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Désormais composé de deux parties, administrative ET pédagogique.
### PART 1 - ADMINISTRATION

**Please mind fulfilling both part of the form, otherwise your application might not be taken into account**

#### APPLICATION FORM TO ATTEND A TRAINING

*Moral commitment for MSF CH Staff: 1 year minimum*

Please return this form to the training unit at the latest a month and a half before the training starting date:

sebastien.billard@geneva.msf.org / stephanie.ollinet@geneva.msf.org / maxime.chelet@geneva.msf.org

<table>
<thead>
<tr>
<th><strong>TRAINING</strong></th>
<th><strong>TRAINING DATES</strong></th>
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<tr>
<td><strong>PLACE</strong></td>
<td><strong>LANGUAGE</strong>**</td>
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<tr>
<th><strong>SURNAME</strong></th>
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<td><strong>BIRTH DATE</strong></td>
<td><strong>NATIONALITY</strong></td>
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<th><strong>GENDER (M/F)</strong></th>
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<tr>
<th><strong>ARE YOU ON THE FIELD AT THE MOMENT ?</strong></th>
<th><strong>IF NOT, HAVE YOU ALREADY BEEN MATCHED ? FOR WHEN ?</strong></th>
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<td><strong>IF YES, WHICH COUNTRY IS YOUR MISSION IN?</strong></td>
<td><strong>END OF MISSION ON</strong></td>
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<th><strong>MSF Email Hrco + supervisor email</strong></th>
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<td><strong>Personnal email</strong></td>
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<th><strong>VISAS:</strong></th>
<th><strong>DO YOU NEED A VISA TO ENTER THE TRAINING COUNTRY ?</strong></th>
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<th><strong>FOOD:</strong></th>
<th><strong>VEGAN? ALLERGIES?</strong></th>
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**PART 2 - APPLICATION FOLDER**

PLEASE MIND FULFILLING BOTH PART OF THE FORM, OTHERWISE YOUR APPLICATION MIGHT NOT BE TAKEN INTO ACCOUNT

This part aims to harvest objectives factors that would help us out proceeding while selecting candidates.

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<th>Employee's name &amp; surname</th>
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<tr>
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<td>Mission/Project</td>
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<tr>
<td>MSF experience at that position</td>
<td>Other work experiences</td>
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1. Explain why would you want to attend this training?

2. Describe how this training would reinforce and improve your skills
   a. Which specific skills, in connection with your current position, would you like to reinforce?
   b. What results are expected?

3. By the past, have you already been to a training taken in charge by MSF? If so, please specify (which training, when, where, whom with)

---

**APPLICATION PROCESSING**

To be fulfilled by your HRCo and your direct supervisor (at current in position):

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<tr>
<th>Last evaluation on</th>
<th>Favourable</th>
<th>Unfavourable</th>
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<th>Unfavourable</th>
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<th>Ratification</th>
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<th>Unfavourable</th>
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<tr>
<th>Date</th>
<th>Supervisor's name</th>
<th>HRCo's name</th>
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To be fulfilled by the Pool Manager (HQ) for any expertise application:

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<th>Training in agreement with personal path/professional</th>
<th>Path/Career plan is part of OCO's operational plan</th>
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<th>Date</th>
<th>Pool manager's name</th>
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To be fulfilled by the RRHCP (HQ) for any application:

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To be fulfilled by the/branch's pedagogical coordinator (HQ):

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14  

O.C. Geneva / Training Brochure 2016


**Parcours de formation**

**Structure et définition**

Le parcours de formation est structuré en 5 catégories ; chacune avec l'objectif d'identifier les compétences et les savoir-faire exigés en ayant recours à diverses méthodologies.

1. **Processus d'intégration**
   - **Population cible** : toutes les personnes nouvellement recrutées rejoignant l'organisation.
     - Personnel en première mission internationale (PM),
     - Personnel national sur le terrain,
     - Personnel du HQ
     - Cadres externes : cadres confirmés à l'international, candidats à des postes de coordination terrain.
   - **Objectifs**
     - Proposer une bonne connaissance et compréhension de l'organisation MSF.
     - Proposer une connaissance précise des relations HQ / terrain qui seront celles des nouveaux collaborateurs. Ce qui comprend, entre autres, la maîtrise des politiques, outils et processus internes.

2. **Formation généraliste**
   - **Population cible**:
     - Personnel international qui souhaite s'impliquer dans la durée dans l'organisation au-delà de sa première mission internationale,
     - Personnel national appelé à occuper ou occupant déjà une position clé au niveau projet de terrain.
   - **Objectifs**
     En suivant le processus d'intégration,
     - Promouvoir une approche globale et une meilleure compréhension des activités de MSF sur le terrain de manière à développer, au sein de l'équipe, des compétences et des savoir-faire polyvalents,
- Développer les capacités d'analyse et de compréhension des contextes,
- Adapter les activités sur le terrain,
- Optimiser le potentiel de mobilité interne et les opportunités professionnelles de chacune.

3. **Formation technique / clinique**
   - **Population cible**
     - Staff médical et paramédical sur les problématiques cliniques,
     - Tout collaborateur de terrain qui a besoin de développer des compétences techniques et / ou cliniques en fonction de son poste au sein du projet.
   - **Objectifs**
     - Renforcer et optimiser la qualité des soins par le tutorat clinique,
     - Renforcer la connaissance des différents protocoles, enjeux et défis liés aux activités, particulièrement dans le domaine médical.
     - Proposer des formations techniques dans les domaines médicaux : nutrition, vaccination, pédiatrie, santé reproductive, réponse aux épidémies, VIH, tuberculose, maladies chroniques non transmissibles, gestion d'hôpital, gestion des services médicaux, etc.
     - Proposer des formations techniques dans les domaines de la logistique, des ressources humaines, des finances et de la communication.

4. **Formation à la gestion**
   - **Population cible**
     - Postes sur le terrain impliquant la gestion / la supervision d'équipes.
     - Postes opérationnels comme coordinateur de terrain, coordinateur médical et Chef de Mission, ainsi que toute fonction de coordination.
   - **Objectifs**
     - Renforcer et développer la capacité à mener sur le terrain des projets et des programmes médicaux de qualité dans des environnements complexes – analyse de contexte, gestion de la sécurité, négociation, évaluation des besoins, santé publique ...
- Renforcer et développer la gestion transversale des compétences et savoir-faire
  – gestion de projet, gestion de personnel ...

5. Formation à l’urgence

Parcours transversal intégré aux quatre précédents sur lequel il faut mettre l’accent de
manièrē à élaborer "un parcours de formation aux urgences" spécifique.

• Population cible
  - Pool de coordinateurs d’urgence,
  - Staff de terrain International,
  - Personnel national,
  - Personnel de la cellule d’urgence – HQ

• Objectif
  - Développer la capacité de réponse à l’urgence des RH,
  - Renforcer et élargir les compétences et savoir-faire dans le domaine des
  urgences,
  - Capitaliser l’expérience et les enseignements acquis.

Perspective institutionnelle des parcours de formation : voir ci-après
Institutional Training Paths

**TARGET POPULATION**
- National – international staff / Field – Coordination – HQ positions

**OP - Management**
- Human Resources
- Logistics
- Medical
- Finance
- Communication

**TALENT DEVELOPMENT**
- Management
- Emergencies

**Technical Trainings**
- Emergencies

**Comprehensive Trainings**
- Emergencies

**Induction process**
- Emergencies

**MODALITIES:**
- Centralised / Decentralised / External / E-Learning / Coaching / Mentoring / Tutoring
Vision internationale de la formation

La formation est un outil stratégique fondamental pour la construction et l'optimisation du capital humain dont nous avons besoin pour aider les populations que nous servons.

Pour réaliser la vision des RH à l'international – à savoir la libre circulation des ressources humaines – nous prévoyons d'augmenter l'accès à la formation de tout collaborateur tout en optimisant et rationalisant nos ressources. Nous utiliserons un modèle de formation flexible et modulaire qui mettra l'apprenant au centre de l'apprentissage et qui sera fourni au plus près en temps et en localisation à l'apprenant dont les besoins de formation auront été identifiés.

Nous soutiendrons l'objectif du groupe de travail international des Directeurs des ressources Humaines (IDHR) qui veut promouvoir la diversité par une politique d'intégration, et nous veillerons à ce que nos formations contribuent à renforcer l'identité, la culture et l'esprit de notre organisation.
Stratégie internationale de la formation

En lien avec la vision de la formation à l'international, les objectifs de la stratégie sont :

L'accès à la formation de tous les collaborateurs et l'optimisation et la rationalisation de nos ressources :

- Le Groupe de Travail International du Développement de la Formation (ITDG) après avoir donné son aval sur les priorités, internationalisera progressivement l'offre de formation actuelle, en collaboration avec les auteurs de contenu.

- L'ITDG augmentera l'accès à la formation en privilégiant la diversité des méthodes pédagogiques et leur modularité.

- Toute nouvelle formation devra être communiquée à l'ITDG afin d'éviter des doublons. Si plusieurs unités de formation veulent soutenir cette formation elle devra alors être développée sous forme de cours international dès le départ.

- Un plan d'action commun sera défini chaque année par l'ITDG et approuvé par l'IDRH. Chaque unité de formation devra prendre en charge une partie des objectifs et en répondre au sein du groupe. Ce qui permettra une meilleure allocation des ressources.

- Les 5 unités de formation devraient parler le même langage, partager leurs objectifs, leurs ressources et leur travail grâce à des méthodes et des outils identiques (ce qui implique une plateforme commune d'e-learning).

- Le IDTG devra s'assurer que les besoins d'une formation de qualité seront correctement analysés dans chaque OC puis traduit dans l'offre de formation.

- L'offre de formation doit se faire en lien avec les besoins organisationnels et avec l'évolution de carrière des personnes et se traduit par le principe de “formation permanente”.
Stratégie de formation O.C. Geneva

MISSION

La formation s’inscrit dans la politique des Ressources Humaines ainsi que dans la politique opérationnelle de l’O.C.G. et vise à renforcer la qualité de nos projets sur le terrain.

Elle vise également à renforcer notre engagement auprès des populations à qui nous portons secours grâce au développement d’aptitudes et de compétences du personnel dans le respect des principes et des valeurs de l’organisation.

Elle a pour vocation de stimuler et favoriser l’évolution professionnelle et le développement individuel dans le cadre des besoins institutionnels en proposant des parcours de formations correspondants aux parcours professionnels individuels.

La formation est mise en perspective avec l’ensemble des situations d’apprentissage rencontrées en situation de travail et doit répondre aux exigences suivantes :

- Apprendre à apprendre
- Apprendre pour améliorer les compétences et les pratiques professionnelles
- Apprendre à travailler ensemble

Pour se faire, elle est centrée sur l’apprenant et elle met en œuvre des méthodes adaptées à l’éducation des adultes en s’appuyant sur la gestion des compétences.
La formation s’inscrit dans le Temps Opérationnel et est centrée sur les activités terrain. Une organisation telle que MSF tend à exiger des réponses immédiates, rapides et à court terme afin d’améliorer la qualité – argument légitime – des pratiques médicales, logistiques, opérationnelles et autres pour le bénéfice des patients.

De ce point de vue, la formation est contre-culturelle à MSF et impose aujourd’hui un changement de paradigme afin de soutenir cette exigence de qualité et de répondre aux enjeux institutionnels, opérationnels et RH de l’organisation.

Ce changement de paradigme consiste à penser la formation non plus à partir du Temps opérationnel, mais à partir d’un Temps d’apprentissage – ce qui suppose de la durée – et non plus en étant centré sur les activités mais sur les personnes, où autrement dit sur les apprenants.

C’est à travers le prisme de ce nouveau paradigme que se posent les enjeux suivants :

1. **Complexité des contextes opérationnels**

La capacité d’actionner des actions de formation sur les terrains nécessite des conditions de clarté en termes de gestion de projet et d’organisation du travail. À cet égard les contraintes sont parfois internes, mais aussi externes ; la complexité des contextes et les contraintes que cela entraîne parfois, sont autant d’obstacle à actionner le levier de formation en tant que support.

2. **Diversité de la « population cible »**

Le staff MSF représente une grande diversité qui impacte directement à la fois les contenus de formation, mais aussi les dispositifs mis en place qui ont pour objectif de répondre aux besoins du plus grand nombre avec un support de qualité.

Cette diversité se traduit comme suit :

- Diversité géographique : Le staff est réparti en effet sur plus de 20 pays à travers le monde.
- Diversité professionnelle : Plusieurs dizaines de professions – ou de spécialisation – sont représentées sur le terrain et au HQ. Chacune d’entre elles ont leurs propres besoins et demandes de support. Si la variété est une force, elle implique aussi des moyens proportionnels en termes de support pour répondre aux exigences qualitatives des terrains.
- Diversité de qualification : Pour une même profession, le niveau de qualification est variable et hétérogène d’un pays à l’autre. Autrement dit, les besoins en formation d’une infirmière au Sud-Soudan seront très différents de l’infirmière libanaise, haïtienne ou hondurienne.

3. **Training access**
L’accès à la formation par le personnel est conditionné par sa typologie présentée dans le point précédent. Mais aussi par son volume même puisque l’OCG emploie pas loin de 5 000 personnes.

La double problématique en termes d’accès est de pouvoir proposer des parcours de formation individuels en cohérence avec les parcours professionnels qui concernent principalement le staff international par définition, et dans le même temps, pouvoir développer des réponses à des besoins collectifs qui émanent plutôt du personnel national dans les projets.

Le dernier point important renvoie à l’organisation du travail : celle-ci doit permettre sur les projets moyen-long terme en particulier, de créer un espace-temps pour que le staff puisse se former dans la durée de manière efficiente, à savoir que l’objectif de cette démarche est bien l’amélioration des pratiques, médicales en particulier.

4. Le champ du transfert

Le champ du transfert est sans nul doute le cœur de tous nos challenges. Il s’agit de transférer les connaissances que nous pouvons dispenser au cours des formations en savoir-faire, autrement dit en compétences effectives en situation de travail. L’impact de ces actions de formations, accompagnées des modalités adéquates, vise directement à améliorer les pratiques professionnelles, en particulier dans le domaine médical.

Le champ du transfert touche à deux problématiques intimement liées : le développement de filière de formation qui vise principalement le staff international et une gestion de parcours individualisé, et la réponse à des besoins collectifs et spécifiques à la fois qui concernent plutôt le personnel national et son accès à la formation.

5. Professionnalisation de la formation

Nous parlons ici de deux niveaux distincts :
- La professionnalisation de l’unité formation en tant que telle. A savoir renforcer, développer et optimiser les compétences des équipes formation de manière à proposer un support qualitatif face aux problématiques relativement complexes rencontrées sur le terrain, en termes d’apprentissage. Elle touche non seulement le montage de formations aux contenus et à méthodologies adaptées aux besoins, mais aussi à toutes les dimensions relatives à l’apprentissage : analyse des besoins en formation, structuration de processus d’apprentissage en situation de travail, pédagogie individualisée, capitalisation et accompagnement au changement notamment.
- La professionnalisation des équipes de terrain, dont une partie des activités touchent à la formation. Nous parlons ici du support proposées aux équipes sur les problématiques évoquées dans le point précédent. L’objectif est de renforcer les compétences des équipes dans leurs pratiques de manière à améliorer la gestion des compétences du personnel.

