



**bioforce**



# ANNUAL REPORT 2022

# 2022 in figures



**2628**  
humanitarians  
of today  
and tomorrow  
trained

**learn** 2073 people trained

716	1357
diploma courses	open courses

**build** 555 staff trained  
capacity building projects  
and bespoke programmes



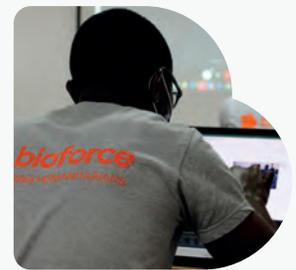
**64** organisations supported  
in crisis-affected zones



**32%**  
IN OUR TRAINING CENTRES  
FOR EUROPE AND AFRICA



**57%**  
IN THE FIELD



**11%**  
ONLINE

 **37%**  
are women

 **71%**  
are from Africa

 **19**  
countries

 **299**  
trainers  
involved

 **35893**  
hours of  
training



**BERNARD SINO**  
PRESIDENT

**DOROTHÉE LINTNER**  
MANAGING DIRECTOR

EDITORIAL

# a transition year

**Maintaining activities.** As you will see from reading this annual report, in 2022 we continued to deliver a comparable volume of training activities, with a similar focus to previous years. Despite volatile security contexts in certain countries, almost 1,000 participants took part in short courses in the field (up 5%) in Burkina Faso, Chad, Niger, Democratic Republic of the Congo, Cameroon, Central African Republic, Mali, Guinea, Ivory Coast, Jordan, Lebanon and Iraq. The training centres in Africa and Europe opened their doors to 844 people (up 3%). Demand for training among the African population is especially high, interestingly this also includes our European centre: they made up 21% of our diploma course students (excluding bachelor courses) in 2019 and 2020, and now represent 36%.

In terms of our work with organisations, while we continue to support the Guinean National Health Security Agency,

two other projects got off the ground in 2022: with the support of the Principality of Monaco, and the United Nations Agency for Refugees, a training programme for refugees and internally displaced people in Niger on humanitarian skills and professions; and, with support from the French European and Foreign Affairs Ministry’s Crisis

Management and Support Centre, provision of long-term, far-reaching support to a Lebanese aid organisation struggling to cope with the booming number of beneficiaries.

Yet over and above operational activities, 2022 saw us focus on our future: reviewing our operating contexts, being attentive to our environments, and

imagining the future of humanitarian action in order to define the Bioforce of tomorrow.

**Over and above operational activities, 2022 saw us focus on our future**





**A world seeking local, restrained, effective solutions.**

Despite technological and scientific progress that has enabled societies to control their environments better, humanitarian crises continue to strike different parts of the world with force. Aid organisations provide relief to those affected, while themselves operating in a changing environment: localisation, with 92% of aid operators now from developing countries, access challenges from local acceptance to safety issues, the impact of new technologies and data, the need to reduce our carbon footprint and waste, and ever-increasing accountability demands from those funding humanitarian programmes. Humanitarian operators are now expected to deal with crises in an increasingly local, restrained, and effective way. Is their time-honoured training still suitable? Does it equip them with the expected technological and behavioural skills? Do the training methods used offer the best possible learning conditions?

**Rethinking our organisation.** These are the questions we attempted to address in 2022. Firstly, by exploring other spheres, by meeting other operators from humanitarian and academic settings, we examined different ways of operating, set our sights beyond our usual borders, conducted market research, and sought opinions from our communities. We amassed knowledge, data, information and resources in order to conduct analysis, face the future, and take a fresh look at our organisation. So, what does the future hold?

‘Typical’ humanitarians of the future will be Ukrainian, Lebanese, a refugee from the Sahel, who will need to be trained in situ and endowed with technological, environmental, geopolitical, legal, as well as behavioural, multicultural and ethical skills. These emergency workers, while local, will be linked up to an international community that will act as a sounding board for any issues, and provide standards, resources, and tools. So yes, at Bioforce, we believe that humanitarian training needs deep-rooted changes to make it tailored, as close as possible to where it is needed, and more accessible.



## A new ambition: to help make as many humanitarians as possible committed, employable and effective workers

Our two priorities: to deliver accessible training and employable graduates. We aim to turn Bioforce into a network of humanitarian campuses without borders, operating as close as possible to where humanitarian and development organisations' needs lie, and as far as possible, offering experimental, agile, low carbon teaching and learning opportunities.

Bioforce currently has two regional campuses, one in Europe and one in Africa, and runs activities in a dozen countries. It is a true champion of sustainable, local employment and employability. We firmly believe that Bioforce's experience, which epitomises a truly unique French expertise in preparing for and managing humanitarian crises, must be made accessible to a greater number of people in the future!

To do so, while continuing to adapt our content to provide training on future skills, we aim to bolster funding opportunities for low-income students, roll out our activities in new geographical areas, closer to crisis zones and to the needs of local emergency, development and aid operators, develop digital, immersive teaching methods, and finally build partnerships with organisations that can themselves then implement training courses.

