



bioforce

# ANNUAL REPORT 2019

[bioforce.org](https://bioforce.org)



# 2019 in figures



2497

+15% (2112 in 2018)

humanitarians  
of today and  
tomorrow  
trained



193

+17% (160 in 2018)

organisations  
supported in  
crisis-affected  
zones



568

people trained in  
**diploma** courses



422

people trained in  
**bespoke**  
learning programmes



1019

people trained in  
**open** courses



488

people trained in  
**capacity building**  
projects



41%

TRAINING CENTRES FOR  
EUROPE AND AFRICA



53%

DEPLOYMENT IN THE  
FIELD



6%

ONLINE



+36%  
women trained  
(963)



+36%  
people trained by  
the Bioforce Training  
Centre for Africa  
teams



17  
countries



259  
trainers  
involved

# — empowering humanitarians

BERNARD SINOU & GILLES COLLARD  
PRESIDENT AND MANAGING DIRECTOR

**In 2019, the number of beneficiaries across all our activities grew by 15%. Behind this indicator is a whole momentum to meet the needs and requirements of our partners.**

In 2019, we responded in new territories like Nigeria, South Sudan and Sierra Leone. Our Dakar centre is progressively building its capacity to respond to the major needs in that area and its number of students increased by 36%. It has spearheaded a determined policy to develop new sessions of open courses in West Africa. Our different missions also consolidated their response capability. This allowed us to continue projects for which we opened these missions in the first place and also to respond to new demands from our partners.

But our development is not only quantitative. Driven by the Bioforce Training Centre for Europe, our range of diploma courses continues to develop. All our training programmes now consist of skills units and are easier to access for our students wishing to train in stages, at their own pace.

Through our actions, we thus continue to hone our innovative approach and specific tools. Our organisational capacity self-assessment and action planning (called “Taking The Lead”), applied in different areas, in Nigeria or in the Lebanon, continues to be of interest to the whole humanitarian sector.

The humanitarian sector is eagerly awaiting the result of a vast study on humanitarian professions conducted in 2019, which we will publish in 2020. This unprecedented study will analyse the situation and evolution of several humanitarian-specific professions. It will put training, which prepares future professionals to work in these very specific fields but also helps anticipate their development, at the heart of priorities.

2019 was therefore a major stage in the progress of our strategy based on the international development of our 3 response areas: training of humanitarian actors, strengthening of their organisations and sharing of our expertise with the humanitarian sector. It was necessary to flag up these major structural developments by proposing a renewed brand identity. Bioforce is an organisation, and not just an institute, driven by the development of its activities in crisis-affected zones. Our visibility must reflect what Bioforce brings to the humanitarian sector and to our beneficiaries. For that, we must simplify and internationalise the elements that define our identity: through its 3 response areas **Learn, Build, Share**, Bioforce puts humanitarian actors at the heart of its action. **Empowering humanitarians** is more than a baseline, it is our mission. ■



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**cover** Peter Biro / EU-ECHO / CC  
Food distribution point inside war-ravaged Mosul

# we are bioforce

**We are here for those  
who give their time,  
who care for others,  
who appease crises  
and who dedicate themselves to humanity.**

**We are here for those  
who believe in peace  
and solidarity.  
All those who save lives,  
around the world.**

**We accompany them  
to become professional humanitarians  
because caring for the most vulnerable  
is more than a calling, it's a true profession.**

**We are Bioforce.**

## OUR APPROACH

For a sustainable improvement for access of vulnerable populations to adapted and high-quality humanitarian aid:

We act upon the entirety of the humanitarian community: the people, the organisations, and the sector.

We focus on the capacity building of national humanitarian workers, as we are aware that they are most often on the front lines of an emergency response.

We develop capacity building interventions which are hands-on, operational and interpersonal skills orientated, based on the expressed needs of the humanitarian community.

We place partnerships at the heart of all our actions, particularly when they facilitate the appropriation of methods and tools for our partners.

## OUR VISION

WE BELIEVE IN A WORLD WHERE THE NEEDS OF PEOPLE AFFECTED BY CRISES ARE MET BY COMMITTED PROFESSIONALS PROVIDING ADAPTED AND HIGH-QUALITY AID.

## OUR MISSION

WE ARE A HUMANITARIAN ORGANISATION THAT WORKS IN THE PREPARATION AND RESPONSE TO CRISES RELATING TO CONFLICT, NATURAL CATASTROPHE, AND EPIDEMIC.

WE PROVIDE SOLUTIONS TO ENABLE VULNERABLE POPULATIONS TO HAVE ACCESS TO EFFICIENT AND HIGH-QUALITY AID THROUGH TRAINING, ACCOMPANYING AND STRUCTURING OF HUMANITARIAN ACTORS.





# — learn training cou

training  
the humanitarian actors  
of today and tomorrow.

# TRAINING THE HUMANITARIAN ACTORS OF TODAY AND TOMORROW

Today, the majority (90%\*) of humanitarian teams comes from crisis-affected zones. National and international organisations’ intervention capacity with vulnerable populations depends on them. Yet these very organisations face the same challenge: how to recruit enough qualified, operational staff. The scale of this problem is such that it can compromise the responsiveness, and over time, the volume of aid provided.

In these areas of crisis, many people are keen to get involved in helping others. So, the problem is not a lack of commitment, rather a lack of training to help these people find employment. The range of operational, professional and certified training which has produced entire generations of humanitarians in Europe, is in short supply and hard to access in these parts of the world. Giving rise to a pool of professional humanitarians worldwide, by setting up training pathways, addresses their desire to commit to a cause as well as the need of humanitarian organisations for qualified, operational national staff.

In addition, it is important to enable those people already working in the sector to develop their skills throughout their careers, to improve their practice and to advance within their organisation. How can this be done without continual professional development?

We empower these men and women who take action throughout the world by making it easier to access tailored, reputed training. **LEARN**

\* In the "State of the Humanitarian System 2018" report, ALNAP counts 570,000 humanitarian personnel, 90% of whom are recruited locally in the field.



**1587**  
people trained  
+24%



are women



are from crisis-affected zones



**1024**

people trained in our regional training centres (Europe and Africa)



**151**

people trained online



**412**

people trained in crisis-affected zones  
Burkina Faso, Chad, DRC, Jordan, Niger



+9%

**568**

in diploma courses



+36%

**1019**

in continual professional development open courses

# Diploma courses

Our **diploma courses** offer the professional skills and framework to develop the inter-personal qualities that are key to working as a humanitarian professional. We prepare our students for the reality in the field using a unique approach to teaching that focuses learning on action and aim (through simulation, role play and case studies directly inspired by humanitarian work), supervised by a teaching team and professional humanitarian workers.

**Bioforce adapts** the training to each candidate's profile:

- Junior profiles, those with little experience or few qualifications in the relevant humanitarian profession, undergo training programmes lasting six or nine months, or three years of basic training.
- Those with actual experience or a qualification in the relevant humanitarian profession undergo three-month training courses to certify their professional career path or to improve their skills.

