

bioforce

ANNUAL REPORT 2021



bioforce
EMPOWERING HUMANITARIANS.

bioforce.org

2021 in figures



2998

+8% (2781 in 2020)

humanitarians
of today
and tomorrow
trained

learn 2103 people trained



build 895 staff trained



176

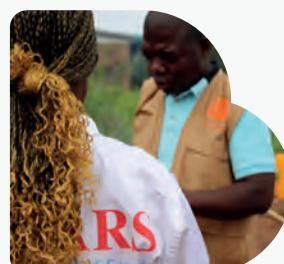
(446 in 2020)

organisations supported
in crisis-affected zones



27%

IN OUR TRAINING CENTRES
FOR EUROPE AND AFRICA



61%

IN THE FIELD



12%

ONLINE



38%
are women



64%
are from Africa



19
countries



276
trainers involved
+11% (248 in 2020)

a new stage



BERNARD SINOU
& DOROTHÉE LINTNER
PRESIDENT AND MANAGING DIRECTOR

In a global context still marked by the health crisis, 2021 saw all the Bioforce teams actively mobilised in France, Senegal, the Central African Republic, Guinea, Lebanon and Jordan to run and develop our activities.

Despite the demanding conditions for our teams, whom I would like to thank warmly for their unfaltering commitment, our volume of activity remains on the rise, with an 8% increase in beneficiaries and operations in 19 countries compared to 18 in 2020. In the training centres, we persisted in adapting our teaching in line with developments in the health crisis. The continued measures in place to reduce travel, in addition to the trend towards greater interest in online learning, explain the positive response to our remote learning range (up 14%). Digitising our training is a sure way of addressing the challenges of accessibility.

Our strategy to implement short courses in the field, as close as possible to humanitarian professionals, has continued to prove its worth, with 933 people trained (up 109%) in DRC, CAR, Niger, Mali, Burkina Faso, Chad, Cameroon, Lebanon, Iraq and Jordan. On the subject of operations, two significant capacity building initiatives came to an end in CAR: one of which built the capacity of 223 Central African aid organisations in three years, while the other put into effect a new operational model combining humanitarian action and capacity building.

Advocacy work on the importance of local stakeholders in crisis management continued, and we are delighted to see that this has received positive feedback from many partners. In Guinea, the French Development Agency has been supporting our programme to help the Guinean National Health Security Agency (ANSS) organise its range

of training. In Lebanon, the French Foreign and European Affairs Ministry's Crisis Management and Support Centre approved the implementation of a second mentoring project with a national NGO in 2022, based on the Central African experience. Four other major stakeholders are supporting this commitment to greater localisation. The Principality of Monaco, an existing partner of our Africa centre, and the United Nations Agency for Refugees, signed a memorandum of understanding with Bioforce to train refugees and internally displaced people in Niger on humanitarian and development skills and professions, which has been operational since 2022. The Mérieux Foundation and the Jameel Community Foundation have supported Bioforce in drafting a plan for a future site in the Middle East. Despite obstacles and delays due to the health crisis, an initial opportunity study was nevertheless conducted in 2021, and the project will continue taking shape in 2022.

2021 also marks the end of Gilles Collard's mandate at the head of Bioforce. Since 2016 he has capably put Bioforce on the right track towards a new ambition to become an international organisation. On behalf of the board of trustees and the Bioforce teams, I would like to take this opportunity to thank him for everything he has achieved. The board has appointed Dorothée Lintner to take over, who has devoted her whole career to teaching and learning. This has included holding the position of Teaching and Learning Director at Engie University before joining Bioforce. Dorothée will now steer a new stage in Bioforce's development over the coming years, which will naturally be marked by the enthusiasm and energy to create and innovate, as always for the benefit of the most vulnerable.



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.
For all those who save lives, around the world.
We accompany them to become humanitarian professionals
because caring for the most vulnerable is more than a calling,
it is a true profession.

we are bioforce



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.

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.



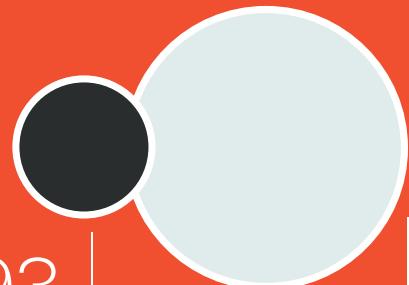
trainings

**training
the humanitarian actors
of today and tomorrow.**

2103

PEOPLE TRAINED

including



693

in diploma
courses

1410

in continual
professional
development
open
courses



822

in our regional
training centres
Europe and Africa

348

online

933

in crisis-affected zones

(Jordan, Lebanon, Iraq,
Burkina Faso, Chad, Niger, DRC,
Cameroon, CAR, Mali)

29.560
hours of training



85% on-site
15% online

Today, the majority of humanitarian teams comes from crisis 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. We remain mobilised to nurture a pool of humanitarian workers worldwide by creating the appropriate training.

In parallel, it is important to create the conditions for those already recruited to develop and strengthen their skills throughout their careers in order to improve their practice and evolve within their organisation. For this, each year we gradually increase the number of training sessions in key professional skills in our centres, in response areas but also online. Our partner organisations can now integrate these opportunities in the development policies of their teams.

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

Diploma courses

Our **diploma courses**, taught in our training centres, provide students with all the knowledge, expertise and inter-personal skills they require to work as professional humanitarians and/or take on greater responsibilities. They offer professional certifications accredited by the French state (registered at the French National Register of Professional Qualifications) accessible via accreditation of prior learning, or university diplomas (through our partners).

Bioforce tailors its training for the same profession, depending on applicants' profiles:

- Junior profiles, with little relevant humanitarian experience or qualifications, join a six or nine-month professional training course, or a three-year full-time course.
- Senior profiles, with actual experience or qualifications related to the humanitarian profession in question, join three-month courses to certify their career experience or consolidate their skills.

Since 2020, it has been possible to take our courses 'at your own pace', over several years, by validating each of the different training modules (see next page). It is thereby easier to access courses and certification, especially for those who work. In 2021, 74 trainees opted for this scheme (up 106% from 2020).

Nine humanitarian professions

We offer training for 9 different humanitarian professions across three families: support roles; project and programme coordination; and technical coordination.

4 Support roles professions 409 people trained in 2021 (+5%)

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

2 Project and programme coordination professions 196 people trained in 2021 (+13%)

- Project Coordinator
- Humanitarian Programme Manager

3 Technical coordination professions 88 people trained in 2021 (+300%)

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



693
+18%
PEOPLE TRAINED

26.897
hours of training



Who are our students?

43%
women

35
average age
22 (initial education
diploma course
students)

41%
are from
Africa

486 70%
newcomers
(junior profile)

207 30%
experienced
(senior profile)

230
of them trained at
the Bioforce regional
Training Centre for
Africa (+51%)



Modular courses to suit everyone's availability

Freeing up time, or ensuring a staff member's availability, over several months in order to take a course can sometimes present an organisational headache.

To help reconcile work life, personal life and professional development, Bioforce redesigned all its diploma courses in 2020 into independent training modules, each of which takes an average of 15 to 20 days to complete.

