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# Humanitarian Programme Manager

Training + Practice period in the field  
DIPLOMA COURSES

## Junior candidates.

18-month diploma course

## Experienced candidates.

3-month diploma course

 **bioforce**



**GRENOBLE  
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TECHNOLOGY & INNOVATION

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LES PARTENAIRES DE NOS FORMATIONS

**La Région**  
Auvergne-Rhône-Alpes

**GRAND LYON**  
la métropole



Each year, more than 2000 people are trained and/or awarded certification by Bioforce in humanitarian professions and skills, or given support to make their commitment to solidarity.

Our qualifications-based courses train participants for many humanitarian professions, from 3 months for experienced professionals or experts, to 3 years for younger participants. Places are awarded by application or Accreditation of Prior Learning (APL).

These training courses equip participants with the professional and inter-personal skills required to be fully operational and effective in their commitment to serve the needs of others.

## Trainings for aid workers by aid workers



“Our training courses in programme management have been designed for those who want to join the aid sector or move on to higher positions within the sector. Are you currently working in the private sector and wish to adapt your existing managerial skills to the humanitarian world? Or do you have experience in the aid sector and seek official recognition of your skills along with up-to-date technical knowledge? Bioforce has been working closely with major international NGOs for over 30 years: NGOs are involved in creating and appraising our numerous training programmes, keeping them both cutting-edge and relevant to the job market. With trainers who are all professional aid workers, bringing a wealth of experience from across the globe, we know what we are training about! In addition, the 18-month Master of Science in Humanitarian Programme Management, in partnership with the prestigious Grenoble École de Management, provides students with complementary input from the business industry, on strategy, marketing and geopolitics. This enables the graduates to enter either a for-profit or non-profit organisation. Moreover, networking and working as a group are key in our training courses: the multicultural diversity of your peers will ensure a unique learning experience...”

**Diane Cadiergue,  
Training Coordinator**

*Diane joined Bioforce in 2017 as Coordinator of the training courses in project management. Previously, she spent five years as senior chief editor at the World Innovation Summit for Education, working closely with education experts and innovators from around the world. Diane has been active for twenty years in the field of international development, education and human rights. Working for NGOs across Central America, South Asia and Morocco, she has overseen educational, social and relief programmes for, and with, migrants, refugees, children, and teachers. She has collaborated with grass root organisations as well as international partners. Diane is also involved in advocacy campaigns for asylum seekers and migrants at national and European level.*

## The skills and knowledge I gained are still relevant to my work in the sector today

If you are looking to start a career in the humanitarian sector- directly from university/college or transferring from another sector, the HPM course is a good way to accelerate your learning and provide you a practical introduction to all the concepts you need. You'll learn how to apply the skills through the direction of experienced humanitarians and learn from discussion with other students, many of whom have a lot of experience. The skills and knowledge I gained are still relevant to my work in the sector today, 5 years after I completed the course.

**Lucy N., HPM certificate, 2013**

# Managing humanitarian and development programmes

It is currently difficult for many humanitarian and development organisations to recruit and retain skilled programme managers. These difficulties directly impact the efficiency of their programmes. Over recent years there has been increased attention given by humanitarian and development agencies to the quality of humanitarian and development practice and raised awareness of the importance of ensuring programme quality in the sector.

Bioforce has been actively involved in these developments through extensive consultations on the challenges faced by NGOs. Developing their ability to hire, develop and retain competent managers has been recognised as a top priority.

Both humanitarian and development organisations as well as individuals expressed the need for training programmes that enable potential and current managers to develop their technical, analytical and personal skills.

The following training programmes aim at training NGO's managers within the humanitarian and development sector (NGO, associations, foundations, etc.), focusing on the 4 programme manager's core competencies:

- **Managing Programmes and Projects,**
- **Managing Safety, Security and Logistics,**
- **Managing People and Organisations,**
- **Managing Finance and Funding.**

**Programme Managers' Profile** These field practitioners all have strong analytical skills and decision-making abilities. They are dynamic and strong team players, a true unifying force for their teams. They demonstrate analytical ability, are pragmatic, diplomatic and adaptable.

They also must have excellent communication skills and be able to delegate effectively.

