# MODEL 1 - GAP ANALYSIS - PROCESS

Case number:

Name Organisation under review:

SUBMISSION DATE :

DATE OF APPROVAL CHARTER AND CODE: DELIBERATION 2022-028 OF 11/03/2022

## PROCESS

The HRS4R process should involve all management departments directly or indirectly responsible for researchers' HR issues.  This would typically include the Vice-Chancellor for Research, the Head of Personnel and other administrative staff. In addition, the HRS4R strategy must consult its stakeholders and involve a representative community of researchers from R1 to R4, as well as appointing a committee to oversee the process and a working group responsible for implementing the process. [12]

Please give the name, position and management line/department of the people directly or indirectly involved in the HRS4R process in your organisation:

| Name | Position | Management line/Department |
|---|---|---|
| Lamri ADOUI, University Professor (R4) | President of the University of Caen Normandie | CIMAP Laboratory / UFR Sciences<br><br>COPIL |
| Annie-Claude GAUMONT, University Professor | Vice-President for Research | University management team<br><br>Research Committee<br><br>LCMT Laboratory / UFR Sciences)<br><br>COPIL |
| Eric LEROY DU CARDONNOY, University Professor | Vice-President for Research | University management team<br><br>Research Committee<br><br>University professor (ERLIS laboratory / UFR LVE)<br><br>COPIL - GT1 Pilot |

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[1]

[2]

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| Elodie SAILLANT-MARAGHNI | Vice-President of the Board in charge of Human Resources | University management team<br><br>Board of Directors<br><br>University Professor (ICREJ laboratory/UFR Law, Economic and Social Administration, Public Administration)<br><br>COPIL - GT2 co-pilot |
| Loïc LE PLUART, University Professor | Vice-President delegate, Partnership Research | University management team<br><br>University professor (LCMT laboratory / UFR des Sciences)<br><br>COPIL HRS4R- GT3 Pilot |
| Christophe ROCHAIS, University Professor | Vice-President delegate, International Development | University management team<br><br>University Professor (CERMN laboratory / UFR Santé) |
| Mathilde LECHEVREL Senior Lecturer - HDR | Vice-President delegate responsible for sport, health and quality of life (GT3 expert) | University management team<br><br>ABTE Laboratory/Health Faculty |
| Thierry MACHEFERT, teacher-researcher | Vice-President delegate, Culture and the Relationship between science and society (GT1 expert) | University management team<br><br>INSPE |
| Arnaud TRAVERT, University Professor | Vice-President delegate, Equality, Parity and Civic Life | University management team<br><br>LCS Laboratory/UFR des Sciences |
| Géraldine BODET | Director General of Services | University management team<br><br>General Services Department<br><br>COPIL - GT1 |
| Véronique LEFILLIÂTRE-CAVEY | HRS4R Project Manager | General Services Department (DGS) |
| Sébastien LEFILLIATRE | Director | Human Resources Department (DRH)<br><br>COPIL - GT2 co-pilot |
| Radia REZKI-MALEK | Deputy Director | Human Resources Department (DRH)<br><br>GT2-GT3-GT4 business expert |
| Delphine MULLOIS | Head of the Teacher-Researchers | Human Resources Department (DRH) |

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| | division (GT2 business expert) | GT2 business expert |
| Mélanie NOEL | Recruitment Officer, Teaching and Research Staff Recruitment Unit | Human Resources Department (DRH) |
| Gwendoline MARIE | Recruitment Officer, BIATSS Recruitment Unit | Human Resources Department (DRH) |
| Lucie FOURNIER | Human Resources Development Officer.<br><br>Disability correspondent | Human Resources Department (DRH) |
| Hélène TURROU | Deputy Head of the Research and Forecasting Office | Human Resources Department (DRH) |
| Aurélie MENARD | Director | Research and Innovation Department (DRI) |
| Estelle LIEGAULT | Division Manager | Research and Innovation Department - research transfer and valorization Unit |
| Esther CAMUS | Division Manager | Research and Innovation Department - Head of Doctoral Training Unit and the doctoral house |
| Audrey MALAYRAT | Division Manager | Research and Innovation Department Research Management Unit (DRI) |
| Patricia DANICAN | Research Project Manager | Research and Innovation Department Projects Engineering Division (GT business expert) (DRI) |
| Tiffany BOUET | International doctoral students manager | Department of Research and Innovation Doctoral Training Centre - Maison du doctorat (DRI) |
| Linda ORTHOLAN | Director | Communications Department (Dircom) |
| Aude HOUDAN FOURMONT | Director | Prevention Department (GT3 trade expert) |
| Christophe TURBOUT | Director | Information Systems Department (DSI) GT3 business expert |
| Alice LOFFREDO | Director | Steering Support and Continuous Improvement Delegation (DAPAC) |
| Selma TURALIC | Data Protection Officer (DPO) | Steering Support and Continuous Improvement Delegation (DAPAC) |