## Nine humanitarian professions

**We offer training in nine humanitarian professions**

spread across three groups: support functions, project or programme coordination and humanitarian technical coordination.



**4 professions Support functions**  
**330 people trained**

- Logistician
- Humanitarian Logistics and Facility Management
- Logistics Manager
- Human Resources and Finance Manager



**2 professions Project and programme coordination**  
**162 people trained**

- Project Coordinator
- Humanitarian Programme Manager



**3 professions Humanitarian technical coordination**  
**76 people trained**

- Water, Sanitation and Hygiene Projects Manager
- Child Protection in Emergencies Projects Manager
- Nutrition Projects Manager



**568**

people trained  
+9%

## Who are our students?



**43%**  
women

**35**  
average age\*

**426** 75%  
newcomers  
(junior profile)

**142** 25%  
experienced  
(senior profile)

Diploma courses in Europe and Africa, excluding the "Humanitarian logistics and Facility management" higher education programme (average age of the students of this programme: 21 years old)

**147**  
of them trained at  
the Bioforce  
Training Centre for  
Africa  
+56%

## certification

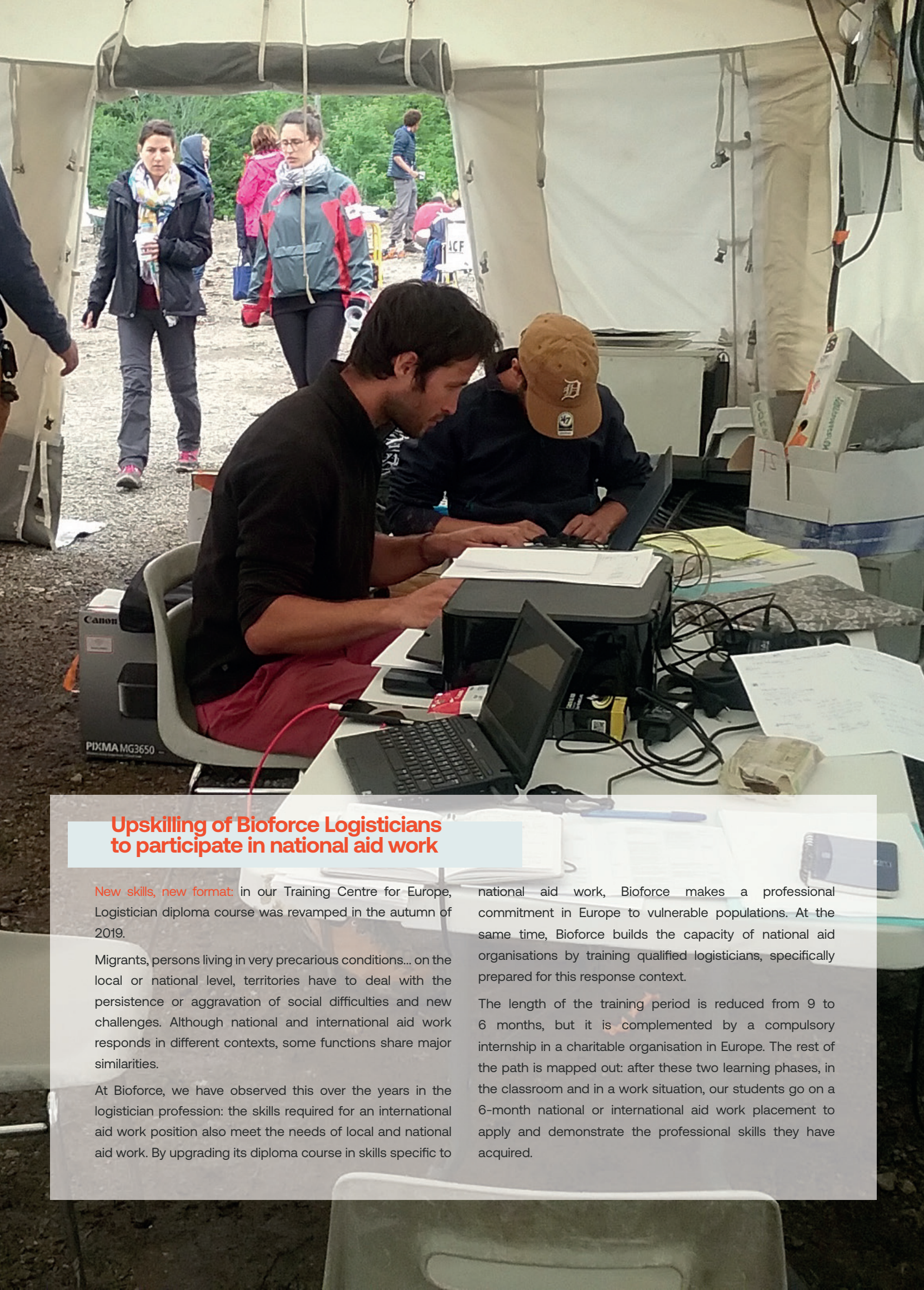
Bioforce is the first institution to have certified various humanitarian professions, registered on the National Directory of Professional Certification (Labour Ministry). According to the new European classification\*, certifications of our courses range from levels 7 to 5, offering diplomas equal to 5-, 4- and 2-year higher education diplomas.

Meanwhile, two of our courses offer a double qualification: a professional Bachelor's degree from the University of Paris Ouest in Facility and Humanitarian Logistics Management and a Master of Science from the Grenoble School of Management in Humanitarian Programme Management.

The certification of our programmes, ranging from 2- to 5-year higher education courses, recognises the acquisition of skills by the humanitarian sector and, for each of our graduates, is an opportunity to evolve. In 2019, we certified 163 people.

\* National framework of professional certifications referred to the European level





## Upskilling of Bioforce Logisticians to participate in national aid work

**New skills, new format:** in our Training Centre for Europe, Logistician diploma course was revamped in the autumn of 2019.

Migrants, persons living in very precarious conditions... on the local or national level, territories have to deal with the persistence or aggravation of social difficulties and new challenges. Although national and international aid work responds in different contexts, some functions share major similarities.

At Bioforce, we have observed this over the years in the logistician profession: the skills required for an international aid work position also meet the needs of local and national aid work. By upgrading its diploma course in skills specific to

national aid work, Bioforce makes a professional commitment in Europe to vulnerable populations. At the same time, Bioforce builds the capacity of national aid organisations by training qualified logisticians, specifically prepared for this response context.

The length of the training period is reduced from 9 to 6 months, but it is complemented by a compulsory internship in a charitable organisation in Europe. The rest of the path is mapped out: after these two learning phases, in the classroom and in a work situation, our students go on a 6-month national or international aid work placement to apply and demonstrate the professional skills they have acquired.



