



bioforce

ANNUAL REPORT 2020

bioforce.org

2020 in figures



2781

+11% (2497 in 2019)

humanitarians
of today and
tomorrow
trained

learn 1429 people trained

585

diploma courses

844

open courses

build 1352 staff trained

298

bespoke programmes

1054

capacity building projects



ECHO

446

+131% (193 in 2019)

organisations supported in crisis-affected
zones



ADOBESTOCK

25%

TRAINING CENTRES FOR
EUROPE AND AFRICA

64%

IN THE FIELD

32%

ONLINE



37%
women
trained



46%
work with national
organisations and
institutions



18
countries



248
trainers
involved

persevering with our action



BERNARD SINOU & GILLES COLLARD
PRESIDENT AND MANAGING DIRECTOR

Adapting and responding to the Covid crisis first, while maintaining Bioforce's development and innovation momentum to meet the needs of front line operators!

In March 2020, given the urgency of the health situation, France and Senegal closed their schools and colleges: within a few days, the 300 students enrolled in our training centres shifted to remote learning. The extraordinary mobilisation of the Bioforce teams and of our trainers allowed us to continue the educational dynamic and avoid the risk of students dropping out. The strategy was clear: first soften the impact of this crisis for our students, then quickly organise ourselves, with our expertise, to manage this global crisis. Within three weeks, "Stop Covid-19", a free, self-learning training was available online: thousands of operators, responsible for limiting the spread of the virus in local communities, had access to key information, in French, English and Arabic. In our fields of action, such as in CAR, we again used our expertise to quickly train community actors. In France, students and graduates made their crisis management skills available to social emergency responders or teams of the Auvergne-Rhône-Alpes regional authorities involved in the massive distribution of masks.

All the energy used in the management of this crisis did not affect our development and innovation efforts in our three response areas. A short new course dedicated to the management of the security of humanitarian personnel was created and tested in Burkina Faso. In CAR, a new project was launched alongside the local organisation African Relief Services, supported throughout while implementing a medical programme on the outskirts of Bangui: the setting up of a new approach to capacity-building, a continuous and customised approach for a lasting impact. Finally, one of the highlights of 2020 was the publication of the first international study on humanitarian professions. The study, supported by the results of an international conference (nearly 600 participating professionals), delivers a number of findings and trends in terms of the professionalisation of the humanitarian sector. It has undoubtedly drawn attention to the importance of training to prepare future professionals to perform their very specific jobs and anticipate change.

The emergence and impact of the health crisis will remain the highlight of 2020 for the whole world. In the humanitarian sector, hampered due to the standstill in international travel, this crisis has once again highlighted the importance of considering local, front line operators, as the key to crisis management. 47% of the beneficiaries of our courses were national operators against 28% in 2019. We continue our efforts to make our training increasingly available and accessible for these stakeholders, wherever they operate. **This crisis tells us that we must go even faster and further.** 



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.

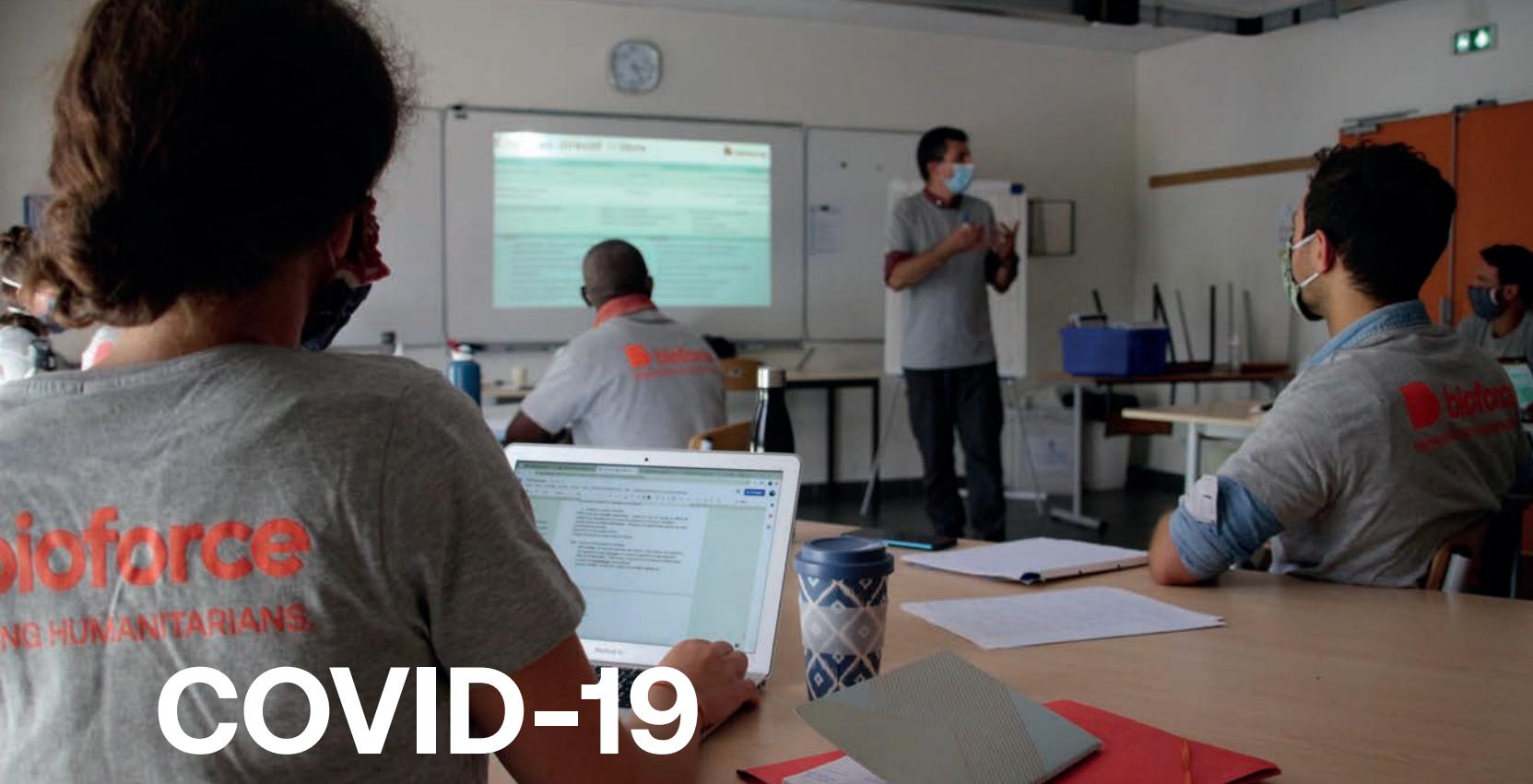
OUR APPROACH

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.