**Jobs and career prospects** Levels of responsibility vary considerably and depend on your prior experience and skills, as well as the humanitarian context and the employing organisation. Bear in mind that you usually take on more responsibilities over time.

Some examples of positions Bioforce graduates now hold in the aid sector, showing various levels of responsibility and leadership:

- First level: proposal writer/specialist, reporting officer, monitoring officer, project officer, programme officer
- Intermediate level: head of project, budget, planning and reporting manager, monitoring and evaluation manager
- High level: project coordinator, programme coordinator, field coordinator, head of office, regional coordinator, head of mission, country director, desk, technical coordinator.



# Become a humanitarian programme manager with Bioforce

Bioforce offers two trainings and certifications, depending on where you're at and what you need. Choose the training that suits you best:

- attend a 3-month condensed training programme at Bioforce that focuses on the humanitarian programme manager's core competencies and leads to a French Level-1 qualification. This diploma course is available at your own pace.
- or choose a longer 15-month MSc training programme that includes the 3-month period at Bioforce and incorporates an additional training period at Grenoble Ecole de Management for extra inputs from for-profit organisations and a strong opening on strategy, marketing and geopolitics.

## Master of Science in Humanitarian Programme Management

### Master all aspects of the job

Managing programmes/projects? You have basic skills and limited work experience.

Also for you if you do have work experience in the aid sector and are particularly looking for inputs from the for-profit sector and an opening on strategy, marketing and geopolitics.

continuously

*Admission statement in July*

**3-month** training at Bioforce (Lyon, France)

**4-month** training at Grenoble Ecole de Management (Grenoble, France)

**5-month** assignment in the aid sector

*Diploma jury in January (years +1)*

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“Master of Science in Humanitarian Programme Management” awarded by Bioforce and Grenoble Ecole de Management, accredited by the Conférence des Grandes Écoles.



### Partner

The partnership between **Bioforce and Grenoble Ecole de Management** has enabled the creation of a substantial management training programme for the humanitarian and development sector, offering trainees an academic qualification and the specific expertise they seek.

Grenoble Ecole de Management is recognised in France and abroad as a leader among French business schools and brings to the training programme its expertise in management, innovation and entrepreneurship. This academic expertise is completed by a strong involvement of Bioforce professionals from the humanitarian and development sector. As a result, this MSc enables you to get trained for the aid sector as well as honing transferrable tools and methods from the business sector, thus equipping you with a comprehensive set of management skills.



**GRENOBLE  
ECOLE DE  
MANAGEMENT**  
BUSINESS LAB FOR SOCIETY



**Humanitarian Programme Manager** (delivered in our regional training centre for Europe only)

**Adapt your existing skills to the aid sector**

Managing programmes/projects? You have the key skills and extensive work experience (even if this experience hasn't been acquired in the aid sector).

<p>continuously</p> <p>3-month training at Bioforce (440 hours)</p> <p>6-month practice period</p> <p>page 11</p>	<p>at your own pace</p> <p>Several years to attend the 5 competency-based modules</p> <p>6-month practice period</p> <p>page 11</p>
<p>“Coordinateur de programme humanitaire” from Bioforce, a level VII qualification (equivalent to a five-year higher education diploma) registered by the French National Record of Professional Qualifications</p>	

Are you hesitating? Upon receipt of your application and payment of your selection fee, our team will suggest, if necessary, that you reorient your application towards another diploma course more suited to your profile.

Do you already have professional experience in a project management-related field?

Is your project management experience not specific to the humanitarian sector? Each training unit in the Bioforce programme is accessible as **an open training course**: come and complete your technical skills with sector-specific knowledge and skills before applying to an NGO!

