



INSTITUT  
FRANÇAIS  
DU MONDE  
ASSOCIATIF



**The Grantee Research  
Projects of the French  
Institute for Civil Society  
Organisations (2019 – 2023)**

# GRANTEES OF THE CALL FOR PROJECTS

## "EXPLORATORY RESEARCH ON CIVIL SOCIETY ORGANISATIONS" (2019)

### "WORKING CONDITIONS, ORGANIZATIONAL MODELS, AND LABOR RELATIONS IN SOCIAL AND SOLIDARITY ECONOMY"

With 1.8 million employees across 159,000 employer CSOs, the French civil society sector represents a significant labor market. This project aims to deepen knowledge of working conditions, organisational models, and work relations within CSOs, especially smaller-scale ones. The research explores the question: "What are the work specificities of the civil society sector?"

Led by Simon Cottin-Marx (CNRS-LATTS)

### "PUBLISHING PROJECT: 'JOINING FORCES TODAY. INDIVIDUATION, STATE, AND MOVEMENTS OF STRUGGLE'"

In a tense political and social climate, often linked to a so-called "solidarity crisis" and new forms of engagement, this project examines the reasons, causes, and transformations of contemporary civil society engagement. It explores themes such as professionalisation, the impact of digital technology, volunteer work, participatory democracy, and new solidarities.

Led by Barbara Morovich (French Association of Anthropologists)

### "DEFINING IDENTITY IN PERFORMING ARTS ORGANISATIONS"

France is home for 123,000 CSOs organising regular performances. This study focuses on three small CSOs involving professional artists and volunteers. It investigates how they collectively shape the identity of the organisation, providing practical tools for self-reflection and image management.

Led by Stéphanie Havet-Laurent (Université Lyon 3)

### "COMMUNICATION IN CSOS: CROSS-PERSPECTIVES FROM RESEARCHERS AND PRACTITIONERS"

How can people with different values communicate effectively when acting collectively? This participatory research, carried out in Clermont-Ferrand, involves 6 researchers and 23 civil society actors. It addresses gaps in knowledge on inter-organisational and local communication practices to help CSOs improve their outreach.

Led by Eric Dacheux (Université Clermont Auvergne)

## "POPULAR EDUCATION TRANSFORMATIONS AND LEGACIES: THE CASE STUDY OF SAINT-ÉTIENNE"

This project studies the impact of public policy and economic changes on popular education organisations in Saint-Étienne since the 1990s. In collaboration with local stakeholders, it explores how values, practices, and democratic principles evolve under pressure.

Led by Manon Pesle (Université Jean-Monnet Saint-Étienne)

## "A SOCIOECONOMIC STUDY OF FRENCH INTERNATIONAL SOLIDARITY ORGANISATIONS"

How can CSOs secure public funding while preserving autonomy? This study tracks ten years of local funding in Roubaix, linking changes to political orientations. It proposes a methodology that is applicable to other territories.

Led by Julien Talpin (Université de Lille)

## "CIVIL SOCIETY NETWORKS AND MEDIA: HOW CSOS USE NETWORKING TOOLS FOR DEMOCRATIC PARTICIPATION"

This study explores how CSOs design and use digital tools for self-governance and advocacy. It examines the potential and contradictions of civil society tech, providing insights for CSOs, developers, and donors.

Led by Jessica Feldman, Noémie Oxley (American University of Paris), Fatima Aziz (Civic Media Lab)

## "DIGITAL BUBBLES IN THE CIVIL SOCIETY SECTOR"

Despite their complementary roles, civil society and digital actors often face collaboration challenges. This project examines how networks can foster mutual learning and digital development among CSOs.

Led by Muge Ozman (Institut Mines-Télécom Business School)

## "CIVIL SOCIETY DYNAMICS AMID TERRITORIAL CHANGES AND INFORMALITY: WHEN CSOS RESIST RESIDENTIAL VULNERABILITY"

This research studies how CSOs and grassroots groups shape urban spaces and address residential vulnerability, with a particular focus on housing activism (e.g., anti-eviction, gentrification resistance).

Led by Elise Roche (Université de Lyon)

## "COOPASSO – UNDERSTANDING WHAT HELPS OR HINDERS INTER-ORGANISATIONAL COOPERATION"

With budget constraints, inter-organisation cooperation can offer mutualised resources and collaborative actions. This project supports an initiative between three social centers in Romans-sur-Isère, aiming to define good practices and sustainable governance models.