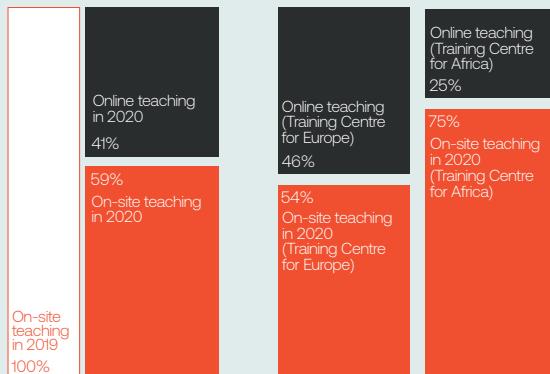
COVID-19

Adapting to the crisis

A record shift in our training centres

On Thursday 12th March 2020, the President of the French Republic announced the closure of educational establishments. Two days later, an identical measure was taken by the President of Senegal. On Tuesday 17th March, all the roughly 300 students in the Europe and Africa centres shifted to remote learning: an e-learning platform was made operational for each group, the trainers, who change week on week, were briefed on how to use it and worked relentlessly to tailor their teaching and content, a hotline was set up to deal with questions and manage the inevitable technical glitches. A few weeks on, even our ‘field practice’ (full-scale humanitarian simulation operations) was conducted online.

In July, then again in September, the students were able to come back to the centres, which had been adjusted to comply with the new health order. In Lyon, at the end of October, everything came to a halt once again with the announcement of a new lockdown, however guidelines from the Department of Labour quickly enabled students to return in person ‘if the course cannot be delivered online’ (requiring access to technical equipment, tools or



machinery) and to reduce the drop-out risk. The partial return to on-site teaching was a huge relief to everyone: “Over the first few months of the course, online, I did everything possible to make sure I didn’t drop out, but it’s hard to stay focussed on your screen seven hours a day.” (Guillaume, training to become a logistics manager), “The quality of the e-learning courses was good, but that doesn’t replace the need to see our trainers in person.” (Laura, studying to become a manager in Humanitarian Logistics & Facility Management). All the students fitted in with the exceptional circumstances and were aware of the efforts made by the teaching teams, that remained attentive to suggestions and feedback given by the students.

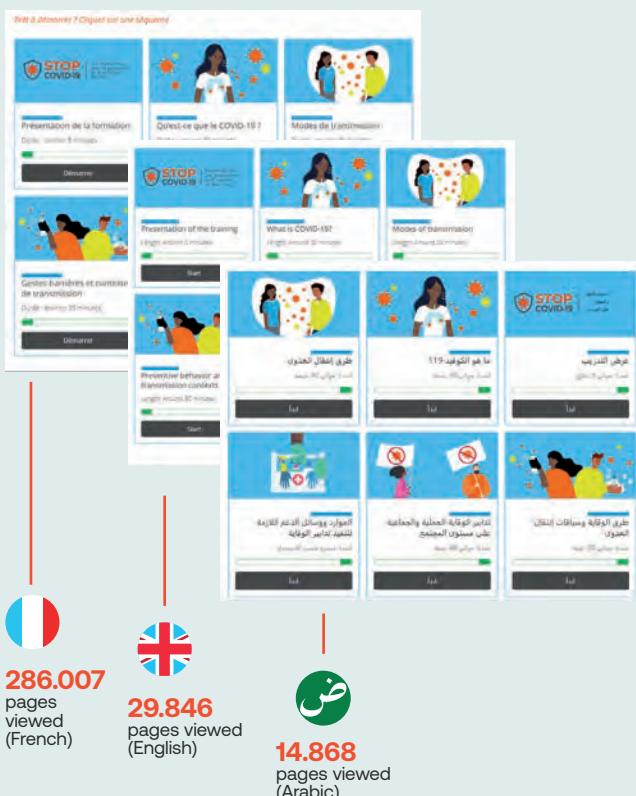
“Whether the course is run online or on-site, the most important thing is that the quality of teaching remains the same as previous years and that the diploma holds the same value. That was on everyone’s mind, and we were reassured at length about this point.” (Benoît, studying to become a Humanitarian Logistics Manager). The feedback from the students’ end-of-year assessments served to confirm that e-learning did not have a negative impact.

Responding to the crisis

Back in March 2020, both in France and in the countries where we operate, all the teams stepped up their efforts to offer support and capacity building to front-line workers. In Bangui, for example, they circulated basic prevention and protection messages within communities and distributed long-awaited masks.

Three weeks to roll out Stop Covid-19, a free, self-learning, online course for crisis response operators

- Launched on 9th April, in French, English and Arabic.
- Published on our website as well as reference websites, and made available to local and international partners.
- With the support of the Greater Lyon.



Bioforce has an important part to play in crisis management

"At the start of the epidemic in France, it came to our attention that there was a lack of information and awareness raising tools to support people working on health prevention in French-speaking communities in Africa. The biggest problems at that time were misinformation and fake news. Publications in English were being circulated, but they weren't accessible as such for those operating in the field. As we work a lot with French-speaking communities, it was our duty to fulfil this need. So, we worked on a tool in French initially, after which came an English and Arabic version thanks to support from our partners Action Against Hunger and Oxfam.