The entire Bioforce team, whose commitment we would like to praise, will be taking action with you to reach all these objectives!

## Towards new implementation models

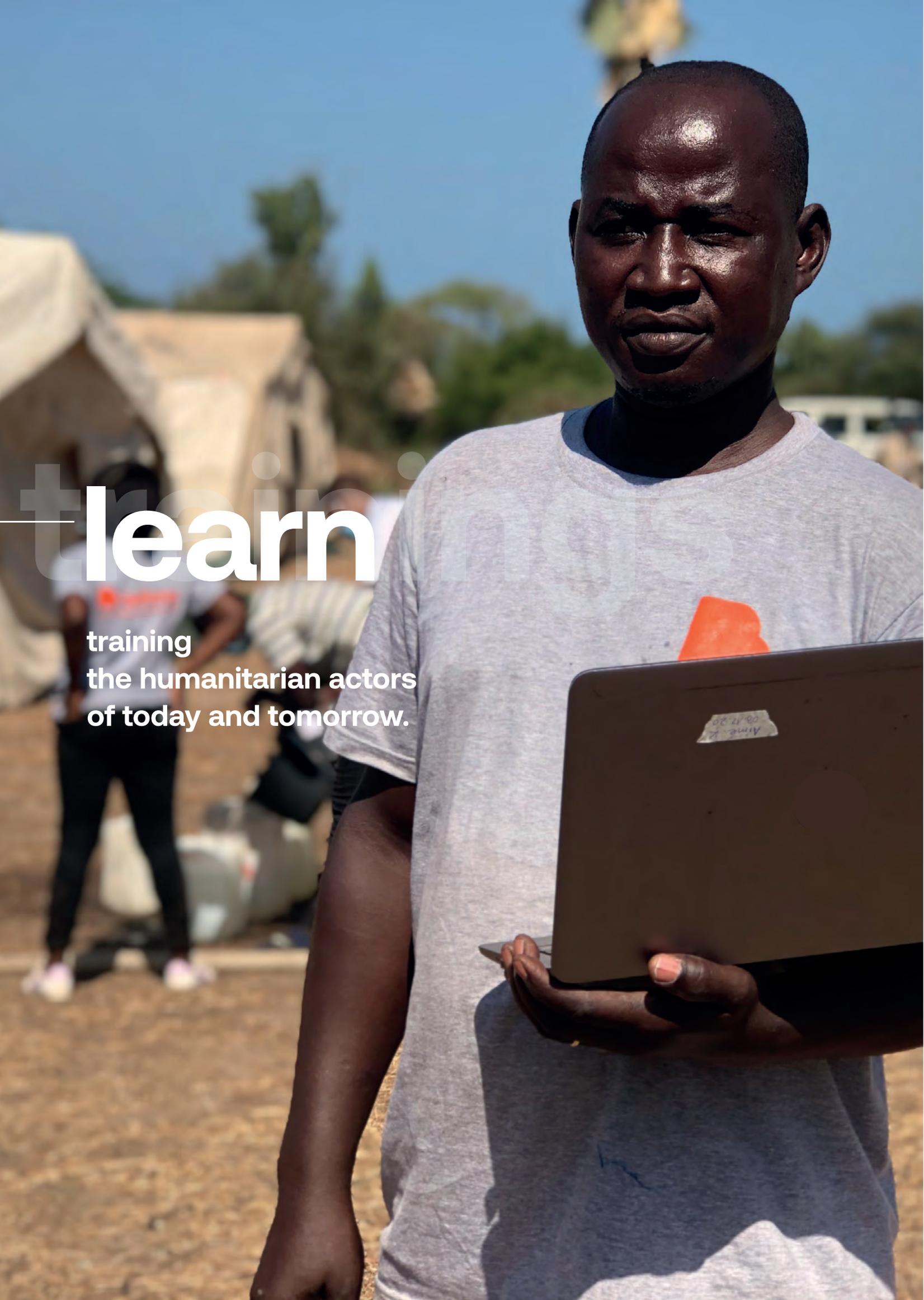
More agile, more flexible, more mobile

**4- to 9-week « Bootcamp »:** professionalising local, non-profit organisations by providing intensive training on humanitarian crisis management. Making them operational while improving their employability. Bioforce offers highly innovative training practices, delivered in crisis zones, that offer students the tools they need to manage and resolve humanitarian situations.

**Work-study programmes, over a period of several months**

**(one week's training, three weeks in a humanitarian organisation):** enabling local voluntary sector workers to train in a humanitarian profession and develop their employability through real-time application of what they have learnt and long-term immersion in the world of work. This scheme, which has been tried and tested in France and is now offered at the Vénissieux centre, warrants international expansion.