# Master of Science in Humanitarian Programme Management

## Dates and locations

In Europe: From September 12, 2022 to November 14, 2023

Training period: 15 months<sup>1</sup>

Admission board decision			July 2022
	ECTS credits*	No. hours	2021
<b>TRAINING PERIOD AT THE BIOFORCE EUROPE CENTER</b>		<b>30</b>	<b>SEPT-DEC 2022</b>
Opening sessions		14 hrs	September
Induction		18 hrs	September
<b>The fundamentals of humanitarian action</b> To provide participants with thorough knowledge of the humanitarian sector and issues at stake: stakeholders, systems, coordination mechanisms, legal and ethical framework, Q&A initiatives and applications relating to programme management.		36 hrs	September
<b>Managing Programmes and Projects</b> To enable participants to choose and apply appropriate tools to manage all stages of the project cycle in humanitarian contexts.		99 hrs	Sept-October
<b>Managing People and Organisations</b> To enable participants to choose and apply appropriate tools to manage themselves, other people, and organisations involved in humanitarian programmes.		85 hrs	October-November
<b>Managing Safety Security and Logistics</b> To enable participants to define and implement safety & security measures adapted to the context of operations, and to understand the key aspects of logistics management for successful implementation of humanitarian projects		36 hrs	November
<b>Managing Finance and Funding</b> To provide participants with the critical skills required to raise funds for humanitarian programmes and to manage financial resources accountably.		85 hrs	Nov-December
<b>Field exercise</b> Develop, through a field scenario-based exercise, operational capacity and autonomy of the trainees.		45 hrs	December
<b>Workshop Applied Research Project – Orientation</b>		6 hrs	December
<b>Career Advice</b>		14 hrs	December
<b>Closing session</b>		3,5 hrs	December
	ECTS credits*	No. hours	2023
<b>TRAINING PERIOD AT GRENOBLE ECOLE DE MANAGEMENT</b>		<b>30</b>	<b>JAN-APRIL 2023</b>
<b>Global Business Challenge</b> To know quantitative tools for decision-making.		24 hrs	
<b>Strategy and Business Model</b> To understand strategic choices, the decisions that shape the future of an organisation.		24 hrs	

<sup>1</sup> Please note that this programme is regularly updated and may be subject to change.

<p><b>Governance and Performance of Organisations</b></p> <p>1) To know how to position and use concepts and techniques in finance, accounting, management control and law learnt during the common core subjects in a more global framework of analysis</p> <p>2) To learn the legislation covering corporate governance</p> <p>3) To be aware of the present developments in practice and the principal discussions concerning corporate governance</p> <p>4) To be able to establish a diagnosis on the quality of a company's corporate governance.</p>	30 hrs	
<p><b>Global Disruptive Trends and Geopolitical Future</b></p> <p>1) To acquire the basics of a geopolitical culture (develop a reading list for current geopolitical and economic affairs)</p> <p>2) To understand the geopolitical conditions for undertaking business in certain emerging and/or risk- laden geopolitical situations</p> <p>3) To acquire knowledge about geopolitical and economic affairs in certain zones and emerging and risk-related countries in the world.</p>	24 hrs	
<p><b>Global Marketing and New Trends</b></p> <p>1) To be able to critically analyse and propose well-justified solutions to key Global Marketing Strategy issues</p> <p>2) To develop a Strategic Marketing plan to go global. &gt; This module takes a decision-making perspective to Marketing Strategy issues, specifically in the global context.</p>	15 hrs	
<p><b>Leadership and responsible management</b></p> <p>1) To understand the organizational and managerial specificities of contemporary organisations</p> <p>2) To know about recent developments in organizational thinking relating to institutional theory, power and politics, routines, and organizational cognition</p> <p>3) To be able to reflect on the specific challenges to leadership and corporate social responsibility in contemporary organizations. Key issues for understanding and managing contemporary organisations.</p>	15 hrs	
<p><b>Company Transformation</b></p> <p>The module addresses company transformation using an interdisciplinary approach</p>	18 hrs	
<p><b>Enhance Your Skills Profile</b></p> <p>To help students refine and talk about their professional project. It combines interactive activities with reflexive work.</p>	12 hrs	
<p><b>Preparation for the Applied Research Project</b></p> <p>4 to 5 workshop</p>	15 hrs	
<p><b>Workshop Cross-sector partnerships</b></p>	3 hrs	
<p><b>Workshop Preparation for Grand-Mémoire/Thesis</b></p>	15 hrs	