It took us nine days to create Stop Covid-19 in French, a record for online training courses, which can often take two months to get off the ground! The main challenge lay in creating a tool using non-specialised language, conveying a moderate message (voiced in the conditional), which was quick to complete (maximum 2-3 hours) and accessible to as many people as possible online. It even needed to be downloadable for those working in the field with patchy internet. On 9th April, Stop Covid-19 was made available free of charge on our website and on two reference platforms, Kaya and Disaster Ready, offering the possibility for people to obtain a course completion certificate, as well as an HPass digital badge. We received a lot of positive feedback on social networks, yet it was our partners and clusters who were the most vocal. They all noted that it addressed a real need in terms of information and training for the teams and appreciated the practical content. We know it did the rounds of the teams. The takeaway from this is that we were very responsive. Bioforce has an important part to play in crisis management, not least by designing this type of online course to support those on the front line."

Rory Downham, director of Learning & Development

2

Our projects in CAR

- Training for outreach representatives: 630 members of the Maison des Services.
- Development of awareness-raising tools: comic books, videos.
- Distribution of 100,000 hand-made masks and 200 Covid-19 kits by our partner, the Maison des Services.
- With the support of the EU Trust Fund for the Central African Republic "Békou".



In the Central African Republic, the first confirmed case of Covid-19 was registered on 14th March. It soon became vital to slow down the spread of the virus, whatever it took. With operations in the country since 2018 ([read page 25](#)), Bioforce adapted its response to this new reality as early as April 2020 by working with our partner civil society organisations on a project to disseminate key prevention messages.

Very quickly, the Bioforce teams were ready to get going on training our pool of Central African trainers, who were themselves then responsible for training 630 members of partner civil society organisations in running prevention sessions. As strategic community representatives, they were then able to mobilise more broadly in their operational area, their local district as well as among members and communities. Equipped with awareness-raising tools (including a specifically designed comic book created by a Central African cartoonist, Franky Kassai) as well as hand-sanitising kits, they focused their work on hygiene measures, best practice, challenging myths and false rumours, and fighting discrimination. Indeed, particular attention was given to fighting the discrimination and stigmatisation of people suffering from the virus, in order to forestall the rise in protection incidents.





?

Back in France

Helping social emergency responders in Greater Lyon assist the most vulnerable populations:

- Registering partners' immediate requirements and providing equipment and/or services to address these (for example, a water point set up for the French Red Cross).
- Mobilising 46 volunteer students, 25 of whom to offer regular support (outreach, logistics support, food distribution and psychological support) for the French Red Cross, Forum Réfugiés, Restos du Coeur and Médecins du Monde.
- Sharing our self-training tool, Stop Covid-19.
- 15 solidarity projects by diploma course students out of the 33 selected.

Helping the Auvergne-Rhône-Alpes regional authorities distribute masks:

- Over three months (end of March to end of June), three Bioforce graduates offered logistics coordination support to the DHL Lyon Satolas platform, with assistance from our Logistics and Supply Chain learning & development experts.
- 2,500 dispatch slips throughout the Auvergne-Rhône-Alpes region.
- 14 million surgical masks and 4 million FFP2 masks; a total of 18 million masks.

Spotlight

In March 2020, in the midst of the shortage, the Auvergne-Rhône-Alpes regional authorities ordered millions of masks, gloves and hand sanitizer for local healthcare centres, hospitals, the police force, taxi drivers and prison wardens. All these orders went through the DHL Satolas platform, as well as the Regional Council's offices. In order to facilitate communications between the two, and ensure orders were dispatched to the right places, the Regional Council called on Bioforce's expertise: 3 volunteers, all Bioforce graduates, over 3 months' work, 2,500 dispatch slips throughout the Auvergne-Rhône-Alpes region, 14 million surgical masks and 4 million FFP2 masks; a total of 18 million masks!



formations

learn

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

1429

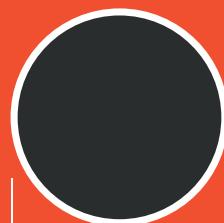
PEOPLE TRAINED

Today, the majority 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.

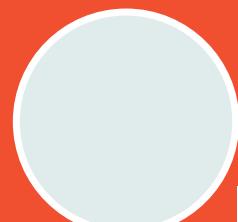
In these areas of crisis, many people are keen to get involved in helping others. So, the problem is not a lack of commitment, rather a lack of training to help these people find employment. The range of operational, professional and certified training which has produced entire generations of humanitarians in Europe, is in short supply and hard to access in these parts of the world. 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](#)



585
in diploma
courses



844
in continual
professional
development
open courses



676
in our regional
training centres
(Europe and Africa)

306
online

447
in crisis-affected zones
(Jordan, Iraq, Chad,
Niger, Burkina Faso, DRC
and Cameroon)

23.873 
hours of training

60% on-site
40% online

Diploma courses

Our diploma courses provide students with all the knowledge, expertise and inter-personal skills they require to work as a professional humanitarian and/or take on greater responsibilities. They offer professional certifications accredited by the French state (registered at the French National Register of Professional Qualifications) 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. It is thereby easier to access courses and certification, especially for those who work.

Another significant, if circumstantial development in 2020: a record switch to online learning for a significant proportion of the courses ([read page 6](#)).



585
+3%
PEOPLE
TRAINED

22.147
hours of training



Nine humanitarian professions

We offer training in 9 humanitarian professions spread across three groups: support functions, project or programme coordination, and humanitarian technical coordination. In 2020, training was only offered for seven professions (neither Child Protection in Emergencies Projects Manager nor Nutrition Projects Manager were available at the Bioforce regional training centre for Africa).

4 professions Support functions **389 people trained in 2020**

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

2 professions Project and programme coordination **174 people trained in 2020**

- Project Coordinator
- Humanitarian Programme Manager

3 professions Technical coordination **22 people trained in 2020**

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

Who are our students?

153

Initial Education diploma course students (Humanitarian Logistics & Facility Management)

42% women
35% are from Africa

22

average age

471 81% newcomers

(junior profile)

432

Professional Education diploma course students

116 19% experienced

(senior profile)

36

average age

152

of them trained at the Bioforce regional Training Centre for Africa



Focus on Monegasque Cooperation

In September 2020, during the official autumn term opening ceremony, the 38th intake of students met with their sponsor, Bénédicte Schutz, Director of Monaco's International Cooperation Office and former humanitarian worker herself. Bénédicte Schutz delivered a few messages during an enthusiastic speech: "Training is there to stop you panicking inside, get you to ask the right questions, and give you a change of outlook. That's the ultimate benefit of this year out". She added: "Humanitarian work is one of the few areas in which people rarely experience a professional existential crisis at 40. Because the situations and people are constantly changing. Because it remains a passion, a vocation".