**« Learning Week »:** fast-track training for a cohort of local voluntary sector workers on 'core' humanitarian skills, equipping them with tools to develop cooperative approaches. A wide range of educational encounters are arranged over the course of this week, thereby enabling students to challenge their practice and consequently develop their skills more quickly.

A man in a grey t-shirt is holding a laptop. The background shows a field with tents and other people, suggesting a humanitarian or training setting. The text 'train' is partially visible on the left side of the image.

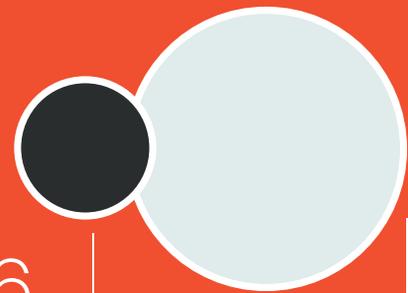
# train

training  
the humanitarian actors  
of today and tomorrow.

# 2073

PEOPLE TRAINED

including



716  
in diploma  
courses

1 357  
in continual  
professional  
development  
open courses

Today, a large 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**



844

in our regional training  
centres for  
Europe and Africa

41% of all people trained

245

online

12% of all people trained

984

in crisis-affected zones  
(Iraq, Jordan, Lebanon,  
Burkina Faso, Cameroon,  
CAR, Chad, DRC, Guinea,  
Ivory Coast, Mali, Niger)

47% of all people trained

33 310   
hours of training

up 13% from 2021

# 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' profile:

- Junior profiles, with little relevant humanitarian experience or qualifications, join a six or nine-month professional training course, or a three-year full-time bachelor.
- Senior profile, 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 module. It is thereby easier to access courses and certification, especially for those who work. In 2022, 73 trainees opted for this scheme.

## 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 role functions 439 people trained in 2022

- Logistician
- Humanitarian logistics and Facility Management (bachelor)
- Logistics Manager
- Human Resources and Finance Manager

### 2 Projects and programme coordination professions 194 people trained in 2022

- Programme Coordinator
- Humanitarian Programme Manager

### 3 Technical coordination professions 83 people trained in 2022

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



**716** <sup>+3%</sup>  
PEOPLE TRAINED

**30 755**  
hours of training  
<sup>+14%</sup>



## Who are our students?

**40%**  
women

**36**  
average age  
21 (bachelor students)

**49%**  
are from Africa

**522** <sup>73%</sup>  
newcomers  
(junior profile)

**194** <sup>27%</sup>  
experienced  
(senior profile)

**263**  
of them trained at  
the Bioforce regional  
Training Centre for  
Africa (+14%)



Photo: EU Civil Protection and Humanitarian Aid Operations / CC

## Humanitarian training to foster refugee employability

According to the United Nations High Commissioner for Refugees (UNHCR), over 60% 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 training prospects, and access to employment opportunities, are extremely limited. At the same time, it is vital to give them a more central role in preparing and implementing aid programmes designed for them, and thereby make their voices heard in decision-making about them.

With the firm 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. Following a pilot scheme in 2021 involving four refugee women at Bioforce's Africa centre, a memorandum of understanding was signed in 2022 to provide three years' training to refugees and internally displaced people in a humanitarian profession or a vital skill for the aid sector.

Bioforce has been working closely with the UNHCR teams (Dakar regional office and country offices) and the Nigerian organisation, Forsani (which hosts our short courses) to make refugees and internally displaced people aware of this scheme, and to select applicants. In 2022, 161 applications were received for the 14 grants available for diploma courses. Seven applicants began their training at the Africa centre in September, and the rest will follow suit in the first quarter 2023. 26 refugees completed a short course in 2022 on either logistics, security, project management or finance, including refugees from CAR, Mali, Rwanda and Chad.

Given the employment stakes that underpin this pilot project, all four partners have continued to advocate within their respective networks, and will take action in 2023 to organise 'employment forums' in Dakar and Niamey during the year to raise awareness among humanitarian sector employers about the issue.

Finally, in order to build the capacity of local operators in this part of the world, the project also includes support to our implementing partner, the Nigerian organisation, Forsani. Training sessions have been provided to the teams on MEAL (Monitoring, Evaluation, Accountability, and Learning), project management and finance management, and the Bioforce finance teams will offer ongoing support in 2023 on administrative and finance management.



DIPLOMA COURSES

## Child protection project manager: the first blended learning diploma course

**An innovative format, offering our first ever** hybrid diploma course, divided equally into remote and in-person learning, as well as updated content through contributions from the main child protection humanitarian organisations.

This new blended format, combining distance and face-to-face training, has been developed in response to demand from employer organisations, that are keen to reduce in-person training time for field professionals. “It is also a concrete example of Bioforce’s continued drive to innovate its

teaching methods to address the needs of humanitarian professionals, by making our courses more accessible,” points out Abdramane Diallo, Head of Training at Bioforce Africa. Students have welcomed this innovation, as Angèle explains: “Being able to complete part of the course remotely, while still meeting my professional commitments, was very beneficial, and was one of the reasons my current employers were prepared to grant me leave to complete the course in person in Dakar.”