These courses taken at your own pace enable everyone to organise their own training programme over several years, according to their own schedule:

- by completing the training modules for the diploma course in question (at the end of a skills unit, subject to validating the learning, students receive certification),
- and by completing the Application Period and Skills Assessment (6-month humanitarian mission in the field).

Upon completion of the four skills units, students receive the same professional qualification as the one delivered by Bioforce for the continuous diploma course.

In 2021, 11% of trainees on diploma courses opted to study at their own pace (up 106% from 2020).

First cohort in Amman

Despite the worsening health situation in Jordan, as well as further restrictions, which forced the start of classes in 2020 to be postponed and a switch to online learning only, the WaSH Humanitarian Master's course finally welcomed its first students in February 2021. A gender parity group of eight Jordanian students aged between 24 and 41 enrolled at the German-Jordanian University (GJU) for an 18-month course including two semesters of theoretical teaching on-site, a one-semester practical placement in a humanitarian organisation, and a final semester working on their dissertation. The first months covered technical lessons on water and training modules on project management, safety, logistics and human resources, taught jointly this year by professors at the GJU and Bioforce trainers (see Bioforce's support to the GJU on page page 25).

Monitoring this first cohort's placements will be vital in order to assess the impact and relevance of the course in a regional context which is still characterised by major operational and political challenges regarding access to water.



Throughout the world

Nearly 450 students are on assignment worldwide to complete their training. Find out on which continent.

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 of representatives from Bioforce but also from the professional sector (NGO employees and employers). In 2021, 119 people obtained the diploma they were pursuing.

AMERICAS

3%



EUROPE
27%



MIDDLE
EAST
3%



AFRICA
64%

ROVING PERSONNEL
2%

humanitarians ready to be deployed
at any time for short missions in any country

ASIA
1%



MAIN EMPLOYERS
OF OUR STUDENTS IN 2021



PLACEMENT RATE
AFTER COMPLETION OF TRAINING*

86%

*Rate calculated one-year on for the class of 2018-2019 on diploma courses, excluding the Humanitarian logistics and Facility Management higher education programme.

For this particular programme: 79% of the 2021 graduates were employed or continuing their studies three months after the end of their course.

Getting involved locally

At the heart of Vénissieux, in the suburbs of the city of Lyon, and since 2017 in Dakar, Bioforce has shown its commitment in the areas where its training centres are based through its work with local associations.

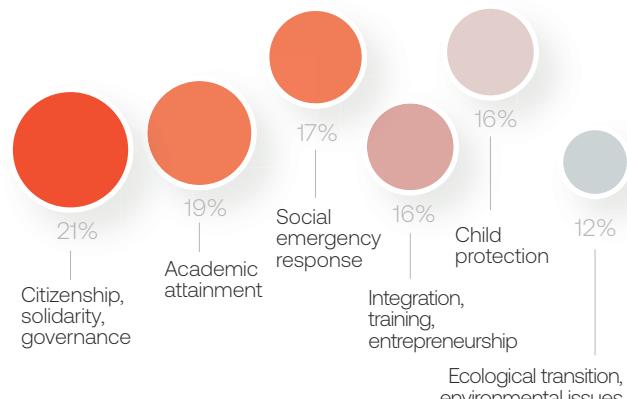
Developing local dynamic

Every year, we support local organisations with the help of Bioforce students: in 2021, 188 students were involved in 58 projects supervised by the Bioforce team, across nine boroughs within the Lyon metropolitan area, and with 12 organisations in Dakar.

Their action was targeted in line with their training (operational or methodological support), and its impact appreciated by local partner organisations:

- **93% of the projects led by students had a concrete, positive impact on the organisation's operations and/or projects:** tools set up (management, communication, etc.), skills transferred, quality of activities improved, new initiatives developed, etc.
- **3014 people** directly affected by students' projects in Lyon metropolitan area.
- **600 people** directly affected by students' projects in Dakar.

The students supported organisations running projects on ecological transition, training-integration and entrepreneurship, social emergency response, child protection, citizenship/solidarity and academic attainment.



They support us and help us take action locally



EXAMPLE PROJECTS IN LYON METROPOLITAN AREA

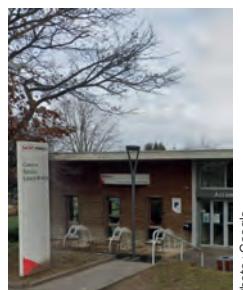
Alongside Forum Réfugiés (Villeurbanne)



Optimisation of the monitoring and evaluation system used by Transit, a service managing the arrival, accommodation and support for asylum seekers.

Alongside the Louis Braille Social Centre (Saint-Priest)

"The assessment conducted offers concrete solutions to improve awareness of the services and action carried out by the centre, as well as the values it upholds."



EXAMPLE PROJECTS IN DAKAR

Alongside My Medina Schools (Dakar)

Help to implement a community educational project on the topic of environmental conservation in four schools in the Medina district in Dakar.



Photo : My Medina Schools

Alongside YMCA Senegal (Dakar)

"The students made an effective assessment of the organisation's logistics management situation by identifying the actual problem and potential solutions while at the same time providing tools to facilitate future management."



Promoting citizenship and solidarity

Bioforce implements initiatives to promote solidarity, citizenship and community living among local residents in Lyon metropolitan area, especially focusing on young people.

The Youth Solidarity Festival, organised in association with Entreprendre pour apprendre, aims to help young people in the Lyon metropolitan area who wish to get involved in social and community work. In 2021, a day of

discussions, debates and creativity on the issue of ecological transition was organised bringing together 55 young people from the metropolitan area, helping them to think about their role as citizens, and raising their awareness about how they could get involved.

Two conferences and cinema-debates were also organised with local partners on the issues of women in migration and youth community involvement.

Making social emergency response work more efficient in France

Successive migration, health and social crises have put social emergency response workers on the front line, who are working hard to offer support to the most vulnerable populations by providing solutions for housing, access to food and healthcare. The contexts in which they work are increasingly complex, accentuated by the interconnected roles of local and international bodies. The situation is such that international NGOs, used to managing this type of crisis abroad, are now operating in France to support local stakeholders. The statistics from our students on diploma courses confirm this: in 2021, 19% were working in France following completion of their course, compared to 6% in 2018. This development has even been incorporated into the Logistics course which has included specific national solidarity skills since 2019.

Having made the connection between local and international solidarity since the very beginning, by implementing a local stakeholder support scheme for its students (opposite page), Bioforce has demonstrated that the skills and expertise required for humanitarian work at home and abroad are almost identical, and that local organisations would be well advised to help their staff improve their practices in solidarity project management, needs analysis, social impact as well as participatory democracy processes. In 2021, the team decided to take

things to the next level by carrying out a capacity building needs assessment of 25 social emergency response stakeholders in the Lyon metropolitan area. Four key needs were identified:

- **Supply chain management**, a vital part of social action to ensure that beneficiaries have high-quality, safe access to essential goods, which is often run by volunteers who may lack skills and tools in this field.

- **Project management** to help improve their efficiency, increase their capacity to respond to calls for projects (and thereby secure funding and the continuation of their activities), and assess the impact of their work more effectively.