	ECTS credits*	No. hours	
<p><b>APPLIED RESEARCH PROJECT (while at Bioforce and Grenoble EM)</b></p> <p>To provide students with the opportunity to apply knowledge and skills acquired during the training programme to:</p> <ul style="list-style-type: none"> <li>Analyse problems and draw suitable conclusions in order to improve the understanding and effectiveness of aid work.</li> <li>Interpret, report and present findings in a way that is accessible and relevant to a professional from the aid sector</li> </ul> <p><b>Main features</b></p> <ul style="list-style-type: none"> <li>To work as a group of 2 to 3 people over 14 months</li> <li>The research is monitored by a tutor from GEM</li> <li>To write a dissertation in English (20,000 – 25,000 words)</li> <li>To hold an oral presentation in English to an examination board.</li> </ul>	15	21 hrs	OCT 2022-NOV 2023

- The applied research project is a significant part of the whole training programme

	ECTS credits*	No. weeks	
<b>ASSIGNMENT / INTERNSHIP (20 weeks in the aid sector)</b>	<b>15</b>	<b>20 weeks at least</b>	<b>MAY-DEC 2023</b>
To reinforce students' autonomy and to further develop their skills as a humanitarian programme manager in the aid sector.			
Diploma jury			January 2024

\*ECTS : *European Credit Transfer and Accumulation System*

Note: Grenoble Ecole de Management students can either follow an "English track programme" (described below) or spend their second semester in an English-speaking university abroad. Other students must follow the "English track programme" at Grenoble EM.

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**Organisation of the training period : 15 months**

**Training period:**  
7 months

3-month training at Bioforce (Lyon, France)  
4-month training at Grenoble Ecole de Management (Grenoble, France)

**Assignment /  
internship :**  
5 months

To reinforce their autonomy and to further develop their skills as a manager, students have to do an internship during 20 weeks at least (for instance, in an NGO).

**Evaluation**

**Assessment process at Bioforce Europe Training Centre**

The assessment process includes an individual written exam for all the module. This exam may consist of theoretical questions, exercises or case study linked with the module's learning outcomes. The student has to obtain a minimum of 10 out of 20 to successfully complete the module.

**Assessment process in Grenoble Ecole de Management**

It is a two-stage process:

- For each module, a continuous assessment is managed by a Grenoble Ecole de Management's permanent professor.
- For some modules, an exam is organised.

To be successfully completed, the student has to obtain a minimum of 10 out of 20. The coordinator of each module defines the balance between continuous assessment and exam for his/her module.

**Conditions of graduation**

The diploma is delivered to the students:

- Having obtained a minimum of 10 out of 20 to all exams;
- Having produced and supported the presentation of a report demonstrating analysis and synthesis skills.

**Qualification**

A Master of Science (MSc) in Humanitarian Programme Management awarded by Bioforce and Grenoble Ecole de Management (a five-year higher education diploma). This MSc is accredited by the Conférence des Grandes Ecoles and is worth 90 ECTS.

continuously

<b>Application</b>	
<b>Prerequisites</b>	<p><b>Minimum age:</b> 22 years old</p> <p><b>Required level of education or work experience:</b></p> <ul style="list-style-type: none"><li>• You hold a Master 1 level or Bachelor's degree (four years of higher education after "baccalauréat", Matriculation or A levels, corresponding to 240 ECTS) for applicants justifying at least 1 year of professional experience, including experience in the non-profit or in the Aid sector (6 months minimum required).</li><li>• By special dispensation, applicants who do not hold the required degree but can provide evidence of an outstanding work experience (of at least 5 years) with knowledge and skills that are coherent with the MSc training programme. After initial appraisal of their application, they will be invited to submit a dispensation request (VAPP process). If said request is approved by the training commission, your application to the MSc will proceed with the normal selection process. The number of students admitted under special dispensation cannot exceed 40% of the whole group. <i>Note: Applicants in that position are invited to apply early (by ends of May instead of June).</i></li><li>• Have a professional project in programme management (Programme coordinator, Logistics coordinator...)</li></ul> <p><b>English language level:</b> Minimum B2 (according to the <a href="#">Common European Framework of Reference for Languages</a> – Self Assessment Grid).</p> <p>Applicants with experience in the aid sector, involvement in the non-profit sector, experience abroad, driving licence or first-aid certificate are particularly sought after</p> <p>Strong computer skills are appreciated.</p>
<b>Application</b>	<p>Applications accepted until June 30<sup>th</sup>, 2022</p> <p><b>1. Online application</b> Fill-out the electronic version of the application form on the website. You will be asked to upload your CV and cover letter. Your application will be examined by Bioforce staff upon receipt of the 60€ selection fees (we will acknowledge receipt of your payment via email). (Payment is possible by bank transfer, cheque or postal order payable to Bioforce.) Submitted applications will be examined by Bioforce and Grenoble Ecole de Management staff based on completed application package, pre-requisites, expectations for the training, etc. Within 2 months upon receipt of your payment, we will contact you by email to inform you about the next steps.</p> <p><b>2. Interview (if needed)</b> Should Bioforce and Grenoble Ecole de Management staff members require further information about your application, an interview can be organized (remote or in-person.)</p> <p><b>3. Registration</b> Selected candidates will receive an admission email by GEM.</p>
	<p>continuously</p>
<b>Fees &amp; funding</b>	
<b>Fees</b>	<p>Selection: 60 € Training courses: 11 000 €</p> <p><b>Total : 11 060 €</b></p>
<b>Funding</b>	<p>Find the funding opportunities that you can explore for your training here: <a href="https://www.bioforce.org/en/learn/humanitarian-training-courses/funding/">https://www.bioforce.org/en/learn/humanitarian-training-courses/funding/</a></p>