Led by Sébastien Gand (Sciences Po Grenoble), Sylvie Jarnias (Université Grenoble Alpes)

#### "A SOCIAL HISTORY OF THE FAMILY PLANNING MOVEMENT IN ISÈRE: 'WE NEVER WRITE, WE WAIT FOR OTHERS TO DO IT'"

This project documents the history of the first French Family Planning center (Grenoble, 1961). Relying heavily on oral histories, it aims to preserve the memory of a pioneering CSO within the French feminist movement.

Led by Irène Favier, Amélie Nuq (Université Grenoble Alpes)

#### "DIGITAL TECHNOLOGY AND ENVIRONMENTAL EDUCATION: THE STUDY CASE OF FRENCH CSOS"

This project examines how environmental education CSOs in France utilise digital tools, identifying key practices, necessary skills, and perceptions of digital technology. The findings aim to guide other CSOs in leveraging these tools effectively.

Led by Cédric Gossart (Institut Mines-Télécom Business School)

#### "VULNERABILITY AND CSOS IN RESTRICTIVE SETTINGS"

This project explores civil society engagement in restrictive environments (nursing homes, psychiatric hospitals, prisons). It aims to rethink civic life and its democratic role under conditions of extreme vulnerability.

Led by Bernard Petitgas (Université de Caen Normandie)

## **GRANTEES OF THE CALL FOR PROJECTS " CIVIL SOCIETY IN THE FACE OF COVID-19" (2020)**

#### "SOCIO-ECONOMIC MODELS (SEM) VERSUS SOCIAL BUSINESS MODELS (SBM): A CROSS-SECTORAL AND CROSS-TERRITORIAL COMPARATIVE ANALYSIS "

The instrumentalised crisis of public finances and employment, from the mid-1970s to the present, has been a powerful catalyst for transformation in the civil society sector, which had remained stable over the previous thirty years. Demoustier (2012) identifies three key changes driven by a new hybrid model of public regulation, combining oversight and

competition (Laville, 2008): the professionalisation and managerialisation of activities, along with their economic rationalisation. In this new institutional environment, how can we understand the socio-economic models of employer CSOs, distinguishing them from social business models in terms of their structural complexity?

To explore the adaptation, alteration, and transformation of civil society socio-economic models, the research team identified three key areas of focus:

- The well-established field of socio-educational and socio-cultural action, focusing on the activities of social and socio-cultural centers as well as Ligue de l'Enseignement networks.
- The forward-looking field of community hubs.
- The experimental field of TZCLD (Zero Long-Term Unemployed Territories).

Led by Patrick Gianfaldoni (University of Avignon), Laurent Gardin (Polytechnic University of Hauts-de-France), Florence Jany-Catrice (University of Lille)

#### "THE HYBRIDITY OF RESOURCES IN LIGHT OF THE HEALTH CRISIS"

This project analyses the impact of the health crisis on the socio-economic models of artistic and cultural CSOs, with a particular focus on forms of resilience and their capacity for innovation.

Amid the global pandemic, these CSOs were severely threatened. In this context, many have reassessed their socio-economic models. The hybridisation of resources, promoted for several decades, seems to have led to a weakening of CSOs during this crisis. By questioning this notion of hybridity, the research team hypothesizes that both intra- and extra-CSO collective dynamics influence the sustainability of the socio-economic models of artistic and cultural CSOs.

The project particularly aims to analyse potential evolutions in resources across three dimensions: multi-stakeholder governance, partnership networks, and the dissemination of societal impact. The research method is qualitative and co-constructed with four CSOs.

Led by Francesca Petrella, Julien Maisonasse, Giorgia Trasciani (Aix-Marseille University)

#### "EVALUATING THE SOCIAL UTILITY OF CSOS THROUGH A SOCIO-ANTHROPOLOGICAL APPROACH: METHODOLOGICAL CHALLENGES, BENEFITS FOR CSOS, AND CONTRIBUTION TO SOCIAL TRANSFORMATION"

The COVID-19 crisis has highlighted the importance for CSOs to more effectively assess their societal value. Developed by GREUS, a collective of researchers and association practitioners, this project seeks to explore and promote a socio-anthropological approach to social utility evaluation (SUE).

By analysing ten existing approaches and supporting two ongoing ones, the project highlights the potential of SUE for both CSOs and society.