6. La gestion du changement

La formation est un vecteur important dans la gestion du changement pour l’organisation. Étant donné la taille de l’organisation et le volume de personnel sur le terrain, tout
changement de protocole, de pratiques, de logiciel tel que Unifield doit pouvoir s'appuyer sur la formation pour permettre aux équipes d'intégrer ces nouveautés sans affecter la qualité du travail fourni sur les projets, au contraire !

STRATÉGIE ORGANISATIONNELLE

DÉCENTRALISATION

OBJECTIFS
À travers la décentralisation, la stratégie organisationnelle vise à

- Garantir l’ancrage des activités de formation dans le projet médico-opérationnel,
- Offrir un accès équitable à tous les personnels, particulièrement ceux qui sont en activité,
- Atteindre une capacité d’accueil en formation à la fois adaptée et permanente

Il est fondamental de réduire le risque de déconnexion avec les besoins du terrain: la formation doit soutenir les Opérations de l'OCG pour refléter et faire évoluer les pratiques humanitaires de terrain grâce aux leçons de l'expérience et le partage des savoirs.
Son objectif est de doter MSF d'une culture de l'apprentissage en trois points :

a. Décentralisation organisationnelle :
Vise à se concentrer sur le transfert de compétences et le soutien au terrain.
La proximité avec les équipes de terrain est importante : elle permet d’évaluer les besoins en formation et de proposer un soutien à la fois adapté et mis à jour.

- Postes de formation au niveau projet, ce qui implique la capacité à identifier des objectifs de formation de qualité à moyen terme, particulièrement en ce qui concerne la qualité des soins, avec un soutien continu au programme de formation,
- Postes de formation à l’échelon régional – Moyen Orient et Afrique australe notamment. Ce qui implique la capacité à soutenir les équipes de terrain sur l'Analyse des Besoins en Formation et l'élaboration de programmes de
formation comprenant l'intégration, les formations généralistes (Formation des Formateurs...) et le support au management (Coaching...),
- Formateurs de terrain, soutien itinérant dit « flying » – Postes clé pour la mise en œuvre,
- Coachs et tuteurs – Pour développer la capacité à coacher les Équipes de coordination en les soutenant sur la qualité de leur management en situation de travail complexe et instable.

b. Développement de la méthodologie

Ce point est en accord avec la stratégie pédagogique dont l'objectif est de développer la capacité à proposer un support de formation mixte : e-learning, simulations, coaching individuel ou d'équipe, formations sur le terrain ... en fonction des besoins.
C'est une problématique transversale dans laquelle nos partenaires se sont beaucoup investis pour des développements à venir – sur le E-learning : MSF–Canada, MSF–Autriche et MSF–OCBA.

c. Décentralisation structurelle :

Pour développer une base de formation à Kampala qui présente les valeurs ajoutées suivantes susceptible de soutenir le projet :
- Répondre à des besoins et à une vision sur le long terme ; un "outil" indispensable qui permettra une décentralisation stratégique pour le mouvement MSF (tous les OC sont concernés)
- Pouvoir former les équipes de terrain en continu,
- Développer un "plateau technique" pour les formations techniques,
- Plus de facilité d'accès comparé à l'obtention des visas pour l'Espace Schengen, car des centaines de personnes sont concernées sur l'ensemble des OC.
- Kampala est un endroit relativement stable et sûr dans la région,
- Services de qualité dans l'organisation de la formation,
- Mutualisation des Coûts financiers grâce à une structure permanente accessible aux autres OC.
La décentralisation devra être proactive sur ces trois points si elle veut être efficace et performante,

### Professionnalisation et capitalisation

#### OBJECTIF

La professionnalisation et la capitalisation permettent à la stratégie organisationnelle de

- Soutenir des activités de formation complexes en s’appuyant sur une expertise de qualité,
- Capitaliser sur les bonnes pratiques et d'en faire profiter l'organisation,
- Soutenir les processus de gestion du changement organisationnel.

S'atteler à développer un centre d'expertise durable tant en matière de capitalisation que de contributions de qualité sur les bonnes pratiques et les méthodologies.

Un point clé pour renforcer la culture de l'apprentissage chez MSF en soutenant et en structurant de manière proactive les processus de gestion du changement - tel le projet Unifield – tout comme l'identité et les valeurs de l'organisation.

S'atteler à développer le soutien en "Recherche et Développement", avec des experts de premier plan, à alimenter et professionnaliser le Learning Development Centre (LDC, Centre pour le Développement de l'Apprentissage) et les activités de terrain : Capitalisation et, Acquis de l'expérience, Évaluation, Standardisation, Méthodologie, outils et bonnes pratiques.

### Partenariats

#### OBJECTIF

À travers les partenariats, la stratégie organisationnelle vise à

- Garantir l’ancrage du LDC au sein du projet médico-opérationnel en renforçant les partenariats internes de l’OCG,
• Augmenter les capacités du LDC à répondre à des besoins stratégiques de formation en développant des partenariats MSF,
• Augmenter la professionnalisation et l'employabilité des personnels
• Augmenter la visibilité externe et la crédibilité.

Pour mieux répondre aux besoins en matière d'enseignement et aux ambitions de MSF dans les prochaines années, la stratégie de formation devra à la fois développer les partenariats existants et les potentiels.

Ces partenariats visent à associer avec l'OCG, les sections partenaires et les bureaux partenaires aussi bien que les institutions extérieures pour mutualiser la conception et le développement de la formation, les ressources humaines et les contributions financières.

Ce qui se définit comme suit :

a. Partenariats clé OCG en interne

Comprennent tous les départements de l'OCG mais particulièrement MED–OP, HR, UREPH et l'Unité d'évaluation (Vienne).

Ces partenariats doivent être pérennisés à travers des processus formels et informels et sont considérés comme stratégiques pour les raisons suivantes :
- ancrer la formation dans les activités médicales et opérationnelles,
- nourrir les contenus des pratiques professionnelles les plus récentes,
- évaluer la pertinence et la qualité des supports de formation.

b. Partenariats avec le Mouvement MSF

Comprennent SAMU–OCB, MSF–Canada, MSF–Autriche, OCBA et OCA, dont la base de formation de Kampala dans la mesure où l'OCG accueille des formations de tous les OC.

Ces partenaires ont été ou seront approchés pour identifier les collaborations potentielles au projet de formation de l'OCG.

Leur participation est un facteur fondamental qui permettra de déterminer l'envergure du Projet LDC.

De nombreuses formes de collaboration peuvent être discutées, proposées et mises en œuvre de manière à
- Augmenter les ressources financières, dont celles du projet de Centre de Formation de Kampala,
- Augmenter les ressources humaines et l'expertise – ETP,
- Développer la capacité de réponse aux besoins identifiés,
- Mutualiser et capitaliser les ressources.

c. Partenaires externes

Y compris l'Université de Genève – CERAH.

Il est indispensable d'identifier des partenariats stratégiques supplémentaires de manière à s'assurer que l'OOG reste à jour sur les bonnes pratiques, professionnise ses équipes et devienne crédible à l'international.

Les partenaires potentiels pourraient être des structures médicales (ex. le HUG de Genève, l'Hôpital de Cape Town et l'Université Makerere de Nairobi…), ou des instituts de recherche (ex. le Swiss Tropical Institute à Bâle).

Les partenariats doivent être recherchés pour :

- Développer un réseau international de personnes et/ou d'institutions susceptibles de s'impliquer au niveau du Conseil d'administration,
- Être pro actif en matière d'ouverture au "Sud" en identifiant des institutions telles les Universités de Nairobi ou de Cape Town,
- Permettre le co-développement de potentiels programmes de formation,
- Obtenir l'accréditation pour les processus de formation de l'OOG, comme le tutorat clinique,
- Développer des programmes de Master – comme la Coordination médicale,
- Accroître la crédibilité et / ou la visibilité de MSF dans le champ de la formation, tout particulièrement dans le monde médical universitaire.
Les enjeux de l’apprentissage seront abordés à travers six Principes de Formation :

1. L’apprentissage est contextualisé pour
   - Créer des conditions issues de contextes aussi proches que possible des activités de terrain de manière à cibler les savoir-faire pertinents,
   - Mettre l’accent sur les méthodologies mixtes en alternance et aussi proches que possible des conditions de travail de manière à développer des savoir-faire complexes,
   - Accompagner la transmission des nouveaux savoir-faire sur le terrain.

2. Apprentissage en situation réelle de travail, hors Formation pour
   - Travailler en direct à partir et sur les difficultés du travail de terrain,
   - Développer des apprentissages en binôme à travers les tuteurs de terrain,
   - Développer le coaching en management lors des prises de fonction ou dans les situations particulièrement difficiles,
   - Concevoir un apprentissage collaboratif pour développer le travail en équipe.

3. L’apprentissage est individualisé pour
   - Mettre l’accent sur les parcours de formation ciblant des savoir-faire en adéquation avec les besoins des collaborateurs du terrain,
   - Se concentrer sur des méthodes d’apprentissage adaptées aux caractéristiques des collaborateurs et de l’environnement de travail.

4. L’apprentissage mise sur des approches mixtes pour
   - Développer le soutien en E-learning afin de faciliter l’accès au plus grand nombre de candidats,
   - Créer de nouveaux espaces pour les processus d’apprentissage, des plus classiques (réflexif, droit à l’erreur, transmission et imitation), aux plus complexes (simulation, alternance, cours magistraux, réseaux sociaux, E-learning,...).
5. Reconnaissance de l'apprentissage
   - Par les équipes de terrain : à travers la mise en œuvre de la transmission des compétences sur le lieu de travail,
   - Par l'organisation : en garantissant les conditions nécessaires à la mise en œuvre d'un processus d'apprentissage efficace, particulièrement en terme de temps et de supervision,
   - En dehors de l'organisation: à travers des cursus diplômants ou un certificat qui favorisent la rétention des personnels.

6. Apprentissage et contrôle continu pour
   - Évaluer le degré de satisfaction et la qualité des formations,
   - Évaluer les connaissances acquises en formation par rapport aux objectifs,
   - Évaluer le transfert des bonnes pratiques sur le lieu de travail,
   - Évaluer l'impact de la formation sur les besoins de l'organisation.

Ces principes constituent la base de toutes les activités de formation et alimenteront les méthodologies suivantes.

Méthodologies d'apprentissage

"L'apprentissage mixte" est le meilleur moyen de répondre aux besoins d'apprentissage et de développement des savoir-faire complexes en milieu difficile pour une population hétérogène.

Cela implique d'envisager 3 méthodes complémentaires, qui doivent se combiner tout au long du processus d'apprentissage en fonction du contexte, de la population et des savoir-faire à développer.

Ces méthodologies doivent structurer le parcours de formation de manière à optimiser le processus d'apprentissage.

Méthodologies de formation "en situation de travail"
Sa valeur ajoutée : la transmission des savoir-faire est immédiate et in situ, organisée au jour le jour et conçue en fonction d'une situation de travail bien particulière. Il s'agit d'un processus d'apprentissage individualisé en face à face qui fait largement appel au coaching, au mentoring et au tutorat comme suit :

- **Coaching**: Son but est d'aider un(e) manager de terrain à atteindre ses objectifs par lui (elle)-même grâce à un accompagnement et une méthodologie. Par exemple, un Chef de mission qui est confronté à une situation complexe, ou qui doit mettre en œuvre un nouveau projet, ou gérer des conflits au sein de l'équipe. Il (elle) pourra s'adresser à son coach avec lequel il (elle) pourra discuter, échanger et être piloté(e) lors du processus de définition de la solution. On distingue plusieurs types de coach selon les situations – le coaching de manager, le coaching par des pairs, le coaching d'équipe.

- **Mentoring**: Son but est d'aider les juniors en poste à travers l'expérience, y compris technique, d'un mentor. Par exemple, un mentor médical dans le contexte de MSF pourrait aider un médecin moins expérimenté à améliorer ses compétences cliniques face aux patients, pendant la durée du processus d'apprentissage. Le (la) mentor partage ouvertement ses propres expériences et connaissances.

- **Tutorat**: Son but est d'aider des collaborateurs à acquérir de nouveaux savoir-faire techniques. Cette manière d'aider une équipe de terrain en situation de travail peut s'adapter à des besoins particuliers et s'appliquer aux bonnes pratiques de management à tous les niveaux, particulièrement dans les structures médicales ainsi que pour les connaissances techniques.

**Méthodologies hors situation de travail**

 Certaines formations ont avantage à se dérouler hors du contexte de travail, simplement parce qu'il n'est pas efficient de le faire sur le lieu de travail. Cela permet aux participants de prendre une certaine distance avec le terrain et ses problèmes quotidiens, ce qui peut être
une condition préalable de la formation. Cela permet aussi de rassembler des équipes de projets ou d'OC différents et de créer une dynamique de groupe positive.

Les simulations par exemple, autorisent les essais et les erreurs dans le cadre d'un environnement contrôlé et sont largement utilisées dans le champ médical pour la sécurité des patients ; ou rassembler des pairs pour un échange et une réflexion sur leurs expériences professionnelles peut se révéler très profitable et répondre à des besoins donnés.

La pertinence de la méthodologie "hors situation de travail", pourrait également se justifier lorsqu'il s'agit de transmettre de nouvelles connaissances, de nouveaux protocoles, ou tout processus ou méthode institutionnels.

Dernier point, mais non le moindre, cette méthodologie permet aussi d'accueillir, selon les besoins, des intervenants de premier plan dans le domaine médical ou managérial et de s'ouvrir à des participants externes (CICR...).

**Méthodologie d'apprentissage à distance**

Comme exposé plus haut, cette méthode est un outil intéressant pour optimiser et concilier le temps d'apprentissage individuel avec le temps opérationnel conditionné par les activités de terrain.

Le développement de l'apprentissage à distance est stratégique pour l'organisation en termes d'accessibilité et de modalité complémentaire d'apprentissage pour les équipes de MSF.

Les nouvelles technologies – les tchats, les forums, les tutoriaux, les podcasts, les réseaux sociaux et les jeux – peuvent aussi s'utiliser de manière créative pour des apprentissages personnalisés à distance ou des problèmes particuliers ou dans le cadre d'un cours.

Les principales idées-clé, listées ci-après, nourrissent la stratégie de l'Apprentissage à Distance et ses valeurs ajoutées :

- Basé sur un système hybride ciblant "la résolution de problème",
Mise à disposition de la formation en s'affranchissant des contraintes de la présence géographique et physique des apprenants.

Efficacité des formations à fournir des équipes compétentes,

Large éventail de modalités avec de nombreuses options, comme l'auto-apprentissage ou l'enseignement mixte, venant en complément des autres méthodes (face à face, mentoring, coaching ...),

Accès à la formation : capacité à gérer une grande quantité d'E-learners venant de tout le mouvement MSF.

Capitalisation de l'expérience antérieure,

Mutualisation des ressources,

Méthodologies par modules: le E-learning sera organisé en modules de manière à permettre une progression constante des équipes en fonction de chaque population cible, avec accès permanent le cas échéant,

Coûts financiers vraisemblablement moindres si on les compare avec le nombre potentiel d'apprenants, sachant que les contenus peuvent être mis à jour en fonction de l'évolution des besoins.

Ces plus-values sont fondées sur les principes suivants

- **Centrage sur l'apprenant** : L'apprenant est au cœur de toutes les actions d'enseignement. Il (ou elle) est un sujet actif, avec son histoire personnelle, sa culture, son expérience et son bagage professionnel ; il (ou elle) est complètement responsable de sa participation active à son processus d'apprentissage.