# Humanitarian Programme Manager

## Dates and locations

In Europe: From September 12 to December 20, 2022

## Training course programme<sup>2</sup>

	No. hours	2021
<b>Opening sessions</b>	14 hrs	September
<b>Induction</b>	18 hrs	September
<b>The fundamentals of humanitarian action</b> To provide participants with thorough knowledge of the humanitarian sector and issues at stake: stakeholders, systems, coordination mechanisms, legal and ethical framework, Q&A initiatives and applications relating to programme management.	36 hrs	September
<b>Managing Programmes and Projects</b> To enable participants to choose and apply appropriate tools to manage all stages of the project cycle in humanitarian contexts.	99 hrs	Sept-October
<b>Managing People and Organisations</b> To enable participants to choose and apply appropriate tools to manage themselves, other people, and organizations involved in humanitarian programmes.	85 hrs	October- November
<b>Managing Safety Security and Logistics</b> To enable participants to define and implement safety & security measures adapted to the context of operations, and to understand the key aspects of logistics management for successful implementation of humanitarian projects	36 hrs	November
<b>Managing Finance and Funding</b> To provide participants with the critical skills required to raise funds for humanitarian programmes and to manage financial resources accountably.	85 hrs	Nov-December
<b>Field exercise</b> Develop, through a field scenario-based exercise, operational capacity and autonomy of the trainees.	45 hrs	December
<b>Career Advice</b>	14 hrs	December
<b>Project Assignment</b>	14 hrs	December
<b>Closing session</b>	10,5 hrs	December

<sup>2</sup> Please note that this programme is regularly updated and may be subject to change.

## Choose between these 2 paths to your future profession:

	continuously	at your own pace
<b>Organisation of the training period</b>		
<b>Training period:</b> 7 months	3-month training at Bioforce (440 hours)	Several years to attend the 5 competency-based modules
	<p><b>Evaluation</b> Individual written evaluations are conducted at the end of each module. Behavioural skills are also evaluated, as they are of the utmost importance in the context of humanitarian missions.</p> <p>A learning review is planned every day with the facilitator. The general aim of this activity is to assess trainees' achievement of learning outcomes and to adapt content to trainees' expectations and learning objectives.</p> <p>Assessment of &amp; lessons learned from the training: monitoring sessions are organised all along the training to give trainees the opportunity to share their opinion on the course and to assess its quality. The richness of exchanges among the trainees strengthens learning and the quality of the programme throughout the training period.</p>	
<b>Practice and skill assessment period:</b> 6-month	<p>This six-month period of application and evaluation of skills enables you to put into practice the knowledge, know-how and interpersonal skills acquired during the training period and to demonstrate your ability to project yourself onto the responsibilities of the job and understand the issues at stake in a professional context. The job profile must be validated by Bioforce.</p> <p><b>Statut</b> Volunteer (paid) or salaried status, depending on the student's profile and the host organisation. Paid trainee status is also possible under certain conditions (social security coverage, place of work placement, etc.)</p> <p><b>Duration</b> 6 months</p> <p><b>Location</b> Anywhere in the world (in the case of an internship: restrictions may apply depending on your place of training)</p> <p><b>Host organisation</b> Any type of local, national or international organisation with humanitarian activities.</p> <p><b>How does Bioforce help?</b> You are supported by Bioforce (pedagogical support, specific tools...) and your employer (tutor, manager...).</p> <p>You are accompanied by Bioforce career advisors.</p> <p>You receive job advertisements specifically aimed at Bioforce students and graduates, directly sent to Bioforce by humanitarian organisations.</p> <p><b>Evaluation</b> The evaluation of this work assignment is conducted by the employing organisation and through your written assignment report.</p>	
<b>Qualification</b>	A "Coordinateur de programme humanitaire" from Bioforce, a level VII qualification (equivalent to a five-year higher education diploma) registered by the French National Record of Professional Qualifications.	

