has proved possible. We would study whether the ability to scale is sector-dependent.

- **Quality Management** in work integration initiatives: In order to find funding, to attract new clients and to improve their production processes, how do work integration initiatives manage quality? Is quality management more of an issue in one sector than in another? Which sector takes a lead in quality management initiatives? How, why and where did these initiatives? What sort of quality management processes exist, and which is the most pertinent to study further.
- **Integrated approaches for disadvantaged people:** The disadvantaged people targeted by work integration initiatives often face multiple problems. Recently, some work integration initiatives have been offering integrated, customised support to the unemployed people targeted by the initiative. A study of integrated approaches would uncover the origins of the approaches (government/private firms/ third sector organisations) and possibly make a further selection of the target group tackled by these approaches.

The majority of these phenomena were observed by two or more countries (drawn from France, Germany Spain and the Czech Republic) in the course of earlier research (Lallemand-Stempak et al, 2015)

2. Methodology

We sought expertise to help with the selection of the most relevant and innovative development of the five candidate social innovation trends outlined above and then to identify and select a narrower social innovation stream.

First, we consulted universities who have developed knowledge of the field of work integration through the ITSSOIN project: Masaryk University in the Czech Republic, ESSEC business school in France, the University of Heidelberg in Germany and the Universidad da Coruña, Spain.

We asked these academic contributors to identify the potential of the five themes in terms of:

- Relevance regarding the recent evolutions in Work Integration
- Feasibility in terms of methodology
- Potential for testing ITSSOIN assumptions
- Potential for academic publications

The second round of consultations involved soliciting the opinion of experts in the field of work integration. This second round of consultation involved transmitting a questionnaire, which could be undertaken online or used as the basis for a telephone interview. We consulted experts drawn from all the four countries, composed of:

- Three experts from the Czech Republic
- Four experts from France
- Three experts from Germany
- Four experts from Spain

The experts were asked to rank:

- Whether the proposed innovation was indeed innovative in their country

- Whether the proposed innovation was indeed an appropriate response to a social need.

On this basis, one of the five social innovation trends outlined in the introduction was identified. From this identification, we proceeded to narrow down to a social innovation stream. We categorised possible social innovation streams and asked each university to classify the most pertinent social innovation activities in their country. These examples were uncovered by the academic institutions during the course of research for an earlier publication, Lallemand-Stempak et al (2015) – or based on conversations with experts in the course of this stage of the project.

We used the quantitative data (how many examples of each type of social innovation stream are put forward – an important variable to ensure that we have enough material to conduct an in-depth investigation) and qualitative data (what is the quality or innovativeness of each of the examples put forward; is the response to a social need evident; what are the wider implications of the stream we choose to study) in order to make the final stream selection.

3. Results

3.1. Results of country-level academic consultation

The table below summarises the responses of countries involved in investigating work integration for ITSSOIN to the consultation. Whilst most partners provided a response to each criterion, the University of Heidelberg provided responses only when they had detailed knowledge of the subject.

The colour coding allows us to identify the most promising innovations at a glance. We note immediately that there were significant doubts about ‘scaling social impact’ and ‘quality management’. Most concerningly, more than one academic institution had doubts about whether these candidates were really relevant to the evolution of the work integration sector, and about the ability to test ITSSOIN hypotheses if we pursued these “innovations.” We thus struck these two candidate innovations from the list of potential social innovations to be further examined by a group of experts.

Integrated approaches scored highly across the board, so did cross-sector partnerships. WISEs as a social innovation generated polarised responses; but as two of our three countries were extremely positive about this candidate innovation across the board, we brought this contested innovation into the next round of consultations.