- **Orienté sur la Communauté** : Un apprenant vit des relations de travail multiples, avec des pairs, des gestionnaires, des superviseurs, des tuteurs, des formateurs. De la même manière il (ou elle) est immergé dans un environnement d'apprentissage – réel ou virtuel – qui soutiendra le processus d'apprentissage. Ce réseau de relations peut stimuler la dynamique d'apprentissage et devrait être considéré comme une opportunité.

- **Axé sur les compétences** : Au-delà du savoir et des techniques le renforcement des comportements qui ont un impact positif sur la manière de travailler.

- **Centré sur l'action** : L'apprenant devrait savoir accomplir une tâche et être capable de la situer dans un processus de travail.
- **Regroupement par fonctions** : Compte tenu de l'obligation d'avoir un nombre suffisant d'E-learners dans un même cours, les apprenants pourraient être regroupés de différentes manières.
Politique de Formation Continue (PFC)
MSF – O.C. Geneva

1. Définition et cadre général

- La PFC a pour objectif d’harmoniser les pratiques et de proposer un dispositif équitable et ouvert pour l’ensemble du personnel.
- La PFC signifie la possibilité pour tout employé(e) de l’OC Geneva de se former en cours d’emploi sur la base de principes et de conditions équitables.
- Elle n’inclut pas les formations internes MSF dans le sens où celles-ci sont requises par l’organisation.
- Elle permet de répondre à des besoins individuels identifiés au cours des évaluations du personnel dans le cadre de la gestion des compétences.
- Le responsable hiérarchique au HQ ou le Responsable RH de la mission sur le terrain – où équivalent – sont responsables et garants de l’implémentation de la PFC. Ils peuvent se référer au responsable Formation pour le HQ ainsi qu’aux Chargés des Ressources Humaines (CRH) pour le terrain.

2. Dispositif et principes

- Le crédit formation n’est pas cumulable ni compensable sous quelque forme que ce soit.
- L’accès à la formation continue, en cours d’emploi n’est pas un droit en tant que tel, ni systématique, ni obligatoire. Il est soumis aux conditions définies plus bas.

3. Conditions

- L’employé(e) doit être sous contrat à durée indéterminée au moment de la demande.
- La période d’essai de l’employé(e) doit être achevée.
- La formation identifiée doit être en rapport direct avec la fonction occupée.
- Par définition, tout projet de formation doit être compatible avec l’occupation du poste par l’employé(e) et sa charge de travail sur la période.
- La formation identifiée peut être suivie, totalement, partiellement ou pas du tout sur le temps de travail de l’employé(e), à l’appréciation du responsable hiérarchique.
  - Si du temps de travail est dédié à la formation: Le salaire de l’employé(e) n’en sera pas affecté.
  - À l’inverse le temps dédié à la formation en dehors des horaires de bureau est à la charge de l’employé(e) : aucune compensation financière de la part de MSF.
- Aucun engagement moral n’est demandé.
• L'employé(e) s'engage à suivre la formation jusqu'à son terme et avec l'assiduité requise. Dans le cas contraire, et sans justification validée par le Responsable hiérarchique ou Responsable RH, l'employé(e) devra rembourser le coût de la formation.

• Toute exception sortant du cadre de la PFC devra être justifiée par
  • Le Responsable hiérarchique de l'employé(e) et le Responsable RH de la mission et validée par le HoM pour le terrain.
  • Le Responsable hiérarchique, le responsable Formation et validée par le DRH pour le HQ.

• Pour les formations dont la durée est supérieure au crédit formation, les demandes rentrent alors dans le cadre de la politique d’attribution de bourses de fidélisation.

4. Financement

• Le financement concerne les coûts de formation.

• Sur le terrain, le transport et le logement peuvent être financés lorsque le lieu de la formation ne permet pas à l’employé(e) de vivre à son domicile durant la période de formation.

• A la charge du salarié: les autres frais de vie.

• Le règlement du coût de la formation doit obligatoirement et directement s’effectuer auprès de l’organisme de formation par MSF. Aucun virement de remboursement ne peut être effectué sur un compte bancaire personnel.

5. Processus

• L'identification des besoins individuels en formation doit s'effectuer sur la base d’une évaluation ou d’un entretien formel.

• L’accord doit être donné par le responsable hiérarchique direct du salarié
  • Et le Responsable de la formation au HQ,
  • Et le Responsable RH de la mission, avec consultation du HoM sur le terrain.

• L'identification et la validation de l'organisme de formation sont de la responsabilité de l'employé(e) concerné(e) avec le support de la coordination et du service formation.

• Après validation, le paiement de la formation sera organisé par le service Formation au HQ et par le Responsable RH sur le terrain.

• Le suivi individuel de l'employé(e) est de la responsabilité du Responsable hiérarchique au HQ et sur le terrain ; le suivi administratif sur le terrain doit être assuré par le Responsable RH.
Formations MSF O.C. Geneva
Procédures, conditions et critères

Les formations MSF se distinguent de la politique de formation continue.

Niveaux de formation
- Cours d'intégration
- Filières métiers
- Formations Cadres : filières med-opé + filières Management

Toutes ces formations se trouvent dans la brochure du programme annuel de formation.

Population cible
- Toute personne employée par l’OC Genève.

Prise en charge financière
- La prise en charge financière est complète, à l'exception des frais de transports locaux.

Engagement moral
- 6 mois pour les Cours d’intégration
- 1 an pour toutes les autres formations.

Processus d'identification et de validation
- Identification : Field + HQ
- Validation : HQ

Processus et timing
Le processus d'identification est un processus **permanent**, qui néanmoins s’active comme suit :
- Le processus d'identification des participants débute activement 2½ mois avant la date de la formation.
- Une pré-liste des candidats est définie 2 mois avant sur la base des propositions émanant du terrain (FieldCo et équipe de capitale), des ressources humaines, des OP et des départements techniques concernés.
- La validation des participants se fait 1½ mois avant la formation par un comité de validation au HQ
- Confirmation des candidats 1½ mois avant la formation.
- Il est impératif que les informations et les formalités administratives arrivent à Genève 1 mois avant la formation pour que les lettres d'invitations pour les visas, les visas de transit, les vols et les assurances éventuelles puissent être faits dans les temps.

**Dépassés ces délais, aucune assurance ne peut être donnée au participant que ses visas ou autres formalités pourront être finalisés à temps et donc qu'il pourra participer au cours...**

Informations administratives
Les informations administratives complètes sont indispensables pour toutes les personnes participant à une formation ou une semaine MSF-CH. Mais tout particulièrement pour les ressortissants non européens pour lesquels des lettres d’invitations pour les visas suisses, les visas de transit, les assurances etc. sont tout aussi indispensables.
Dispositif d’accès aux cours de langues

Objectif général: Favoriser la rétention du personnel et développer le bilinguisme au niveau des cadres de l’association.

Objectif spécifique: Augmenter l’employabilité interne et externe du personnel en général et des Cadres en particulier.

L’accès aux cours de langues est déterminé par trois critères principaux:

- Le niveau initial de chaque personne concernée – voir le tableau + bas,

- Le niveau de motivation du futur apprenant – discutée et appréhendée au cours de l’évaluation de la personne,

- Les conditions qui sont mentionnées dans la politique de Formation Continue – Identification du besoin, processus de validation, financement...
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| INTERMEDIAIRE | Access:  
▪ Politique de Formation Continue – inclus E-Learning  
▪ Cours intensif en immersion + mission confirmée sur le terrain | Access:  
▪ Politique de Formation Continue – inclus E-Learning  
▪ Cours intensif en immersion + mission confirmée sur le terrain (ou au HQ) | Access:  
▪ Politique de Formation Continue – inclus E-Learning  
▪ Cours intensif en immersion + mission confirmée sur le terrain (ou au HQ) |
| AVANCE  | Access:  
▪ Politique de Formation Continue – inclus E-Learning  
▪ Cours intensif en immersion + mission confirmée sur le terrain | Access:  
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▪ Cours intensif en immersion + mission confirmée sur le terrain (ou au HQ) | Access:  
▪ Politique de Formation Continue – inclus E-Learning  
▪ Cours intensif en immersion + mission confirmée sur le terrain (ou au HQ) |

Par voie de conséquence, l’accès général aux formations MSF et/ou externes est conditionné comme suit:
|-------------------|-------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------------------------|
| BASIC             | **Accès aux formations dans le pays de mission:**  
  - Formations décentralisées  
  - Formations externes | **Accès aux formations dans le pays de mission:**  
  - Formations décentralisées  
  - Formations externes | **Accès aux formations dans le pays de mission:**  
  - Formations décentralisées  
  - Formations externes |
| INTERMEDIAIRE     | **Accès formations: 100%** | **Accès formations: 100%** | **Accès formations: 100%** |
| AVANCE            | **Accès formations: 100%** | **Accès formations: 100%** | **Accès formations: 100%** |
Politique d'attribution de bourses de fidélisation
(Formations longues externes + Stages de langues)

Pour compléter l'offre spécifique des formations organisées et proposées par MSF, nous disposons d'un système de bourses d'études qui peut permettre de reprendre des études en lien avec l'activité professionnelle réalisée à MSF-CH.

Plusieurs motivations justifient la politique d'attribution de bourses de fidélisation
- C'est une composante importante de la politique en matière de gestion des ressources humaines
- Elle est complémentaire du cursus de formation proposé en interne
- C'est un outil de fidélisation du personnel

La politique d'attribution de bourses de fidélisation comporte plusieurs objectifs
- Elle permet une valorisation des savoirs et savoir-faire acquis
- Elle permet le développement des compétences professionnelles
- Elle favorise et développe la mobilité interne et externe, notamment pour ce qui est des stages de langues
- Elle suscite et participe à la dynamique interne

1. Modalités d’attribution d’une bourse de fidélisation
   1.1. Type de formation
       - Toute formation ayant un lien avec l'activité professionnelle pratiquée au sein de MSF-CH.
       - Toute formation dont le coût est supérieur à 2000 CHF– ou équivalent pour le crédit annuel formation sur le terrain.
       - Stages de langue en immersion
   1.2. Population cible
       - Toute personne qui répond aux critères suivants :
         - Au moins 3 ans d’expérience au sein du mouvement MSF
           - Dont au moins 1 an avec MSF–CH
         - La demande de bourse doit être impérativement effectuée dans les 6 mois qui suivent la date de fin de contrat
       - Pour les stages intensifs de langue, toute personne qui a effectué au moins une mission terrain
   1.3. Autres Critères de sélection
       - Qualification professionnelle et adéquation avec les besoins de MSF–CH
       - Motivation, disponibilité, flexibilité
       - Potentiel en termes de poste à responsabilité
       - Engagement futur au sein de MSF–CH
   1.4. Prise en charge financière
       - Le montant d'une bourse de fidélisation ne peut excéder 15 000 CHF
       - Le financement concerne exclusivement les frais de scolarité
       - La bourse allouée couvrira totalement ou partiellement ces frais de scolarité
       - Le règlement de la formation financée ne s'effectuera qu'après réception de la confirmation d’inscription et de la facture
• Le règlement par MSF–CH de la formation financée, partiel ou total, doit obligatoirement et directement s’effectuer auprès de l’organisme de formation, l’école ou l’université concerné
• Les bourses ne peuvent pas être attribuées rétroactivement
• Pour des raisons légales, le virement de la bourse ne peut en aucun cas être effectué sur un compte courant bancaire personnel.

1.5. Engagement moral

Pour le candidat
• Engagement moral allant de 12 à 24 mois à l’issue de la formation, en fonction du montant (X) attribué :
  - X ≤ 2 000 CHF ⇒ pas d’engagement moral
  - 2 000 CHF < X ≤ 10 000 CHF ⇒ 1 an d’engagement moral
  - 10 000 CHF < X ≤ 15 000 CHF ⇒ 2 ans d’engagement moral
• L’engagement moral peut être effectué sur un ou plusieurs postes terrain et/ou siège.
• Le boursier doit se rendre disponible dans les 3 mois qui suivent la fin de sa formation.
• Le boursier ne pourra refuser que 2 propositions (les refus de missions dans des situations de conflit ouvert ne sont pas pris en compte).
• MSF–CH exigera du boursier le remboursement de la bourse au prorata temporis dans le cas où l’engagement moral n’est pas tenu.
• La participation à l’ensemble de la formation dispensée est obligatoire. Il appartient au boursier de se mettre dans la situation d’apprentissage requise et d’atteindre les objectifs de connaissance, de compétences et d’aptitudes définis au préalable.
• Le boursier doit fournir un feed–back écrit sur la formation suivie en cas de demande explicite de la part du service pool management.

Pour MSF–CH
• MSF s’engage :
  - Soit à reprendre le bénéficiaire sur le poste qu’il a quitté pour suivre ses études (son remplacement étant alors assuré par un CDD, s’il s’agit d’un poste permanent au HQ, par ex.).
  - Soit à lui faire des propositions de travail appropriées au siège ou sur le terrain dans les 3 mois à partir du terme des études suivies.
• MSF s’engage à proposer les postes en priorité aux boursiers.
• Avant les stages intensifs de langue, MSF s’engage, avant la formation, à identifier et confirmer une mission avec le candidat dans un pays de la langue concernée.
• Le suivi de l’engagement moral est effectué par le service pool management.

2. Processus et règles
• L’identification de la formation est sous la responsabilité et l’initiative de la personne concernée (sauf pour les stages intensifs de langues).
• Le suivi administratif et les procédures d’inscription auprès de l’institution identifiée sont sous la responsabilité exclusive de la personne concernée.
2.1. **Dossier à constituer pour une demande de bourse de fidélisation**

- CV à jour
- Lettre de motivation expliquant votre projet et les bénéfices que vous attendez de la formation identifiée, y compris dans le cadre de votre activité professionnelle à MSF-CH.
- Description détaillée de la formation envisagée.
- Estimation financière chiffrée.
- Précisez et chiffriez si le temps de formation est pris partiellement ou totalement sur votre temps de travail.
- La fiche récapitulative de demande de financement d'études (jotive en annexe).

**Adresser le dossier complet à votre Pool Manager (Département RH):**

2.2. **Processus décisionnel de la commission d’attribution**

- Le dossier est constitué par le Pool Manager. Si la demande est recevable et répond aux critères susmentionnés, le dossier est présenté au référent de la filière concernée pour une co-validation, en fonction du type de formation demandée, de la durée et du coût.
- Si le dossier est valide, il est soumis à la Responsable de Service Recrutement & Développement (Pool Management) pour accord et au Directeur des Ressources humaines (pour toute demande supérieure à 5'000 € / 6100 Chf.–)

- La réponse est transmise par écrit par le Pool Manager.
Training Strategy O.C Geneva

MISSION

The training strategy is part of the Human resources policy as well as the operational policy of the O.C.G. and aims at **strengthening the quality of our projects** in the field.

It also aims at **strengthening our commitment towards the populations in danger** through the development of staff capacities and skills within the framework of the principles and values of the organization.

It has to stimulate and **facilitate the professional evolution** and the individual development within the framework of the institutional needs by proposing training paths corresponding to individual professional paths.

The trainings as such must be considered within the perspectives of the **learning situations met in the field** and has to answer the following requirements:

- Learn to learn
- Learn for improving skills and practices
- Learn to work as a team

To be realized, the training process focus on the trainees needs and implements methods adapted to the education of the adults through the management of competencies.