- **Communications and advocacy** to communicate more effectively with the general public, especially regarding action with political stakes, such as the migration crisis, in order to bring more people on board and help change public policies.

- **Recruiting and managing employees and volunteers**: many organisations are made up primarily of volunteers, so activity planning and management must be able to adapt to their needs which are different from those of employees in terms of mobilisation, monitoring, support and training.

The findings of this needs assessment will enable Bioforce to design a capacity building plan in 2022 for these people who provide vital aid to our local communities.



Photo : CC - Croix-Rouge Française - Anaid De Biaventur / Flickr



Photo : UE-ECHO - Martin Karimi / CC

Making refugees the focus of humanitarian response work through training

According to figures released by the United Nations High Commissioner for Refugees (UNHCR), over 930,000 of the 1.5 million refugees in West and Central Africa are under 25 years old. This region is also home to over 7.3 million internally displaced people. Their education and training prospects, and access to the job market, are extremely limited. At the same time, it is vital to give them a much more central role in preparing and implementing aid programmes designed for them, and thereby make their voices heard in decision-making about them.

Firm in the belief that education can change people's destinies, and that professional training opens doors to employment, the Government of Monaco, the High Commissioner for Refugees (UNHCR) and Bioforce have agreed to work together to improve refugees' access to humanitarian and development professions in West Africa. The initiative took seed at the beginning of 2021 when a pilot group of four women refugees were enrolled on training courses at the Bioforce regional training centre for Africa. "Refugees can be very successful humanitarian workers. Some are already involved in the UNHCR's humanitarian response in



Photo : Manuel Vitali, Direction de la communication - Principauté de Monaco

camps, for example, as the UNHCR is increasingly trying to involve its beneficiaries in its work" points out Yann Dutertre, Head of the Bioforce regional training centre for Africa. In June, the initiative was transformed into a memorandum of understanding (2021-2024) to train 159 Nigerian refugees or internally displaced people in 2022 in a humanitarian profession at our centre in Dakar, or in a key humanitarian skill as part of the continual professional development delivered by Bioforce in Niger.

Open courses

Our open courses, in other words our range of continual professional development - enable participants to develop the key skills required to deliver high-quality professional practice in the humanitarian sector, now or in the future. HPass digital badges, recognised by the humanitarian community, are awarded for each course and serve to validate acquisition of the appropriate skills.

Year-round, in our training centres in Europe and Africa, in the countries where we operate, and via our e-learning platform, we offer training in key humanitarian competencies.

In 2021, the continued measures in place to reduce travel, due to the global health context, in addition to the trend towards greater interest in online learning, explain the positive response to our remote learning range (14% increase in participants). As for roll-out in the field, our strategy continues to prove its worth, with 56 sessions delivered (compared to 25 in 2020) and 933 people trained (up 109%) in DRC, Niger, Mali, Burkina Faso, Chad, Cameroon, Lebanon, Iraq and Jordan.

While in Europe it is mainly people looking to get into humanitarian work who come to discover the basic skills required for a career in this field, in Africa and the Middle East the vast majority of participants already work for national or international organisations (89%). They come to our sessions in order to develop tools and gain recognition for their careers in the humanitarian sector.

They are hosting our open courses

in Burkina Faso and Chad



in Mali



in Niger



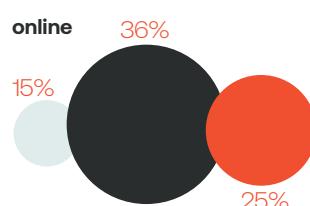
in Cameroon



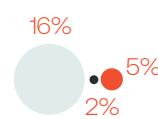
in the Democratic Republic of Congo



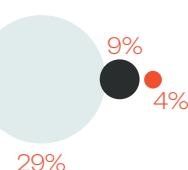
Where do people they get trained?



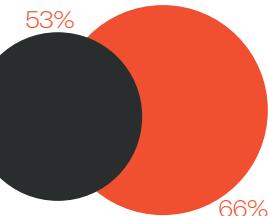
in our Centre for Europe



in our Centre for Africa



in the field



2019 ● 2020 ● 2021 ●



1410
PEOPLE TRAINED

2.905
hours of training



Who are the participants?

65%

work with international organisations (NGOs, UN agencies, the International Red Cross Movement)

10%

work with national organisations (local NGOs, CSOs, Red Cross national societies)

31%
women

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

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

Academic sector



Private sector



Humanitarian sector



Bioforce awarded Qualiopi certification



This certification highlights the whole of the Bioforce team's commitment to offering high quality training and certifying current and future humanitarian stakeholders.

It offers the assurance to both individuals and organisations that Bioforce has the capacity and the structures in place to contribute fully to the professionalisation of the humanitarian sector and develop humanitarian professionals trained to the highest standards who are able to offer tailored, effective support to populations affected by crises worldwide.

Set up by the French authorities, Qualiopi is 'the quality guarantee for training provision'. A requirement since 2022, it attests to the quality of the process put in place and opens access to public or pooled funding earmarked for training.

Following an audit, Bioforce was awarded the certification for an initial period of three years, based on national quality guidelines which set out seven criteria as well as the expected levels for each one: how the public is informed; clear identification of the objectives of the services offered; suitability of the training resources to the services implemented; the service provider's investment in their working environment; how services are tailored to recipients; defining and developing staff knowledge and skills; handling of evaluations and complaints made by participants to the services.

By awarding this certification to Bioforce, Qualiopi guarantees that the expected standards have been met for each of the seven criteria across all our training provision and accreditation of prior learning. During the audit, the certifying body highlighted in particular the quality approach, the quality of information provided to the public and to students, the quality of training requirement assessments, professional monitoring and the strong link to the humanitarian sector and developments, the support offered and measures put in place to encourage students' involvement, and finally the human and teaching resources mobilised by our teams to ensure the best possible training conditions.

A close-up portrait of a young woman with long, dark, curly hair. She is wearing a light-colored, possibly tan or beige, vest over a white button-down shirt. A decorative, beaded strap hangs from her neck. On the vest, there is a red graphic of a hand holding a small plant, with the word "GROW" written in red capital letters below it. She is smiling warmly at the camera. The background is slightly blurred, showing what appears to be an outdoor setting with some structures.

build

**strengthening the
capacities of organisations
in crisis-affected zones.**

176

ORGANISATIONS
SUPPORTED

66%

national and local
organisations and institutions

895

staff trained



17

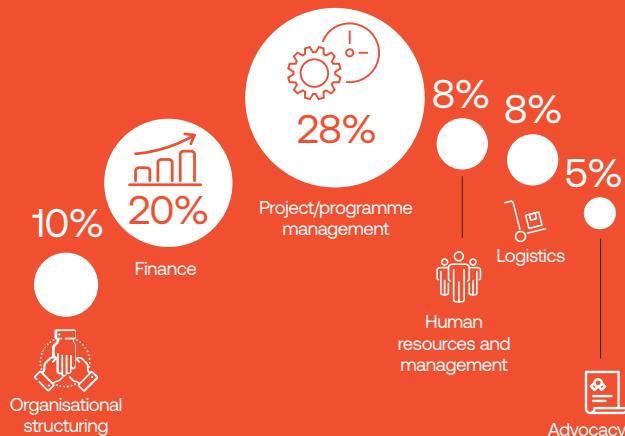
countries

97

Capacity building
operations

(training, support, organisational
analysis, capacity building needs
analysis, impact monitoring)

Thematic areas



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, tailored learning programmes.