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| | (GT1 trade expert) | |
| Julie NAFFRECHOUX | Director | Legal and Institutional Affairs Department (DAJI) |
| Laure HIMY-PIERI, teacher | University Open Science Coordinator (GT1 expert) | Director of Presses universitaires de Caen |
| Anthony Moalic, | Head of Research Support and Documentary Information System Department | Common documentation service (SCD) |
| Isabelle DEZ, teacher | The school's scientific integrity officer | Scientific Integrity Officer |
| Véronique GAUTHIER | Head of Information System Security (CISO) (GT1 business expert) | Information Systems Department (ISD) |
| Grégoire MOUTEL, University Professor - Hospital Practitioner | PU-PH, Head of the Forensic Medicine and Health Law Department at Caen Normandy University Hospital  Director of the Espace de Réflexion Ethique de Normandie (GT1 expert) | UFR Health / University Hospital Centre of Caen |
| Ingrid LAIGNEL | Administrative Director (GT2 trade expert) | UFR des Sciences |
| Emmanuel BUTEAU | EURAXESS Coordinator | Carré international Euraxess service centre |
| Yohann BREARD, Senior Lecturer - HDR | Director of Carré international | Carré international |

Your organisation must consult its stakeholders and involve a representative community of researchers from R1 to R4, as well as appointing a committee to oversee the process and a working group responsible for implementing the HRS4R process. [3]

*The term "human resources" is used in the **broadest possible sense**, to include all researchers (Frascati definition: Proposed Standard Practice for Surveys on Research and Experimental Development, Frascati Manual, OECD, 2002), regardless of profile, career "level", type of contract, etc. etc.*

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[3]

*For a description of R1-R4, see*
https://euraxess.ec.europa.eu/europe/career-development/training-researchers/research-profiles-descriptors

Provide information on how the above groups participated in the Gap analysis:

| *Stakeholder group | *Consultation format | Results |
| --- | --- | --- |
| Research unit directors (R3-R4) | Plenary meeting on 11 and 12/01/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Heads of components (R3-R4) | Plenary meeting on 02/02/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Technical Committee (R1 to R4) | Plenary meeting on 03/03/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Administrative directors of components, directors of central services and common services | Plenary meeting on 7/03/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Board of Directors (R1 to R4) | Plenary meeting on 11/03/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Full CAC (CR + CFVU) (R1 to R4) | Plenary meeting on 29/03/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Health, safety and working conditions committee | Plenary meeting on 23/06/2022 | Presentation of the approach (slide show presentation) and discussions of the process |
| Researchers R1 to R4 (Invitation sent by e-mail to the research community) | Consultation of researchers between 1er July and 16 September 2022 | 2 questionnaires en vue de réaliser le prédiagnostic<br><br>-Ethics and professional aspects questionnaire (Axis 1)<br><br>-HR questionnaire (Axis 2, 3, 4) |
| Researchers R1 to R4 (Invitation sent by e-mail to the research community + internal letter) | Invitation to take part in a Webinar | Presentation of the approach and results of the 2 questionnaires + webinar and slide show available online<br><br>https://mediatheque-pedagogique.unicaen.fr/video/0849-hrs4r/97d9b00ff014a62f25c3aed955128ca8575b04022048fde3da0bf0201eb65e68/ |