The Training activity aims at strengthening the international dimension of the O.C.G.

CHALLENGES

Training is given as a part of operational time and focuses on field activities.

To improve the quality of medical, logistical, operational and other practices an organization like MSF tends to require immediate, quick, short-term solutions for the benefit of its patients, a justifiable requirement.

In this respect training goes against the nature of MSF; so a paradigm shift must occur within MSF in order to support this demand for quality and meet the organization's institutional, operational and HR challenges.

This paradigm shift means no longer thinking of training in terms of operational time but in terms of learning time. This implies something that lasts over time and is not focused on activities but on people, in other words on the learners.

The following challenges, therefore, must be seen through the prism of this new paradigm:

7. **The complexity of operational contexts**
The ability to undertake training in the field calls for clear conditions in terms of project management and work organization. In this regard constraints are sometimes internal, but they can also be external; the complexity of situations and the constraints that it sometimes creates can act as hindrances in activating the training lever as support.

8. The diversity of the "target population"

MSF staff is highly diversified, which has a direct impact on both the contents of a training course and the systems used, the purposes of which are to meet the needs of the greatest number of people by providing quality support.

This diversity is seen in the following ways:

- Geographic diversity: the staff works in more than 20 countries throughout the world
- Professional diversity: Several dozen professions (or specializations) work in the field or at headquarters, each of which has their own support needs and demands. Although variety is a strength, it also involves proportional means in terms of support in order to respond to the requirements for quality in field projects
- The diversity of qualifications: The level of qualification for the same profession varies from country to country. In other words the needs for training a nurse in South Sudan are very different from those for training a nurse in Lebanon, Haiti or Honduras

9. Access to training

Providing access by staff to training depends on the type of staff involved (as presented in the previous point). But also on the sheer numbers of staff since OCG employs nearly 4,000 people around the world.

The double-sided issue in access terms is to be able to offer individual training paths that are consistent with professional careers, which, by definition, mainly concern international staff, while at the same time being able to develop responses to collective needs in projects, which is of concern rather to the national staff.

This last important point brings us back to work organization, which—particularly in medium- and long-term projects—should make it possible to find space and time for the staff to be able to be efficiently trained over time, i.e. the goal of this process is indeed to improve practices, particularly in medical terms.

10. Knowledge transfer

The transfer of knowledge is without a doubt at the core of our challenges. This is a matter of transferring knowledge that we can provide in training courses, i.e. effective skills in working conditions. The impact of these courses, along with adequate means, is to directly improve professional practices, in particular in the medical field.

Knowledge transfer affects two closely related issues: developing training that is aimed mainly at international staff and the management of their personalized career paths and responding to collective and specific needs that is of more direct concern to national staff and their access to training.
11. Making training more professional

Here we are talking about two distinct levels:

- Making the training unit itself more professional, i.e. strengthening, developing and optimizing training-team skills so as to offer quality support in learning terms for the relatively complex issues encountered in the field. This means not only creating courses of which the contents and methods are adapted to needs but also all dimensions relating to learning, i.e. training-needs analyses, structuring learning processes in working conditions, personalized training, capitalization and mentoring, in particular for change.
- Making field teams more professional, a part of the activities of which deal with training. Here we are talking about the support offered to teams on the issues mentioned in the previous point. The goal is to strengthen teams’ skills in their practice so as to improve staff-skills management.

12. Managing change

Training is an important vector for the organization in managing change. Given MSF’s size and the numbers of its field staff, any changes in protocols, practices or software (such as Unifield) must be able to rely on training to empower teams to assimilate these new elements without affecting the quality of the work provided in projects.

ORGANIZATIONAL STRATEGY

DECENTRALISATION

OBJECTIVES

Through decentralization, the organizational strategy aims

- To guaranty the anchorage of training activities into medico-operational project,
- To offer a fair training access to all staff, especially into working situation,
- To get appropriate and permanent training hosting capacities.

It’s a strategic point to mitigate the risk of disconnection with field needs as Training must support OCG Operations to reflect and to evolve humanitarian field practices through lessons learned and knowledge sharing.

It aims to develop MSF as a learning organization in three points:

d. Organizational decentralization
Aims to focus on skill transfer and field support.

Proximity with field staff is important to be able to assess training needs and to propose a relevant and updated support.

- Training positions at project level, which means the ability to identify qualitative middle terms learning objectives, especially regarding quality of care with a continuous training support,
- Training regional positions – Middle East, Mexico, Southern Africa, which means the ability to support field teams on Training Needs Analysis and design of field training programs, Integration, comprehensive trainings (Training of trainers...), management support (Coaching...),
- Field trainers, Flying support – Key positions for implementation,
- Coaches and mentors – To develop the ability to coach Coordination team by supporting them on qualitative management into complex and unstable working environments.

**e. Methodology Development**

This point refers to the pedagogical strategy which aims to develop the ability to propose blended training support: E-Learning, Simulations, individual and team coaching, on-the-job trainings... according to the needs.

It’s a transversal issue where our partners are very much committed for future developments – on E-Learning: MSF–Canada, MSF–Austria, and OCBA.

**f. Structural decentralization**

To develop a **training base in Kampala** to serve the project as it is a strategic place for the following added values:

- To respond to a long term needs and vision; an indispensable “tool” allowing a strategic decentralization of trainings for MSF movement (all OC’s are involved)
- The ability to train permanently field staff,
- To develop a “plateau technique” for technical trainings,
- Increase access for national staff in terms of visas comparing to Schengen space, as we are talking about hundreds of staff, for all OC’s,
- Kampala is a relatively stable and a safe location in the region,
- Qualitative services in training organization,
- Mutualization of Financial costs by having a permanent structure accessible to other OC’s,

Decentralization will have to be proactive on those 3 points to be efficient and effective.

**Professionalization and capitalization**

**OBJECTIVE**

Through professionalization and capitalization, the organizational strategy aims

- To support complex training activities with a qualitative expertise,
- To capitalize on best practices and feed the organization with it,
- To support organizational change management processes.

Strive to develop a sustainable center of expertise regarding capitalization as well as qualitative inputs on best practices and methodologies.

A key point to reinforce MSF as a Learning Organization, by supporting and structuring proactively change management processes – such as Unifield project – as well as the identity and values of the organization.

Strive to develop "Research and Development" support, with top level expert(s) in education, and feeding and professionalizing the LDC and the field activities: Capitalization and lessons learned, Evaluation, Standardization, Methodology, tools and best practices,

**Partnerships**

**OBJECTIVE**

Through partnerships, the organizational strategy aims
To guaranty the anchorage of LDC into medico-operational project by reinforcing internal OCG partnerships,

- To increase capacities of LDC to respond to training strategic needs by developing MSF partnerships,
- To increase staff professionalization and staff employability,
- To increase external visibility and credibility.

To best meet MSF Learning needs and its ambitions in the coming years, the training strategy needs to further develop existing as well as potential partnerships. Those partnerships aim to deal with OCs, Partner sections and Branch Offices as well as external institutions for sharing in training design and development, human resource and financial contributions.

That can be defined as following:

d. Key OCG Internal Partnerships

Include all OCG departments but especially MED-OP, HR, UREPH and the Evaluation Unit (Vienna).

These must be maintained through formal and informal processes and are considered as strategic for the followings reasons:

- Anchor training into medical and operational activities,
- Nourish training contents with updated professional best practices,
- Evaluate relevance and quality of the training support.

e. MSF Movement Partnerships

Include SAMU – OCB, MSF–Canada, MSF–Austria, OCBA and OCA, including Kampala Training Base as OCG hosts training courses from all OC’s.

They have been or will be approached to identify potential further collaboration into the OCG training project.

Their participation is a key factor to design the scope of LDC Project.

Many types of collaboration can be discussed, proposed and implemented:
- To contribute into financial resources, including for Kampala Training Base project,
- To contribute into human resources and expertise – FTEs,
- To develop the capacity to respond to identified needs,
- To mutualize and capitalize resources.

f. External Partners

Includes Geneva University – CERAH.

It is imperative to identify and develop additional strategic partners to ensure OCG stay current with best practices and professionalized its staff and get an international credibility.

Potential new partners could be medical structures (i.e. HUG in Geneva, Cape Town Hospital, and Makerere University of Nairobi...), or research institutes (i.e. Swiss Tropical Institute in Basel).

Partnerships must be sought to:

- Develop an international network of people and/or institutions with potential commitment at Board level,
- Have a pro-active international openness to the “South” by identifying institutions such as Cap Town or Nairobi Universities,
- Allow for co-development of potential training programs
- Obtain accreditation for OCG learning processes, like the clinical mentoring,
- Develop Master’s Degree programs – i.e. for Medical Coordination,
- Improve the credibility and / or visibility of MSF on training field, especially towards medical academic environment.

PEDAGOGICAL STRATEGY

Learning& Development Principles

The training stakes will be tackled through six Learning Principles:

7. Learning is contextualized
- To develop modalities based on contexts as close as possible of field activities to target relevant skills,
- To emphasize mixed alternating methodologies as close as possible of the workplace to develop complex skills,
- To accompany new skill transfer in the workplace.

8. Learning in working situations, out of Training Courses
- To work directly from and on working challenges,
- To develop paired learning via workplace mentors,
- To develop coaching for management when starting a new position or in particularly difficult situations,
- To design collaborative learning to develop teamwork capacity.

9. Learning is individualized
- To emphasize training paths targeting skills that fit the employee's and the organization's needs,
- To focus on learning methodologies adapted to the characteristics of the employee and the work environment.

10. Learning relies on blended approaches
- To develop distance learning support in facilitating accessibility to the largest number of people,
- To create new spaces for learning processes, from classic forms of learning (reflexivity, trial and error, transmission and imitation) to the more complex ones (simulation, alternating, classroom, social networking, e-learning, etc.).

11. Learning recognition
- By field teams: through implementation of skill transfers in the workplace,
- By the organization: in assuring the necessary conditions to implement efficient learning processes, specifically in terms of time and supervision,
- Outside the organization: through certified or degree programs which facilitate retention.
12. Learning and continuous evaluation

- To assess the level of satisfaction and the quality of the training courses,
- To assess knowledge acquired in perspective with training’s objectives,
- To assess skills transferred in the workplace in terms of best practices,
- To assess the impact of the training on the organizational needs.

Those principles will be the basic of all training activities and will feed the following methodologies.

Learning Methodologies

The best way to respond to learning and development needs for complex skills in difficult contexts for a heterogeneous population is through what is called “blended learning.”

That means we must consider 3 complementary methodologies, which must be blended throughout the learning process according again to the context, population and skills to develop.

These methodologies must structure the training paths in order to optimize the learning processes.

On-The Job methodologies

The added values are that the skill transfer is done in situ immediately, organized on daily bases and designed for a specific working situation. This is an individualized one-to-one learning process and coaching, mentoring and tutoring will be widely used as following:

- **Coaching**: Aims to help a Field Manager to achieve his/her objectives independently by accompanying him/her with coaching approach and methodology. For example, a Head of Mission must face a complex situation, implement a new project, or manage team conflicts. (S)He will have a coach with whom s/he can discuss and exchange to guide him/her through a process of defining a solution. There are different types of coaches for different situations – the manager coach, peer coach and team coach.
- **Mentoring:** Aims to help junior staff on a position through mentor’s experience, including technical skills. For example, a clinical mentor in MSF context could help a less-experienced medical doctor to improve his/her clinical skills towards patients within learning process time frame. The mentor will explicitly share his/her own skills and experience.

- **Tutoring:** Aims to help some staff to acquire new technical skills. This way to support field staff in a working situation can be adapted to specific needs and applied for managerial best practices at all level, especially into medical structures, as well as for technical skills.

**Off-The-Job methodologies**

For some training, it is advantageous to train participants outside of the workplace because it might be just impractical to train them in the workplace setting. It allows also participants to take some distance with daily field issues, which can be a training pre requisite. It allows also to gather staff from different projects and OC’s and to create a positive group dynamic.

Simulations, for instance, allow into a secure environment for trial and error and are used widely in the medical field for the security of patients; or to gather peers to share their professional experiences and reflect on it may have significant added values, responding to given needs.

To transfer new knowledge, new protocols or any institutional process or policy to a given field population may also justify the relevancy of the “Outside-the-job” methodology.

Last but not least, to get top level facilitators when needed such as medical or managerial ones and to open up to external participants (ICRC...) can also be relevant.

**Distance-learning methodologies**

As described before, it’s an interesting tool to optimize and reconcile the individual time of learning and the operational time guided by field activities.

Distance-Learning development is strategic for the organization in terms of access and complementary learning modality for MSF staff.
And also, new technologies such as chats, forums, tutorials, podcasts, social networking, and games – can be used creatively for personalized training at a distance and for specific issues or as part of a curriculum.

The following main key ideas feed the Distance Learning strategy and its added values:

- Based on a hybrid system targeting “problem resolution”,
- Availability of training disregarding geographical and physical presence of learners,
- Efficiency of trainings to get skilled staff,
- Great learning modality with lots of options, such as self or blended learning for instance, complementary to others (face-to-face, mentoring, coaching…),
- Training access: Great capacity to manage a large quantity of E-Learners throughout MSF Movement,
- Capitalize former experiences,
- Mutualize resources,
- Modular methodologies: E-Trainings will be organized in modules allowing continuous staff development according to the specificity of each target population, with permanent access if needed.
- Financial costs can be low compared with the potential number of learners, knowing that the contents can be updated regularly according to the needs evolution.

These added values are based on following principles:

- **Learner-Centered**: The learner is the center of all learning actions. (S)He is assumed as an active subject, with his/her own personal history, culture, experience and work background; (s)he is fully responsible for participating actively in his/her learning process.

- **Community based**: A learner is immersed in multiple work relationships, with peers, managers, supervisors, tutors, trainers. In the same line s/he will be immersed in a learning environment – real or virtual – that will support the training process. This net of relations can boost the learning dynamic and should be taken as an opportunity.

- **Competence-oriented**: On top of knowledge and technical skills, the reinforcement of attitudes that have a positive impact on the way of working.
- **Task-oriented**: The learner should know how to perform a task and be able to link it as part of a working process.

- **Grouping by staff function**: Given the constraint of having sufficient number of E-Learners in the same E-Training Course, learners could be grouped in different ways.
Continuing Professional Development Policy (CPDP)
MSF – O.C. Geneva

1. Definition and general framework

- The aim of the CPDP is to harmonise practices and provide a fair and open tool for all staff.
- The CPDP provides the possibility for any employee of the OC Geneva to undergo on-the-job training based on equitable conditions and principles.
- It does not cover internal MSF trainings, as those are required by the organization.
- It provides a means of addressing individual needs identified in the staff evaluation assessments within the framework of skills management.
- The line managers at the HQ or the HR Manager in the field – or equivalent – are responsible and accountable for implementation of the CPDP. They can consult the Head of Training for HQ issues and the Human Resources Officers (HRO) for field issues.

2. System and principles

- Training days cannot be carried into the next year and cannot be exchanged for any form of compensation.
- Access to continuing on-the-job training is not a right, nor is it systematic or compulsory. It is subject to the conditions defined below.