BUILD

Supporting organisations by developing bespoke learning programmes

Organising skills development for national and international teams on new challenges and new ways of operating, addressing specific needs identified by the teams in the field or expressed by their national partners: every year a dedicated team designs bespoke solutions to help aid organisations optimise their operational capacity and develop the skills of their teams and operational partners.

These bespoke solutions can take the form of training sessions (24 this year) but also support, organisational analysis, course design as well as impact monitoring for training.

A high point in 2021 was the increasing share of bespoke learning programmes designed for local partners of organisations. Indeed, seven organisations took advantage of the scheme this year to help develop the skills of 80 partners. A further noteworthy development: 56% of the programmes were implemented remotely (21% in 2020), addressing the challenge of access, especially for participants from different countries.

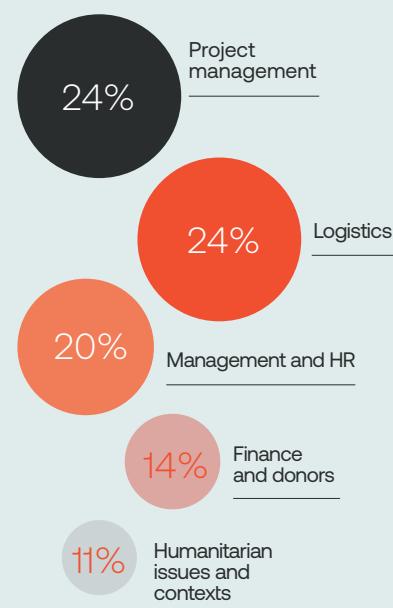
Although project management remains a highly sought-after skill by our partners, management and human resources management are increasingly in demand (2% in 2020, 20% in 2021).

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

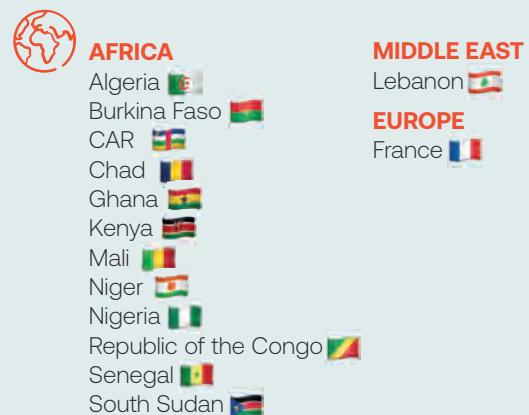


94
ORGANISATIONS
SUPPORTED

5 main thematic areas,
in 14 countries and online



390
staff trained



FOCUS BESPOKE SOLUTION

Logistics Cluster: developing partners' skills



"First of all, I thank WFP for this initiative to support national staff in capacity building in several areas." Supported by the United Nations World Food Programme (WFP), the Logistics Cluster coordinates and manages logistical information to improve the speed and efficiency of humanitarian emergency response work. In each country where it operates, it also offers technical support to organisations that work to address the needs of vulnerable populations. The CAR Logistics Cluster therefore called on Bioforce to build the capacity of logistics staff working in the Central African context. A survey was carried out among logistics coordinators across the different NGOs and UN agencies, from which managing and maintaining infrastructure and equipment, as well as supply chain logistics, emerged as priority areas.

From logistics assistants to logistics experts and vehicle fleet managers, 17 Central Africans from 11 international NGOs took part in the first training course on management and maintenance of infrastructure and equipment from 29 November to 4 December. Five days spent learning about key concepts, methods and operational tools to help them improve their practice. According to one participant *"this training course is crucial, it addresses the organisational challenges we face and the precautionary measures we need to take; a lot of people overlook this and don't take them into account"*. A few days later, it was over to 21 warehouse supervisors, purchasers, purchasing managers and pharmacy managers, all Central African staff members from 17 humanitarian organisations, to take the course on supply chain logistics, focusing especially on supply chain strategies and customs clearance in CAR, supply chain regulations within the scope of institutional funding, and budget management for logistics.

The highly participatory setting, the ability of trainers to adapt to different groups and the transferability of skills to a professional setting were singled out by participants, and these elements contributed, through the initiative of the Logistics Cluster, to improving the performance of these 38 vital links in the supply chains of NGOs in CAR.

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

In crisis-affected 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 support civil society organisations in CAR and in Lebanon, and public institutions such as in Guinea, where we have been working with the country's National Health Security Agency since 2021.

82

NATIONAL AND LOCAL ORGANISATIONS
AND INSTITUTIONS SUPPORTED IN OUR
CAPACITY BUILDING PROJECTS

505
staff trained

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

JORDAN MISSION
Addressing the challenges of the demand for water in the Middle East

CAR MISSION
Building local capacity to develop community resilience and crisis response

Building capacity and supporting a Central African NGO in its humanitarian response

GUINEA MISSION
Designing a sustainable training range to address health crises more effectively

GUINEA MISSION

Designing a sustainable training range to address health crises more effectively

In May 2021, Bioforce launched the FORMASAN project in Conakry, to support the Guinean National Health Security Agency (ANSS), with the backing of the French Development Agency.

FORMASAN marks Bioforce's return to Guinea: between 2015 and 2017, Bioforce trained the eight Guinean epidemic alert and response teams as well as over 300 national health professionals, all involved in prevention and response to crises which regularly affect the country. In accordance with its mandate, the Guinean National Health Security Agency (ANSS), Bioforce's partner on this project, has since identified its priority issue as setting up a training unit within the ANSS and organising its range of training. It called on Bioforce for assistance to build the capacity of Guinean healthcare professionals in terms of epidemiological monitoring and healthcare for populations in the context of health crises.

This ambition was welcomed during the launch workshop on 20th May, presided by the Office of the Health Ministry, representing the Minister, and attended by the French Development Agency, the French Embassy in Guinea and Sierra Leone, and the project's technical and financial partners: the FAO, the IOM, Expertise France, Alima, Doctors without Borders Belgium, the Mérieux Foundation, the Institut Pasteur and the ANSS teams.

This support, over a period of 18 months, has been split into two parts:

- Firstly, getting to grips with all the tools, procedures and course design methods required to develop a training catalogue (training needs assessment, development of a skills frame of reference, development of staff skills in course design, organisation and distribution of the range of training courses, etc.).
- Secondly, developing and implementing new training modules for national health professionals involved in crisis response.



UE ECHO - ALIMA / CC

The project's first operational phase began with a needs assessment conducted by a course design expert from Bioforce, and then in August, two 'Training of Trainers' sessions were organised for an initial cohort of 22 ANSS staff members as well as regional and prefectoral officials at the Health Ministry.

Thanks to support from Bioforce, the ANSS will eventually have a sustainable capacity and model to train Guinean health professionals involved in crisis response (healthcare professionals, Health Ministry officials and community workers). FORMASAN will therefore help to establish the ANSS as a leading authority on national health crisis management, and especially to consolidate its training capacity in accordance with its mandate.