| | | https://www.unicaen.fr/wp-content/uploads/2022/12/HRS4R-webinaire-2022-12-05-diaporama-presentation.pdf |
|---|---|---|
| Researchers R1 to R4 (participation on registration) | Working Group 1 Ethics | 3 meetings between January and March 2023: to draw up a diagnosis based on the results of the consultation and propose actions for improvement. <br><br> + 1 feedback WG (all WGs together) on 13 April 2023 |
| Researchers R1 to R4 (participation on registration) | Working Group 2 Recruitment | 3 meetings between January and March 2023: to draw up a diagnosis based on the results of the consultation and propose actions for improvement. <br><br> + 1 feedback WG (all WGs together) on 13 April 2023 |
| Researchers R1 to R4 (participation on registration) | Working Group 3 Organisation and working conditions | 3 meetings between January and March 2023: to draw up a diagnosis based on the results of the consultation and propose actions for improvement. <br><br> + 1 feedback WG (all WGs together) on 13 April 2023 |
| Researchers R1 to R4 (participation on registration) | Working Group 4: Career, Mobility, Training, Supervision | 3 meetings between January and March 2023: to draw up a diagnosis based on the results of the consultation and propose actions for improvement. <br><br> + 1 feedback WG (all WGs together) on 13 April 2023 |
| Researchers R1 to R4: (Invitation sent by e-mail to the research community) | Between 26 May and 16 June | Consultation on the proposed action plan: prioritisation of proposals |
| Full CAC (CR + CFVU) (R1 to R4 + excluding researchers) | Meeting of 28 June 2023 | Presentation of the results of the consultation and the HRS4R file |
| Social Committee (R1 to R4 + excluding researchers) | Meeting of 29 June 2023 | Presentation of the results of the consultation and the HRS4R file |
| Board of Directors (R1 to R4 + excluding researchers) | Meeting of 11 July 2023 | Presentation of the results of the consultation and the HRS4R file for validation. |

A web page for the community to follow the process: https://www.unicaen.fr/universite/axes-strategiques-et-grands-projets/vers-une-labellisation-hrs4r/

Please describe how the committee responsible for overseeing the process was appointed (maximum 200 words)

The steering committee is made up of 27 people: the 12 members of the coordination committee (the Chairman and 4 Vice-Chairmen, the Director General of Services, 3 department directors (DRH, DRI, Dircom), the deputy DRH and the HRS4R project manager), 13 researchers and 2 external members.

To form our COPIL, we invited 13 researchers with different and complementary profiles, taking into account several parameters:

- respecting the gender balance: 14 women and 13 men.

- respect the representation of the 3 research divisions (BI2SE, SHS, ST) by inviting 1 director/deputy director or director/deputy director from each division and by trying to respect the overall balance between the 3 divisions (initial balance BI2SE=5; SHS=6; ST=6 but a change of VP during the process has somewhat altered the balance which is now as follows: BI2SE =4; SHS=7; ST=6).

- to invite members of the university governing bodies: Board of Governors (CA), full Academic Council (CAC), University Administration Social Committee (CSAE).

- Invite business experts involved in HR or international issues, either from within the university (Euraxess, Carré international, research platform, laboratory finance department) or from outside (CNRS, INSA Rouen).

- involve researchers R1 to R4, trying to maintain a certain balance between the categories (4 R1 researchers, 5 R2 researchers, 4 R3 researchers, 7 R4 researchers but a change of VP during the process has somewhat altered the balance which is now as follows:4 R1, 5 R2, 3 R3, 8 R4).

The COPIL met 4 times throughout the process.

Please describe how the working group responsible for implementing the HRS4R process was appointed:

Free text 200 words maximum

Responsibility for implementation was entrusted on the one hand to the **HRS4R project manager** (reporting to the Director General of Services), who was in charge of implementing the project and monitoring it on a day-to-day basis, and on the other hand to an **operational committee** (COMOP) made up of 9 people:

- 4 Vice-Presidents (VP Research, VP Human Resources, VP International Development, VP Partnership Research), each responsible for leading a working group,
- the Director General of Services,
-  2 department directors (the director of the DRI, the director of the HRD) and the deputy HRD

- the HRS4R project manager.

The COMOP was responsible for the operational implementation of the COPIL's guidelines. In particular, it was responsible for coordinating the process, acting as an interface between the COPIL and the working groups, and drawing up a consultation for research stakeholders at the start of the process and a consultation at the end. Finally, it was responsible for proposing a draft action plan to the COPIL and the institution's governing bodies, based on the proposals for improvement put forward by the working groups.