	Relevance regarding the recent evolutions in Work Integration	Feasibility in terms of methodology	Potential for testing ITSSOIN assumptions	Potential for academic publications
WISEs				
Cz Rep	HIGH	HIGH	HIGH	HIGH
Spain	LOW	LOW	LOW	LOW
Germany	HIGH	HIGH		
France	LOW	HIGH	LOW	HIGH
Cross-sector partnerships				
Cz Rep	HIGH	MEDIUM	MEDIUM	HIGH
Spain	HIGH	HIGH	HIGH	HIGH
Germany			LOW	
France	HIGH	MEDIUM	HIGH	MEDIUM
Scaling social impact				
Cz Rep	HIGH	MEDIUM		MEDIUM
Spain	LOW	LOW	LOW	LOW
Germany	LOW		LOW	
France	HIGH	HIGH	HIGH	HIGH
Quality Management				
Cz Rep	LOW	HIGH	LOW	LOW
Spain	MEDIUM	HIGH	HIGH	HIGH
Germany			LOW	
France	MEDIUM	MEDIUM	MEDIUM	LOW
Integrated Approaches				
Cz Rep	HIGH	HIGH	HIGH	HIGH
Spain	HIGH	MEDIUM	MEDIUM	MEDIUM
Germany		MEDIUM	MEDIUM	
France	MEDIUM	MEDIUM	HIGH	LOW

4. Expert Consultation

We provided our partners with a web-based questionnaire in English that they could circulate to people identified as experts in their country (see Annex I). The web questionnaire was a voluntary tool which could be used in place of telephone interviews; telephone or face-to-face interviews with more supporting detail were also valued. The idea behind the web questionnaire was to give experts – who we anticipated might be too busy to devote a lot of time to a verbal consultation – a tool that could help them respond in under 15 minutes to our survey, and at their own convenience. Experts responded between the 15th September 2015 and the 5th October 2015.

We had twelve responses from the four countries. Five experts responded to the online questionnaire and the rest gave their responses during the course of a telephone interview. There were at least three experts from each country with the exception of Germany. In Germany, an additional two experts gave their opinions on the questionnaire, but declined to use the rating system between “completely disagree” and “completely agree.” On discussion with the experts in question, it became clear that those who had been solicited but had not responded found the ranking questions we proposed too simplistic. Further, they noted that from their point of view there was not a clear boundary between the three potential innovations in the German contexts: where WISEs have developed, they have done so in partnerships between sectors, and in offering integrated support to disadvantaged people

The response in fact mimics our own, earlier findings. We noted that:

“Considering that unemployment, poverty and social exclusion are strongly intertwined, work integration programs must go beyond traditional employment policies and provided targeted individuals with comprehensive solutions, including, but not limited to training, education, coaching, counselling and socialization” (Lallemand–Stempak et al, 2015, p.1)

Given this, it could be argued that these experts are saying that WISEs themselves (which often involved cross-sector partnerships and integrated approaches) are the social innovation. This echoes some French experts who argue that integrated approaches form an integral part of the WISEs themselves. Nevertheless, as the data we will present shows, most experts no longer see WISEs as innovative, though indeed they once were. Furthermore, most of the experts we consulted in this survey have a strong tendency to select either cross-sector partnerships or integrated approaches.

We classify the experts who responded fully to the questionnaire by institution in the following table. A full list of the experts consulted can be found in Annex III.

Table 1: Composition of the expert group

Country	Czech Republic	France	Germany	Spain
Academic	1	1	1	2
Practitioner	1	1		
Think-tanks	1	2		1
Funder				1
TOTAL	3	4	1	4

The following tables give a summary of our results.

First we observe that the three social innovation trends were viewed as appropriate responses to social needs.

Table 2: Is this innovation trend an appropriate response to a social need (i.e. integration of disadvantaged people)?

	WISE	Cross Sector Partnerships	Integrated Approaches
Spain	3	3	3
Czech Republic	2	1	2
Germany	0	0	1
France	4	4	3
TOTAL	9	8	9

In the following table, we present a summary of our experts' views on which of the three social innovation trends we put forward were considered the most innovative.

Table 3: Which is the most innovative trend in your country?

	WISE	Cross Sector Partnerships	Integrated Approaches
Spain	0	3	1
Czech Republic	1	0	2
Germany	0	0	0
France	0	4	1
TOTAL	1	7	4

Very few experts totally agreed that WISEs are innovative in their country, except the Czech Republic where WISEs are a more recent development. Generally, the experts consulted see integrated approaches as innovative, but less so than cross-sector partnerships. Some experts stated that they saw integrated approaches as being a fundamental part of WISEs and not as a separate or new approach, though it seems that they are considered innovative by half the experts consulted from the Czech Republic.