KEY FIGURES

11 organisations supported

22 staff trained

2 training sessions

BUDGET 400 000 €
DURATION 18 months

OPERATIONAL PARTNERS



FUNDING BODY





CAR MISSION

Capacity building for 223 aid organisations in 3 years

2021 marked the end of the project to ‘build local capacity to develop community resilience and crisis response’. This ambitious project, run in association with Oxfam, the Central African Agency for Employment and Professional Training (ACFPE) and the Food Security and Rural Economy Laboratory (LERSA), with support from the European Union Trust Fund for the Central African Republic, or ‘Békou Fund’, has assisted 223 civil society organisations (CSO) in 3 years and helped to build an institutional environment able to guide and support them. Here’s a look back at the previous year’s activities.

Neither Covid-19, nor the political and security context at the end of 2020 due to the elections in CAR, put a brake on the activities of the Maison des Services (MdS), set up in 2019 by Bioforce and its partners. 2021 was indeed interspersed with training sessions, resulting from the needs expressed by CSO members (using a population needs analysis method to calculate the appropriate response, the funding strategy and cycle, IT tools, etc.), and the launch of the second ‘Networking’ series for the benefit of CSOs grouped into networks, offering them support to organise their work through training (advocacy, non-profit governance and internal communications), support from advisers, and post-training follow-up. “The

training on non-profit governance really opened my eyes to the way in which an organisation is managed,” explains the representative from the Central African Association of Deaf Women. In its role as an incubator for initiatives, the MdS launched a second call for projects in 2021 on the contribution of CSOs to the electoral process and to promoting citizenship education and civic engagement. Unusually, this invitation targeted women and young people in particular. 20 CSO members were therefore able to receive micro funding for their projects. Finally, as a key step in gaining independence, the MdS’s governance structure was officially set up by holding a constituent assembly meeting in July and electing a board of trustees. Three years after its launch, the Maison des Services now has all the tools it needs to continue offering a range of high-quality services to the Central African charitable sector and more broadly to humanitarian response operators. Offering a place for dialogue, training as well as a whole host of pooled resources, the Maison des Services now has 354 member organisations (including 301 in Bangui and 53 in the regions), demonstrating its position as a reference organisation in the CAR’s non-profit landscape.

A third wave of training for national trainers was also run in 2021 with our two partners, ACFPE and LERSA, extending the pool of Central African trainers available to 40.

The final component of the project, to provide support to the Permanent Secretariat for Non-Governmental Organisations in CAR (SPONG) continued, focusing particularly this year on NGO monitoring and evaluation, a vital part of the work of this Central African governmental organisation. Practical tools were co-designed incorporating criteria used by the international community to assess the quality of aid (efficiency, effectiveness, coherence, impact, sustainability, relevance). As Gisèle, head of NGO monitoring and evaluation at SPONG, reports: “We began by looking at our needs and our practices. In instances in the field where applying what we had done with the consultant didn’t work, we would look back over it together to make corrections, step by step.”

This ambitious capacity building project came to an end in September: “we had originally identified 200 organisations to support. In the end, we provided capacity building to 223 civil society organisations,” praised the project leader. After three years working together, these organisations are better equipped and now have a place to go to for resources and a team at their service, bolstered by the expertise of 40 trainers on hand to offer support. “It’s an important point, we now have these human resources that can therefore continue working to support the Central African Republic, even beyond the scope of the Maison des Services.”



Humanitarians speak out: Bioforce builds the capacity of Échelle, a Central African NGO

Échelle-Appui au développement is one of the country's largest national non-profit organisations. Its Executive Secretary, Alain Serge Magbé, explains how Bioforce's work was crucial in building the organisation's capacity.

“Echelle is an organisation which currently has 14 permanent staff members working at the headquarters, and 40 staff working in the field on country-wide projects.

The capacity building project run with Bioforce focused mainly on providing support for the local development process. It has to be said that these training sessions were very beneficial because they focused on our specific concerns: we were the ones to pinpoint this topic on which we felt ill-equipped, and we requested Bioforce's support to build our capacity. We now have the required tools to support communities in their development and recovery process.

Today, Echelle is an NGO working under Central African law, but thanks to Bioforce's support, it can also extend its activities beyond the Central African Republic. It must be noted, however, that there are still a great many problems facing the Central African Republic and for that reason Echelle will need to focus all its energy on supporting the recovery of the Central African Republic.”



KEY FIGURES

31 organisations supported

191 staff trained,
coached
and supported

8 training sessions
3 support sessions
1 assessment
1 impact monitoring



BUDGET 2.500.000 €

BEGINNING March 2018

DURATION 36 months

OPERATIONAL PARTNERS



CAR MISSION

Offering support to a Central African NGO to implement a high-quality humanitarian response



Bioforce launched the IRCAP project in 2020, funded by the French Foreign and European Affairs Ministry's Crisis Management and Support Centre. It aims to provide an operational model combining capacity building by African Relief Service (ARS), a Central African national NGO, and humanitarian operational management by this partner NGO. An innovative model which has made it possible to identify the NGO's areas of improvement quickly and to work on them, as well as achieve major operational results for the benefit of the populations in Begoua district.

Basic structural and institutional weaknesses can significantly impact an organisation's operational capacity to deliver high-quality humanitarian action. An initial self-assessment phase (using our Taking the Lead tool) enabled the ARS teams to identify their weaknesses themselves, then draw up a capacity building action plan. Group training sessions (on governance, project management and security) were initially run in 2020, developed by Bioforce and its partners, the Coordinating Committee for International NGOs and the Central African Agency for Employment and Professional Training (ACFPE). From early 2021, more in-depth support offered by Bioforce on cash flow management, HR management and logistics management made it possible to establish and update procedures and tools, in association with the ARS team, in order to foster ownership and empowerment. Finally, Bioforce helped ARS draw up terms of reference for needs assessment, partner relations, as well as planning and implementation of their activities. These tools, now part of ARS's daily work, offer

real added value to raise the funds that the NGO will need from donors and partners.

Alongside this, Bioforce continued to act as an operational mentor to ARS, with the aim of improving the quality of health services offered by ARS to populations in Begoua district. In 2020, with the support of experts from Bioforce, ARS designed and led a training programme for the health centre teams (healthcare workers, management committees and community outreach representatives). Despite the impact of the unstable security situation at the end of the year, the training restarted in spring 2021 on hospital hygiene, prevention (nutrition, malaria, measles and Covid-19), awareness raising messages and methods, and active malnutrition screening. By training staff and installing operational equipment (incinerators for waste management, latrine blocks, placenta pits), these healthcare centres are now operational: preventative and curative consultations, treatment or referrals for cases of malnutrition, vaccination activities, simple childbirth procedures... over 500 people use the three centres every month, compared to around thirty previously. Routine inoculation activities for children have been launched, with vaccination cover against measles now over 80%. As such, the project has had a major impact by stepping up access to vaccinations.