It met 8 times between September 2022 and April 2023.

# HRS4R LABEL
## University of Caen Normandie - Organization chart

### Thematic Working groups

Analyze the results of the questionnaire sent out to research actors, draw up a self-diagnosis, and suggest improvements in order to formulate the action plan.

### Coordination committee

Defines the project structure (methodology, planning), liaises with the auhorities, and ensures consistency with the university's strategy.

- Lamri Adoui, Président of the University of Caen Normandie
- Elodie Saillant-Maraghni, **Vice-President** of the Board of Directors in charge of HR
- Eric Leroy du Cardonnoy, Vice-Président for Research
- Annie-Claude Gaumont, Vice-Président for Research
- Christophe Rochais, Vice-président delegate for international Development
- Loïc Le Pluart, Professor, (R4), Vice-président delegate for Partnership Research
- Géraldine Bodet, Director General of Services
- Sébastien Lefilliatre, Director of Human Resources
- Radia Rezki-Malek, Deputy Director of Human Resources
- Aurélie Ménard, Director of ressearch and innovation
- Linda Ortholan, Director of Commiunications
- Véronique Lefilliâtre-Cavey HRS4R project manager

### Steering committee(COPIL)

Proposes the strategy; oversees the smooth running of the process, leads the approach, provide guidance, validates the draft action plan before presentation to the establishment's governing bodies.

- Lamri Adoui, Professor (R4), Président of the University of Caen Normandie
- Elodie Saillant-Maraghni, Professor, (R4), **Vice-President** of the Board of Directors in charge of Human Resources
- Eric Leroy du Cardonnoy, Professor (R4), Vice-président for Research
- Annie-Claude Gaumont, Professor (R4), Vice-présidente for Research
- Loïc Le Pluart, Professor, (R4), Vice-président delegate for Partnership Research
- Christophe Rochais, Professor (R4), Vice-président delegate for International Development
- Géraldine Bodet, Director General of Services
- Christophe Rosenberger, Professor (R4), Director of the GREYC, ST division
- Alexandra Merle, Professor (R4), Deputy Director of ERLIS, SHS division - directrice ED 558 HMPL (Histoire, Mémoire, Patrimoine, Langage)
- Céline Zatylny-Gaudin, Lecturer (R3), Vice director ofBOREA, BI2SE division
- Yohann Bréard, Lecturer HDR (R3), Director of Carré international, EC au CRISMAT, ST
- Gabriel de Bruyn, Lecturer (R3), research unit HISTEME, SHS division
- Benoît Haelewyn, Research Engineer (R2), Director du GIP CYCERON, BI2SE division
- Gaëtane Blaizot, IGH INSERM (R2), Strategic and Management Director, IR BB&@c
- François Legay , Research Engineer (R2),Board member, service unit CIREVE, SHS
- Valentin Miclon, Post-doctoral researcher (R2), CRAHAM, SHS division
- Edwige Orange, TECH (R1), Research Committee, UFR des Sciences, ST division
- Laetitia Birée, TECH (R1), member of CSAE, Direction de la prévention
- Emmanuel Buteau, Project engineer (R1), Euraxess coordinator, Carré international
- Sarah Porcher, Doctoral Student, ICReJ, Faculty of Law, AES and public administration
- Céline GEORGES, RH Manager, CNRS
- Vincent Arnoux, Deputy Director of Research and International Cooperation, INSA Rouen Normandie
- Sébastien Lefilliatre, Director of Human Resources
- Radia Rezki-Malek, Deputy director of Human Resources
- Aurélie Ménard, Director of Ressearch and Innovation
- Linda Ortholan, Director of Communications
- Véronique Lefilliâtre-Cavey, HRS4R project manager

### Operational Committee (COMOP)

Operational implementation of the COPIL directives, coordination of the process, interface between the COPIL and the working groups, development of a questionnaire for research actors; Development of the action plan based on working groups' proposal.