Having supported the Bioforce Training Centre for Africa since its early days in 2017, the Department of International Cooperation of the Principality of Monaco increased its contribution in 2020 by awarding 11 scholarships to students, designed to encourage the emergence of female African managers in the humanitarian sector: "In the future, I think there will be an absolute need for on-site schools, training and courses, on and near the crisis locations, close to the population and with professional profiles that are more in line with the response areas. (...) The training centre of Dakar is an obvious choice for us".



Stella and Nadifa, killed in Niger

Bioforce was deeply moved by the death of two of its former students during an attack which took place on 9th August in Kouré, Niger, along with five of their colleagues and a guide. Both were working for ACTED; Stella had completed the Project Coordinator course in 2017; Nadifa had just finished her Humanitarian Programme Manager course at the end of 2019. Well-prepared and trained, nothing could have shielded them from the cowardly and unpredictable attack which took their lives. Bioforce's President paid tribute to them during the



September ceremony at the regional Training Centre for Europe, where each of them completed their course.

The whole of the Bioforce family - current and former students, trainers, team members and trustees - has been hit hard by the assassination of Stella and Nadifa, who were working with vulnerable populations in one of the poorest countries in the world. This tragedy has served as a striking reminder of how hard we still need to work to ensure humanitarians are no longer targeted when carrying out their neutral and impartial duties in support of the most fragile populations.

Throughout the world

More than 400 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 of representatives from Bioforce but also from the professional sector (NGO employees and employers). In 2020, 155 people obtained the diploma they were pursuing.

Bioforce acted as a bridge that allowed us to measure the cultural stakes of humanitarian deployment.

Yannick, Child Protection Specialist, Mauritania, World Vision

Trained as Child Protection in Emergencies Project Manager



Intense six-month course. (...) Bioforce has succeeded in the challenge of uniting us worldwide. (...) A community of impactful experiences.

Juliette, Emergency Fellow, Burkina Faso, Catholic Relief Services

Trained as Project Coordinator



My post-Bioforce assignments had a different flavour - I felt much more in control and mastered a methodology that had eluded me.

Valentine, Displacement Tracking Matrix Coordinator, Cameroon, International Organisation for Migration (IOM)

Trained as Project Coordinator



Nothing came as a surprise, both in terms of procedures and in the general environment. I really had the impression that I had the leading edge over many people who sometimes had several years' experience in NGOs.

Maxime, Logistian, CAR, ACTED

Trained as Logistian



As I had already been working in the field for years, many people asked me what I was looking for when I came to Bioforce (...). I believe that without the training received at Bioforce, I would have struggled to deal with many situations. I was able to access the tools and adopt the attitudes that I needed to be an effective manager, especially internationally.

Abdoul Karim, Logistics Coordinator, CAR, Intersos

Trained as Logistics Manager



Technically speaking if there was something I would not know, I would just have to check on the documents I got from Bioforce.

Amir, Volunteers Coordinator and Logistics Assistant, Lebanon, Lebanon, Salam LADC

Trained as Logistician



When you are confronted with the first difficulties, you realise the importance of the contributions of Bioforce. (...) Bioforce is definitely a quite unique school.

Aurélien, Regional Finance Controller Middle East Regional Program, Jordan, Handicap International

Trained as HR and Finance Manager



Being able to start in the profession with the best possible keys is a tremendous asset to save time and grow in specific conditions.

Pauline, Programme Coordinator, China, Enfants du Mékong

Trained as Project Coordinator



I think the first professional compliment I received from a colleague was that it did not feel like I was on a "first mission" after having spent only a few weeks in the field.

Vivien, Grant Manager, Yemen, Solidarités International

Trained as Project Coordinator



MAIN EMPLOYERS OF OUR STUDENTS IN 2020



PLACEMENT RATE AFTER COMPLETION OF TRAINING*

72%

Despite my prior studies in geological engineering, at Bioforce, I was actually given a practically exhaustive overview of all the technical aspects of the job.

Aurore, Environmental Health Manager, Zimbabwe, MSF

Trained as Water, Sanitation and Hygiene Projects Manager



*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 2020 graduates were employed or continuing their studies three months after the end of their course.

Getting involved locally

At the hearts of Vénissieux, in the suburbs of the city of Lyon, and since 2019 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

Metropolitan area of Lyon

Every year, we support local organisations with the help of Bioforce students: in 2020, 121 students got involved in 40 projects supervised by the Bioforce team in 9 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:

92% of the projects made it possible to improve the functioning of the organisation being supported with the use of new tools (management, communication...), the improvement of the quality of activities, or by developing new actions.

4450 persons were directly reached, 80% of whom live in deprived areas.

"The students met the team's expectations perfectly and were able to create practical guidelines to improve the standards of care we provide to our beneficiaries."

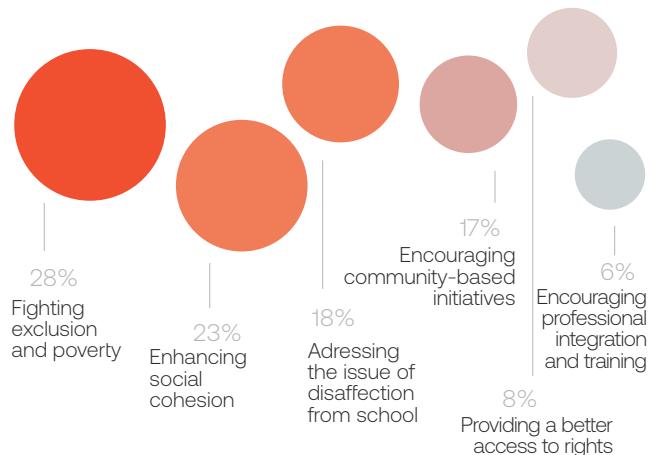
Salvation Army, Saint-Priest

(temporary accommodation quality assessment project)

Dakar

For the Bioforce regional Training Centre for Africa team, this was its second year implementing the measures to support local aid organisations: 64 students worked on 16 projects with 9 partner organisations, some of which existing partners (the Women and Development Alliance in Senegal, the Association for Disabled Children in Senegal, the Estel Centre and les Petites Gouttes). The partners all expressed how involved and motivated the students were, and how satisfied they were that the activities planned had managed to take place despite the impact of the health crisis on some operations.