This new operational model, combining both capacity building and provision of humanitarian assistance, in this case in the health sector, made it possible to achieve a clear vision of how the NGO worked rapidly in order to offer practical support with the changes required. For Derick Nformi, ARS National Coordinator in Bangui: *"Throughout the whole process, ARS was continually improving the way it worked and the quality of its operations. The approach was very much appreciated, it helped improve our working practices, our visibility and the effectiveness of our work. The ARS team appreciated being completely involved in the decision-making process."*

KEY FIGURES

5 organisations supported

68 staff trained

4 training sessions
4 support sessions

BUDGET 503.290 €

DURATION 15 months

OPERATIONAL PARTNERS



FUNDING BODY



JORDAN MISSION

Addressing the challenges of water provision in the Middle East

Water and sanitation requirements are seen as the main priorities by most countries in the Middle East. Yet the barrier hindering an effective response stems mainly from the lack of qualified experts available: making training programmes accessible in this region of the world is therefore a critically important issue. On the request of Action Against Hunger, and with the support of the Office of Foreign Disaster Assistance (USA) and Unicef, Bioforce has been working since 2018 to develop and implement the first Master's in humanitarian water, sanitation and hygiene at the German-Jordanian University (GJU).

Following three years spent designing and developing the Master's course (regional consultation on skills requirements, development of a skills frame of reference and a teaching template, content development), and a delay to the start of the course due to the health crisis, 2021 finally saw the first cohort begin, online (read page 9). Alongside this, Bioforce began the last phase of capacity building at the German-Jordanian University. This involved training the professors on Adult Learning Methodology, training on humanitarian topics (security, funding, project management, etc.) and, a very important step for the project's lasting success, training two

professor-coordinators of the Master's course to become 'trainers of trainers' themselves.

Finally, our support in 2021 focused on preparing the GJU team to run one of Bioforce's flagship teaching exercises independently: humanitarian intervention simulations. Our experts delivered a preparatory workshop for the first simulation planned for January 2022 on a site in the Jordan valley, and worked on adapting the scenario to the Jordanian context. Support to conduct the simulation and to implement a stock management system for teaching materials will mark the last stages of Bioforce's support and GJU's full independence on this programme.

KEY FIGURES

1
organisation supported

10
staff trained

5 training sessions
6 support sessions

FUNDING BODIES



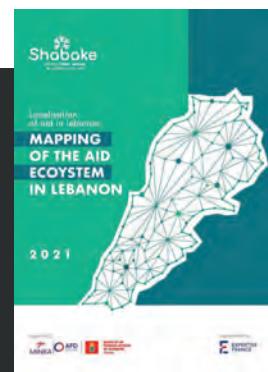
OPERATIONAL PARTNERS

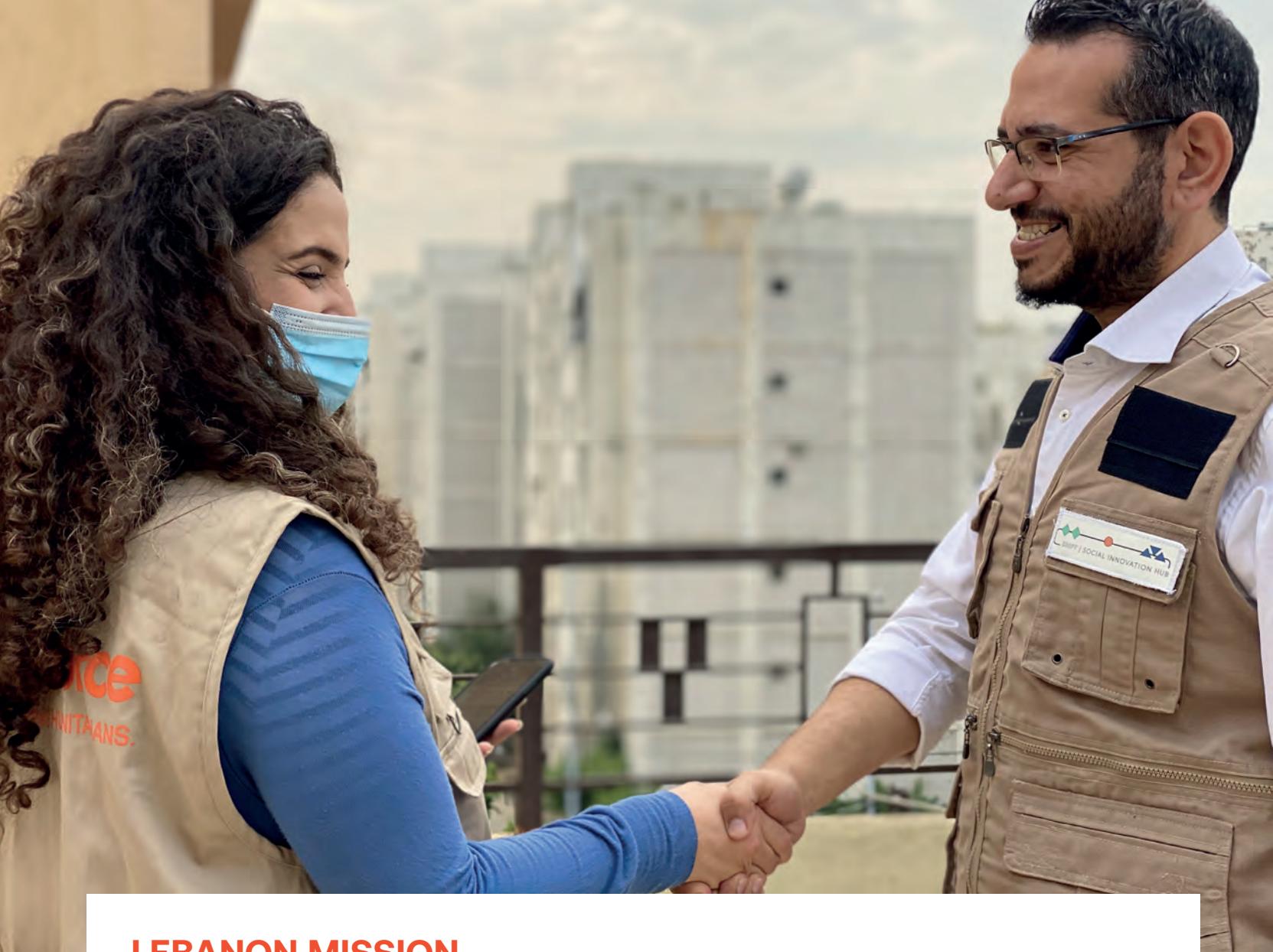


Lebanon: the state of aid localisation

In November 2021, the findings of the 'Localisation of aid in Lebanon - Mapping of the Aid Ecosystem' study, conducted by Bioforce as part of the Shabake project and implemented by Expertise France, were presented in Beirut before representatives from the French Embassy, international donors, international and Lebanese NGOs.