3. Conditions

- The employee must be employed under an open-ended contract at the time of the request.
- The employee must have completed his/her trial period.
- The professional development identified must be directly related to the position held.
- All professional development activities must be compatible with performance of the job by the employee and his/her workload during the period concerned.
- The professional development identified may be undertaken totally, partially or not at all during the working time of the employee, at the discretion of the line manager.
  - If working time is spent on professional development, the salary of the employee will not be affected.
  - In the event that the employee spends time on professional development outside of office hours, no financial compensation will be payable by MSF.
- No moral commitment is requested.
The employee undertakes to complete the professional development activity, exercising appropriate diligence in the process. Should the employee fail to complete the activity without justification approved by the line manager or HR Manager, he/she will be required to reimburse the cost of the professional development.

Any exception from the CPDP must be justified by:

- The line manager of the employee and the HR Manager of the mission, and approved by the HoM for employees in the field.
- The line manager of the employee and the Head of Training, and approved by the HR Director for employees at the HQ.

Requests for professional development activities of duration greater than the annual training days entitlement must be addressed within the framework of the loyalty grants policy.

4. Financing

- MSF covers professional development costs.
- In the field, transport and accommodation costs during the professional development activity may be covered, if the employee is unable to live at home during the training period.
- The employee will be required to pay any other living expenses.
- The cost of the professional development activity must be paid directly to the training organisation by MSF. No reimbursements may be paid into a personal bank account.

5. Process

- Individual professional development needs must be identified based on a staff evaluation or formal interview.
- Approval must be given by the line manager of the employee
  - And the Head of the Training Unit at the HQ,
  - And the HR Manager of the mission, with consultation of the HoM in the field.
- It is the responsibility of the employee concerned to identify and approve the training organisation with the support of the Coordination Team and the Training Unit.
- Once approved, payment of the training will be organised by the Training Unit at the HQ and the HR Manager in the field.
- The individual supervision of the employee is the responsibility of the line manager, both at the HQ and in the field. Administrative follow-up in the field must be carried out by the HR Manager.
MSF Training, O.C. Geneva
Procedures, conditions and criteria

Training levels
- Integration Course
- Professional Training Path
- Managers trainings: Med-Ope training path + Management training path

All term of references of these trainings can be found into the annual training brochure.

Target population
- Any OC Geneva employee.

Financial coverage
- Full package, except local transportation expenses.

Moral commitment
- 6 months for integration Courses
- 1 year for all other trainings

Identification and validation process
- Identification: Field + HQ
- Validation: HQ

Process and timing
The identification process is a permanent process which starts actively as following:
- The identification process of the candidates starts actively 2½ months before the beginning of the training.
- The list of candidates is defined 2 months before, based on the proposition from the field (Field Co and capital coordination team), from the human resources dpt, the desks and the technical dpt.
- The participant list validation is done 1½ month before the training by a HQ Committe.
- Confirmation of the candidates 1½ month before the training.
- It is imperative that the administrative formality and information arrive in Geneva 1 month before the course or the week, so as to allow the departure desk to send invitation letters for visas, transit visas, to apply for medical insurance when needed, and to book flights for the participants.

Exceeding this limit, the candidate cannot be sure that his/her visas or other formalities are completed on time; consequently the candidate might not attend the course...

Try as much as possible to be on time, thank you in advance!!!

Administrative information
Complete administrative information is essential for all participants to a training course or an MSF-CH week. It is so especially for non-European citizens for whom a letter of invitation for a Swiss visas, transit visas, insurance etc. is definitely essential.
Set up for access for language courses

**General Objective:** Increase staff retention and develop bilingual skills especially for Managers in the organization.

**Specific Objective:** Increase the internal – and external – employability of the staff in general and Managers in particular.

The access to Language trainings is determined by three main criteria's:

- The initial level of each concerned person – refer to the board below,

- The level of motivation of the future learner – which shall be discussed and assessed during the staff evaluation,

- The conditions which are mentioned into the Continuing Education Policy – Needs Identification, validation process, cost...
<table>
<thead>
<tr>
<th>Language Levels</th>
<th>International Staff – Field positions</th>
<th>National Staff – Field positions</th>
<th>International and National Staff Coordination positions (including Field Co) And HQ staff</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AVERAGE</strong></td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning</td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning</td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning  Intensive Course + confirmed position match in the field (or at HQ)</td>
</tr>
<tr>
<td><strong>ADVANCED</strong></td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning</td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning</td>
<td><a href="#">Access:</a> Continuing Education Policy – including E-Learning  Intensive Course + confirmed position match in the field (or at HQ)</td>
</tr>
</tbody>
</table>

Therefore, the general access to MSF trainings and/or external ones is determined as following:

---

O.C. Geneva / Training Brochure 2016
## General Trainings Access Versus Level of Language

<table>
<thead>
<tr>
<th>Language Levels</th>
<th>International Staff – Field positions</th>
<th>National Staff – Field positions</th>
<th>International and National Staff Coordination positions (including Field Co)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BASIC</strong></td>
<td>Training Access in the country:</td>
<td>Training Access in the country:</td>
<td>Training Access in the country:</td>
</tr>
<tr>
<td></td>
<td>- Decentralized Trainings</td>
<td>- Decentralized Trainings</td>
<td>- Decentralized Trainings</td>
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<tr>
<td></td>
<td>- External Trainings</td>
<td>- External Trainings</td>
<td>- External Trainings</td>
</tr>
<tr>
<td><strong>AVERAGE</strong></td>
<td>Training Access: 100%</td>
<td>Training Access: 100%</td>
<td>Training Access: 100%</td>
</tr>
<tr>
<td><strong>ADVANCED</strong></td>
<td>Training Access: 100%</td>
<td>Training Access: 100%</td>
<td>Training Access: 100%</td>
</tr>
</tbody>
</table>
Policy on Awarding Loyalty Grants  
(Extended External Training + Language Courses)

To complement the specific training programs available that are organized and offered by MSF, we have a system of scholarships that can provide employees the chance to continue with studies related to the professional activities in which they are involved at MSF–CH.

There are several factors justifying the policy on awarding loyalty grants

- It is a major component of the policy on human resource management
- It complements the training curriculum offered internally
- It is a tool for building loyalty among the staff

The policy on awarding loyalty grants has several objectives

- It allows acquired knowledge and know–how to be developed
- It facilitates the development of professional expertise
- It promotes and increases internal and external mobility, especially with the language training courses
- It sparks and fuels the MSF–CH dynamic

1. Conditions for awarding a loyalty grant

1.1. Type of Training

- Any training related to the professional activity carried out within MSF–CH.
- Any training which cost is greater than 2000 CHF – or equivalent for the annual training credit in the field.
- Intensive language training courses

1.2. Target Population

- Any person who meets the following criteria:
  - At least 3 years of experience in the MSF movement,
    - Including at least 1 year with MSF–CH
  - The scholarship application must absolutely be made within the 6 months following the date of the end of the contract.
  - For Intensive language training course, any person who has done at least one field mission

1.3. Other Selection Criteria

- Professional qualifications and a fit with the needs of MSF–CH
- Motivation, availability, flexibility
- Potential in terms of positions of responsibility
- Future hiring within MSF–CH
1.4. Financial Responsibility

- The amount of a loyalty scholarship may not exceed 15,000 CHF
- Financing is provided **exclusively** for tuition fees
- The scholarship awarded shall completely or partially cover these tuition fees
- Payment will only be made for the training being financed upon receipt of enrollment confirmation and of the invoice
- Payment by MSF-CH for the training being financed, either partial or complete, **must** be made **directly** to the training institution, school, or university in question
- Scholarships cannot be awarded retroactively
- **For legal reasons, scholarship funds cannot under any circumstances be paid into a current personal bank account.**

1.5. Moral Commitment

*For the Candidate*

- Moral commitment from **12 to 24 months** following training, depending on the sum (X) awarded:
  - \( X \leq 2,000 \text{ CHF} \) \( \Rightarrow \) no commitment
  - \( 2,000 \text{ CHF} < X \leq 10,000 \text{ CHF} \) \( \Rightarrow \) 1 year commitment
  - \( 10,000 \text{ CHF} < X \leq 15,000 \text{ CHF} \) \( \Rightarrow \) 2 years commitment
- The commitment can be served in **one or more** office or field positions.
- Scholarship recipients must be available **within the 3 months** following the end of their training.
- Scholarship recipients may **refuse only 2 proposals** (refusal of missions in situations of open conflict are not counted).
- MSF–CH shall require the scholarship recipient to **reimburse** for the scholarship on a prorata temporis basis if the moral commitment is not kept.
- **Participation** in the entirety of the training offered is obligatory. It is the scholarship recipient's responsibility to arrange the necessary learning environment for him or herself and to meet the predefined objectives in terms of knowledge, expertise, and abilities.
- The scholarship recipient must provide a **written feedback report** on the training taken should the Pool Management unit request it.

*For MSF–CH*

- MSF agrees:
  - Either to rehire the recipient into the position he or she left to take up studies (the recipient's replacement having been hired under a short-term contract, if the position was a permanent post at HQ, for instance),
  - Or to offer appropriate job proposals at headquarters or in the field within 3 months following the end of the studies he or she undertook.
• MSF agrees to give priority to scholarship recipients in offering positions.
• Before the Intensive language training course, MSF must match the candidate with a field position in a country with the appropriate language.
• The moral commitment is kept track of by the Pool Management unit.

2. Procedure and Rules
• The person concerned is responsible for choosing the training course (except for intensive language training course).

  Administrative follow-up and enrollment procedures at the chosen institution are the exclusive responsibility of the person concerned.

• If the scholarship recipient should fail to be admitted to the course or abandon it for any reason, no automatic deferment of the financing is considered; the granting of the scholarship shall therefore be cancelled.

• A new application must be made if the project is deferred.
• Similarly, if the response from the scholarship committee is negative, the applicant may re-apply.

2.1. Application Package for a Loyalty Grant
• Up-to-date CV.

  Cover letter explaining your intentions and the benefits that you expect to gain from the chosen training program, including those relating to your professional activity at MSF-CH.

• Detailed description of the contemplated training program.

• Financial estimate in precise figures.

• Precise figures as to whether the training is taken partially or completely during your work hours.

• The educational financing application form (appended).

Please send the complete application package to your Pool Manager (HR Department)

2.2 Decisional process and grant committee

- The grant committee is composed of the person’s Pool Manager, the technical advisor (according to pool, to requested training and expected commitment), the Head of the Recruitment and Development Unit and the Human Resources Director.
- The file is established by the Pool Manager. If the request is receivable and within the above-mentioned criteria, the file is presented to the technical advisor of the concerned career path for co-validation, in accordance with the type of training, duration and cost.
- If the file is validated, it is further submitted to the Head of Recruitment and Development Unit for approval and to the Human Resources Director (for requests in excess of 5000 € / 6100 CHF)
- The answer is transmitted in writing by the Pool Manager.
FILIÈRE HR
MSF Integration Course

Place / Organizer: Geneva and Vienna / OCG

Dates:
- PPD1 Vienna: 24–29 Jan (Gnl) + Med days 01–03 Feb (Vienna) or Log days 02–03 Feb (Geneva) 2016 or Admin days 01–02 Feb (Geneva)
- PPD2 Vienna: 03–08 April (Gnl) + Med days 11–13 April or Log days 12–13 (Geneva) April or Admin days 11–12 April (Geneva)
- PPD 3 Geneva: 17–22 July (Gnl) + Med days 25–27 July (Vienna) or Log days 26–27 July or Admin days 25–26 July (Geneva)
- PPD 4 Geneva: 09–14 October (Gnl) + Med days 17–19 October (Vienna) or Log days 18–19 Oct or Admin days 17–18 Oct (Geneva)

Duration: 5 to 9 days

Group: 25 participants per session

Language: English (and French if more than 5 non English speakers)

Required commitment with MSF CH: one year

Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Training referent: TBA

Target groups

Volunteers who have successfully been through the recruitment process with MSF and who are likely to go on a first mission in the field

General Objective

At the end of the session, the participants will be able to integrate their first MSF mission.

Specific Objectives

At the end of the Integration Course you should be able to:

- Describe the MSF activity: what we do, why and how we do
- Define and « step inside » the MSF philosophy, values, working methods and thus the reality of work with MSF in the field
- Have a first idea about teamwork in MSF.

Teaching methods

Lectures, case study, group discussions, debates.

Please note that all Log days take place in Geneva.
SANOU

Target Group

All MSF field staff: The training targets every MSF field staff, regardless of status (International staff/ national staff), experiences and profiles. The group composition should reflect the reality (diversity) of our field team in order to create a platform where different people can share their point of view and their perception of various topics. This training is not a duplication of the PPD.

General Objective

The main aim is to strengthen MSF staff’s ability to act as ambassadors of MSF, internally (with their colleagues, the beneficiaries...) and externally (partners, community...). The training is an introduction to MSF allowing the participants to understand better the principle of the organization and to represent it around them.

Course design

The SANOU is an MSF training about MSF for the MSF staff in the field, by the MSF staff. This course has been designed to enable the teams to foster replications of this training in the mission whenever it would be needed (always under the HR supervision). That is why, the course is organised in two parts: a ToT SANOU for facilitators followed with a SANOU for participants and facilitators, hereby the detailed descriptions.

ToT SANOU

Duration: 4 days

Target group: every MSF field staff matching the following criteria:

Eager to facilitate training / with good communication skills: capacity to pass message, express opinion in a clear way / Proficient in the language course / Willingness and capacity to learn and absorb lot of information about MSF in a short period of time. Middle or low responsibilities profiles more than welcome as long as they match criteria.

General objective

To develop the skills and confidence needed to deliver effective training modules for the implementation of the MSF SANOU induction training.
Specific objectives:
At the end of the course, participants will be able to:
- Use the SANOU materials to deliver different modules of the course
- Engage with an audience and manage group dynamics in SANOU sessions
- Manage different methodologies, e.g. brainstorming, quizzes etc
- Plan a session and manage time during the sessions
- Use PowerPoint, video and other visual tools to pass the learning messages
- Manage nerves and speak with confidence in front of audience

SANOU
Duration: 3 days
Number of participants: max 25 (including the facilitators trained in the ToT SANOU)
Target group: every MSF field staff, regardless of status (international staff/ national staff), experience and profiles. The group composition should reflect the reality (diversity) of our field team.

General Objective
To strengthen MSF staff’s ability to act as MSF ambassadors (with colleagues, beneficiaries, partners, community...). To allow participants to understand better the principle of the organization and to represent it around them.

Course Contents
- Module 1: What is MSF? (Identity / Principles / “Témoignage” / MSF specificities…)
- Module 2: MSF’s History (MSF’s evolution, big steps in history, how and why we decided to change some orientations…)
- Module 3: Where does MSF work? (Areas of intervention, kind of activities we have in different settings…)
- Module 4: Who works with MSF? (Team composition, principle of complementarity, how to deal with cultural differences…)
- Module 5: MSF Structure and Funding (International Structure / Operational and Partner Sections / OCG Structure / Where funds come from and how they are spent)
- Module 6: MSF as an Association (What an Associative movement is? / How Associative and Executive interact / motions / How to become an Associative member…)

Teaching methods
Sessions are aimed to be as interactive as possible. The design modules include pictures, games, movies, case studies, audio interviews, debate, and experience sharing, group work, among other practical dynamics… and some PowerPoint slides to summarize information.
Human Resources Coordination Course (HRCC)

Location/ Organizer: Geneva (March)/ OCG, Paris (September)/OCP, Amsterdam (December)/OCA

Date: 27 March – 08 April (ENG), Geneva
11– 23 September (FR), Paris
05–16 December (ENG), Amsterdam

Duration: 11 days

Group: 21 participants per session, including 9 OCG in Geneva, 3 OCG in other OCs

Language: English in Geneva & Amsterdam/ French in Paris

Required commitment for MSF CH staff: one year

Application: stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Training Referent: Séverine Ramon, severine.ramon@geneva.msf.org

Target Group

- (future) Human Resources coordinator (HR Co)
- Deputy Human Resources coordinator
- Open to international and national staff

General Objective

At the end of the course, the participants will be able to guarantee an efficient HR management for the mission.

