

## **Master of Science in Humanitarian Program Management**

**Dates :** September 23th 2013 - September 30th 2014

**Place :** Lyon - Grenoble

**Objectives:** The Master Of Science program contributes to reinforce & develop managers' core capacities (managing projects, people and funds) in a practical, coherent & transversal way integrating the main worldwide quality & accountability initiatives developed in recent years.

The MSc objective is to give participants a comprehensive knowledge of each initiative and their specificities, as well as the possibility to integrate each of them in a complementary and innovative way within the organisation's and companies strategy and management practices.

Designed to develop management skills to enhance Quality & Accountability of humanitarian programmes, the MSc training programme:

- Focuses on the Humanitarian Programme Manager's 3 core competencies: managing people and organisations, managing programmes and projects, managing finance and funding;
- Ensures in-depth understanding of the sector and its evolutions through an additional one-week module on the Framework of Humanitarian Aid, integrates capacity building through a one week Training of Trainers session;
- Offers core competencies in companies' management and strategies : advanced decision techniques, strategic entrepreneurship, corporate governance, geopolitics, global marketing & strategy, leadership & responsible management;
- Offers professional recognition and links to Masters programmes for further specialization;
- Gives an opportunity to apply humanitarian management expertise in a 5 months assignment.

**Cost :** 9 500€

**Information and registration :** [Master Of Science](#)

**Contact :** Mélanie Rivière - +33 (0)4 72 89 74 73 - [session@institutbioforce.fr](mailto:session@institutbioforce.fr)

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## **Certificate in Humanitarian Logistics Management**

**Dates :** September 23th - December 6th

**Place :** Lyon

**Objectives:** Developing quality & accountability of humanitarian programmes by enhancing humanitarian workers' crucial logistics management skills

The HLM objective is to give participants a comprehensive knowledge of each initiative and their specificities, as well as the possibility to integrate each of them in a complementary and innovative way within the organisation's strategy and logistics management practices.

Designed to develop logistics management skills to enhance Quality & Accountability of humanitarian programmes, the HLM training programme:

- Focuses on the Humanitarian Logistics Manager's 3 core competencies: managing people and organisations, managing programmes and projects, managing the supply chain;
- Offers 3-week competency-based modules for each of the core competencies;
- Ensures in-depth understanding of the sector and its evolutions through an additional one-week module on the Framework of Humanitarian Aid;
- Integrates capacity building through a one week Training of Trainers session;
- Offers professional recognition and links to Masters programmes for further specialization.

**Cost :** 6 500€

**Information and registration :** [Humanitarian Logistics Manager](#)

**Contact :** Mélanie Rivière - +33 (0)4 72 89 74 73 - [session@institutbioforce.fr](mailto:session@institutbioforce.fr)

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## **Certificate in Humanitarian Program Management**

**Dates :** September 23th - December 6th

**Place :** Lyon

**Objectives:** The HPM programme contributes to reinforce & develop managers' core capacities (managing projects, people and funds) in a practical, coherent & transversal way integrating the main worldwide quality & accountability initiatives developed in recent years.

The HPM objective is to give participants a comprehensive knowledge of each initiative and their specificities, as well as the possibility to integrate each of them in a complementary and innovative way within the organisation's strategy and management practices.

Designed to develop management skills to enhance Quality & Accountability of humanitarian programmes, the HPM training programme:

- Focuses on the Humanitarian Programme Manager's 3 core competencies: managing people and organisations, managing programmes and projects, managing finance and funding;
- Offers 3-week competency-based modules for each of the core competencies;
- Ensures in-depth understanding of the sector and its evolutions through an additional one-week module on the Framework of Humanitarian Aid;
- Integrates capacity building through a one week Training of Trainers session;
- Offers professional recognition and links to Masters programmes for further specialization.

**Cost :** 6 500€

**Information and registration :** [Humanitarian Program Manager](#)

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## **Framework of Humanitarian Aid**

**Dates :** September 23-27th 2013

**Place :** Lyon

**Audience :** In-service and aspiring aid workers from international and national aid organisations.

**Objectives :** To provide participants with thorough knowledge of the humanitarian sector and issues at stake : stakeholders, systems, coordination mechanisms, legal and ethical framework, quality and accountability initiatives and applications relating to programme management.