Cross-sector partnerships clearly lead the field from the experts' point of view. Whilst the experts who ranked cross-sector partnerships as the most relevant innovation trend only came from France and Spain, experts in Germany and the Czech Republic were nonetheless able to give us compelling, innovative examples of cross-sector partnerships in their country (see section 5). Our experts provided several examples, highlighting that cross-sector partnerships can:

- Mitigate negative externalities caused by work integration efforts (eg, a WISE being awarded a contract at the expense of another organisation which leads to workers in that other firm being laid off).
- Provide more and better partnerships to employment
- Help towards integrated support for disadvantaged people by putting them in touch with state agencies that could provide support.

However, an expert in France counselled that partnerships with the State are sometimes tricky, as support schemes are often highly segmented, with staff assigned to one initiative or another. Finding someone with the authority and ability to make connections across schemes and with WISEs can be difficult.

This broad support validates the case for studying cross-sector partnerships as a social innovation trend in the field of work integration.

5. Identification a social innovation stream

Having identified cross-sector partnerships as a relevant social innovation trend to study in a case study, we then sought more detailed opinions from the four country academic partners in this research (France, Spain, Germany and the Czech Republic) in order to narrow this down to a specific social innovation trend. The academic partners were asked to draw upon their own research and their interactions with experts to put forward the most innovative examples of cross-sector partnerships in their country.

We asked the academics to place each example in a classification of social innovation streams. This classification, which was drawn in part from (MEDEF-Le Rameau, 2014) put forward four possible social innovation streams:

- **New approaches to social needs:** Cross-sector partnerships creating innovative practices to respond jointly to a social need encountered in the course of work integration initiatives.
- **Economic cooperation:** Cross-sector partnership involving co-creating a new joint product or service
- **Responsible behaviour:** Cross-sector partnership based on a firm's corporate social responsibility policy or government's purchasing strategy
- **Advocacy:** A cross sector partnership where actors work together to advocate for the integration of disadvantaged groups

A table outlining the social innovation streams, and examples of each, which was provided to each academic partner to aid their classification, can be found in Annex II.

We found that examples of economic cooperation and responsible behaviour came almost uniquely from France. We ruled out these social innovation streams due to a lack of material to investigate in the cross-country case study phase of ITSSOIN.

Turning to advocacy, we had a number of examples of social innovation activities. For example, in Germany, the **Jobstarter Programme**, which is led by the Federal Employment Agency, brings together medium sized enterprises with educationally disadvantaged young people

searching for an apprenticeship. A number of partners are involved, including migrant organisations.

In the Czech Republic, **Impact Hub** is a partnership of private and third sector organisations that advocates for the development of socially innovative start-ups as a solution to unemployment. It offers guidance and knowledge sharing to potential social entrepreneurs but also provides office space and computing facilities for new initiatives.

However, we noted that the vast majority of examples of advocacy initiatives came from the Czech Republic. Further, in Spain, advocacy is not considered innovative. The situation for “New approaches to social needs” was quite different. Each country was able to put forward some initiatives, many of which stand out particularly for their innovative characteristics.

For example, in Spain **Juntos por el empleo de los mas vulnerables** (which means ‘together for the employment of the most vulnerable’) is a partnership between all three sectors led by management consultancy firm Accenture. The idea is to search for new ways of promoting employment and self-employment for disadvantaged people. The model brings together training, funding and networking and involves evaluation of impact as the project progresses.

Change is Possible, based in the Czech Republic, is a joint initiative between Vinarice prison (a prison for repeat offenders) and a company (A-GGA Ltd.) which involves running a call-centre from within the prison walls. The knowledge and experience that prisoners gain during the course of their work within the prison should help with their employment and social integration after their release from prison.

In Germany, the **Chance Plus** programme is an initiative of DB Mobility Logistics AG, a signatory of the government-backed « Charta der Vielfalt » (Diversity Charter), in which firms commit to encouraging a workplace marked by respect for diversity. As part of this project, Deutsche Bahn (German Railways) cooperates with social workers from the non-profit association « ZukunftPlus e.V. ». The aim is to provide insights into the job market for young people who have difficulty finding a job.