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



It is also important to note how involved the students have been this year in our work in relation to the health crisis ([read page 9](#)).

They support us and help us take action locally



GRAND LYON
la métropole

ville de
venissieux

Saint-
Fons

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, helps us improve or design new courses:

Academic sector



Private sector



Humanitarian sector



Partnerships with professionals in the sector: trained by teams from the Veolia Foundation

In 2020, students at the Bioforce Training Centre for Europe studying WASH or Logistics Management courses were given the opportunity, for the first time, to benefit from a partnership with the Veolia Foundation: everyone received 4-day training in the Aquaforce solution, ultra-filtration equipment designed to deliver drinking water in humanitarian emergency situations.

The training included the installation of machines in real-life situations and their maintenance, supported by a session on water chemistry. "NGOs use the equipment of the Veolia Foundation for emergency response. It seemed appropriate to bring them in on an exercise with students so that they could discover the equipment they will use in their missions. Veolia brings the expertise that supplements other approaches such as that of Médecins sans Frontières (Doctors Without Borders), with whom we work", said the training coordinator.

This partnership will benefit our students at the Bioforce Training Centre for Africa from 2021, as emphasised by Gilles Collard, managing director of Bioforce: "By uniting our skills with the Veolia Foundation, we create a unique experience that should benefit all of our students, whether in France or Senegal".

Open courses

Our open courses provide participants with the key skills needed for current or future practice in the humanitarian sector. 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 regional training centres for Europe and Africa, in the countries where we operate, and via our e-learning platform, we offer training in key humanitarian competencies.

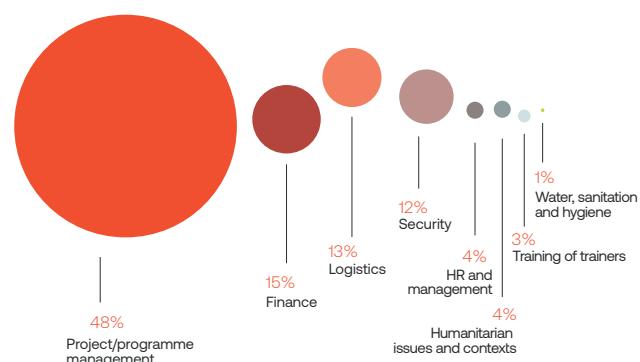
In 2020, travel restrictions due to the global health situation made access to the centres and field sessions difficult, which explains the slight drop in attendance (down 17% compared to 2019).

Our online learning provision received very positive feedback (103% increase in participants and 7 additional sessions) and, in spite of everything, our implementation strategy in the field proved its relevance in this context, with 25 sessions (compared to 19 in 2019) in DRC, Niger, Burkina Faso, Chad, Cameroon, Iraq and Jordan.

Distribution of participants by training location



Participants undergo training in the following 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, 75% of those who take part in our open courses sessions are already working with international or national organisations. They come to learn cutting-edge skills for their professional development in the humanitarian sector.



844
PEOPLE TRAINED

50 open course sessions

1.726 hours of training



Who are the participants?

35% women

64%

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

11%

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

First HEAT training



Bioforce's first ever HEAT (Hostile Environment Awareness Training) course took place in September 2020 in Burkina Faso, which has been hit hard by the worsening security context. Interview with Guillaume Noailly, Safety and Security learning & development coordinator, and on-site training coordinator:



"This four-day course is intended for humanitarian workers in high-risk environments, which put operations and security at stake, and ultimately limit NGOs' humanitarian access. This immersion training gives participants the analysis tools, reflexes and key skills required to deal with the specific risks in these contexts. We have long-standing expertise in organising field simulation exercises as part of our diploma courses, and quite naturally we drew on this to develop the HEAT training. What sets us apart still is our localisation strategy, in other words we try to offer these courses as locally as possible to where humanitarians live and work. That is why we decided on Burkina Faso for the first courses, where the security situation is deteriorating rapidly. We will be offering others in the Sahel region and, more broadly, wherever the local security situation and level of partnerships make it possible. Finally, despite the health crisis, we decided to keep the training on-site. It has been both quite a challenge to implement, and quite a stance to take in the current context. We stand ready to increase the number of sessions in 2021 to meet the requirements of the many organisations that have approached us."

They are hosting
our open courses



Jordan,
Burkina Faso
and Chad



Iraq



Niger



Cameroon



Democratic
Republic of
Congo

Online courses: comprehensive provision of teaching and learning

Back in 2012 when its first online courses were launched, Bioforce deliberately decided to incorporate some of the founding principles of its approach: individualised support, focus on group work and practice. During our online courses:

- Trainers support and interact with each student as well as the group, through discussion forums and a virtual classroom tool available on our online training platform.
- Participant numbers are limited, to allow for this support, and create a group dynamic.
- The required hours can be completed at your own pace, over a long period of time, so that those people who work can access the course in the evening and at weekends.
- Interactive independent learning sessions and quizzes are offered, while core practical exercises and group work are also organised.

Thanks to this wide range of options, more than 95% of participants complete their course, which is 10 times more than for a standard MOOC.