**Combining distance and face-to-face training: a response to demand from employer organisations**

# 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.

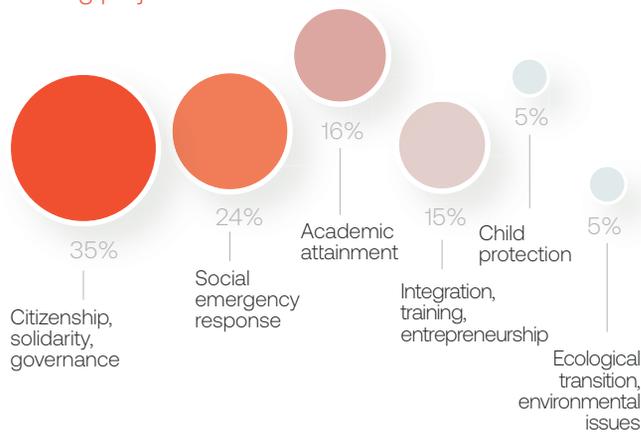
## Supporting organisations and developing local dynamic

Every year, we support local organisations with the help of Bioforce students: in 2022, 182 students were involved in 58 projects supervised by the Bioforce team, across nine boroughs within the Lyon metropolitan area, and with 49 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.
- **3 014 people** directly affected by students' projects in Lyon metropolitan area.
- **7 100 people** directly affected by students' projects in Dakar.

The students supported organisations running projects on:



They support us and help us take action locally



## EXAMPLE PROJECTS

### IN LYON METROPOLITAN AREA

#### Alongside Association 10 pour 10 (Vaulx-en-Velin)

Social impact study of the '10 pour 10' action with beneficiaries, in terms of inclusion and professional integration

#### Alongside Secours Catholique (Rillieux-la-Pape)

"The diagnosis carried out is relevant and will be of great use in redeploying the team in the area."

### EXAMPLE PROJECTS IN DAKAR

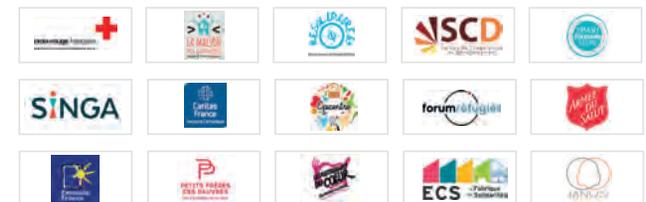
#### Alongside My Medina Schools (Dakar)

"The children have been given a sense of responsibility and made aware of the need to take good care of the environment, to study and grow up in a healthy environment, so that this becomes a civic reflex in the long term"

#### Alongside Alliance Femme-Développement (Dakar)

The students helped strengthen the association's skills in identifying partners and training methods.

### Among our partner organisations in Europe



### Among our partner organisations in Africa



## 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.

## 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 2022, 213 people obtained the diploma they were pursuing.

AMERICAS  
3%



European-Union/Mazas (Colombia)

EUROPE  
**21%**



European Union/Oleksandr Rakushchynsk (Ukraine)



MIDDLE EAST  
**1%**

AFRICA  
**75%**



MAIN EMPLOYERS  
OF OUR STUDENTS IN 2022



PLACEMENT RATE  
AFTER COMPLETION OF TRAINING\*

**78%**

\*Rate calculated one-year on for the class of 2020-2021 on diploma courses, excluding the Humanitarian logistics and Facility Management bachelor programme.

For this particular programme: 71% of the 2022 graduates were employed or continuing their studies three months after the end of their course.

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

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

### Academic sector



Centre sectoriel de formation professionnelle du bâtiment et des travaux publics (Senegal)



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



Centre de formation professionnelle et technique Sénégal-Japon (Senegal)

### Private sector



### Other partner



### Humanitarian Sector



WITH CARTONG, IMPROVING THE QUALITY OF HUMANITARIAN RESPONSE

CartONG has been providing training to Bioforce students since 2010 and is involved in a global partnership with the institute. Discussions with the students, some of whom already have experience in the aid sector, are enriched by the variety of their backgrounds and the diversity of their skills, all sharing an interest in international aid. Data management has been a fast-growing area over the last 10 years, with many possibilities for improving the quality of humanitarian operations, with more reliable data collected more quickly (such as mobile data collection and increasingly powerful analysis tools). Yet these new tools are not widely used by international aid workers, even though they can potentially present major risks for the protection of populations. Sharing our expertise (via the IM resources portal) to better equip future humanitarians is a key mission for CartONG.