Specific Objectives

- To promote HR position, roles and responsibilities and inform the mission of the HR challenges facing MSF
- To identify the stakes of human resources in a project, mission, country
- To ensure the administrative and legal management of the mission
- To ensure the career management of national and international staff in the field
- To ensure the well being of the employee and the correct functioning of team at each step of the employee, team cycle

Course contents

- Definition of the role of the HRCo, key tasks and areas of responsibility
- Planning and managing HR in strategic terms to meet MSF operational needs
- Legal obligations linked to personnel management
- Status–based administration of contracts – national staff and expatriates
- Staff development and career development
- Facilitation skills to work with people
- Stress in the workplace

Teaching Methods

Lectures, cases studies, group discussion, debates with MSF facilitators and external consultants
Field HR Manager Training

<table>
<thead>
<tr>
<th>Place/ Organisateur</th>
<th>Dakar (Sénégal)/ OCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates:</td>
<td>02–07 May 2016 (English)</td>
</tr>
<tr>
<td>Duration:</td>
<td>5 ½ days</td>
</tr>
<tr>
<td>Group:</td>
<td>20 participants max par session</td>
</tr>
<tr>
<td>Langue:</td>
<td>English</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff:</td>
<td>one year</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Purpose of the training:
Reinforcing HR competencies in order to enhance MSF’s capacity to follow up and be proactive with the main challenges encountered on the field. The three main goals of the training will be to:

- **Reinforce technical knowledge** and competences linked to national staff tools and policies by providing training modules focusing on Legal issues, Remuneration and HOMERE.
- **Develop HR skills linked to general HR knowledge, HR management**, by providing training modules focusing on time and priority Management, recruitment and evaluation process.
- **Identify the main stakes linked to the management of HR in MSFCH**

Methodology:
The training will be given through different forms: Presentation, group exercises, case presentation as well as debates and discussion.

Target group:
This training concerns field or capital HR, national or international. It targets in priority HR managers, Field HR admins and HR Officers.

Language:
This year, the training will be held in English.

Identification & validation of candidates:
Each potential candidate will be validated in function of the needs of the person as well as the profile and the responsibilities held.

Each HRCO will preselect candidates and send the registration form to Sebastien Billard (sebastien.billard@geneva.msf.org).

Validation will be done at HQ level by a committee composed of Training Coordinator + Field HR Specialist + Cell HRO + Pool manager (for expatriates)
Formation De Formateurs (ToT)

Lien de la formation : Kampala – Uganda / OCG
Dates : 03 – 08 July 2016 (Français)
Durée : 5 jours 1/2
Nombre de participants : 16 par session maximum, 8 pour OCG et 8 pour OCP
Langue : français
Engagement moral : une année
Inscription : stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org
Référent formation : fabienne.barra@geneva.msf.org

Public Cible
Tous les personnels MSF (médicaux et non médicaux, nationaux et internationaux) impliqués dans des activités de formation.

Objectifs de la formation
Pour les participants, acquérir des méthodologies et des outils pour réaliser des activités de formation d’adultes.
Améliorer la qualité globale des formations réalisées sur le terrain.

Objectifs Spécifiques
A l’issue de la formation, les participants seront capables de:

- Réaliser une analyse de situation initiale et identifier les conditions préalables à la mise en place d’une formation ;
- Concevoir le programme de formation adapté au contexte et aux besoins des apprenants ;
- Élaborer le matériel de formation ;
- Mettre en œuvre les activités de formation ;
- Évaluer les activités de formation ;
- Assurer le suivi et le réajustement des activités de formation.

Techniques interactives, études de cas, jeux de rôles, travaux de groupes et individuels, mises en situation.

Techniques pédagogiques
Techniques interactives, études de cas, jeux de rôles, travaux de groupes et individuels, mises en situation.

Approche Pédagogique
Nous demandons aux participants de venir avec leur matériel de formation qui sera développé et amélioré au cours de la formation de formateurs.
Le groupe en tant que source d’apprentissage par les pairs et les formateurs en tant que facilitateurs d’apprentissage sont les piliers essentiels de cette approche.

Après la formation, les participants seront accompagnés pour mettre en pratique ce qu’ils ont appris afin d’optimiser leur formation.
Formation De Formateurs Décentralisée (ToT)

<table>
<thead>
<tr>
<th>Lien de la formation : sur la mission OCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates : à la demande</td>
</tr>
<tr>
<td>Durée : 5 jours 1/2</td>
</tr>
<tr>
<td>Nombre de participants : de 12 à 14 par session maximum</td>
</tr>
<tr>
<td>Langues : français, anglais, espagnol et portugais</td>
</tr>
<tr>
<td>Engagement moral : une année</td>
</tr>
<tr>
<td>Référent formation : Pour toute demande de ToT décentralisé sur la mission, se mettre en contact avec <a href="mailto:fabienne.barra@geneva.msf.org">fabienne.barra@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Public Cible

Tous les personnels MSF (médicaux et non médicaux, nationaux et internationaux) impliqués dans des activités de formation.

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Améliorer la qualité globale des formations réalisées sur le terrain.

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A l’issue de la formation, les participants seront capables de:

- Réaliser une analyse de situation initiale et identifier les conditions préalables à la mise en place d’une formation ;
- Concevoir le programme de formation adapté au contexte et aux besoins des apprenants ;
- Elaborer le matériel de formation ;
- Mettre en œuvre les activités de formation ;
- Evaluer les activités de formation ;
- Assurer le suivi et le réajustement des activités de formation.

Techniques interactives, études de cas, jeux de rôles, travaux de groupes et individuels, mises en situation.

Techniques pédagogiques

Techniques interactives, études de cas, jeux de rôles, travaux de groupes et individuels, mises en situation.

Approche Pedagogique

Nous demandons aux participants de venir avec leur matériel de formation qui sera développé et amélioré au cours de la formation de formateurs.

Le groupe en tant que source d’apprentissage par les pairs et les formateurs en tant que facilitateurs d’apprentissage sont les piliers essentiels de cette approche. Après la formation, les participants seront accompagnés pour mettre en pratique ce qu’ils ont appris afin d’optimiser leur formation.
Training of Trainers (ToT)

Place: Kampala (Uganda) / OCG
Date: 04–09 December 2016 (English)
Duration: 5 ½ days
Group: 16 per session maximum, 8 OCG, 8 OCP
Language: English, December 2015
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org
Training referent: fabienne.barra@geneva.msf.org

Target group
All MSF staff (medical and non-medical, national and international) involved in the delivery of any training activity

Main Objectives of the training
For participants, acquire methodologies and tools to help delivering training activities
Improve the overall quality of the trainings delivered at the field level

Specific Objectives
By the end of the training course, the participants will be able to:
- Analyze a given initial situation and identify preliminary questions to the training implementation
- Plan and prepare a training activity adapted to the context and to the learners' needs
- Develop all necessary training materials
- Prepare and organize a training activity
- Evaluation the training activities
- Follow up and adjust the training activities if needed

Teaching Techniques
Interactive presentations, case studies, role plays, individual and group practices, simulations.

Approach
Participants are requested to bring their training materials which will be further developed and improved during this training.
The group as a source for peer learning and the trainers as facilitators of these learning processes are essential pillars of this approach.
After this training participants will be supported through the implementation of their training activities.
Decentralized Training of Trainers (ToT)

Place: / Organizer field missions / OCG
Date: on demand
Duration: 5 ½ days
Group: 12 to 14 participants,
Language: English, French, Portuguese and Spanish
Required commitment for MSF CH staff: one year
Technical referent: for decentralized ToT please send your request to Fabienne.barra@geneva.msf.org

Target group
All MSF staff (medical and non-medical, national and international) involved in the delivery of any training activity

Main Objectives of the training
For participants, acquire methodologies and tools to help delivering training activities
Improve the overall quality of the trainings delivered at the field level

Specific Objectives
By the end of the training course, the participants will be able to:
- Analyze a given initial situation and identify preliminary questions to the training implementation
- Plan and prepare a training activity adapted to the context and to the learners ‘needs
- Develop all necessary training materials
- Prepare and organize a training activity
- Evaluation the training activities
- Follow up and adjust the training activities if needed

Teaching Techniques
Interactive presentations, case studies, role plays, individual and group practices, simulations.

Approach
Participants are requested to bring their training materials which will be further developed and improved during this training.

The group as a source for peer learning and the trainers as facilitators of these learning processes are essential pillars of this approach.

After this training participants will be supported through the implementation of their training activities.
Self-Learning – Excel

Target group
- Any MSF staff member needing to use Microsoft Excel for their position.

Pre-requisites
- Required: Candidates need to be computer literate, with a very basic knowledge of opening Powerpoint, video and word files.

Goal
The overall objective of the course is to prepare MSF staff to use appropriate Excel functionality to facilitate their efficacy and efficiency in their role.

Objectives / Course Content
At the end of the course learners will be able to choose the appropriate functionality in excel to meet their needs. More specifically, at the end of the course the learners will be able to:

- Get to know excel: Create your first spreadsheet
- Formatting cells, columns, titles
- Printing
- Create formulas and copy them (add, divide, multiply, subtract, use of dates in formulas)
- Conditional formatting
- Basic Excel Charts, sparklines
- V-lookup
- lists and tables, – use of sort and filter
- “If” Function
- Excel Keyboard Shortcuts

Teaching Techniques
Individual reading, ppt presentation, videos, exercises using excel software.
FILIÈRE MEDICALE
Santé sexuelle & Reproductive (SSR)

Lieu / Organisateur(s): Geneva (Switzerland), OCG (Fr)
Durée: 10 jours
Groupe: 12 places pour OCG
Langue: Français
Coûts approximatifs: 4000 CHF par personne (sans les coûts de transport)
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Public concerné
Sages-femmes, infirmières, médecins, obstétriciens ayant un des profils suivants:
  • Travaillant actuellement dans une mission MSF avec une composante SSR
  • Impliqué dans la planification de développement d’une composante SSR
  • Planifiant de travailler dans une mission MSF ayant des activités SSR dans les 3 mois
  • Ayant préféramment au moins 1 mission MSF à son actif

Objectifs & Contenu
Le professionnel de santé MSF impliqué dans un projet MSF avec composantes de santé sexuelle et reproductive sera à même d’identifier les besoins prioritaires et de mettre en place les actions SSR appropriées.

  • Objectifs spécifiques
A l’issue de la formation, les participants :
  •auront compris l’importance de la Santé sexuelle et reproductive et son impact sur la santé globale (physique, psychologique et sociale).
  •auront acquis des connaissances et de l’assurance pour appliquer un ensemble d’activités en Santé Sexuelle et reproductive (soins pré- et post-nataux, soins d’obstétriques de base et complets, planning familial et soins liés aux violences sexuelles.
  • se seront familiarisés avec les politiques inhérentes à la santé sexuelle et reproductive, aux protocoles de soin.
  •auront acquis des compétences en soins obstétricaux d’urgence
  •auront amélioré leurs connaissances en gestion et collectes de données.

Contenu du cours
  • Politique MSF de SSR
  • Stratégies de réduction de la mortalité maternelle et périnatale
- Prise en charge d'un service de soin prénatal et postnatal de qualité
- Soins obstétricaux d’urgence de base et complets
- Soins et réanimation néonatale
- Prévention de la transmission mère-enfant du VIH
- Soin aux victimes de violences sexuelles
- Problématique de la fistule obstétrique
- Avortement et soins post avortement
- Mutilations génitales de la femme
- Planning familial
- Promotion de la santé
- Traitement des infections sexuellement transmissibles

**Méthodes Pédagogiques**

La formation est composée de présentations théoriques interactives illustrées par une riche iconographie, de débats, d’analyses de cas, de vidéo, de séances de simulation et d’ateliers pratiques.
Sexual and Reproductive Health (SRH)

Place / Organiser: Amsterdam (Netherlands), OCA (Eng)
Dates: 04–15 April 2016 – Amsterdam, OCA in English
Duration: 10 jours
Group: 4 seats for OCG
Language: English
Costs: 4000 chf per participant (excl transportation costs)
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group

Midwives, nurses, MDs and obstetricians with one of the following profiles:
Currently working in a project with SRH component(s);
Involved in the planning and implementation of an SRH component;
Planning to work in a mission with SRH activities within the next 3 months;
Preferably having done 1 mission with MSF;

Objectives

MSF health staff involved in SRH activities will be better equipped to implement, provide and monitor the different SRH components, in line with the MSF Reproductive Health and Sexual Violence care Policy.
Participants will have an overview of the volume of SRH activities within MSF and on the impact on public and individual patient health of non-addressed SRH topics..
Participants will have gained knowledge to improve implementation of different SRH activities as described in the SRH core package of activities
Participants will know on the existence of different SRH related protocols, where to find them and how to implement
Participants will discover different SRH related tools to assist implementation and monitoring of activities; and tools for measuring quality and process of implementation

Competences of participants in practical lifesaving skills (vacuum extraction, MVA, management of PPH, breech delivery, insertion of IUD/implant and neonatal resuscitation) will have increased through practice in practical workstations.
Participants will have a better knowledge of issues regarding set-up, management, data collection and monitoring of SRH program components.

Content

MSF Reproductive Health and Sexual Violence care Policy
Strategies to reduce maternal and neonatal morbidity and mortality
Implementation of quality care for the different SRH services/components: Obstetrics & neonatal care, safe abortion care, ANC, PNC, Contraceptives, STI, PMTCT and care for victims of sexual violence, fistula care and FGM
SRH in emergencies: assessment, priorities and set-up of SRH components
Monitoring of activities: indicators and data collection

Teaching Methods

Interactive lectures, group dynamic techniques, case studies, laboratory equipment demonstrations, videos, discussions, presentation of reports and current articles
Sexual and Reproductive Health – CERAH

Place / organizer: Geneva/ CERAH (UNIGE)
Dates: 09–13 May 2016 (English) – 05–09 September 2016 (French)
Duration: 5 days
Nb of participants: 5 seats OCG
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group

Midwives, nurses, MDs and obstetricians with one of the following profiles:
Currently working in a project with SRH component(s);
Involved in the planning and implementation of an SRH component;
Planning to work in a mission with SRH activities within the next 3 months;
Preferably having done 1 mission with MSF

Course Objectives

By the end of the seminar, participants will be able to:

- To define and understand the key components of sexual and reproductive health in humanitarian emergencies
- To understand the concept of the Minimum Initial Service Package (MISP) and its key activities as the primary means of achieving minimal reproductive health standards
- To know the definition of basic reproductive health terms and understand the calculations of key measures
- To be able to plan for comprehensive needs assessment, implementation, monitoring and evaluation of sexual and reproductive health programmes, HIV/AIDS and sexual violence for emergency–affected populations.
Advanced Life Support Obstetrics (ALSO) – Instructor Course

Place/ Organizer: Copenhagen (Denmark) / OCA / OCB
Date: 12–16 September 2016 (OCB); 25–29 April 2016 (OCA)
Duration: 2 specific instructor course days + 3 provider certification days
Group: 5 participants per session, including 1 OCG
Language: English
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group
- Midwives and doctors who are ALSO provider and committed to organize and conduct Global ALSO courses in MSF projects in the field.
- Open to international and national staff

General Objective
An MSF – ALSO instructor can instruct and direct a Global ALSO course in MSF field settings.