A first in Erbil (Iraq)

Iraq became a new site for operations in 2020, with the delivery of two 'Humanitarian Project Cycle Management' training courses in November and December. 22 participants in total, including team members from Triangle Génération Humanitaire, Médecins du Monde, the French and German Red Cross, Humanity & Inclusion as well as Première Urgence Internationale. Many thanks to our partner, Triangle Génération Humanitaire for their logistics support!

missions

build

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

446

ORGANISATIONS
SUPPORTED

98%

national and local
organisations and institutions

1352

staff trained



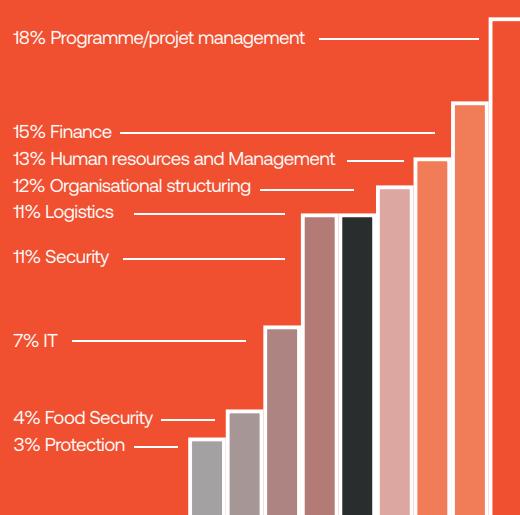
15 countries

377

377 CAPACITY
BUILDING
OPERATIONS

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

Thematic areas



Framework of humanitarian aid, Covid-19, Income-generating activities,
Training of trainers, Water, sanitation and hygiene,
Nutrition, Health, Quality, Accountability

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.

These bespoke solutions may of course lead to training sessions (19 this year), but also to support (to develop and implement projects in a specific security setting, for example), to organisational analysis (through our self-analysis tool, Taking the Lead), to course design (overhaul of internal training programmes) as well as to impact monitoring for specific training provision.

22

ORGANISATIONS
SUPPORTED

62%

national and local
organisations and institutions

298

staff trained

In 2020, with Bioforce, 22 organisations strengthened their capacities in 5 thematic areas, in 13 countries



FOCUS

Niger and Guinea: optimising the provision of mother/child healthcare

through training support of central purchasing teams. The SOLVE global Initiative - optimising procurement through logistics, visibility and scalability - is an initiative of the Bill and Melinda Gates Foundation in partnership with the World Food Programme (WFP - Regional Bureau for West Africa), and is designed to speed up the availability of medical products in recipient countries. It mainly acts on the capabilities and performance of health product supply chains targeting mother and child. At the heart of the supply chain, the national central purchasing offices of health products have a crucial role to play, especially in stock management. As part of this project, the WFP has sought out the expertise of Bioforce to make a diagnosis of needs and support for two central purchasing offices: the National Organisation of Pharmaceuticals and Chemical Products (ONPPC) in Niger, and the Central Pharmacy of Guinea

(PCG). A project team (a project manager and two experts in pharmacy and logistics) audited each country, based on a skills framework, assessing gaps and capacity-building requirements through individual meetings with the managers of stores and warehouses, and running group workshops with the technical staff. Each audit led to different recommendations: in Guinea, a session on the fundamentals of stock management was followed by a more advanced level (stock management data and thresholds, organisation of a warehouse management of unused medicines and health products, outdated and deteriorated storage conditions). In Niger, and in light of weaker capacity, only one training session was conducted. It should be supplemented later by a closely-monitored individual scheme to ensure effective upskilling.

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



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. In 2020, Bioforce led an innovative project in CAR, IRCAP, that took a twin-track approach: building the capacity of a Central African national NGO, while leading a high impact humanitarian operation for beneficiaries.

424

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

1054

staff trained

CAR MISSION



Building local capacity to develop community resilience and crisis response



Building capacity and supporting a Centrafrican NGO in its humanitarian response

LEBANON MISSION



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

JORDAN MISSION



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

CAR MISSION

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

Since 2018, it has been Bioforce's mission in CAR to build the operational and coordination capacity of local organisations, and thereby address the needs of vulnerable populations more effectively. Bioforce continued its work in 2020 through the IRCAP project, a twin-track, innovative approach to build the capacity of a Central African national NGO while leading a high impact humanitarian operation for beneficiaries.

Following an identification phase over the course of several months, the Central African NGO African Relief Service (ARS) was selected for this mentoring process. "We were looking to offer support to an NGO that was already operational, especially in areas which international NGOs struggle to access due to the security situation", indicates the Bioforce project coordinator. The self-assessment carried out by ARS using our Taking the Lead tool highlighted administrative, financial and organisational capacity building requirements as well as the need for support to develop a donor funding strategy. Group training sessions for the ARS teams have been delivered in association with the International NGO Coordination Committee and the Central African Agency for Employment and Professional Training (ACFPE); the teams are also offered post-training follow-up. An organisational analysis of ARS was being conducted alongside, mainly focusing on coordination issues, whose recommendations will be implemented in 2021.

ARS's mentoring by Bioforce also includes operational support, and that is what makes it innovative: Bioforce works alongside the national NGO offering day-to-day guidance in implementing its support programme in three healthcare centres in the district of Bégoua. With assistance from Bioforce's experts, ARS defined, built and led a training programme in September for nine healthcare workers and the eight ARS supervisors working in the centres (including hospital hygiene, nutritional prevention, malaria, measles and covid-19 prevention) and in December for 30 community representatives (including active malnutrition screening, awareness raising

messages and methods). By training staff and installing operational equipment (incinerators for waste management, latrine blocks, placenta pits), work in these healthcare centres has gathered momentum: on average, 300 primary healthcare consultations are conducted per month, compared to some thirty previously in these areas. Women who before would have to walk miles for prenatal consultations and childbirth, can now take advantage of these services in their respective local healthcare districts. Providing nutritional and vaccination support for 15,500 CAR nationals present in these areas is one of many direct impacts of the project. As the ARS national coordinator points out, "this new project, IRCAP, will enable us to work on the areas we identified for improvement. It's a really interesting process: it's not just about learning, being briefed, but also direct practical application. We have the chance to get involved, to implement a project, while benefiting from Bioforce's guidance to help fix our problems. It's going to be a real asset for our beneficiaries."



KEY FIGURES

2 organisation
and public
institution
supported

BUDGET €503,290
DURATION 12 months

49 staff trained
16 training sessions
3 coaching sessions
1 assessment
1 impact evaluation

OPERATIONAL PARTNERS

FUNDING BODY



Health district
of Bégoa
(Ministry of
Health)



CAR MISSION

Ramping up activities in a fragile context

Bioforce has been working in CAR since 2018 to help empower local aid organisations, by building their capacity and contributing towards creating an institutional environment which can supervise and support them.