Lise CLERC,

Information Management Project Manager



# 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 2022, the security situation in some West African countries has not reduced **motivation to train**: over 300 participants in Burkina Faso, 200 in Niger and 100 in Mali. The political crisis in Chad was the only factor to force us to cancel scheduled sessions.

After 'Designing and managing a humanitarian project', the 'Monitoring, Evaluation, Accountability, and Learning' sessions were the most popular, with 207 participants across our training centres. This course was also selected as the first to be offered as evening classes, aiming as ever to facilitate access to training. The trial was conclusive, with 19 participants in Dakar!

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 (80%). 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 Iraq 	in Lebanon and DRC 	in Jordan 
in Niger 	in Guinea 	in Cameroon 
in Burkina Faso and Chad 	in Mali 	in Ivory Coast 



**1357**  
PEOPLE TRAINED

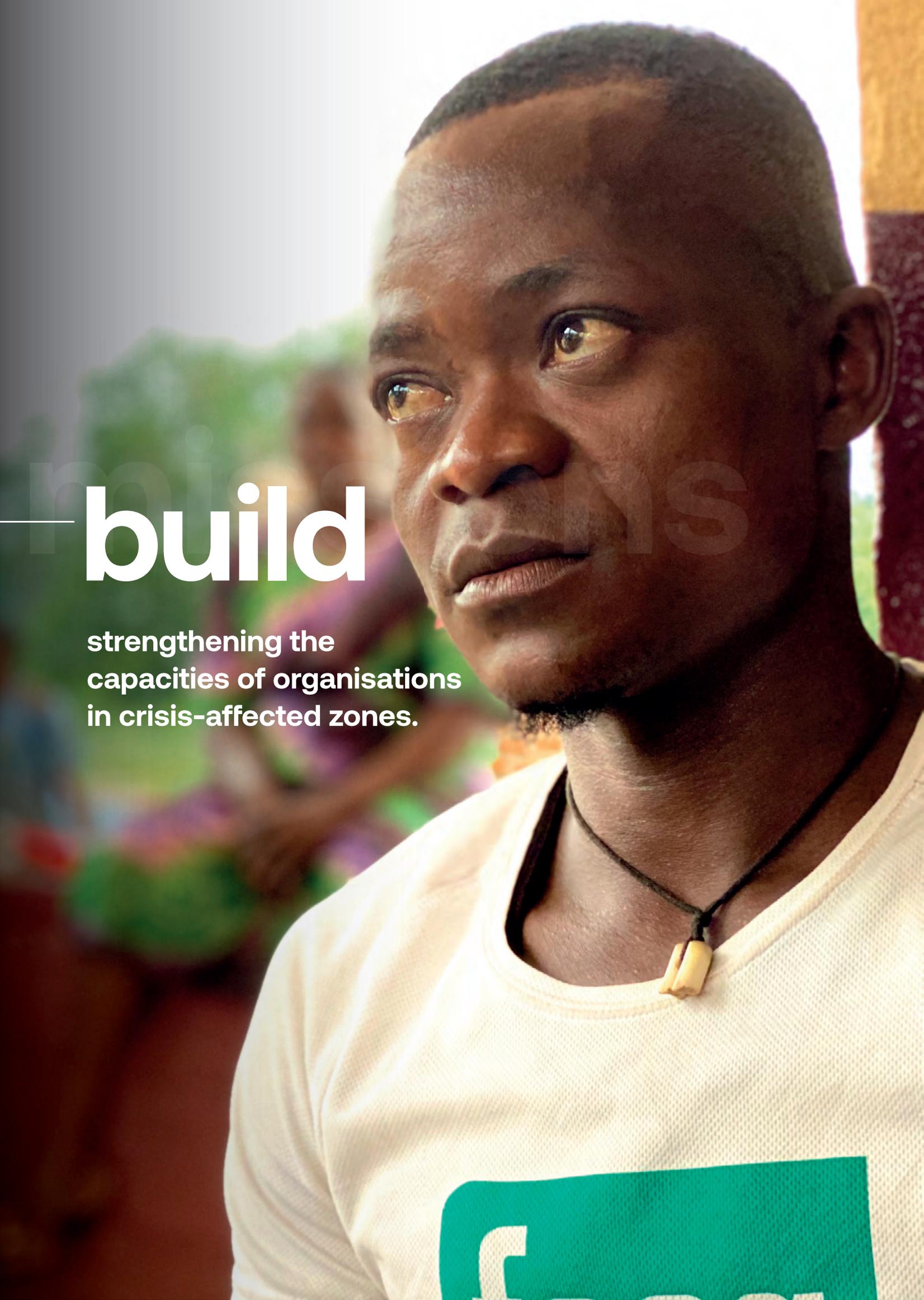
**2 555**  
hours of training 

### Who are the participants?

**65%**  
work with international organisations (NGOs, UN agencies, the International Red Cross Movement)

**15%**  
work with national organisations (local NGOs, CSOs, Red Cross national societies)

**33%**  
women



# — build

strengthening the  
capacities of organisations  
in crisis-affected zones.