Led by Elena Lasida (Catholic Institute of Paris), Julien Kleszczowski (Higher Institute of Management), Juliana Lima (GREUS – Action Research Group on Social Utility Evaluation)

### "SCIENTIFIC ARTICLE SERIES ON COVID-19 AND CSOS"

A series of English-language articles published in international journals with one goal: synthesize existing management knowledge relevant to CSOs during the COVID-19 crisis.

The first article discusses how CSOs responded to immediate and long-term needs following the first lockdown. The following two offer syntheses of governance-related research and of French-language research on CSOs.

Led by Guillaume Plaisance (University of Bordeaux)

### "SUPPORTING THE RESILIENCE OF CSOS DURING THE COVID-19 CRISIS: AN INTERNATIONAL COMPARISON OF INNOVATIVE PUBLIC SUPPORT MECHANISMS"

This project examines public support mechanisms for CSOs as a key factor in their organisational resilience during the COVID-19 crisis. It adopts an international comparative perspective and a collaborative approach with CSOs, using case studies.

By analysing the expectations of CSOs, existing public programmes, and their uptake, the project contributes to dialogue between stakeholders and the co-construction of tailored, innovative mechanisms.

Led by Caroline Demeyère (University of Reims Champagne-Ardenne), Stéphanie Havet-Laurent (University Lyon 3), Lamia Bouadi (Interdisciplinary Laboratory for Economic Sociology)

### "MANAGING AND DEPLOYING SOCIAL INNOVATION: A CO-CONSTRUCTION APPROACH TO TOOLS AND RECOMMENDATIONS WITH CIVIL SOCIETY ACTORS"

The COVID-19 crisis highlighted the central role of CSOs in driving social innovation in French society. Yet, the widespread implementation of these initiatives remains limited.

Using a 'design science research' approach, this project seeks to identify effective levers for scaling up social innovation and aims to co-design practical management tools for social innovation projects, with and for CSO stakeholders.

Led by Mathias Guérineau, Florance Jacob (University of Nantes), Julien Kleszczowski (Higher Institute of Management)

## "THE ROLE OF CSOS IN ADDRESSING INCREASING ECONOMIC AND SOCIAL INEQUALITIES DURING THE COVID-19 CRISIS: LESSONS FROM FRENCH AND ITALIAN TERRITORIAL FOOD SYSTEMS"

This research project examines the role of CSOs in territorial food systems during the COVID-19 crisis, evaluating their capacity for innovation in responding to rising economic and social inequalities.

Using social network analysis, this project compares civil society engagement in France and Italy in social innovation processes aimed at improving food access in both rural and urban areas.

Led by Maryline Filippi (INRAE AgroParisTech), Stefano Corsi (University of Milan), Julie Lequin (SaluTerre)

## "NETWORK HEADS AND META-ORGANISATIONS IN THE CIVIL SOCIETY SECTOR: TRANSFORMATIONS AND RESPONSES TO THE COVID-19 CRISIS"

This project aims to shed light on the profound transformations affecting civil society network heads, understood here as “meta-organisations”. It will provide a snapshot of their diversity and explore both the responses they deployed and the challenges they faced during the COVID-19 crisis.

The research will focus on two main areas: their organisational structures and the roles they perform.

Led by Adrien Laurent (Paris Dauphine University), Pierre Garaudel (IAE Paris), Géraldine Schmidt (University of Paris 1 Panthéon-Sorbonne), Frédérique Pfrunder (Le Mouvement associatif)

# **GRANTEES OF THE CALL FOR EXPRESSIONS OF INTEREST “SOCIO-ECONOMIC MODELS AND VALUE CREATION” (2022)**

## “STRENGTHENING THE THEORETICAL AND SCIENTIFIC FOUNDATIONS OF CIVIL SOCIETY ECONOMY”

This project aims to address several questions: how can we theoretically and scientifically strengthen a non-market, non-profit civil society economy? What socio-economic perspectives can CSOs invent and experiment with to propose alternative funding paths, free from competition, profitability, and performance principles?

As part of the "citizen observatory of the commercialisation of CSOs and social impact investment" by Collectif des Associations Citoyennes (CAC), the project aims to engage in participatory research, adopting a shared learning approach between practitioners and researchers to shed light on these questions and provide initial responses.