Despite a situation made even more fragile by the health crisis and the prospect of presidential elections at the end of the year, the Maison des Services, established in 2019 by Bioforce and its partners, has stepped up its work in Bangui, and for the first time outside the capital (Paoua, Bouar, Bangassou), offering ‘Management*’ training and post-course follow-up, technical training addressing identified needs (food security, child protection, IT for beginners and intermediary level, income generating activities, project management, Covid response, accounting) and finally launching ‘networking courses’. Indeed, the civil society organisations (CSO) that are members of the Maison des Services soon understood the advantage of joining forces as a network. “By standing united, rather than being scattered, we can develop. By drawing on each other we can make progress”, points out Christian-Benoît, programme coordinator for the Civil Society Platform in the Central African Republic. ‘Networking courses’ help these groups of CSOs to organise their work in order to be more effective for beneficiaries. “It will help us forge ahead”, explains Ruth, a Bangui resident and general treasurer of the Central African InterNGO Council. In all, 15 CSO networks benefited from this tailored training in Autumn, covering project management, financial management and volunteer management.

The Maison des Services is also an incubator for local initiatives. It launched calls for projects in 2020, one of which focused on the Covid-19 response, selecting 20 micro projects that each received a grant of €2,400 to €4,900. Community action plans to prevent and reduce the spread of the disease, as well as a system to report rumours and circulate prevention messages, are just some of the many activities implemented thanks to these funds. Such projects have enabled the CSO beneficiaries to develop skills to address any future pandemics in their communities ([read page 8](#)).



Distribution of awareness-raising materials against Covid-19 by the EU Ambassador to CAR, Samuel Isopi.

KEY FIGURES

408 organisations supported

918 staff trained, coached and supported

71 training sessions
240 support sessions
(individual coaching,
post-course follow-up)

BUDGET **€2,500,000**

BEGINING **March 2018**

DURATION **36 mois**

OPERATIONAL PARTNERS



FUNDING BODY



*Organisational structuring, governance, HR management, project management, finance management and donors, monitoring and evaluation, reporting, logistics and security, quality, accountability and humanitarian principles .

LEBANON MISSION

Adapting to a worsening context in Tripoli

With operations in Lebanon since 2018, Bioforce offers capacity building to crisis response workers in the country's second-largest city, Tripoli. However, with the growing number of crises (economic, socio-political, health, humanitarian) since the end of 2019, the demands on the civil society organisations (CSOs) we support are constant. How can we continue to support them during a time when their work with the most vulnerable populations is more paramount than ever?

Following an initial phase to assist the 20 CSOs in Tripoli to complete a self-assessment of their organisational capacities as well as personal development plans, in 2020 the project was ready to begin the implementation phase of the priority capacity building areas in order to address the expressed needs.

However, the social crisis raging since the end of 2019, combined with the health crisis and the knock-on effect of the explosion in the port of Beirut in August, has had a significant impact on the availability of these CSOs, which are actively involved supporting their local communities. How can we help CSOs maintain the capacity building

momentum spurred by the project, while devoting time to their vital work with local populations?

Attentive to its partners, Bioforce began by addressing the training priority in this context: fundraising. Indeed, these aid organisations have a greater need than ever to diversify their sources of funding. So, as a matter of urgency, Bioforce developed and ran a hands-on fundraising training course, tailored to their specific requirements. This included basing it on practical case

studies, where the CSOs would devise a crowd funding campaign and draft a summary note intended for institutional funding bodies.

Context being the keyword, two versions of this course were delivered at the same time: one in person, in the offices of Tripoli's Chamber of Commerce and Industry, and one online. In all, 18 participants from 11 CSOs played an active part in this course at the end of August.

They all expressed an additional need for coaching, to help them draw up and implement their respective funding strategies. A first round of coaching took place in December for 12 participants from 8 different organisations. Bioforce also developed an online course on humanitarian contexts, to enable CSOs to tailor their work according to the specific response to a humanitarian crisis. 14 members of six CSOs took this course in November. Back in April, in the middle of the health crisis, Bioforce provided Stop Covid-19 self-training to all its partners in Lebanon ([read page 7](#)).

At the end of the year, the three project partners finally embarked on a reprogramming exercise to review the stakeholders involved, assess their priority requirements (local authorities and CSOs) and agree on a new support plan and a new schedule of activities for 2021.

KEY FIGURES

13 organisations supported

44 staff trained

2 training sessions
1 support session (group coaching)

OPERATIONAL PARTNERS



BUDGET **€930,000**
BEGINNING **July 2018**
DURATION **36 months**

FUNDING BODIES



JORDAN MISSION

Addressing the challenge 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 main barrier hindering an effective response is 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 prepare and implement the first humanitarian water, sanitation and hygiene (WASH) Master's Degree at the German-Jordanian University (GJU).

Following a wide-ranging regional consultation process (2018), the design and approval of a skills frame of reference and a teaching and learning model (2018-2019), as well as most of the content creation (2019), 2020 should have been the first year of the course. However, the decision taken by the Jordanian authorities in September 2020 to switch to online teaching caused the dates to change. The team therefore agreed on a start date in February 2021 and began expanding and adapting the teaching resources to this new way of learning.

Alongside this, Bioforce continued capacity building for our partner in Jordan, the German-Jordanian University: support to professors here and at other universities (University of Jordan, Jordan University of Science and

Technology and University of Balqa, called on as backup) in course design and content preparation, and training on humanitarian topics which were new to them (humanitarian contexts, WASH concepts, WASH-related project cycle).



KEY FIGURES

1
organisation supported

43
staff trained

2 training sessions
16 support sessions

FUNDING BODIES



OPERATIONAL PARTNERS



NASCAR LAKESIDE INN
CONTRACTOR MEMBER OF THE DAYTONA 500

contribution 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.