Shabake is a vast project, which aims to build resilience among Lebanese civil society by increasing its role in crisis prevention and management through capacity building for Lebanese NGOs. Bioforce conducted an in-depth study into the positioning of civil society organisations in the Lebanese aid ecosystem in order to come to a better understanding of the current landscape, its stakeholders and their contributions/roles in the localisation agenda, as well as to build an action plan for the 3rd part of the project ('Increasing the involvement of partner NGOs in the aid ecosystem by setting up an inter-NGO network, connecting them to funding bodies, and consolidating existing coordination schemes among donors to support Lebanese civil society'). Launched in 2020, the study was completely revised in 2021 to take changes in the Lebanese context into account. The 300 stakeholders interviewed highlighted three main points: aid in Lebanon is not localised, yet progress has been achieved for some actors; localisation initiatives are not including the government as a key player; the humanitarian system needs to change structurally for localisation to be achieved .





LEBANON MISSION

Tripoli: adjusting to match requirements

Since 2018, Bioforce has been working in Lebanon offering capacity building to crisis response workers in the country's second-largest city, Tripoli. Yet, in 2019, the country was hit by crisis after crisis (economic, socio-political, health and humanitarian), mobilising Civil Society Organisations (CSOs) on an unprecedented level.

Rabih Omar, Executive Director of Shift, one of the CSOs offered support: “With all the work we had to do, and our drive to help the local community, we had forgotten that we ourselves, the teams and managers, needed this type of specific support to be able to continue our operations.” This was precisely the challenge faced by Bioforce and its partners, North Leda and the URD Group, at the end of 2020: how to readjust our support when the context made this support even more necessary, yet at the same time harder for swamped CSOs to even contemplate. The Bioforce team on site therefore took stock once again of the priority needs of the stakeholders targeted by the

project, enacted a new support plan to address these new needs expressed with regard to the situation in the country, and assessed its operational feasibility with the CSOs before putting forward a new timetable. Rabih Omar continues: “What Bioforce kindly offered us was a space to express our needs through an assessment. We were able to identify two main needs to improve the NGO’s performance, and to ensure applications complied better with donors’ expectations: human resources and MEAL (monitoring, evaluation, accountability and learning).” At the beginning of 2021, this new plan was presented to 16 of the CSO stakeholders, as the Bioforce project leader explains: “They all make an impact in their communities, they are all recognised by the communities where they operate, and we help them improve their internal operations, manage their projects more effectively, be more accountable to their beneficiaries, and consolidate their organisational structure to improve coordination.”

Throughout 2021, 27 capacity building sessions were run, mainly in person, on HR, project management, security,

safeguarding, funding and fundraising as well as peace building. Whether delivered as training courses or individual support sessions, they were all led by Lebanese consultants supported by expert coordinators at the Bioforce headquarters (subject specialists). One of these consultants reports: “*Through this we were able to really capacitate not only their staff but also their vision for their community. Again, these are grassroots organisations, these are organisations that have been working in Tripoli for many years and they know better than us what is needed. I was only there to guide them and orient them into how they should do it and when they should do it.*” The capacity building initiatives still underway will come to an end in 2022.



MOBILISING PARTNERS TO IMPROVE ACCESS TO TRAINING FOR LEBANESE AID ORGANISATIONS

In the highly unsettled Lebanese context, in addition to our project in Tripoli, Bioforce approached the Lebanon Humanitarian and Development Forum (LHDF) to develop and provide two e-learning courses free of charge for staff working for national and local NGOs that are members of the LHDF. The needs reported by the LHDF guided the content of the training to cover Monitoring, Evaluation, Accountability and Learning (MEAL) and Project Management. 18 Lebanese aid organisations were able to take part free of charge in February and March 2021 thanks to support from the CMA-CGM Foundation.



SANABEL NOUR, ON THE FRONT LINE WITH FAMILIES IN TRIPOLI

Reda Sayadi Dassouki, founder of the CSO, shares her thoughts: “*Our organisation has developed progressively in line with the needs of the city, but we never thought it could reach this level. In 2019, we were working with 3,000 families. However, when the economic crisis hit and the Lebanese pound was devalued, we went from 3,000 to 15,000 families, including the middle classes. (...) When I say 15,000 families, that equates to around 100,000 people, so 20% of the population of Tripoli. It's a huge and frightening figure, because we really don't have the means to support them.*” For instance, through Bioforce’s support, Sanabel Nour was able to develop standard operating procedures (SOP) to optimise food distribution. The improved efficiency was soon clear: food distribution for 1,000 people went from one day to just a few hours. Ultimately, the number of beneficiaries supported every day has increased, and any security issues related to a massive influx of people in the same place have been reduced.