In France, The “**House Cocagne**” project is to consolidate the organization of the Cocagne Network in one place and create a national training center, research and development around a unique model in France of work integration through organic market gardens. This achievement was made possible through a cross-sector partnership with the support of AG2R La Mondiale Innovation Fund along with companies, foundations and local authorities.

Our reading of the social innovation activities drawn from the four countries is that “Cross sector partnerships offering new responses to social needs” would be the most interesting social innovation stream to pursue, not only for the amount of activity we have noted in this sphere, but also for its wider relevance. Global economic crises have led to striking rates of unemployment in the countries we are studying, particularly in Spain. Innovation in this sphere is thus particularly vital and it is important to understand the dynamics of these new developments.

We noticed that several social innovation activities in this stream involved creating new jobs, either by working with a private sector firm to encourage the formation of new jobs, or by promoting self-employment. In the context of the economic crisis, these examples become

even more pertinent. It will be particularly interesting to trace the origin of these social innovations – are they an explicit response to the crisis? What factors constrain or enable their development up until now, and what might facilitate the spreading of this social innovation in other countries and contexts? Thus our choice of social innovation stream is ‘cross-sector partnerships in the field of work integration offering new responses for social needs of disadvantaged people’.

6. Next steps

The discussions with our experts and partners lead us to believe that the next phase of our research should address, amongst others, the following questions as we investigate our chosen social innovation stream

- Are cross-sector partnerships more commonly initiated by the public sector, the private sector or the third sector?
- What resources and skills does each partner bring to the partnership?
- What are the power relationships between different partners?
- What factors act in favour of the durability of the partnership?
- What economic model does the partnership embody?
- Does the type of partnership chosen depend on the beneficiary group?
- What is the role of volunteers in the partnership? Did volunteers have a role in instigating partnerships
- To what extent do cross-sector partnerships create and sustain positive change in the field of work integration?

7. References

- Anheier, H. K.; Krlev, G.; Mildenerger, G., & Preuss, S.; (2015). Country selection for the ITSSOIN project. Deliverable 2.4 of the project: ‘Impact of the Third Sector as Social Innovation’ (ITSSOIN), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research.
- MEDEF-Le Rameau (2014) ‘Construire ensemble’. Accessible at http://www.lerameau.fr/wp-content/uploads/2014/12/Guide_Construire_Ensemble_2014.pdf.
- Lallemant-Stempak, N.; Cognat, A.S.; André, K.; Pache, A.-C.; Preuss, S.; Navrátil, J.; Špalková, D.; Rey-García, M.; Calvo Babio, N.; Felgueiras A. (2015). Field Description in Work Integration. Part 1 of deliverable 7.1 of the project: “Impact of the Third Sector as Social Innovation” (ITSSOIN), European Commission – 7th Framework Programme, Brussels: European Commission, DG Research.

8. Annex

8.1 Annex I: Web questionnaire for expert consultations

1) The WISEs can be considered as an innovation in your country :

1) The WISEs can be considered as an innovation in your country :

totally agree agree to a certain extent generally disagree totally disagree

2) The WISEs are an appropriate response to a social need (i.e. integration of disadvantaged people)

totally agree agree to a certain extent generally disagree totally disagree

3) Do you know some organizations involved in this type of initiatives? Please list below the name of these organizations.

4) Cross-sector partnerships in the field of work integration can be considered as an innovation in your country:

totally agree agree to a certain extent generally disagree totally disagree

5) A cross-sector partnership is an appropriate response to a social need (i.e. integration of disadvantaged people)

totally agree agree to a certain extent generally disagree totally disagree

6) Do you know some organizations involved in this type of initiatives? Please list below the name of these organizations.

7) Integrated approaches can be considered as an innovation in your country

totally agree agree to a certain extent generally disagree totally disagree

8) Integrative approaches are an appropriate response to a social need (i.e. integration of disadvantaged people)

totally agree agree to a certain extent generally disagree totally disagree

9) Do you know some organizations involved in this type of initiatives? Please list below the name of these organizations

10) Which of these three proposals offer the best example of social innovation in the field of work integration?