I AM NIGERIEN,  
I WAS TRAINED  
IN SENEGAL,  
I WORK IN THE  
CONGO, BUT  
TOMORROW  
I CAN GO  
ANYWHERE IN  
THE WORLD.



Serge is a journalist in his country, Niger, when a serious food crisis occurred in 2005. He decides to join Caritas as a communications officer, but very quickly he wants to get more involved. He is part of the first class of the Bioforce training centre for Africa in 2017.

## Ramping up of the Bioforce Training Centre for Africa

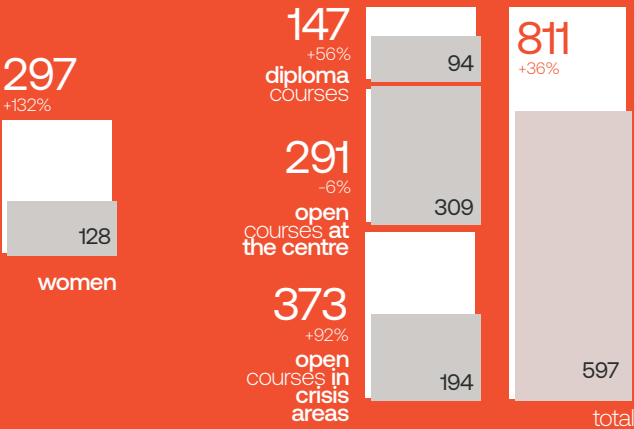


With a full range of diploma courses, coupled with a doubling of open courses run directly in crisis areas, in 2019 the centre increased the number of its trainees by 36% compared to 2018.

Most of them work for international humanitarian actors (52%), but 29% also work with civil society and national public-owned stakeholders. These figures confirm the relevance of the evaluation that led to the launch of the centre in 2017: more available and accessible training schemes in this region satisfy a real need of humanitarian organisations that struggle to recruit or upskill qualified human resources.

Another notable aspect of this assessment in 2019: the larger number of women enrolled in training courses (+132% compared to 2018), who, although still under-represented, make up 37% of our trainees in 2019 against 21% in 2018. This increase was partly due to a determined policy whereby scholarships are awarded through the involvement of a private partner and donors at the Heroes Race in June 2019.

### evolution of the number of people trained between 2018 and 2019



# Throughout the world

More than 700 students are on assignment worldwide to complete their training. Discover a selection of them on this map.

After training in the centre, continue learning while on assignment in the field

This is a fundamental element of Bioforce's teaching approach and combines the acquisition and application of skills. Our diploma courses include professional experience with a humanitarian organisation in the field lasting four or six months depending on the training. Our teaching teams guide and help students in their planned assignments and help to prepare them to meet future employers. They are supported by their training coordinator throughout their assignment. The diploma is subject to an evaluation from the employer and submission of the assignment report. The panel awarding the qualification is made up representatives from Bioforce but also from the professional sector (NGO employees and employers). In 2019, 163 people obtained the diploma they were pursuing.

During my mission, I was confronted with situations that I experienced as a Bioforce student, and each time I applied the solutions that I had experienced during my course. So, once in the field, I didn't have any difficulty taking things into hands.

**Thomas**, Multi-sectoral program manager, improving access to basic services and resources for IDPs in the Ngala IDP camp, **Nigeria**, Solidarités International

**Trained as Water, Sanitation and Hygiene Projects Manager**



Of course, 9 months may seem very short to learn a job with such a wide range of activities and in an unknown professional sector, but Bioforce gives us the basics of all the situations experienced in this sector, with an undeniable contribution from the trainers involved, both human and professional. [...] The professional experience of the trainers remains the best source of knowledge, turning learning into a story, a shared life experience, attractive, sometimes scary, and surprising. Bioforce gives us the vocabulary, the thinking mechanism to be able to hear and be heard from the very first days in the field, to get the impression of bringing real added value to the mission, while continuing to learn how to walk.

**Jules**, Emergency Logistician and Supply Manager, **CAR**, Solidarités International

**Trained as a Logistician**





To have been in contact with former humanitarians, to have been supervised by professionals, to have been trained by people with experience in the field, brought me a lot and prepared me to face the kind of situations I have experienced afterwards.

**Karim, Logistics Supervisor, Cholera outbreak, Iraq, Médecins Sans Frontières Belgium Formation Logisticien**



## Solidarités International: top employer for the 2<sup>nd</sup> year in a row

**Halime Hissad, head of Human Resources, Bioforce Alumni**



It is not because a person has graduated through Bioforce that they are automatically taken on but mentioning it on a CV will catch the eye because you are known and we recognise the technical quality of the courses that ensure that trainees are operational when they graduate. Technical quality is the icing on the cake because we also obviously make a point of recruiting committed people. We sense during interviews that they have all challenged their motivation during training at Bioforce. And they have chosen us: they have learnt about the types of NGOs, seen a panel of potential employers during their training and that allows us to move faster into the relationship in the interview.

## MAIN EMPLOYERS OF OUR STUDENTS IN 2019



## PLACEMENT RATE AFTER COMPLETION OF TRAINING\*

# 74%

The knowledge I gained during this six-month course is now being applied and used in my work on a daily basis. I frequently open my Bioforce USB key to go back over some modules and re-examine tools to adapt them to my current position.

**Manon, Mental Health Coordinator, CAR, Médecins du Monde Trained as Project Coordinator**



\*Rate calculated one-year on for the class of 2017-2018 on diploma courses, excluding the Humanitarian logistics and Facility Management higher education programme.

For this particular programme: 87% of the 2019 graduates were employed or continuing their studies (including language study programmes abroad) three months after the end of their course.

# A great many partners are involved with us to help our students succeed

They are the partners of our diploma training courses, share their experience with our students, contribute directly to our training programmes, help us improve or design new courses:

## Academic sector

	
	
	Centre sectoriel de formation professionnelle du bâtiment et des travaux publics (Senegal)
	Centre sectoriel de formation professionnelle aux métiers de la mécanique et des engins motorisés (Senegal)

## Humanitarian sector

## Private sector

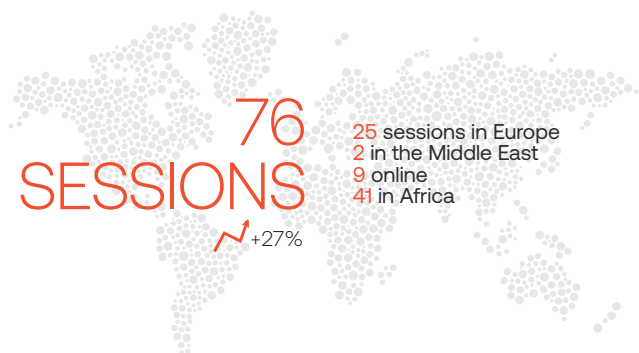
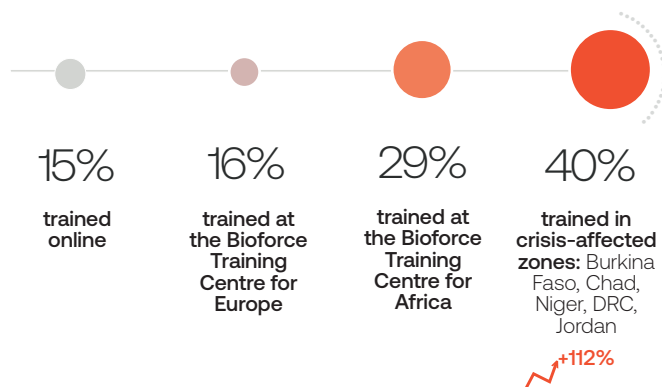
		