- Identify the different categories of actors, mandates within the sector and how they work together;
- Analyse essential challenges facing the humanitarian community;
- Identify the mainstream approaches/initiatives relative to the issue of quality and accountability within the sector;
- Describe, in detail, the concept of accountability and its application in the humanitarian sector;
- Identify and analyse the main interagency quality initiatives;
- Identify ways and challenges of applying quality standards in programme management;
- Identify and analyse the main interagency accountability initiatives;
- Identify ways and challenges of applying the contents of the quality initiatives in programme management;
- Describe the main rules and principles of legal frameworks of humanitarian action;
- Explain how protection is understood in humanitarian action.

**Cost :** 750€

**Information and registration :** [short trainings](#)

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## **Managing people and organizations**

**Dates :** September 30th - October 18th 2013

**Place :** Lyon

**Audience :** In-service and aspiring aid workers from international and national aid organisations

**Objectives :** To enable participants to choose and apply appropriate tools to manage themselves, other people, and organisations involved in humanitarian programmes : HR processes, HR organisation, recruitment, performance management, staff development, quality and accountability in people management, leadership, management and delegation, strengthening organisational capacity, change management, managing team safety and security, creating and developing trust in diverse teams.

- Demonstrate an understanding and awareness of the core management and leadership behaviours required of a humanitarian professional, and how they can be applied;
- Recognise the quality and accountability initiatives that relate to people management in the humanitarian sector (including the People In Aid Code of Good Practice);
- Demonstrate an understanding and awareness of the challenges in terms of human resources in the aid sector;
- Demonstrate an understanding and awareness of the human resources initiatives in terms of quality and accountability;
- Explain how to develop trust between manager and team, between team members, with partners and with affected populations;
- Put in place a recruitment and work organisation process;
- Define a competency framework;
- Put in place a managing performance and staff development policy;
- Demonstrate an understanding and awareness of the technics and concepts of personal management skills;
- Set S.M.A.R.T. performance/conduct based objectives for staff;
- Identify actions and management styles which influence performance;
- Deal with difficult situations and improve the effectiveness of meetings;
- Define priorities, plan and implement identified actions;
- Distinguish positive tension from conflict;
- Define strategy and ways to regulate tension and to handle conflict;
- Assess a conflictual situation and know which tools to use;
- Conduct an organizational capacity assessment;
- Develop an effective strategy and program for strengthening organizational capacity;
- Apply some methods to strengthen organizational capacity;
- Explain the need to be 'change ready';
- Create change driver statements;
- Distinguish between two types of change;
- Understand people's emotional responses to change;
- Take action to handle challenges to change;
- Describe the 8 steps to a successful change process;
- Identify major security trends, attitudes, tools and practices for different organisations involved in humanitarian contexts;

- Distinguish relevant security tools and prevention means for a defined project / team in a precise humanitarian context, identify stress factors and symptoms, tools and methods to deal with stress;
- Understand the safety & security tools management: risk analysis, security & evacuation plans and analysis, rules and procedures, in order to limit the risks and maintain the possibility to continue to perform humanitarian activities.

**Cost : 2 000€**

**Information and registration :** [short trainings](#)

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## **Managing programs and projects**

**Dates :** October 21th - November 8th 2013

**Place :** Lyon

**Audience :** In-service and aspiring aid workers from international and national aid organisations

**Objectives :** To enable participants to choose and apply appropriate tools to manage all stages of the project cycle in humanitarian contexts< Assessment and analysis, planning and implementation, monitoring and evaluation.

- Describe specific features of humanitarian situations as contexts for implementation,
- Define strategic, programmatic and operational levels of humanitarian action,
- Explain the purpose of the Project Cycle Management (PCM) approach,
- Outline steps in the Project Cycle,
- Describe essential tools and methods for PCM,
- Summarise critical thinking on PCM,
- Describe strategies for integrating quality and accountability in PCM,
- Describe the purpose of assessments in the project cycle,
- Describe appropriate assessment methodologies and tools,
- Critically appraise an assessment report,
- Explain how quality and accountability may be promoted during this stage,
- Define indicators and describe their importance and use in project management,
- List common data-collection tools for assessments, monitoring and evaluation,
- Demonstrate how to conduct a semi-structured interview and a focus-group discussion,
- Describe methods for managing data and information: within projects and programmes and between organisations,
- Describe the purpose of planning in the project cycle,
- Explain the logic of the Log frame Build the main elements in the Log frame,
- Critically appraise the quality and logic of a project plan,
- Draw links with the implementation and Monitoring & Evaluation steps,
- Explain how quality and accountability may be promoted during this stage,
- Describe the purpose of Monitoring & Evaluation in the project cycle,
- Explain the difference between Monitoring & Evaluation,
- Describe the evaluation cycle,
- List and define the evaluation criteria,
- Identify and apply selected evaluation tools,
- Describe and design the main elements of the ToRs for an evaluation,
- Explain how quality and accountability may be promoted during this stage.