Led by Marianne Langlet (Collectif des Associations Citoyennes), Julien Talpin (CERAPS), Jean-Louis Laville (CNAM)

#### "HOW DOES AN INSTITUTION MEASURE ITS IMPACT? STUDY OF NON-MONETARY VALUE CREATION IN HUMANITARIAN AND CHARITABLE CSOS IN ÎLE-DE-FRANCE"

This project, supported by La Cabane de la Recherche, APPUII, and Elancoeur, aims to approach value creation in charitable CSOs in popular neighborhoods through the method of ethno-accounting. It seeks to assess the value produced within a donation-based economy by understanding how actors "count," according to their own reference frameworks.

Led by David Frati (La Cabane de la Recherche), Romain Gallart (APPUII), and Rachid Najmaoui (Elancoeur)

#### "SOCIO-ECONOMIC MODELS IN PRACTICE: WHAT STRATEGIC PRACTICES DO CSOS ADOPT?"

This project explores how CSOs engage with their socio-economic models and the collective decision-making processes that shape them. Conducted as a participatory research initiative by the IDEAS Institute and two researchers, it adopts a mixed-methods approach based on a sample of general interest CSOs from diverse sectors. The goal is to develop analytical tools that explain the strategic practices underpinning these models.

Led by Suzanne Chami (Institut IDEAS), Julien Kleszczowski (Université de Lille), Adrien Laurent (Université Paris Dauphine PSL)

#### "TOWARDS COLLECTIVE COMMONS IN CIVIL SOCIETY MANAGEMENT"

This project seeks to break the isolation experienced by some CSO managers facing budgetary pressures by creating a peer exchange framework, co-developing an open-source management tool to support strategic thinking, and building a shared knowledge base on a collaborative platform. The impact of its use on the functioning of CSOs will also be evaluated.

Led by Juliette Peres (InCitu), Magalie Marais (Montpellier Business School), Delphine Vallade (CNRS), Claire Moreau (France Active PACA)

#### "PUBLIC-PRIVATE-INDIVIDUAL PARTNERSHIPS: RECIPROCITY AGREEMENTS"



From individuals to organisations, public to private, CSOs are often at the heart of a complex socio-economic fabric. Public-Private-Individual Partnerships are an emerging and innovative form of evaluation, formalization, and narration. Focused on the Reciprocity Agreements (CR) implemented at La MYNE and adopted by other organisations, this research aims to analyse, consolidate, and disseminate these practices.

Led by Benjamin Chow-Petit (La MYNE), Antoine Burret (La MYNE), Christian Mahieu (ANIS/Catalysy)

#### "CO-CONSTRUCTION OF A STRATEGIC EVALUATION WITHIN THE MJC NETWORK"

Building on work conducted with the FRMJC of Champagne-Ardenne, which highlighted the central role of evaluation, the "MJC de France" confederation now seeks to further its engagement with this issue. The planned experiment is seen as an opportunity to produce consolidated results regarding the value created by the MJCs and their network. It will also shed light on the role of evaluative practices in the life and governance of this CSO network.

Led by Patrick Chenu (MJC France) and Romain Demissy (ATEMIS)

#### "INTANGIBLE HERITAGE IN THE CONTEXT OF REAL WORK: ECONOMIC CHALLENGES"

This project seeks to examine the conditions for the creation and development of "intangible heritage" within the professional community of urban policy actors in Seine-Saint-Denis. As a departmental resource center, its role will be questioned in light of the dynamic of intangible resources within the community, supporting cooperation between actors. The analysis of the intangible work dynamics (value creation and resources mobilised) will help rethink other aspects of the economic model (organisation, evaluation, governance, funding) and support dialogue with funders and partners.

Led by Vincent Havage (Profession Banlieue) and Sandro De Gasparo (ATEMIS)

## **GRANTEES OF THE CALL FOR EXPRESSIONS OF INTEREST "WHAT IS THE CONTRIBUTION OF CIVIL SOCIETY TO THE TERRITORIES?" (2022)**

"CIVIL SOCIETY COOPERATIONS FOR AN ALTERNATIVE TERRITORIAL NARRATIVE IN SAINT-ETIENNE: THE EXPERIMENTATION OF ASSISES DE LA TRANSITION - CARTA SAINT-ETIENNE"

The Saint-Étienne region is distinguished by a high concentration of original, often interconnected civil society initiatives. This project aims to objectively assess what makes them unique by examining their organizational forms and development within the region. It responds to a strong local demand among CSO actors to better model and demonstrate the nature and impact of their actions.