		



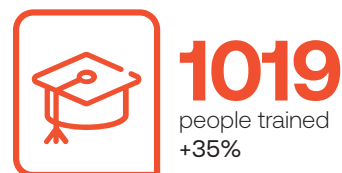
# Open courses

Throughout the year, in our regional training centres for Europe and Africa, in crisis-affected zones or via our e-learning platform, we train people in key humanitarian skills.

In Europe, participants are mainly people who wish to work in the humanitarian sector and come to learn the basic skills required for this particular professions. In the Middle East or in Africa, 74% of those who take part in our open courses sessions are already working with international ou national organisations. they come to learn cutting-edge skills for their professional development in the humanitarian sector.



They are hosting our open courses



## Who are the participants?

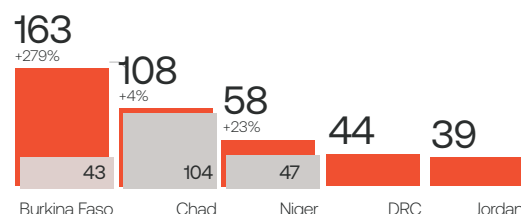


42% women

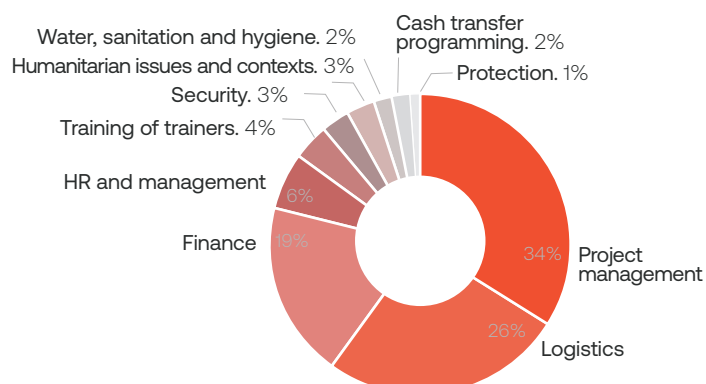
73% are from Africa

59% work with international NGOs, the International Red Cross Movement, or United Nations agencies

15% work with local NGOs or Red Cross national societies



## Participants undergo training in the following key skills







## New training theme 2019

### Monitoring, Evaluation, Accountability and Learning (MEAL)

A new course was designed and launched in 2019 on a methodological approach that has become a major component of the quality process in the management of humanitarian and development projects: Monitoring, Evaluation, Accountability and Learning (MEAL).

The 2019 session took place in Paris, with participants from CAR, Mozambique, Egypt, Haiti, Italy... Three sessions are planned in 2020, notably in Beirut and Amman.

## The Middle East, a new area of intervention

For Bioforce, it was essential to be present in the Middle East where the most important crises are currently focused. This presence was effective in 2019: in Jordan, we are committed to training humanitarian workers of today and tomorrow. For aid workers of today, short open courses are now available in this area: after a modest start (2 sessions in Jordan in 2019), our capacity will be expanded to the Lebanon and multiplied as from 2020. The development of a pool of future employees for humanitarian organisations (humanitarians of the future) is also at the heart of our strategy. Since 2018, we have been working with Action against Hunger (ACF) and the German-Jordanian University to develop a Master's degree in water, sanitation and hygiene that will train, as of September 2020, future managers working in those areas devastated by years of conflict. Through these actions, we are helping to develop operational capacity to respond to enormous needs. ACF, a long-time partner, has understood the importance of developing specific individual skills through the creation of a curriculum tailored to its needs. If it is a worthwhile investment for its own staff, present and future, it is also the opportunity to develop the skills necessary to its national operational partners and all other national organisations operating in Syria or Yemen.





# missions — build

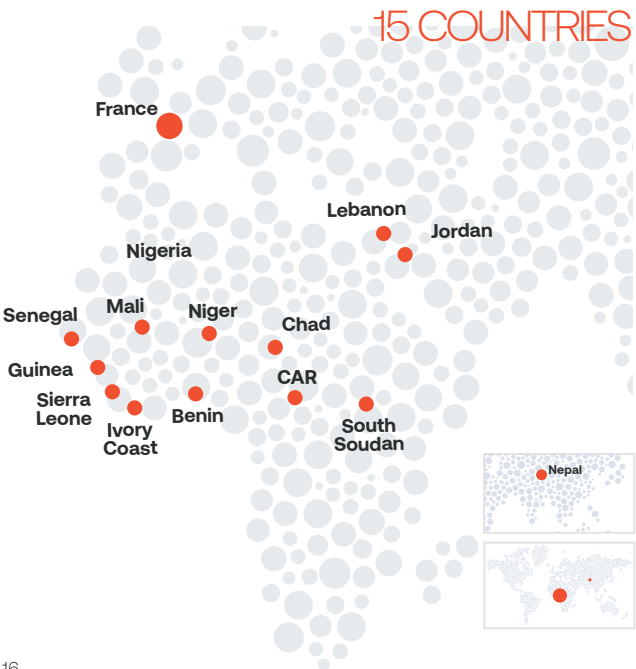
strengthening the  
capacities of organisations  
in crisis-affected zones.

# STRENGTHENING THE CAPACITIES OF ORGANISATIONS IN CRISIS-AFFECTED ZONES

The humanitarian organisations are operating in an ever-changing environment: increasingly complex crises, insecurity, accountability requirements, issues surrounding adhering to humanitarian principles as well as managing high-risk behaviour, developing operational partners, and so on. Both national and international humanitarian organisations must inevitably optimise their operational capacities. They also need to impart their specific ways of working and their quality requirements to national implementing partners which are increasingly exposed and increasingly in demand, and many development organisations struggle with the shift to emergency response work. How can we begin the process when, plunged into the middle of crises, all their time is taken up by the work they do on a daily basis to support vulnerable populations?

We empower national and international humanitarian organisations, their teams and their partners by designing, with them, bespoke learning programmes.