Publication of the study “The State of Humanitarian Professions 2020”: professionalisation, a guarantee of the quality of humanitarian aid

Late 2019, Bioforce launched “the State of Humanitarian Professions 2020” (SOHP) study based on one idea: the quality of humanitarian action is largely dependent on the quality and professionalism of the humanitarian workforce. With the support of Monaco’s International Cooperation Office and of an Advisory Group including Humanity & Inclusion, ALNAP, PHAP, CHS Alliance, NRC, WFP and ICRC, Bioforce has since drawn up the first international State of Humanitarian Professions. Nearly 1,000 humanitarians have expressed their views during interviews, workshops in 10 countries, and in a large-scale survey. These initial findings were presented on November 17 at an online conference attended by 566 humanitarian professionals from all continents who joined this platform for reflection and dialogue.

For the first time, these contributions provided quantified, measured and decisive information on 24 humanitarian professions recognised by the sector and made it possible to describe their evolution, the competencies they require, their level of professionalisation. More broadly, this massive consultation provided useful and shared information on recruitment practices and professional development in the humanitarian sector.

What the SOHP study highlights

- Existence of career paths in the humanitarian sector: 54% of study participants and 79% of conference participants plan to work there for at least 10 years.
- Distinguishable competencies for humanitarian work exist and are valuable: a total of 86% of the conference participants believe that their humanitarian profession requires competencies that are distinguishable from an equivalent non-humanitarian profession, or that their profession has no non-humanitarian equivalent (and is therefore unique). This compares with 82% from the survey results.

But the SOHP study also warns us

These competencies are insufficiently recognised and verified, as recruitment processes in humanitarian culture



and practice place a strong emphasis on humanitarian experience. These practices are an obstacle to the integration of new comers and to the diversity of profiles, particularly of national actors at the era of localisation. It is crucial to give prominence to skills, even if only in terms of accountability to the beneficiaries of our support. The way in which we recruit our teams does indeed represent a risk for the person receiving support. Professionalisation implies recognition of career paths based on verifiable skills that are approved and accepted by a professional community.

What next?

The success of the SOHP study confirms the interest that the humanitarian sector is now giving to professionalisation issues. 95% of the 566 participants at the conference want this work, which one of the experts described as "a milestone and timely research", to be continued in the future. Through SOHP, Bioforce demonstrates the need for a collective space for consultation, sharing initiatives, and coordination on these issues, with 19 recommendations to be discovered in the final report.

From one end of the human chain of humanitarian aid to the other, from the one who is committed to providing aid to those who receive it, the professionalisation of the humanitarian sector will be a strong contribution to the localisation process and the guarantee of assistance provided by professionals whose competencies are verified, certified and recognised.



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.

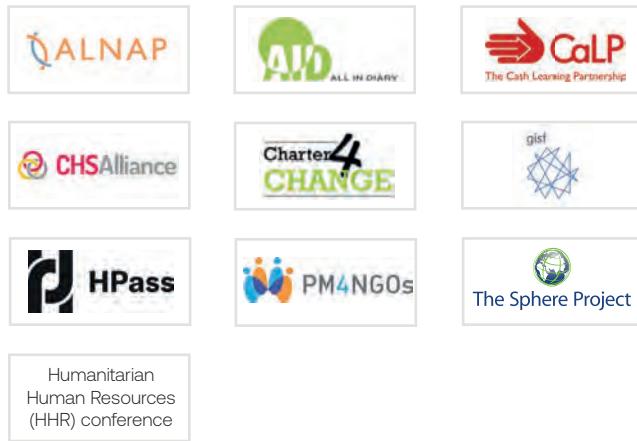
Operational coordination



National coordinations of NGOs



Quality and best practice sharing initiatives

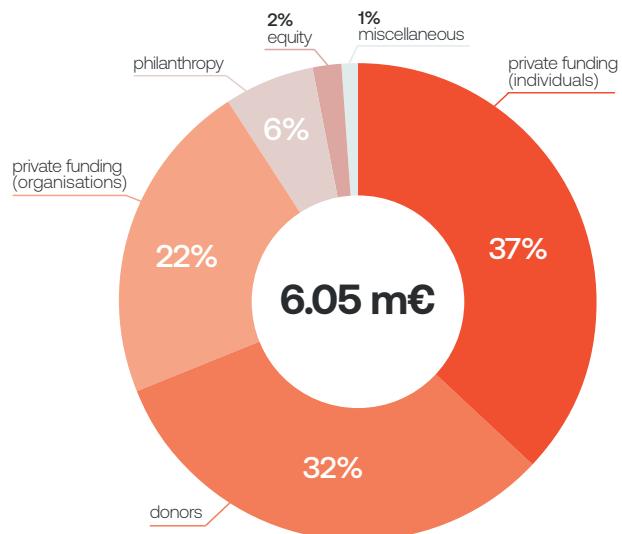


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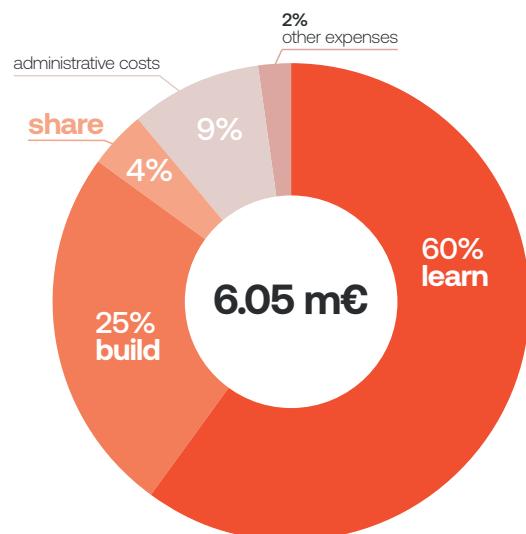
Partenariat Français pour l'Eau, Réseau Logistique Humanitaire (RLH), Quality and Accountability Group, H2H Network, Human Surge, Training Providers Forum...

RESOURCES

Origin of funds



Use 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).

- **Philanthropy**

Corporate and private donations (including in-kind donations).

- **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.

- **Miscellaneous**

Membership fees and various.

- **Equity**

Negative result for the year.

- **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.

- **Other expenses**

Depreciation charges and provisions.

They support Bioforce