Specific Objective
By the end of the course, an MSF – ALSO instructor:
- Is knowledgeable about the pre-conditions to organize an ALSO training.
- Is aware of the type of documents needed in order to organize an ALSO course.
- Can prepare and organize the different aspects before the start of the training: the program, rooms, mannequins, presentations, posters, exams, certificate, in collaboration with the SRH advisor and responsible at coordination and project level.
- Can facilitate the training and is confident in teaching the mandatory topics of the Global ALSO course and take the exam according to ALSO requirements.
- Can produce an evaluation report and formulate recommendations for the future.
- Understands his/her responsibilities and understands the ethics related to being an MSF – ALSO instructor.

Content
Day 1:
- Introduction to adult learning
- Advices on teaching using the ALSO ppt slides and teaching the ALSO workstations
- How to deal with questions and how to give feedback
- Rehearsal on taking practical exams
- Practical preparations of the certification course including the workstations
Day 2 – 3 and 4:
- Teaching of the ALSO certification course with coaching by ALSO certified trainers
Day 5:
- Reflection on the certification course and lessons learned: teaching, teamwork, organization...
- Organization of a Global ALSO course in MSF projects: how, what, when, where ...?
- Responsibilities and ethics of being an ALSO instructor
Teaching Methods

- Individual preparation / reading of the syllabus, addendum and instructor chapters
- Individual preparation of lecture and case discussion provided by the course director
- Lecture and discussion
- Individual and group exercises: presentation, brainstorm,
Advanced Life Support Obstetrics (ALSO) – Provider Course

Place/ Organizer: Copenhagen (Denmark) / OCB / OCA
Date: 13–15 September 2016 (OCB); 26–28 April 2016 (OCA)
Duration: 1 week
Group: 15 participants per session, including 3 OCG
Language: English
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group

- Midwives and medical doctors (priority to gynaecologists) with at least one mission prior to course.
- Open to international and national staff

Objectives & Content

General Objective

To improve the maternal and neonatal outcome of obstetric emergencies faced in the field.

Specific Objective

- To help the participants maintain the knowledge and skills they need to effectively manage obstetrical emergencies. The training aims to bring the participants to a high performance level in situations that, in most settings, are only rarely occurring, acutely presenting and that, consequently, not many birth attendants have routine in handling. Training in these situations increases the level of security and quality of the response to the life threatening complications occurring in pregnancy and childbirth. The course also serves as a multidisciplinary aid for training in obstetrics.
- Furthermore we hope that the training will:
  - (prstaff working in obstetrics with a pedagogical framework for training national staff and colleagues in improved response to obstetric emergencies.
  - Build capacities in and outside MSF projects by allowing our medical staff working in obstetrics to acquire qualifications that are recognized outside MSF and thus help validate the knowledge, skills and courage they usually obtain in MSF missions in regards to obstetric emergencies.
  - Build a “pool” of MSF–ALSO–Instructors within MSF by certifying a small group of “MSF–ALSO–instructors” who, in turn, will provide further certification to MSF staff with external supervision of the ALSO organisation.
Content

The ALSO training and certification provides instructions and training on PPH, Breech delivery, undelivered shoulders, neonatal resuscitation, eclamptic fit and vacuum extraction deliveries. A small group of participants (already ALSO certified) will be certified as instructors prior to the general certification with one day's preparation beforehand.

Teaching Methods

- Individually reading 400 pages of obstetric pathology documentation beforehand. For expats in the field we recommend arriving three days before the certification for reading as field life usually does not allow for this kind of preparation.
- Lectures and workshops using mnemonics (memo-technical tools) and hands-on exercises on mannequins.
- Exam by multiple choice tests and practical demonstration
Family Planning / Post Abortion Care (FP PAC)

Target Group
MSF midwives, medical doctors and nurses working in reproductive health projects where there is a plan to expand family planning and abortion care services

Pre-requisites
- National or expatriate staff of MSF
- Priority will be given to medics in direct clinical practice in missions
- Participants must be fluent in English

Note: This course includes performing newly acquired skills, under supervision, in a clinical setting with actual patients. Cases encountered in the clinical setting are women seeking safe abortion care (termination of pregnancy). Participants should be willing to provide this care in order to benefit fully from the clinical component.

The Kenya medical board or nursing council must give approval for each participant before they can do this clinical part of the course. Following selection, participants will be asked to complete an extra application form (for the appropriate board) and submit copies of their diploma/certificate and job profile, and nurses/midwives should submit a photo.

Objectives
Participants will gain knowledge and skills in provision of family planning methods and proper management of post-abortion complications in resource-limited settings, in order to increase the scope and quality of these aspects of reproductive health care in their projects

Content
The course is a collaborative training between MSF and RAISE / MSI and will focus on safe-and post-abortion care and long-acting reversible contraceptive methods. It will include 3.5 days of theory and practice with mannequins in a classroom setting, and 6.5 days of supervised use of newly acquired skills during direct patient care in a clinical setting. The specific skills to be built include medical abortion protocol and manual vacuum aspiration and insertion technique for intrauterine device and contraceptive implant. By the end of the course, participants should experience a sufficient number of cases – under the supervision of the clinical supervisor – that they achieve competency to perform these skills independently in their projects.
Management Health Services (MHS) – ENG

Place/ Organizer: TBA
Date: TBC
Duration: 10 days
Group: 1 place for OCG for all courses
Language: English (in February, March, May & September)

Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org,
sebastien.billard@geneva.msf.org

Target Group
Medical/Paramedical, national and international staff

Entrance criteria
International staff who worked with MSF for about 9–12 months (or more), and are committed to work with MSF for another year, and national staff with service management responsibilities.

Overall objective
The participants will be able to manage medical services on project level, using the tools, skills and knowledge provided in the course.

Course content

- Assessment and project planning
- Health services Management;
- Essential requirements, Water and sanitation,
- Health strategies, Medical Anthropology
- Nutrition
- Vaccination
- Mental Health
- Surgery
- Emergency care
- HIV/Aids and TB
- Mass casualty plan
- E-Prep
- Laboratory management
- Reproductive Health
- Paediatric and neonatal care
- Lab management
- Data management
- Human Resource Management
- Pharmacy management set up
- Health seeking behaviour
Management Health Services (MHS) – FR

Place / Organisateur: TBA
Date: TBC
Durée: 10 jours
Group: 1 place pour OCG
Language: Français
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Public concerné
Staff médical avec le potentiel et la volonté d'évoluer chez MSF dans un poste orienté vers le management des équipes médicales.

Objectifs & Contenu

Objectif Général
Les participants seront capable de gérer (leur) service médical en utilisant les outils, les compétences et le savoir mis à leur disposition.

Objectifs spécifiques
Les objectifs spécifiques sont divisés principalement en 2 champs de compétences que nous cherchons à développer pendant le cours.

Compétences transversales

· Gestion de projet
· Gestion de données
· Gestions de la pharmacie
· Gestion des services
· Gestion RH
· Programmation médicale
· Prise de conscience anthropologique
· E-prep

Compétences verticales

Malaria
HIV–TB–MDR
Nutrition
Vaccination
Entretien des urgences
Chirurgie
Soins néonataux
Santé Mental
Santé reproductrice
Hygiène et stérilisation
Prérequis essentiels en Eau et assainissement

Techniques Pédagogiques

Lectures, travaux de groupe, étude de cas, débats, réflexion sur les expériences terrain, résolution de
- problèmes, etc. Directives techniques et exercices pratiques.
Encadrement Nutrition et Vaccination (Nut Vaccı 2) – FR

<table>
<thead>
<tr>
<th>Place/ Organizer:</th>
<th>Bordeaux (France) / OCP</th>
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<tr>
<td>Date:</td>
<td>12–23 September 2016</td>
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<tr>
<td>Duration:</td>
<td>2 weeks</td>
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<td>Group:</td>
<td>24 participants per session, including 2 OCG</td>
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<td>Language:</td>
<td>French</td>
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<td>Approximate cost:</td>
<td>2000 EUR par personne (sans les coûts de transport)</td>
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<tr>
<td>Required commitment for MSF CH staff:</td>
<td>one year</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Public cible

- Personnel Medical ou paramedical
- Ouvert au personnel national et international

A l’issue de cette formation, les participants seront capables de :

Nutrition: Discuter, Mettre en place et coordonner des programmes alimentaires et nutritionnels :

Identifier un problème nutritionnel et/ou alimentaire dans une population :
- Décrire les différents contextes de survenue d’un problème nutritionnel et/ou alimentaire et en expliquer les mécanismes,
- Réaliser ou participer à l’évaluation initiale d’une situation :
  - Justifier la nécessité et définir les objectifs de l’évaluation initiale
  - Identifier les indicateurs de l’évaluation (généraux et spécifiques nutritionnels et alimentaires)
  - Définir les méthodes et choisir les moyens nécessaires à l’évaluation (mise en place, organisation)
  - Recueillir, analyser et interpréter les données
  - Rédiger les recommandations nutritionnelles

Réaliser une évaluation nutritionnelle rapide en urgence

- Expliquer les notions de représentativité et de précision
- Décrire les méthodes d’échantillonnage possibles ainsi que leurs avantages, inconvénients (biais possibles)
- Utiliser une méthodologie fiable et valide (choix des sites / villages, échantillon) selon le contexte
- Compiler, analyser et interpréter les données recueillies
- Présenter les résultats et proposer des actions
- Recruter, former sur les mesures et superviser

Evaluer le statut nutritionnel d’un individu (enfant) :
- Citer les différentes causes de la malnutrition (maladies, carences),
- Expliquer les conséquences de la malnutrition (mécanismes physio-pathologiques),
- Réaliser un diagnostic clinique de la malnutrition aiguë et des maladies carentielles (signes et symptômes),
- Argumenter le choix des mesures et indices anthropométriques (P–T, PB, IMC) à utiliser selon l’individu et la situation

**Proposer et mettre en place des programmes adaptés :**
- Assurer la prise en charge globale d’une personne mal–nourrie (malnutrition aiguë et maladies carentielles) :
  - Justifier le choix des traitements et mesures systématiques à mettre en place (par rapport à tous les aspects : médicaux, diététiques, généraux)
  - Discuter la spécificité de la prise en charge des pathologies associées et des maladies carentielles
- Proposer et justifier le choix d’une stratégie nutritionnelle dans un contexte donné :
  - Définir les stratégies nutritionnelles possibles
  - Discuter des avantages et inconvénients de chaque stratégie en fonction de chaque contexte
- Mettre en place des programmes nutritionnels dans un contexte donné :
  - Dimensionner les moyens à mettre en place pour la prise en charge des mal–nourris (aliments, stockage, transports, RH, structures, etc.)
  - Proposer un chronogramme
- Mettre en place et utiliser un système de supervision des programmes nutritionnels :
  - Définir les objectifs, les indicateurs et outils de la surveillance
  - Recueillir, analyser et interpréter les données
  - Réajuster les activités selon les résultats

**Vaccination : Planifier, mettre en place et évaluer des activités de vaccination**

Expliquer les principes de base de la vaccination :
- Citer et décrire les vaccins utilisés en situations d’urgence et en programmes réguliers (efficacité, âge, dose, conservation).
- Expliquer les différentes stratégies de vaccination
- Expliquer la politique de vaccination de MSF

**Organiser et planifier la mise en place d’une chaîne de froid en coordination avec la logistique :**
- Décrire le fonctionnement de la chaîne de froid
- Décrire les spécificités du matériel.
- Évaluer les besoins et participer à la mise en place de la chaîne de froid
- Surveiller la validité de la chaîne de froid

**Mettre en place et superviser les activités de vaccination (activités régulières, campagne de vaccination)**
- Évaluer les activités de vaccination régulières (objectifs, outils, mécanismes, acteurs / rôles et responsabilités) à l’échelon national
- Analyser la situation vaccinale dans le projet
- Définir, argumenter les actions à mettre en place
- Estimer les besoins en ressources humaines, matériel & vaccins
• Interpréter l’évolution des maladies cibles
• Discuter la sécurité des injections : AES ; respect de règles d’injection; collecte & élimination des déchets

**Participer à l’investigation et à la prise en charge d’une épidémie de méningite :**
• Identifier une alerte épidémique
• Investiguer une épidémie
• Recueillir et analyser les données pour suivre l’évolution d’une épidémie
• Discuter les stratégies de prise en charge curative
• Identifier la population cible pour la vaccination
• Planifier une campagne de vaccination en zone urbaine

**Mettre en place un suivi des programmes de vaccination. Analyser et réajuster les programmes :**
• Définir les objectifs & identifier les indicateurs de la surveillance
• Organiser le système de collecte de l’information
• Recueillir, analyser et interpréter les données
• Réaliser les réajustements si nécessaires
• Utiliser les données du système de surveillance pour définir les actions prioritaires

**Épidémiologie :**
Définir, calculer et utiliser des indicateurs épidémiologiques
• Décrire l’intérêt et l’utilité d’un indicateur
• Calculer les indicateurs épidémiologiques
• Analyser et interpréter des résultats

**Formation :**
Mettre en place des activités de formation
• Discuter les conditions préalables à la mise en place de formation
• Lister les stratégies de formation adaptées au contexte et au public
• Identifier les principes d’apprentissage des adultes
• Transformer une situation professionnelle et situation d’apprentissage
Workshop International Technicien de laboratoire – Vienne

Place/ Organizer: Vienna – Austria/MSF Austria
Date: 12–17 September 2016
Duration: 6 days
Group: 15 persons per session from all OCs, 4 for OCG
Language: English
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Public cible
- Techniciens de laboratoire avant ou au cours de leur 1° mission
- Techniciens de laboratoire dans leur 2° mission souhaitant échanger et renforcer leurs compétences en gestion de laboratoire en contexte humanitaire
- Superviseurs de laboratoire et techniciens de laboratoire assumant des responsabilités de gestion et membres du personnel national
- Ouvert au personnel national et international

Objectifs & Contenu

Objectif général
Le workshop vise à promouvoir les compétences en matière de gestion de laboratoire et de résolution des problèmes techniques les plus courants dans un contexte de projet d’aide humanitaire.

Objectifs spécifiques
Au terme du workshop, les participants seront familiarisés avec
- les spécificités des laboratoires MSF
- la gestion de laboratoire
- les problématiques techniques les plus courantes
- l’assurance qualité

Contenu du workshop

1. Gestion de laboratoire
   - Gestion générale
   - Rôle et tâches du superviseur de laboratoire
   - Assurance qualité (procédures d’opération standard, checklists, contrôle qualité)
   - Gestion des stocks et commandes
   - Gestion RH (descriptifs de poste, supervision, formation, évaluation)
   - Sécurité et hygiène

O.C. Geneva / Training Brochure 2016
- Collecte des données
- Conception et installation de laboratoire

2. **VIH/SIDA**
- Introduction générale au VIH/SIDA
- Dépistage du VIH et algorithmes de dépistage (tests rapides, introduction à la méthode de comptage CD4 et charge virale)
- Infections opportunistes & biochimie (fonctions rénales et hépatiques)

3. **Malaria**
- Notions de base sur la maladie et sa transmission
- Diagnostic de laboratoire (frottis, tests rapides), et comment éviter les erreurs courantes

4. **Tuberculose**
- Physiopathologie
- Diagnostic de laboratoire de la tuberculose (microscopies des frottis, techniques de culture, GeneXpert, testHain)

5. **Transfusion de sang**
- Politique et défis de la gestion des activités de transfusion des sangs au sein de MSF
- Du don de sang à la transfusion
- Gestion d’une banque de sang

6. **Exercices pratiques**
- Exercices sur la gestion de laboratoire (descriptifs de poste, commande, procédures d’opération standard, checklists, etc.)