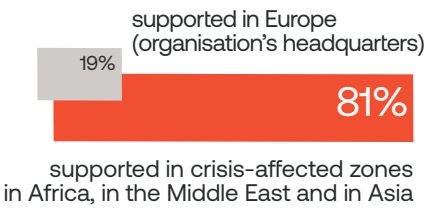
## BUILD



193  
international and national  
organisations and institutions  
supported  
+21%

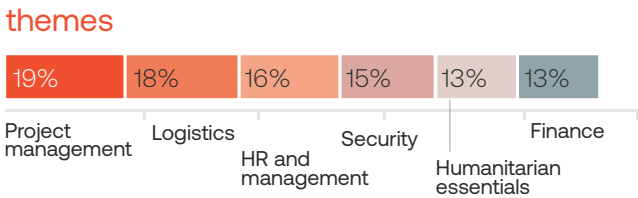
17  
organisations  
supported with  
bespoke  
learning  
programmes

176  
organisations  
supported in our  
capacity building  
projects



## STRENGTHENING CAPACITY

- solutions
- organisational/capacity building needs assessment
  - training
  - coaching
  - supporting
  - monitoring and evaluation





## Supporting organisations by developing bespoke learning programmes

**Building the skills to tackle new challenges** or new approaches in national and international teams and responding to a specific need identified by the teams in the field or expressed by their local partners: each year, a dedicated team develops tailor-made solutions to enable aid organisations to maximise their operational capacity and develop their teams' and operational partners' skills.

**Organisations also use our organisational assessment** solution to enhance their impact and evolve to take new challenges into account. Our experts conduct the assessment and evaluates the capacities of the organisations or their partners', identifying areas for improvement on which to lead change and pinpointing the strengths on which to draw. Each assessment leads to recommendations on developing capacity building tools or actions.



**17**  
organisations supported



**82%**  
international humanitarian organisations (NGOs, ICRC, IFRC, United Nations)

**422**  
people trained

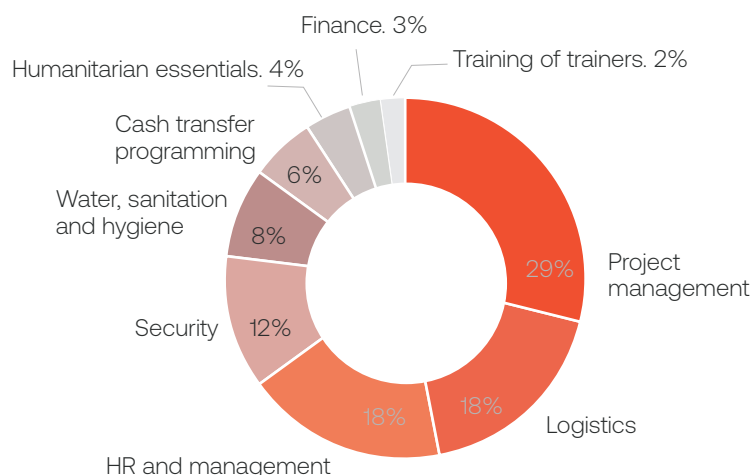
**29** bespoke learning programmes

**2** organisational assessments

**14** countries

In 2019, we provided tailor-made support to 17 organisations in 9 thematic areas and 14 countries.

- Benin
- Central African Republic
- Chad
- Ivory Coast
- France
- Guinea
- Jordan
- Mali
- Nepal
- Niger
- Nigeria
- Senegal
- Sierra Leone
- South Soudan



We are the partner of choice of their staff or their partners' capacity building



### Enhancing local capacity in the Lebanon

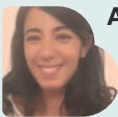
In a context of multifaceted and complex issues facing Lebanon, the viability of local aid stakeholders is under threat. In 2019, Expertise France launched a study that aims to measure the importance of a coordinated approach of civil society organisations to ensure sustainability, and particularly to help them provide services to the most affected people and support the country's stability.

At the request of France Expertise, Bioforce was commissioned with a field survey to provide content for this comprehensive study on civil society within the aid ecosystem in the Lebanon. Our survey will help better understand the current situation: who are the main local aid stakeholders? What are their respective roles and contributions? How do they fit into the localisation issue? The answers to these questions will be known in 2020.

### Strengthening the nationalisation of country coordination teams



Action against Hunger (ACF) wanted to improve the team management and leadership aptitudes and skills of its national managers, so together we designed a 5-day course, which was then rolled out in 4 countries, Jordan (for the Iraq, Jordan and Yemen teams), Sierra Leone (Liberia and Sierra Leone teams), Chad (Cameroon and Chad teams), and Nepal (Bangladesh, Nepal, Pakistan, Myanmar teams). The objective of ACF was to improve both the management and retention of teams and the steering of priority projects. By further developing management and leadership skills at the country level, ACF also wanted to support the strengthening of the nationalisation of coordination teams.



**Amail Bendedda**, accredited as associate Bioforce trainer, ran all of these specific sessions: “To set up this training course, I focused on the effective and simple aspects of management methods and tools to make them immediately useful and usable. It’s not easy to leave operations for training, so I decided to make this course extremely practical while including some theory and discussion. The trainees showed strong awareness of certain attitudes and beliefs on management and leadership. My work is essential at this level and coaching and mediation help me a lot: building a trusting and safe environment for trainees to encourage them to challenge their practices and acknowledging different ways of operating, more appropriate and more focused on Others.”

## An evaluation in Nigeria, focus country for the localisation of aid



At the request of the Nigerian INGO Forum (NIF), a body coordinating international NGOs in the country, Bioforce conducted a study on existing partnerships between international NGOs and local stakeholders in the response to the crisis suffered in the north-eastern part of the country. In 2016, the World Humanitarian Summit recommended increasingly local humanitarian responses (among other measures). Nigeria has since been chosen as a focus country to collect and analyse data on the evolution of the aid model (South Sudan, Nepal and Myanmar are the other three).

Against this backdrop, and with the support of Mercy Corps, the NIF called on Bioforce for a diagnosis of three aspects: existing partnerships between international, national and local NGOs, capacity building through these partnerships, and finally the quality of training received and the current capacity building requirements of national NGOs. The city of Maiduguri, the "humanitarian crossroads in the land of Boko Haram" whose population has more than doubled since the violence began 10 years ago, was the location chosen to perform this diagnosis with 15 national NGOs, 15 international NGOs and 4 donors. 50 local and national and 12 international NGOs also answered an online questionnaire. Following this broad consultation, three recommendations were made to the NIF: international NGOs have made considerable capacity building efforts, but they are fragmented and better coordination would make the aid more efficient; national NGOs should be encouraged to express their own capacity building needs; and finally international NGOs must be supported to develop know-how in training design.

**Marie Loro,**  
Bespoke learning programmes coordinator

„





## Strengthening the capacity of organisations working in response to a crisis context



In **crisis zones**, the key to saving lives is to respond quickly and effectively. This also means developing the capacity for a local response to ensure it is sustainable. This is our goal when we train local staff and organisations or institutions directly in the disaster areas and when we support civil society organisations in CAR and in Lebanon, Bioforce's first major project in the Middle East.