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

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

**BUILD**

64

ORGANISATIONS SUPPORTED

61%

national and local organisations and institutions



16

countries

2 583

hours of capacity building (training and support)

Thematic areas



41% Project/programme management



14% Finance



12% Security



9% Human resources and management



9% Humanitarian issues and contexts



5% Water, sanitation and hygiene



5% Training of trainers

# 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 (50 organisations benefited from a training session this year) but also support (support to self-assessment in capacity building needs, post-training follow up).

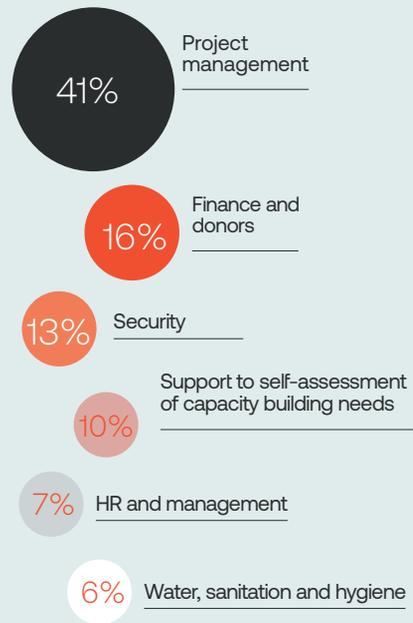
We are the partner of choice of their staff or their partners' capacity building



# 61

## ORGANISATIONS SUPPORTED

5 main thematic areas, in 13 countries and online



# 492

staff trained (+26%)



### AFRICA

- Burkina Faso
- Central African Republic
- Ivory Coast
- Kenya
- Mali
- Nigeria
- Senegal
- South Sudan

### EUROPE

- France
- Switzerland

### MIDDLE EAST

- Iraq
- Lebanon

### AMERICAS

- Colombia



Photo : Alima

## FOCUS

### Alima: empowering its teams to develop their skills

ALIMA's ability to implement its mandate, often in challenging contexts, relies for the most part, as with all non-profits, on its human resources. As a result, it decided to make developing the skills of its managers a strategic priority for 2020-2022. Following on from three training courses delivered between 2020 and 2021 on team management for all senior executives and leaders (managers/directors at the headquarters, heads of mission, project coordinators in the field), a new phase began in 2022, once again with Bioforce, this time for middle managers and supervisors. And the aim? To ensure all managers are able to organise, manage and mobilise their teams, as well as give them a sense of responsibility, in line with the NGO's values and principles.

The first and most important step was to come to a common understanding

of the benchmark definition of management within the organisation: Bioforce therefore helped ALIMA draw up a charter to establish its managerial values and policy principles. A modular training course on team management was then designed, in French and in English, along with a methodological guide to offer post-training support. Ten staff members have been trained to deliver the course, and this was quickly put into practice in Nigeria and Burkina Faso during the first three team management training sessions that were co-delivered with Bioforce (62 middle managers trained in 2022, further sessions planned for 2023 in Niger and in Chad).

By opting for this system, ALIMA is now empowered to continue developing the skills of its 500 or so managers in the field independently.

**A new phase  
began in 2022  
à destination  
for middle  
managers and  
supervisors**

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

In crisis zones, what really makes a difference in terms of saving lives is being able to respond quickly and effectively. Another factor is long-term, local, emergency response capacity building. That is our aim when offering step-by-step support over the long term to the Guinean National Health Security Agency and Sanabel Nour, a Lebanese aid organisation.

## GUINEA

### Improving national health crisis management capacity

**Guinea regularly contends with a range of epidemics. The availability of skilled professionals that can be mobilised throughout the country is without question one of the keys to improving the quality of its response to health crises. The National Health Security Agency (ANSS) has been calling on Bioforce since 2021 to help it reach this objective.**

Responsible for implementing the Health Ministry's strategic guidelines on health security, the ANSS's mandate includes capacity building on epidemiological monitoring and treatment for people affected by health crises in the country. For this reason, it has decided to offer all health crisis management stakeholders in Guinea high quality, sustainable, professional training. With backing from the French Development Agency, Bioforce was able to offer 18 months' support to the ANSS to help it get to grips with all the tools, procedures and course design methods required to develop a training catalogue. Developing and implementing training modules was also included at a later stage.

Launched in 2021 by means of a needs assessment and the first 'training for trainers' sessions for ANSS staff and the Health Ministry's regional and prefectural departments, the project continued in 2022, setting up a frame of reference for the functions and skills required to prepare for and manage crises, skills development for the ANSS teams on human resources management, project management, procurement, and once again, training for trainers. The course catalogue covering all the modules and sessions for every target audience has been completed, published and disseminated, and a system put in place to monitor, evaluate and capitalise on training activities. Professor Fodé Traore, Managing Director of ANSS praised 'the support that has received



the credit it rightly deserves. This partnership has made all of us stronger, both at the headquarters and in the health districts across the country.”