- Eric Leroy du Cardonnoy, Vice-Président for research
- Elodie Saillant-Maraghni, **Vice-President** of the Board of Directors in charge of Human Resources
- Christophe Rochais, Vice-président delegate for International Development
- Loïc Le Pluart, Vice-président delegate for Partnership Research
- Géraldine Bodet, Director General of Services
- Sébastien Lefilliatre, , Director of Human Resources
- Radia Rezki-Malek, Deputy Director of Human Resources
- Aurélie Ménard, Director of Ressearch and Innovation
- Véronique Lefilliâtre-Cavey, HRS4R project manager

### Subject Matter Experts and Theme Resources

Technical expertise and advisory role on Charter and CodeMatters

### Working Group 1

Thème : Ethical and professional aspects

- Leader : Eric Leroy du Cardonnoy
- Research stakeholders (R1 à R4)
- Member of COPIL HRS4R
- Subject matter experts of the theme

### Working Group 2

Thème : Recruitment and selection

- Leader : Elodie Saillant-Maraghni/DRH
- Research stakeholders(R1 à R4)
- Member of COPIL HRS4R
- Subject matter experts of the theme

### Working Group 3

Thème : Organization and Working conditions (prevention, health, safety / disability, non-discrimination, / support for research)

- Leader : Loïc Le Pluart
- Research stakeholders(R1 à R4)
- Member of COPIL HRS4R
- Subject matter experts of the theme

### Working Group 4

Theme: Training, professional mobility, career development, supervision

- Leader : Christophe Rochais
- Research stakeholders(R1 à R4)
- Member of COPIL HRS4R
- Subject matter experts of the theme