Led by Thomas Benoit (Fabrique de la Transition)

#### "THE TERRITORIAL VALUE OF CSO SOCIAL CENTERS"

The project's primary objective is to evaluate the "territorial value" produced by CSO social centers through participatory research. By collaborating with field actors to examine the structuring of territorial projects for ecological transition and the circular economy, the research aims to develop an alternative to impact measures based on predefined criteria. It calls for new knowledge at the intersection of multiple disciplines.

Led by Cyrille Ferraton (Université Paul-Valéry Montpellier 3 - ART-Dev UMR 5281)

#### "THE ROLE OF CSOS IN SHAPING NEW TERRITORIES WITH COMMON ECOLOGICAL STRATEGIES "

A territorial approach to managing living resources as shared heritage has taken shape at AgroParisTech, involving a wide range of actors. This approach has been made possible by the active role of locally-rooted CSOs. This participatory research project seeks to explore whether such initiatives help create and activate new narratives and territories that support collective ecological action, and if so, how they engage the relevant stakeholders.

Led by Brigitte Giraud (Union nationale des CPIE)

#### "A STRUCTURAL SOCIOLOGICAL ANALYSIS OF TERRITORIES BUILT THROUGH CSO INTERACTIONS"

This project uses methods and tools from structural sociological analysis to explore the territories created by CSOs. It focuses on their interactions with partners such as other CSOs, local authorities, and public administrations. The goal is to enhance the contribution of civil society to territorial dynamics.

Led by Mickael Glaudel (Centre d'Études et de Recherches sur les Emplois et les Professionnalisations CEREP)

#### "DISCOURSE AND CIVIC MEDIA IN THE MINING BASIN OF NORD-PAS-DE-CALAIS: WHAT IS THEIR CONTRIBUTION TO THE CONSTRUCTION OF A TERRITORIAL IMAGINARY?"

The aim is to study how the discourse of CSOs in the Nord-Pas-de-Calais mining basin help maintain and produce representations of the territory. By analysing the communication materials of these CSOs, the research will explore how the territory is presented and identified as having its own history, specific geographical space, and heritage, as well as being a place of tension between vulnerability and transition.

Led by Bruno Raoul (Groupe d'Etudes et de Recherche Interdisciplinaire en Information et Communication Gériico)

### "WORDING AND EVERYDAY NARRATIVE AS A FORM OF ENGAGEMENT AT THE TERRITORIAL LEVEL"

This project aims to examine the ways in which autonomous forms of mutual aid, developed in working-class neighborhoods, are put into words and narratives. It will focus on two CSO experiences in Saint-Denis and Rennes, where collectives attempt autonomous writing and publication forms to document and better engage with their daily lives. The research will show how these forms of engaged writing become tools to analyse the hegemonic ways the civil society world is written about.

Led by Louis Staritzky (Université Paris 8)

### "THE SENSITIVE GEOGRAPHY OF GRASSROOT CSOS IN RURAL AREAS"

Through life stories of founders, administrators, volunteers, and employees (where applicable) from three CSOs in the Creuse department, this research will characterise their intervention in territories since their creation. Civic action will be analysed in terms of social ties, citizenship, environment, and economic contributions made to these territories.

Led by Maïlys Kydjian (Association Recherche en Ruralité)

### "LIFE PATHS OF FORMER MRJC LEADERS: PERSONAL TRAJECTORIES AND SOCIAL CONTRIBUTIONS"

By analysing the life paths of former leaders of a youth movement active in rural areas, this project investigates the role of CSOs in training for engagement, particularly through different spheres of life (personal, professional, and civic). This often-invisible role, which operates underground, helps weave a local social network that shapes the territory.

Led by Manon Rousselot-Pailley (Mouvement Rural de Jeunesse Chrétienne)

### "CSOS AT THE HEART OF EMERGING FORMS OF TERRITORIAL ORGANISATION: THE DIVERSITY OF FORMS, EMERGENCE PROCESSES, AND TERRITORIAL ANCHORING"

This project focuses on multi-actor cooperations within territories that are driving the emergence of innovative organisational forms anchored in the territory. These are referred to as territorial organisations. They are characterised by relatively flexible organizational forms, emerging structures with non-stabilised boundaries, and a non-fixed set of participants. The project will analyse how CSOs play specific roles in the emergence of these territorial organisations.

Led by Nathalie Raulet-Croset (Lab IAE Paris Sorbonne)