As a result of the 2023 project, the ANSS will have a structured training unit to provide a high-quality response to its mandate to provide capacity building to national health crisis management professionals; and around 600 Guinean health crisis management stakeholders (human, animal and environmental healthcare professionals, Ministry officials and community workers) will have access to continual professional training to develop their skills.

BUDGET 400,000 €  
DURATION 18 months

OPERATIONAL PARTNERS



FUNDING BODY



## LEBANON

### Greater empowerment for Sanabel Nour

**With operations in Lebanon since 2018, Bioforce has spent three years supporting civil society and local institutions in Tripoli (see box) to help them develop high-quality, appropriate and effective humanitarian action together. Once this vast project came to an end, the team began delivering tailored support over 18 months to an organisation in Tripoli, Sanabel Nour, that works on the front line with an ever-increasing number of families (3,000 beneficiary families in 2019, 18,000 at the beginning of 2022). The aim of this new project: to build the organisational and operational capacity of Sanabel Nour through this extensive support.**

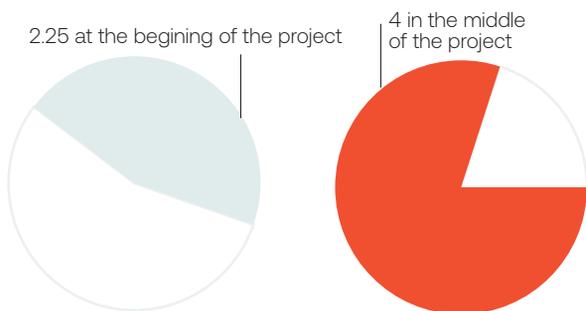
Established 30 years ago, and held in high esteem by private patrons and Tripoli residents, Sanabel Nour found itself at a crossroads at the end of 2021, needing both to consolidate its organisation to contend with the massive increase in activity, and to gain recognition among international funding bodies in order to diversify its sources of funding and activities. With support from the French Foreign and European Affairs Ministry's Crisis Management and Support Centre, Bioforce supported it on this journey, while helping it implement a food distribution project: "our organisation has developed in line with the needs of the city, but we could never have imagined reaching this level. These days, 20% of the population depends on us."

The first, vital step was to co-conduct a self-assessment on its organisational capacity (having trained the Sanabel Nour teams on our Taking the Lead tool). Reaching a consensus on organisational weaknesses, to then transform these into action, is a complex process. To avoid the pitfall of 'internal problem = external training', Bioforce provided support to hone the conclusions by analysing the underlying causes and relate these more effectively to action points, and also spotlight internal capacity to resolve them. In the end, the plan was broken down into 15 core action points, divided into five main areas: 'Securing funding for our work', 'Measuring how effective our work is', 'Providing governance and leadership', 'Making our organisation resilient', 'Managing People'.

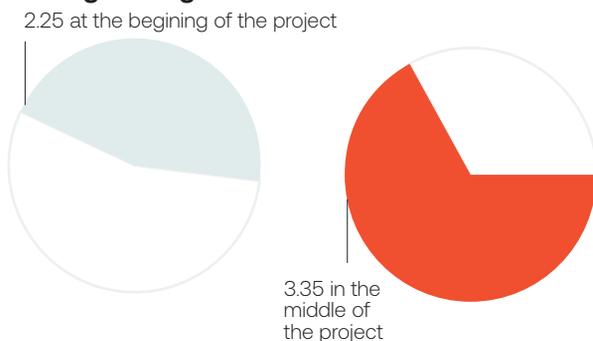


In 2022, three of the five areas were put to work ('assessing effectiveness' and 'governance' will be on the agenda for 2023). Our support took the form, on the one hand, of skills development for the Sanabel Nour staff in team management and MEAL; and on the other hand, of a considerable phase of expert support to develop internal procedures and policies on HR, finance, health and safety at work, all of which need to be in place to secure international funding. Sanabel Nour therefore went from two procedures at the start of the project, to 12 today. Bioforce's support had a significant impact on all three focus points in 2022, according to Sanabel Nour's teams (1 equates to 'we have no skills in this area' and 4 to 'we are fully skilled in this area'):