# 176

organisations supported in our capacity building projects

## 99%

national and local organisations and institutions

## 488

staff trained

## 39

training sessions

## 421

coaching sessions

## 2

support sessions

### CAR MISSION

## Working for populations' resilience and crisis response

In 2019, 2.9 million inhabitants of the Central African Republic (out of a population of 4.6 million) still relied on humanitarian aid. Mainly local and national organisations are widely involved in the humanitarian response. Since 2018, Bioforce has been committed to promoting the empowerment of Central African aid organisations and to creating an institutional environment that provides a framework and support for them.

**The highlight of 2019** was the creation in Bangui of a training and work area for local associations and NGOs, the 'Maison des Services' (Service Centre): open since 10 July, its official inauguration on 23 July was widely

covered in the media. The 'Maison des Services' now offers training courses that we organise for Civil Society Organisations (CSOs), which cover project management and structure of associations, governance and management of organisations' support services. They are run by regional trainers from the networks of our national ACFPE and LERSA partners, trained in 2018 by Bioforce. All courses end with a full day dedicated to the development of an individual action plan, whose implementation is then followed up for 3 months by Central African coaches trained by the Bioforce in coaching techniques. On the basis of this individual

support, stronger organisation is targeted, together with the development of a national pool of local trainers and coaches to establish sustainable support services in the Central African Republic.

The ‘Maison des Services’ also hosts workshops, debates, conferences and exchange of best practices in CSOs already running larger humanitarian projects; but also technical training tailored to the needs of members. *“The Maison must become a place of exchange and shared learning for Central African civil society, where we can learn, build and coordinate. It’s also a place of social cohesion that allows CSOs from different backgrounds to share their experiences, ideas and challenges”*, explained the Bioforce coordinator on site. This opinion is shared by the CSOs: *“This Maison comes at just the right moment to help us address our weaknesses, be competitive and able to work effectively in the field, said a delighted Clement Yabada, coordinator of the Sauvons la Centrafrique collective. “We have difficulties accessing funding, (...) we are always told that we don’t have enough skills management tools in the field. And now the Maison des Services provides us with tools that enhance our capacity in various fields and make us credible”* Demonstrating its usefulness, the Maison already has 278 member-associations, including 41 in the provinces, despite current mobility problems in the country. *“The creation of this Maison meets a national need because the recovery and peace consolidation plan in Central Africa highlights the importance of civil society in the country’s peace process”*, concluded the Oxfam Intermon good governance programme manager, in charge of monitoring the empowerment of the Maison.

The final component of the project, the support of the Permanent NGO Secretariat at the Ministry of Planning (SPONG) in the exercise of its mandate and its relations with associations, has resulted in training for the teams, support in the supervision of NGOs in the regions and a diagnosis of data management needs by CartONG.



153 organisations supported

481 people trained, coached and supported



36 training sessions  
420 coaching (1280 hours)  
2 post-training support sessions

BUDGET 2.500.000 €  
BEGINNING March 2018  
DURATION 36 months  
OPERATIONAL PARTNERS



TARGET BENEFICIARIES  
200 CSOs and coordination platforms  
820 humanitarian workers  
Permanent Secretariat of NGOs

FUNDING BODY





LEBANON MISSION

Placing civil society in Tripoli  
at the centre of redesigned local aid

Torn between armed conflict and recurring crises, Tripoli is struggling to recover. Already weakened by the country's political, economic and security situation, this city in North Lebanon, 30 km from the Syrian border, has been strongly affected by the influx of refugees since the beginning of the Syrian conflict in 2011 (the UN estimates an increase in the city's population of between 35 and 50%). This could undermine an already fragile infrastructure, with half of the residents now living below the poverty line.

Operating in Lebanon since 2018, Bioforce is carrying out an innovative and structuring programme for the City of Tripoli and its inhabitants. Bioforce and its partners offer support to civil society and local institutions in Tripoli to help them develop high-quality, appropriate and effective aid work together. Following a series of field assessments, Bioforce decided on a three-pronged approach: capacity building for Civil Society Organisations (CSOs) in Tripoli, helping Tripoli city council to adapt to its mandate to manage crises in the local area, setting up a lasting, joint, crisis management plan which places value on the complementary nature of all local stakeholders, including the private sector.



**2019 was largely focused on** carrying out CSOs' organisational capacity self-assessments. In April, 25 of them took part in a workshop to initiate a collective work dynamic, and to introduce them to the Taking the Lead approach (see box on next page) that they would be implementing over the next few months. "CSOs have seen the difference since Taking the Lead touches all areas of work in the organisation, not just one programme or department. It was motivating to see that they are interested in this tool and that for the first time the whole team of each CSO is coming together to discuss their existence, their role, their strengths and weaknesses as an organisation", stresses Bioforce Coordinator in Lebanon. Created by Bioforce and Oxfam, and recently adopted by OCHA Lebanon, which translated it into Arabic, this is the first time Bioforce has piloted Taking the Lead in an operational project. While the crisis in Lebanon from October onwards slowed down the work of each CSO, by the end of 2019, 21 of them had completed the exercise. Among them, 16 had even drawn up their action plan, which were then analysed by the steering committee to define a prioritisation of implementation at the beginning of 2020.



25

Tripoli organisations supported in their organisational capacity self-assessment and action planning

BUDGET 930.000€

BEGINNING OF THE PROJECT July 2018

DURATION 36 months

TARGET BENEFICIARIES

30 Civil Society Organisations operating on Tripoli's territory

The Municipality of Tripoli (city council and technical services managers)

FUNDING BODIES



OPERATIONAL PARTNERS





## JORDAN MISSION

### Meeting the challenges of the demand for water in the Middle East by setting up a Master's degree in water, sanitation and hygiene

Bioforce has been deployed in Jordan since 2018 to conduct the preparatory phase and implementation of the first humanitarian Master's degree specialising in water, hygiene and sanitation in the Middle East, at the request of Action against Hunger and the German-Jordanian University, and with the support of OFDA (Office of Foreign Disaster Assistance, USA) and Unicef.

An extensive regional consultation process with international NGOs in the Middle East, the United Nations, universities and national NGOs has led to the definition of a competency framework (list of skills required to work as a water, hygiene and sanitation manager) and a curriculum. Submitted at the beginning of 2019 to the key players in water, hygiene and sanitation in the Middle East, the curriculum was broken down into session plans. The Bioforce team then spent the rest of the year developing all the training content (teaching materials and scenarios). At the same time, we conducted a capacity-building programme for the German-Jordanian University professors, comprising of two courses: "training of trainers" and "induction on humanitarian environment, and on water, sanitation and hygiene humanitarian culture". The Jordanian Ministry of Higher Education has already approved the creation of this Master's degree, and the first promotion will start in September 2020.