KEY FIGURES

34 organisations supported

BUDGET 930.000€

BEGINNING July 2018

DURATION 36 months

214 staff trained

13 training sessions
14 support sessions

OPERATIONAL PARTNERS

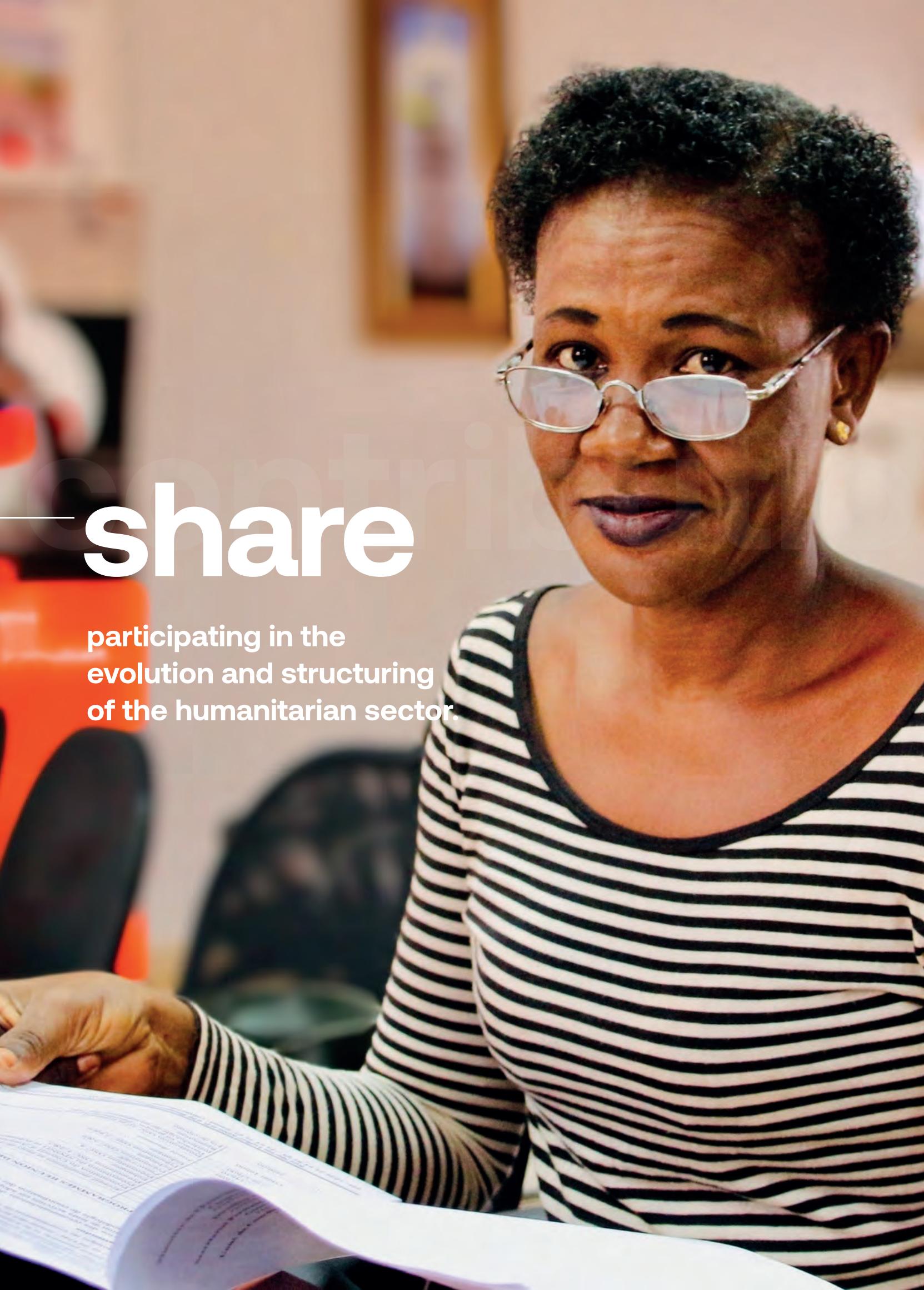


FUNDING BODIES



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.

Shared skills for humanitarian logistics professionals

In 2021, the Humanitarian Logistics Network, comprising nine international organisations, and Bioforce started work on developing a joint vision of all the skills required to work in humanitarian logistics. The idea: to ensure logistics organisations and professionals (as well as future professionals) are better trained, prepared and selected!



The Humanitarian Logistics Network brings together nine international organisations (Acted, Action against Hunger, French Red Cross, Humanity and Inclusion, Médecins du Monde, Oxfam Intermón, Plan International, Première Urgence Internationale and Solidarités Internationale) to work on optimising and improving the efficiency of humanitarian logistics. Their capacity? Pooling resources and projects, sharing knowledge and best practice.

In 2021, the HLN members solicited Bioforce to develop an 'HLN competency framework for humanitarian logistics'. To put it simply, this project means the nine organisations will share the same vision of all the skills required to take on humanitarian logistics key functions, which were in fact outlined by Bioforce in 2020 in its State of Humanitarian Professions study (see p70-71 of the report).

While this offers future applicants for logistics positions the guarantee that organisations will recruit them based on well-defined and shared skills, Maxence Giraud, Logistics Director at Humanity and Inclusion, member of the HLN (and Bioforce graduate) also points out: *"this competency framework will make it easier for our HR teams to conduct skills analysis and will also foster staff crossover among our organisations. More importantly still, from there we can then start building a pooled skills development plan, as training is of course one of the keys to further improve our operational efficiency."*

For Guillaume Noailly, Logistics expert at Bioforce, *"this project is fully in line with our firm belief to equip students with skills that humanitarian organisations need to fulfil their missions with vulnerable populations"*.

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

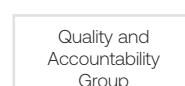
National coordination of NGOs



Operational coordination



Quality and best practice sharing initiatives



FOCUS

Bioforce co-preserved Charter4Change's capacity building working group

An initiative emanating from local and international NGOs working to promote greater localisation of aid, Charter4Change was one of the outcomes of the Istanbul World Humanitarian Summit.

It considers capacity building as a critically important means of developing localisation.

To this end, a specific working group was set up on this subject, which Bioforce, the initiative's only specialist organisation, co-preserved in 2021. Mapping initiatives, sharing experiences and tools, assessing needs: the working group has set itself an action plan that aims to bolster advocacy work that promotes capacity building as a major localisation tool.

The training sector will not revert to the world as we knew it!

Following the health crisis,

the Training Providers

Forum (TPF), of which

Bioforce is a member,

conducted a survey into developments in the

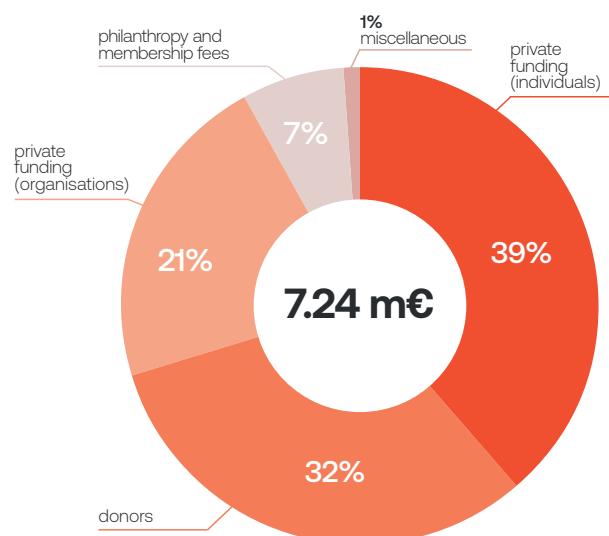
range of training provision, which was presented during the ALNAP's annual conference in October. It showed a significant shift towards e-learning during the crisis of course, but above all the likelihood of this continuing in the future. The share of online learning

is indeed projected to reach around 50% of all training provision, compared to 20% pre-crisis.

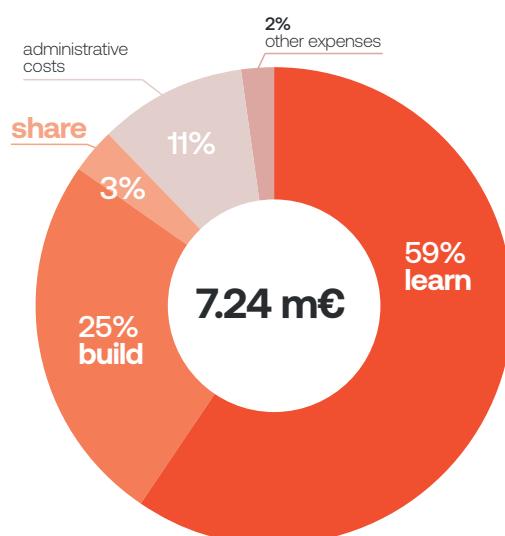


RESOURCES

Origin of funds



Use of funds



- **Private funding (individuals)**

Funding from course participants.

- **Donors**

Auvergne-Rhône-Alpes Regional Authorities, Greater Lyon (Métropole de Lyon), Regional and Town Councils, other public institutions, Agence française de Développement, United Nations, European Union, the Principality of Monaco.

- **Private funding (organisations)**

International organisations, NGOs, companies, foundations, taxe d'apprentissage (a French tax to fund education), OPCO (Authorised Joint Collection bodies).

- **Philanthropy and membership fees**

Institut Mérieux, bioMérieux, Sogelym Dixence, membership fees.

- **Miscellaneous**

- **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, Guinea, 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.

- **Other expenses** Depreciation charges and provisions.

The positive result for the year of 1187€ was allocated to equity.

They support Bioforce





EMPOWERING HUMANITARIANS

Bioforce is a humanitarian organisation
that works in the preparation and response to crises
relating to conflict, natural catastrophe, and epidemic.

Bioforce provides solutions to enable vulnerable populations
to have access to efficient and high-quality aid through training,
accompanying and structuring of humanitarian actors.

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