**Cost :** 2 000€

**Information and registration :** [short trainings](#)

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## **Managing finance and funding**

**Dates :** November 11th - 29th 2013

**Place :** Lyon

**Audience :** In-service and aspiring aid workers from international and national aid organisations

**Objectives :** To provide participants with the critical skills and confidence required to raise funds for humanitarian programmes and to manage financial resources accountably : key principles and concepts of financial management, practical aspects of financial management, funding strategies and opportunities, donors and strategies, quality and accountability in finance management, budgeting and proposal writing.

- Appreciate the importance of good financial management systems in achieving NGO objectives and that financial management is for everyone,
- Describe the Seven Principles and the Four Building Blocks of financial management as frameworks for promoting robust financial systems,
- Use Mango's financial health check to identify strengths and weaknesses in financial systems'
- Describe the important role of coding structures in budgeting and financial accounting and reporting,
- Prepare field accounts and simple financial reports,
- Describe the difference between cash and accruals accounting,
- Describe how financial planning fit into operational and strategic planning,
- Build activity-based project budgets, phased budgets and cashflow forecasts for effective programme planning and implementation,
- Analyse financial statements using ratio analysis techniques,
- Use budget monitoring reports to inform and support programme management decisions,
- Assess internal control strengths and weaknesses and apply internal control procedures to minimise risk,
- Describe the challenges and responses of managing funds in emergency responses,
- Identify different types of funding,
- Identify the steps of the funding cycle,
- Distinguish the different types of donors, their functioning, rules and conditions,
- Know how to write a funding proposal,
- Know how to prepare and conduct negotiations with the donor,
- Know how to write a concept note,
- Identify constraints faced by international aid organizations,
- Identify the process of being accountable to donors on the use of funds,
- Apply theoretical knowledge when seeking funding and monitoring funds.

**Cost :** 2 000€

**Information and registration :** [short trainings](#)

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## **Managing the supply chain**

**Dates :** November 11th - 29th 2013

**Place :** Lyon

**Audience :** Experienced aid workers from international and national aid organisations, specifically with previous logistics experience and/or going to hold coordination positions, experienced supply chain managers from other sectors.

**Objectives :** To conduct proactively and efficiently a supply operation understand the supply environment and the role of the supply chain in a humanitarian context :

- Analyse the context,
- Anticipate the needs and put them into a logistics response,
- Organize, coordinate and follow-up information and equipment flows (with other internal and external actors),
- Understand humanitarian purchase procedures and their implementation (International Supply characteristics),
- Implement purchase and negotiation techniques,
- Identify risks related to purchase and implement relevant control systems,
- Understand storage purpose and good warehouse management practice,
- Organise the physical set-up and administrative management of a warehouse,
- Implement reliable and adequate transport in regard to context,
- Communicate, report and build learning around planned and achieved activities.

**Cost :** 2 000€

**Information and registration :** [short trainings](#)

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## **Training of Trainers**

**Dates :** December 2nd - 6th

**Place :** Lyon

**Audience :** In-service and aspiring aid workers from international and national aid organisations

**Objectives :** To provide participants with the appropriate methods and tools to develop, facilitate, monitor and evaluate training activities.

- Enunciate the principles of adult learning and apply them to the design and implementation of a training session,
- Conduct an assessment of training needs and define objectives,
- Design a training session,
- Construct a lesson plan,
- Select and develop appropriate training materials,
- Employ a range of training presentation skills,
- Develop different types of training evaluation forms,
- Analyze one's practice and that of others in order to engage in a continuous learning dynamic.

**Cost :** 750€

**Information and registration :** [short trainings](#)

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