	Rank 1 (most relevant)	Rank 2	Rank 3
[WISEs]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[Cross Sector Partnership]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[Integrated Approaches]	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11) Do you want to add some comments on this topic?

12) Country

France Germany Czech Republic Spain

13) Could you, please, indicate your name, and your institution, and your function

14) If you want to receive the results of our study (in March 2017) please indicate here your email address

15) If you have some remarks or questions, we would be glad to collect them

16) Do you accept your name be cited in the list of the experts we have consulted for our study?

Yes No

8.2 Annex II: Framework for classifying cross-sector partnership social innovation streams

CANDIDATE SOCIAL INNOVATION STREAMS IN THE CROSS SECTOR PARTNERSHIPS SOCIAL INNOVATION TREND					
	Philanthropy Cross-sector partnership characterised by a financial contribution	New approaches to social needs Cross-sector partnership creating innovative practices to respond jointly to a social need encountered by WI initiatives.	Economic cooperation Cross-sector partnership co-creating a new joint product or service	Responsible behaviour Cross-sector partnership based on a firm's corporate social responsibility policy or government's purchasing strategy	Advocacy A cross sector partnership where actors work together to advocate for the integration of disadvantaged groups
Social innovation activities: examples of a cross-sector partnership	NOT CONSIDERED INNOVATIVE	Juntos por el empleo de los mas vulnerables SPAIN A partnership between all three sectors led by Accenture, the idea is to search for new ways of promoting employment and self-employment of the most vulnerable. The model brings together training, funding and networking and involves evaluation of impact as	Log'Ins FRANCE Norbert Dentressangle (a leading logistics firm) and ARES (third sector) have come together to create a new hybrid organisation that undertakes training of disadvantaged unemployed people in logistics, a market where there is strong and steady demands for the services offered. Hence the people trained have sure employment	Social Clauses FRANCE In France, public procurement contracts may contain social clauses that stipulate that a certain percentage of employees should come from work integration pathways. Waste recycling FRANCE Sati, a coffee merchant, works with a WISE to treat and make use of its waste.	Lotsenportal „Perspektive Wiedereinstieg“ GERMANY Initiative by Government, third sector and businesses aiming to guide the way back into job for those who are willing to return to work after a phase of family care. Advocacy takes the form of providing guidance to individuals but also the form of lobbying entrepreneurs to employ those who are willing to return to work.

		the project progresses.	prospects.		
Other innovations (to be completed) Please specify which sectors are involved in this partnership	Leave blank	<i>Do you have one or more examples of a CSP involving new responses towards social needs? If it/they are one of your three top priority examples, please describe here</i>	<i>Do you have one or more examples of a CSP involving economic cooperation? If it/they are one of your three top priority examples, please describe here</i>	<i>Do you have one or more examples of a CSP involving responsible behaviour? If it/they are one of your three top priority examples, please describe here</i>	<i>Do you have one or more examples of a CSP involving advocacy? If it/they are one of your three top priority examples, please describe here</i>

8.3 Annex III: List of experts consulted

Name of Expert	Institution	Role
Oskar Villarreal Larrinaga	University of the Basque Country!	Assistant Professor and Researcher
Vicente Marbán	University of Alcalá	Lecturer
Mirka Wildmannová	Masaryk University, Faculty of Economy and Administration	Assistant Professor
Jiří Novák	Fokus Praha o.s.	Director of Centre for Social Enterprise
José Manuel Fresno	Fresno The Right Link	Director
Karl-Heinmz P. Kohn	Hochschule der Bundesagentur für Arbeit	Lecturer
Christian Valadou	Aquitaine Actif	President
Petra Francová	P3 - People, Planet, Profit o.p.s.	Director
Charles-Benoit Heidsieck	Le Rameau	CEO
Philippe Lerouvillos	Institut National Polytechnique de Lorraine	Associate Researcher
Javier Martín Cavanna	Fundación Compormiso y Transparencia	Director
Anne-Cécile Denis & Sébastien Levrier	AVISE	Program Manager