**Composition du comité de pilotage - Label HRS4R - (version au 01/03/2023)**

| | Prénom, NOM | Fonction | Structure de recherche/UFR ou direction | Pôle de rattachement | Corps-grade | Statut HRS4R (R1 à R4) | "Instances" représentées | Equilibre F/H | |
|---|---|---|---|---|---|---|---|---|---|
| **Représentants des pôles 1 directeur/directrice ou adjoint-e)** | Alexandra MERLE | Directrice adjointe de l'UR ERLIS | UR ERLIS / UFR LVE Directrice ED 558 HMPL (Histoire, Mémoire, Patrimoine, Langage) | SHS | Professeur des universités | R4 | Réunion des directeurs d'UR | F | **UMR : unité mixte de recherche** **UR : Unité de recherche** |
| | Christophe ROSENBERGER | Directeur de l'UMR GREYC | UMR GREYC / UFR des Sciences | ST | Professeur des universités (ENSICAEN) | R4 | | H | |
| | Céline ZATYLNY-GAUDIN | Directrice adjointe UMR BOREA | UMR BOREA / UFR des Sciences | Bi2SE | Maître de conférences des universités | R3 | | F | **Représentation des 3 pôles** |
| **Représentants des différentes catégories (R1 à R4) et membres des instances** | Yohann BRÉARD | Enseignant-chercheur, Directeur du Carré international | UMR CRISMAT/Carré international | ST | Maître de conférences des universités - HDR | R3 | CR et CAC | H | **Bi2SE : 4** |
| | Gabriel DE BRUYN | Enseignant-chercheur, Directeur adjoint de l'UFR HSS | UR HISTEME / UFR HSS | SHS | Maître de conférences des universités | R3 | | H | **SHS : 7** |
| | Benoit HAELEWYN | Directeur général | GIP CYCERON | BI2SE | IGR (BIATSS) | R2 | | H | **ST : 6** |
| | François LEGAY | IGR recherche | CIREVE / UFR HSS | SHS | IGR (BIATSS) | R2 | CA | H | **Directions d'appui : 8** |
| | Valentin MICLON | Post-doctorant | UMR CRAHAM / UFR HSS | SHS | Post-doctorant | R2 | | H | **Personnalités extérieures : 2** |
| | Gaëtane BLAIZOT | Directrice stratégique et management | Institut de recherche BB@C (Cyceron) | BI2SE | Ingénieure hospitalier (INSERM) | R2 | | F | |
| | Emmanuel BUTEAU | Coordinateur | Centre de services Euraxess du Carré international | Carré international | IGE (BIATSS) | R1 | | H | **Répartition par catégorie HRS4R** |
| | Laetitia BIRÉE | Technicienne de prévention des risques | Direction de la prévention | DP | Technicienne (BIATSS) | R1 | CSAE | F | **R1 : 4** |
| | Edwige ORANGE | Responsable du service financier du campus 2 | UFR des Sciences | ST | Technicienne (BIATSS) | R1 | CR et CAC | F | **R2 : 5** |
| | Sarah PORCHER | Doctorante contractuelle | UR ICReJ / UFR Droit, AES et des administrations publiques | SHS | Doctorante | R1 | | F | **R3 : 3** |
| **Personnalités extérieures recherche** | Vincent ARNOUX | Directeur adjoint | Direction de la recheche et de la coopération internationale | INSA Rouen Normandie | | | | H | **R4 : 8** |
| | Céline GEORGES | Directrice des ressources humaines par interim | Délégation régionale du CNRS | CNRS | | | | F | **Hors R1 à R4 : 5** |
| **Membres du comité de coordination et du COPIL** | Lamri ADOUI | Président de l'université Caen Normandie | UMR CIMAP / UFR des Sciences | ST | Professeur des universités | R4 | CA-CR-CFVU | H | **Personnalités extérieures : 2** |
| | Elodie SAILLANT-MARAGHNI | Vice-Présidente du CA en charge des ressources humaines | UR ICREJ/UFR Droit, AES, AP | SHS | Professeur des universités | R4 | CA | F | |
| | Annie-Claude GAUMONT | Vice-Présidente Recherche | UMR LCMT / UFR des Sciences | ST | Professeur des universités | R4 | CR et CAC | F | **Répartition F/H** |
| | Eric LEROY DU CARDONNOY | Vice-Président Recherche | UR ERLIS / UFR LVE | SHS | Professeur des universités | R4 | CR et CAC | H | **14 femmes** |
| | Loïc LE PLUART | Vice-Président délégué aux relations partenariales | UMR LCMT / UFR des Sciences | ST | Professeur des universités | R4 | | H | **13 hommes** |
| | Christophe ROCHAIS | Vice-Président délégué au développement international | UR CERMN / UFR Santé | Bi2SE | Professeur des universités | R4 | CR et CAC | H | |
| | Géraldine BODET | DGS | Direction générale des services | DGS | DGS | Hors R1 à R4 | | F | |
| | Sébastien LEFILLIATRE | Directeur | Direction des ressources humaines | DRH | Administrateur civil | Hors R1 à R4 | | H | |
| | Radia REZKI-MALEK | Directrice adjointe | Direction des ressources humaines | DRH | APAE (BIATSS) | Hors R1 à R4 | | F | **total COPIL complet : 27 membres** |
| | Aurélie MÉNARD | Directrice | Direction de la recheche et de l'innovation | DRI | Administrateur de l'ENESR | R2 | | F | |
| | Linda ORTHOLAN | Directrice | Direction de la communication | DIRCOM | IGR (BIATSS) | Hors R1 à R4 | | F | |
| | Véronique LEFILLIATRE-CAVEY | Chargée de projet | Direction générale des services | DGS | APAE (BIATSS) | Hors R1 à R4 | | F | |

# HRS4R - DEPLOYMENT OF THE APPROACH WITHIN THE UNIVERSITY OF CAEN NORMANDIE



**October 2021 - March 2022**

Preparatory phase:
Methodology
Governance
Planning

**April - May 2022**

- Establishment of the steering committee of the approach
- Development of a questionnaire for research stakeholders
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**October 2022**

Summary of the results of the consultation

**December 2022**

Webinar presenting the approach and results of the consultation

**April 2023**

Development/Formalization of the action plan

**June - July 2023**

Presentation for exchanges and validation by the authorities
-CAC plénier : June 27
-CSAE : June 29
-CA : July 11 (approval)

**July 22, 2023**

Submission to the European Commission

HRS4R approach : 22 months

**January - June 2022**

Presentation to the authorities

-Directors UR : 11&12/01/2022
-Directors of components: 02/02/2022
-CT : 03/03/2022
-DAC, DSC, RASC : 07/03/2022
-CA : 11 /03/ 2022
-CAC plénier : 29/03/2022
-CHSCT : 23/06/2022

**July - September 2022**

Consultation of research stakeholders
(individual questionnaires)

**November 2022**

Submission of the letter of commitment to the European Commission

**January – April 2023**

Thematic Working Groups:
Summary of self-diagnosis + proposals for action

**May-June 2023**

Presentation of the action plan to research stakeholders for prioritization (consultation)