#### FUNDING BODIES



#### OPERATIONAL PARTNERS



### Taking the Lead

#### Put local stakeholders back at the centre of the crisis response

At the heart of aid localisation issues, Bioforce and Oxfam Taking the Lead's joint initiative aims to give the power back to local stakeholders, by placing them at the centre of their individual and collective capacities' reflection and analysis process. Our objective: local stakeholders (in the broadest sense, from NGOs to local authorities, academic institutions and private organisations) must be able to make their own choices and to pilot adapted, local humanitarian responses.

The Taking the Lead initiative has 3 steps, all associated with a methodology and tools: supporting local stakeholders in analysing their own context, self-evaluating their organisational capacities, and designing action plans to enhance their individual performance. Finally, conducting a collective assessment with an action plan to strengthen coordination and complementarity of action within a given geographical area. This initiative fosters an inclusive vision – not an external interpretation – of capacity building needs.

Hence, Taking the Lead will allow local stakeholders to define a collective humanitarian and leadership capacity building strategy, and to ensure the optimal coverage of humanitarian needs within their area.



# share

participating in the  
evolution and structuring  
of the humanitarian sector.

**The humanitarian sector is still under construction**, just as full of questions about its frame of intervention and its environmental impact as full of coordination and organisation initiatives (clusters, standards, codes of conduct, etc.).

We firmly believe that this drive for professionalism will further improve the quality and accessibility of humanitarian aid. Through our reputed expertise in course design, we can help build a professional humanitarian community which speaks the same language, uses the same frames of reference and the same skills development and capacity building tools.

We empower this community by providing our innovations and by sharing our firm belief that capacity building is a vital part of professionalisation. **SHARE**

## Innovation for the benefit of the humanitarian community

**With the continuing improvement** of our expertise in course design as a guideline, research & development and a quality-based approach are central to our mission. They allow us to structure or contribute to the structuring of capacity building approaches and models and to create new capacity building mechanisms for the sector.

### The State of Humanitarian Professions : providing a reference tool to the aid community

**In a rapidly changing aid ecosystem**, how to help humanitarian organisations better recruit, retain and develop competent staff? How to help individuals have greater clarity on how they can enter the aid sector and

be effective for people in need? How to help learning providers better target the most acute learning needs? With the State of the Humanitarian Professions 2020 (SoHP), Bioforce has launched in June 2019, with the support of the Principality of Monaco, the first international study on humanitarian professions.

Multiple changes are underway in the humanitarian sector. These changes include ceding more power and control to local responders, ensuring that humanitarian workers and communities are safeguarded, operating with new approaches and technology...

For these to be successful, the humanitarian community needs to ensure there is sufficient professionalism in the sector, and individuals operate with the necessary competencies. Recognising the professional functions that exist and the increasing understanding of the competencies they require will help organisations and individuals to adapt to new challenges and eventually, better answer the needs of vulnerable people.

While initiatives seek to give more visibility to professions and careers in humanitarian action (HPass, ELRHA...), there is currently no holistic, exhaustive and prospective publication on this crucial theme: with SoHP, Bioforce will share with the humanitarian community a reference study for recruitment, professional development, recognition and individual career pathways.

The State of Humanitarian Professions 2020 will give deep insights on today's state of 24 humanitarian professions and what their future will be (typical functions within them, characteristics, number of people working in each of them, their typical features, ratio of supply and demand of staff, changes to come, new professions...). In addition, SoHP 2020 will identify what are the core distinguishable competencies across all humanitarian professions, how they are changing and what they will look like in the future.

Bioforce and the SoHP 2020 Advisory Group (Humanity and Inclusion, NRC, ALNAP, CHS-Alliance, PHAP, ICRC, WFP...) have consulted as widely as possible with humanitarian actors: national and international NGOs, United Nations agencies, national agencies, the Red Cross and Red Crescent Movement; other actors involved in humanitarian crisis management, representatives of humanitarian professionals (PHAP, Bioforce alumni network, etc.), professional networks and clusters, and key actors in professionalisation and learning (training bodies, universities, etc.).

A review of existing data and publications was the starting point for the study. This was followed by: a study based on



more than 90 key informants interviews in the 24 professional areas identified, a survey of active humanitarian practitioners (750 responses) ; and to complement the information gathered, 11 workshops around the world (France, Switzerland, Senegal, Sierra Leone, UK, Bangladesh, Uganda, Burkina Faso, USA, Colombia) to ensure that the study captured inputs and insights from the field, from different geographical areas and different types of humanitarian contexts.

We will be will be pleased to share and discuss with you the results of this reference study at this international conference on November 17<sup>th</sup> in Geneva. We are also considering enriching this study by sharing at the conference the lessons learnt from the Covid-19 crisis and their impact on humanitarian professions.

## Quality : Bioforce is "HPass" certified

The **HPass Humanitarian Learning Standards** and Standards for the Assessment of Humanitarian Competencies bring together best practices in learning and competency assessment in the global humanitarian sector. These quality standards, developed by Humanitarian Leadership Academy, RedR, Pearson Education and Bioforce, enable the humanitarian sector to recognise, develop and validate on the same basis everywhere in the world the professional skills of its actors, whether mobilised locally or internationally. Bioforce obtained HPass certification at the end of 2019.

HPass certification is all the more important for Bioforce as it reflects the common tools needed by the humanitarian sector for capacity building. Indeed, it is the very first tool where the community has agreed on quality standards in learning and assessment of competencies.

Bioforce has also been approved by HPass as a "resource" organisation to support organisations that are considering an independent Quality Review with a view to gaining HPass Certification.

## Mobilising the humanitarian community around capacity building issues

**We are certain that** improving capacity is now a major challenge and are therefore mobilising our energy and know-how to ensure that it is recognised by all the organisations and institutions that make up the humanitarian community.

The evolutions of the humanitarian sector, as well as the development of ambitious intervention programmes (cash transfers, child protection...), will necessarily require the implementation of capacity building strategies, which must be considered as a prerequisite and given sufficient attention. This is the message we want to convey through our participation in coordination networks and the development of partnerships.

## Networks

The **Learning and Development Department** and its humanitarian thematic experts are involved in various forums and networks, as well as in sectoral coordination bodies ("clusters") to monitor and contribute to the evolution of practices.

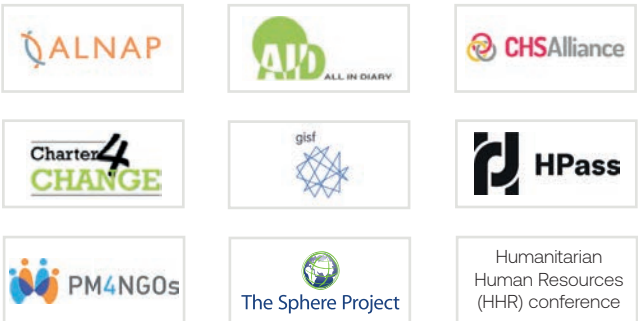
### Operational coordination



### National coordinations of NGOs



### Quality and best practice sharing initiatives



### And also

Partenariat Français pour l'Eau, Réseau Logistique Humanitaire (RLH), Quality and Accountability Group, H2H Network, Human Surge, Training Providers Forum...