continuously

at your own pace

## Application

### Prerequisites

**Minimum age:** 22 years old

**Education or work experience in one of the following areas:**

Team management, project management, budget management.

Or in an area where you have demonstrated skills that are transferrable to the aid sector: health, media, social or education, civil engineering, renovation, international relations and politics, cooperation and development, agriculture, logistics...

**Required level of education or work experience in one of the above-mentioned areas:**

You have a 4-year higher education diploma or higher («bac +4»in France or equivalent): minimum 3 years of full-time work experience in one of the above-mentioned areas, including minimum 2 years at a management position

You have a 2-year higher education diploma («bac +2»in France or equivalent): minimum 5 years of full-time work experience in one of the above-mentioned areas, including minimum 2 years at a management position

**English language level:** Minimum B2 (according to European language levels - Self Assessment Grid).

Applicants with experience in the aid sector, involvement in the non-profit sector, experience abroad, driving licence or first-aid certificate are particularly sought after  
Strong computer skills are required.

### Application

#### 1. Online application

Fill-out the electronic version of the application form on the website. You will be asked to upload your CV and cover letter.

Your application will be examined by Bioforce staff upon receipt of the 60€ administration fees (we will acknowledge receipt of your payment via email). (Payment is possible by bank transfer, cheque or postal order payable to Bioforce.)

Submitted applications will be examined by Bioforce and Grenoble Ecole de Management staff based on completed application package, pre-requisites, expectations for the training, etc. Within 2 months upon receipt of your payment, we will contact you by email to inform you about the next steps.

#### 2. Interview (if needed)

Should Bioforce staff members require further information about your application, an interview can be organised (remote or in-person).

#### 3. Registration

Selected candidates will receive an admission email:

- within 15 days after their interview
- if no interview is required, within 2 months upon receipt of your payment.

#### 1. Online application

The application for the « at your own pace » training course is made one course unit at a time. Apply throughout the year, at the latest 2 weeks before the start of the training unit, using our online form on the webpage of the course unit.

On receipt of your application, we will send you an order form to be completed and signed. We undertake to inform you of the outcome of your application within 10 days of receiving your order form.

#### 2. Admission

You will be notified by e-mail of your admission within 10 days of receiving your training fees.

	continuously	at your own pace
<b>Fees &amp; funding</b>		
<b>Fees</b>	Selection: 60€ Registration: 200€ Training fees : 6 688€  <b>Total 6 948 €</b>	The selection and registration fees are included in the price of each training unit.  Unit 1. The fundamentals of humanitarian action: 850€ Unit 2. Managing Programmes and Projects: 2 100€ Unit 3. Managing People and Organisations: 2 100€ Unit 4. Managing Safety Security and Logistics: 850€ Unit 5. Managing Finance and Funding: 2100€  Follow-up mission: 950€  <b>Total 8 950 €</b>
<b>Funding</b>	Find the funding opportunities that you can explore for your training here: <a href="https://www.bioforce.org/en/learn/humanitarian-training-courses/funding/">https://www.bioforce.org/en/learn/humanitarian-training-courses/funding/</a>  Personalised quotations are also available on the above webpage.	

## Contact us

Your question is about our training courses

- | in Europe: contact our Regional training centre for Europe at [infoeurope@bioforce.org](mailto:infoeurope@bioforce.org)
- | in Africa: contact our Regional training centre for Africa at [infoafrique@bioforce.org](mailto:infoafrique@bioforce.org)