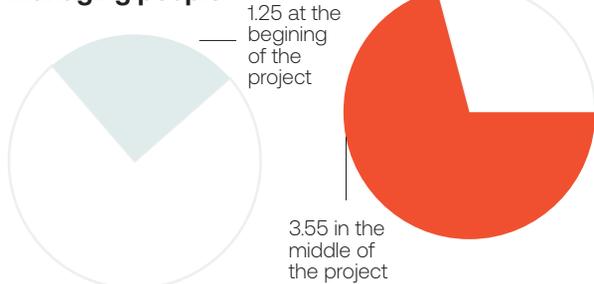
### Securing funding for our work



### Making our organisation resilient



### Managing people



● Sanabel Nour evaluation at the beginning of the project

● Sanabel Nour evaluation in the middle of the project

For the first live test phase, the new standard operating procedures (SOP) were put into practice to distribute 1,650 food parcels to the most disadvantaged families in and around Tripoli during the month of Ramadan. The outcome: smooth-running distribution, shorter waiting times, improved security and, even more importantly, a greater number of beneficiaries. As the Bioforce team in Lebanon points out: "it's never easy to bring about change in a long-standing organisation with its own procedures and vision. Sometimes there's a bit of resistance, but this project is really interesting, it covers a range of areas where Sanabel is lacking, and it has been tailored specifically to meet those needs".

BUDGET 367,000 €  
DURATION 18 months

FUNDING BODY



## LEBANON: HOW TO OFFER MORE EFFECTIVE SUPPORT TO LOCAL STAKEHOLDERS ON CRISIS MANAGEMENT?

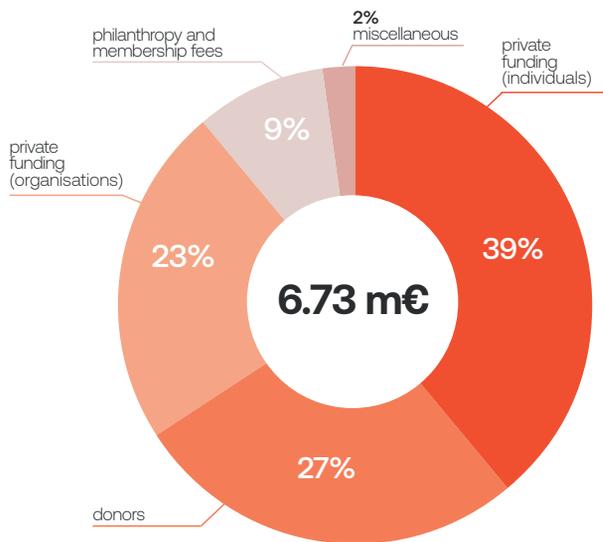
Late 2021 saw the 'Raising awareness and building the capacity of stakeholders in Tripoli to deal with crises in their country' activities come to a close, a flagship project run since 2018 by Bioforce and its partners, the URD Group and North Leda. It was time in 2022 to turn to lessons learnt in order to document the approach developed in this project, capitalise on best practice and collective learning, and feed into the strategies of operational stakeholders to offer more effective support to local operators to prepare for and manage crises in their countries. Interviews and a conference in Tripoli as well as a closing workshop at the Auvergne-Rhône-Alpes regional council (one of the project partners alongside AFD) were just some of the steps involved in this work, which went on to be published. Therein we may read: "[The project] was conducted during a particular time in the country's history and internationally, that shall remain etched in people's minds, and where local operators were clearly shown to play a vital and primary part in responding to crises. Yet, so much still needs to be done to ensure they are given genuine recognition and a central role in crisis response systems."

**WATCH THE FULL VIDEO**

[bit.ly/tripoli-urd](https://bit.ly/tripoli-urd)

# RESOURCES

## Origin 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)**

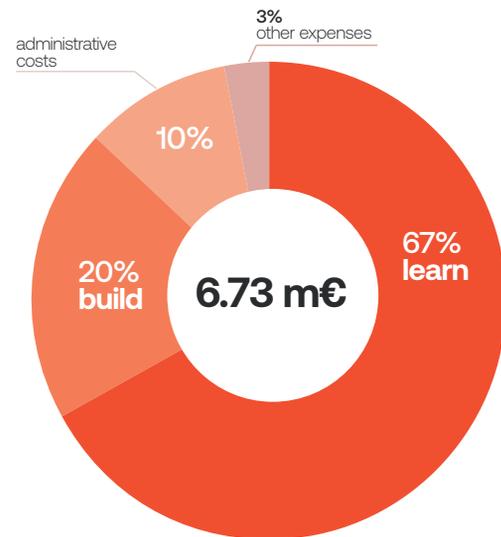
International organisations, NGOs, companies, foundations, taxe d'apprentissage (a French tax to fund education), OPCO (Authorised Joint Collection bodies).

- **Philanthropy and membership fees**

Institut Mérieux, bioMérieux, Sogelym Dixence, membersheep fees.

- **Miscellaneous**

## Use of funds



- **Learn**

Diploma and open training courses for the humanitarians of today and tomorrow in Europe, in Africa, in the Middle East and online.

- **Build**

Strengthening the capacities of organisations in crisis-affected zones (Guinea, Lebanon and bespoke learning programmes).

- **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 5 447€ was allocated to equity.

## They support Bioforce





EMPOWERING HUMANITARIANS

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.

**headquarters.**

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**bioforce.org**

Bioforce is recognised as a general interest association  
July 2023