# GETTING INVOLVED LOCALLY

“The logistics support of the students enabled the efficient running of our community grocery store.”

Espace Créateur de Solidarités  
Saint-Fons (69)

At the hearts of Vénissieux, in the suburbs of the city of Lyon, and since this year in Dakar, Bioforce has shown its commitment in the areas where its training centres are based through its work with local associations and young people.

## Developing local dynamic

### Metropolitan area of Lyon

Every year, we support local organisations with the help of Bioforce students: en 2019, 150 students got involved in 50 projects supervised by the Bioforce team in 12 towns of the Metropolitan area of Lyon. Their involvement varied according to the diploma course they were following (operational support for younger students or methodological support for more experienced ones), the impact of which is recognised by local partner organisations:

**91% of the projects** made it possible to improve the functioning of the organisation being supported with the use of new tools (management, communication...) or by developing new actions.

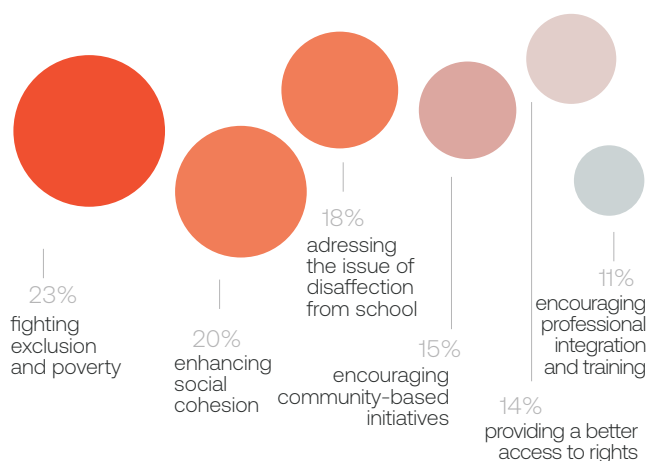
**50% de ces mêmes projets** contributed to improving social cohesion among users and beneficiaries of the local organisations being supported.

**5227 persons were directly reached** by our students' projects.

### Dakar

For the first time since its creation in 2017, the Bioforce Training Centre for Africa has implemented this support system for local aid organisations in Dakar. In 2019, 75 students were involved in 16 projects with 14 partners, including : Alliance Femmes et Développement au Sénégal, Zéro déchets, l'Association Pour Enfants Handicapés au Sénégal, and la Fondation Keba Mbaye.

In Dakar and in Lyon, students have supported organisations engaged in:



## Promoting citizenship and solidarity

A dedicated team at Bioforce implements activities intended for our neighbourhood inhabitants, and particularly for young people, aiming to introduce them to the notions of solidarity, citizenship and commitment.

The Festival des Jeunes Solidaires, organised with Résolidaire69 and Service de Coopération au Développement, aims to accompany the city's youths in their solidary and citizen commitment desire. In 2019, it allowed, through a Projects Forum, exhibitions and workshops, to mobilise young people around citizenship issues, to get them to discover different ways to get involved and to highlight their local and international solidary actions.

More than 100 people attended the forum.

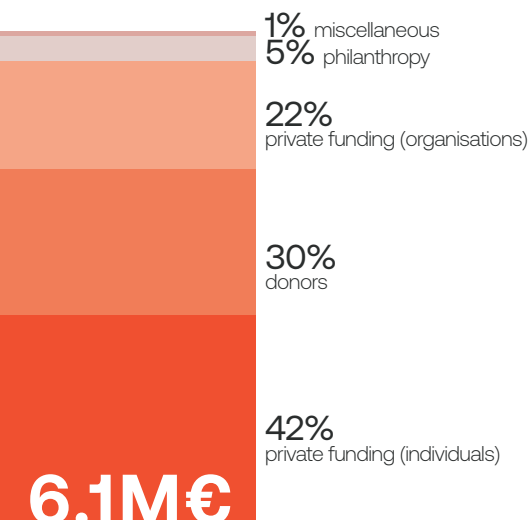
60 young people accompanied in their commitment.

They support us and help us take action locally



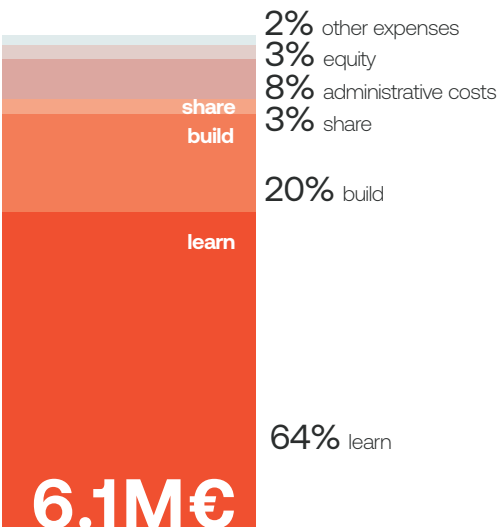
# RESOURCES

## Origin of funds



- **Private funding (individuals)**  
Funding from course participants.
- **Private funding (organisations)**  
International organisations, NGOs, companies, foundations, taxe d'apprentissage (a French tax to fund education), OPCA (Authorised Joint Collection bodies).
- **Donors**  
Auvergne-Rhône-Alpes Regional Authorities, Greater Lyon (Métropole de Lyon), Regional and Town Councils, The French Job Centre, Agence Française de Développement, United Nations, European Union, The Principality of Monaco.
- **Philanthropy** Corporate and private donations (including in-kind donations).
- **Miscellaneous** Membership fees and various.

## Use of funds



- **Learn**  
Diploma and open training courses for the humanitarians of today and tomorrow in Europe, in Africa, in the Middle East and online.
- **Build**  
Strengthening the capacities of organisations in crisis-affected zones (CAR, Lebanon, Jordan, bespoke learning programmes).
- **Share**  
Participating in the evolution and structuring of the humanitarian sector.
- **Administrative costs**  
Overhead costs incurred to carry out our missions and to ensure their proper implementation.
- **Equity** Positive result for the year
- **Other expenses** Depreciation charges and provisions.

## They support Bioforce



## Heros Race 2019

4536€ collected to fund a scholarship in Dakar

On 16 June, ten heroes competed in Lyon after having gone all-out to collect donations for Bioforce with the support of a great champion, Elea Mariama Diarra, 2018 European vice-champion in the 4x400 metres relay. All our thanks go to these heroes and everyone who supported them. Their commitment allowed us to offer a scholarship to Murielle, a future Cameroon humanitarian: "I'm so grateful to everyone who participated so that I can be in Dakar today. I know you really want to help young people achieve their goals and obviously give the community the help it deserves".