7. **Préparation aux épidémies**

8. **Echange d’expérience**

**Méthodes d’enseignement**

Le cours s’appuiera sur des exemples et expériences de terrain.
Méthodes d’enseignement: cours, études de cas, démonstrations, vidéos, travaux de groupe, discussions.
Laboratory Workshop – Nairobi

Place/ Organizer: Nairobi (Kenya)/OCA
Date: 11–20 April 2015 – in English
Duration: 5 days
Group: 15 participants, 2 for OCG
Required commitment for MSF CH staff: one year
Language: English
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
All laboratory international staff working in field missions, pool laboratory international staff, and senior national laboratory national staff.

Entrance Criteria
Participants will need to be fluent in written and spoken English

Overall objective
Elaborate briefing on current developments in the field of laboratory testing. Further continued professional education, and strengthening of the laboratory practice within MSF–OCA by both practical and theoretical training, and the exchange of practical experience between laboratory personnel.

Course content
- Update and review of main policies and protocols
- Theoretical and practical training in identified problems arising in fieldwork.
- Standardization of methodologies across MSF–OCA
- Small group and plenary sessions for the sharing of skills and experience.
- Poster presentations by participants.
- Practical laboratory work.

Teaching methods
Lectures
Laboratory practical work
Poster presentations
Case studies
Small group discussions with plenary sessions
Pharma Training

Place/ Organizer: Brussels (Belgium) /OCB
Date: 03– 07 October 2016
Duration: 5 days
Group: 4 for OCG
Required commitment for MSF CH staff: one year
Language: English
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
Graduated pharmacists who have consistent experience with MSF

Objectives & Content
To offer the possibility to advanced pharmacists to increase their capacity to manage a wide range of pharmaceutical issues in a mission/project, through training in 5 technical topics:

1. Pharmaceutical policy and legislation:
   MSF Quality Assurance Scheme (QAS), role of the MSF QAS in humanitarian procurement, relations between MSF and National Drug Regulatory Authorities..., ...

2. Planning of pharmaceutical activities:
   Forecasting, logframe, monitoring & supervision, ARV quantification, pharmaceutical distribution flow...

3. Clinical pharmacy & pharmacy practices:
   Pharmacovigilance, extemporaneous drug preparation, operational research, ...

4. Pharmacy in emergencies:
   Kit use, donation guidelines proactive handling, ...

5. Field/HR management:
   Task delegation, coaching, briefing/debriefing, ...

Teaching Methods
Presentations, intervention from external experts, practical exercises, active participation required from the participants especially during the round–tables or in preparing specific presentations.
E-learning – Formation Pharmacie Hospitalière – HUG

**Place:** E-learning : formation à distance  
**Durée:** variable selon participants  
**Conditions:** Gratuit  
**Langue:** Français  
**Application directe sur le site web:** [http://pharmacie.g2hp.net/](http://pharmacie.g2hp.net/)  
**Référent technique:** Guillaume Schmidt, guillaume.schmidt@geneva.msf.org

La plateforme est ouverte à toute personne impliquée ou intéressée dans la gestion ou l'utilisation des médicaments au sein d’un établissement de santé

Pharm-Ed est une plateforme éducative gratuite.

Dans les hôpitaux, du personnel pharmaceutique qualifié et des connaissances spécifiques sont indispensables pour assurer une gestion efficiente, sûre et rationnelle des médicaments. Or, dans de nombreux pays à ressources limitées, d’importantes difficultés existent tant dans l’accès à des formations spécialisées dans le domaine de la pharmacie hospitalière que dans l’organisation des services pharmaceutiques hospitaliers.

**Critères de sélection**

- Motivation.
- Lecture des documents remis pour l’acquisition des prés requis.
- Engagement à suivre la formation dans son ensemble (seuls les diplômes remis en fin de formation validée seront pris en considération)

**But de la formation**

Amélioration de la qualité des soins

La pharmacie hospitalière est une discipline de la pharmacie pratique, qui porte la responsabilité de l’approvisionnement de produits pharmaceutiques complexes, soit en les achetant, soit en les produisant et qui contribue à un usage sûr, efficient et rationnel des médicaments.

Par le développement des compétences spécifiques des professionnels pharmaceutiques et leur mise en réseau, Pharm-Ed se veut être un contributeur de l’optimisation de la qualité de la thérapeutique médicamenteuse dans les hôpitaux, dans une vision globale d’amélioration de la qualité des soins et de la sécurité des patients.

**Objectifs généraux**

- Gérer la sélection, l’approvisionnement, le stockage et la distribution des items médicaux au sein de l’hôpital.
- Promouvoir et gérer à l’usage rationnel des items médicaux par les professionnels de santé et les patients.
- Garantir l’assurance-qualité par des prestations sûres et efficientes afin de mettre à disposition des médicaments de qualité répondant aux besoins des patients.
- Assurer une production et une préparation de médicaments selon les règles de bonnes pratiques (ex : préparation de cytotoxiques au Mozambique)
Mettre en place un système de pharmacovigilance. Surveillance et prévention des événements médicamenteux indésirables afin de garantir la sécurité des patients.

Organisation de la formation

E-learning : nécessite une connexion internet.

Les pharmaciens HUG servent de modérateurs et informeront MSF du nombre de participants MSF ayant finalisé le cursus.

Méthodes pédagogiques

Les auto-apprentissages en ligne, groupes de discussion, ressources et outils pratiques mis à disposition visent à favoriser le développement des activités de pharmacie hospitalière et l'amélioration progressive et continue de l'usage des médicaments dans les pays à ressources limitées.

La communauté Pharm–Ed permet de mettre en relation des professionnels pharmaceutiques hospitaliers de différents pays et de faciliter l'échange d'information, le partage d'expérience ainsi que la collaboration nationale ou internationale afin de faire évoluer les prestations pharmaceutiques dans les institutions de soins.
Health Promotion – Level 1

Place/ Organizer: Brussels (Belgium) / OCB
Date: 02–13 May 2016
Duration: 9 days
Group: 20 participants max per session, including 3 OCG
Language: English
Approximate cost: 1000 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group
- Actual and future Health Promoters with less than one year of experience in health promotion in the field (including national staff).
- Paramedics working in training and health promotion/education activities (including national staff).

Objectives & Content

General Objectives
- At the end of the course participants will be familiar with the importance of Health Promotion within MSF.
- They will be able to implement the basic Health Promotion principles.

Specific Objectives
- What is Health Promotion for MSF?
- Why is Health Promotion important within MSF programs?
- Different methodologies to collect information.
- How to elaborate health messages and identify communication tools.
- Define health promotion activities and elaborate indicators of follow up.
- Elaboration and use of monitoring tools.

Teaching Methods
Lectures, case studies, group discussions, audiovisual support
International MSF Surgical Workshop

Place/ Organizer: Düsseldorf (Germany) / OCA
Date: 14–17 September 2016
Duration: 3 days
Group: 24 participants per session, including 3 OCG
Language: English
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Junior and senior MSF Surgeons
- Open to national and international staff

Entrance criteria
Surgeons with limited experience in external fixation, lower limp flaps / reconstructive surgery, hand–surgery and craniotomy

The overall objective
To deepen the knowledge and practical expertise in external fixation / bone trauma management / craniotomy and reconstructive surgery in trauma related

Course content
This course is a hands-on workshop in trauma surgery with practical training sessions on dead bodies.

Theoretical part
- External fixation – history, advantages, indications, pitfalls, practical aspects in the field
- Hand surgery – treatment of tendon and nerve lesions of the hand
- Neurosurgery – craniotomy, when, why and where to do?
- Reconstructive surgery – general aspects in precarious situations, skin grafts, flaps lower limb, essentials of burn treatment
- Vascular surgery – surgical approach of vascular lesions (indications and procedures)
- Amputation – where and why
- MSF and surgery

Practical part
External fixation
- external fixation lower + upper limb / amputations

Hand surgery
- flexor and extensor tendon sutures / nerve sutures

Reconstructive surgery
- skin grafts
- Flaps lower + upper extremities / Procedures in burn trauma

Neurosurgery
- Craniotomy

Vascular Surgery
- Repair of traumatic vascular lesions / Thorax drainage
HIV & TB Clinical Training: Advanced Level (South Africa)

Place / Organizer: Cape town, South Africa / SAMU
Date: 09–20 May 2016
05 –16 September 2016
Duration: 2 weeks in total (1 practical – 1 theoretical)
Group: 4 participants per course during the practical week, 8 during the theoretical week (overlap of the 2 practical groups), 2 seats for OCG
Language : English
Approximate cost: 1700 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org
Training coordinator : Ian Proudfoot, Ian.Proudfoot@joburg.msf.org

Target group

MSF expat or national clinical staff, including doctors, clinical officers, physician assistants and experienced nurses with HIV experience. This is a clinical not a programmatic course, so the primary focus is updating or upskilling participants in clinical knowledge and skills in HIV and TB management.

Pre-requisites:
1. English fluency is essential (level B2)
2. At least four months clinical experience in HIV management (not just TB).

Objectives & Content

General Objective
1. Updating or upskilling participants in clinical knowledge and skills in HIV and TB management
   using current evidence–based medicine within a resource limited MSF context
2. Where required, a training of trainers component is offered

Content overview
Opportunistic infections (including TB)
o To be able to diagnose and manage:
  ▪ Smear negative TB
  ▪ Drug resistant TB
  ▪ Complications of combined HIV & TB treatment
  ▪ Non tuberculous mycobacteria (MAC etc.)
  ▪ Advanced Kaposi’s sarcoma
  ▪ Cryptococcal meningitis and it’s complications

Systems HIV disease
o To be able to manage common HIV clinical presentations in:
  ▪ Neurology (Space occupying lesions, meningitis, leg weakness)
  ▪ Respiratory (PCP, Bacterial pneumonia)
- Hepatology (Hepatitis B, drug induced hepatitis)
- Gastroenterology (acute vs chronic diarrhoea)
- Nephrology (including HIVAN)
- Haematology (cytopaenias, lymphoma)
- Dermatology
- Ophthalmology (Common presentations including ophthalmic zoster and CMV retinitis)

Antiretroviral therapy (ART)
  - To be able to:
    - Recognize and manage serious ART toxicities (especially nevirapine-related)
    - Recognize and manage immune reconstitution inflammatory syndrome (IRIS)
    - Tailor a salvage regimen based on principles of drug resistance
    - Manage complex adherence issues

Paediatrics
  - To be able to:
    - Diagnose and treat TB in an HIV positive child
    - Manage acute pneumonia in HIV positive child
    - Appropriately assess when to initiate ART in a child
    - Manage adherence challenges in paeds ART

Radiology
  - To be able to recognize chest X-ray features of TB, PCP, LIP, KS and pneumonia in HIV positive adults and children.

Course Organization, Background and Teaching Methods

The course has been developed over several years in collaboration with the many participants from all over the world. Participants’ and their med cos feedback remains an essential component in its continuing development. Each course runs over two weeks in Cape Town, South Africa. Two groups of 4 trainees each overlap for a central lecture week, with a practical week before for the first group, and afterwards for the second group.

The lecture week happens mostly in the medical school of the University of Cape Town, near Groote Schuur Hospital and covers the core theory for the course. Teaching is shared between local MSF doctors and a number of local infectious disease consultants and paediatricians. A highly experienced radiologist gives some practical chest X-ray interpretation teaching. The teaching style is case orientated with as much group participation as possible.

The practical training takes place in a variety of formats and at a number of different sites. This includes attendance at teaching ward rounds in a few different hospitals, visiting specific programs in different clinics and participation in round–table discussions at the MSF offices in Observatory. Two clinics in Khayelitsha provide HIV care to over 10 000 patients so are ideally positioned as training sites for HIV medicine. Khayelitsha and Mitchell’s Plain District Hospitals are the referral sites for patients from the worst HIV– and TB–affected
areas in Cape Town and as a result have a high burden of complex HIV and TB disease. Red Cross Children’s Hospital is a specialist paediatric hospital and Tygerberg hospital is one of two large tertiary hospitals in Cape Town. Both have strong paediatric HIV/TB units.

**Application, selection and allocation process**

Essential requirements are the completion of two forms

1. The application form by the potential participant
2. The intended outcomes form completed by the applicant’s med co

Processing is via the section’s routine selection committee and applicants will be allocated to the most appropriate group for their intended learning outcomes and notified accordingly
Advanced Course in Epidemiological Analysis

Place/ Organizer: London (UK) /London School of Hygiene & Tropical Medicine
Date: TBC (Usually taking place in September)
Duration: 10 days
Group: 1 seat OCG
Course fees: 2800 GBP + Accommodation + per diem
Language: English
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- The course is intended for people who have a working knowledge of basic epidemiology and statistics
- For people working or planning to work on epidemiological research projects
- Open to international and national staff

General objective
The emphasis will be on developing an understanding of the underlying assumptions and principles, on the practical application of the techniques and on the correct interpretation of the results, rather than on the mathematical derivation of the methods.

On completion of the course, the student should:
- Will gain practical experience of data analysis using the computer package Stata

Course Content:
- Measures of disease frequency and exposure effects
- Confounding and interaction
- Classical methods of Analysis for case–control studies
- Unconditional logistic regression
- Poisson regression for cohort studies
- Survival analysis and promotional hazards regression
- Practical issues in study design and analysis
- Conditional logistic regression for case–control studies
- Meta–analysis
- Clustering of data in epidemiological studies
- Strategies of analysis

Teaching Methods:
Teaching includes lectures, discussion, practical sessions. Practical exercises involving participants in the use of computer software to analyse illustrative data–sets from a variety of epidemiological studies.

For more information visit the site: http://www.lshtm.ac.uk/prospectus/short/sacea.html
Introductory Course in Epidemiology & Medical Statistics

Place/ Organizer: London (UK)/ London School of Hygiene & Tropical Medicine (LSHTM)
Date: TBC (Usually taking place late June)
Duration: 3 weeks
Group: 2 participants from OCG
Approximate cost: 2800 GBP + accommodation + per diem per person
Language: English
Required Commitment for MSF CH staff: One year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Medical Head of Mission, MedCo
- Medical staff based in HQ

Course Description
Epidemiological research has become an important tool in the study of the aetiology and natural history of infectious and non-infectious diseases, and in assessing health effects in populations. This three weeks concentrated course on the basic principles and methods of epidemiology and medical statistics. The emphasis will be on the design and interpretation of epidemiological studies.

The school houses a large academic group of epidemiologists, statisticians and demographers in Europe, and promotes an inter-disciplinary approach to teaching and research. The course will be taught by staff who have teaching and research experience extending across the major diseases of developed and developing countries.

Key words
Epidemiology, medical statistics, research

Learning objectives
At the end of the training the participants should be able to:
- Design and analyze epidemiological studies
- Master statistical methods in epidemiology
- Use Stata software and conduct analysis with this software package

Course content
- Introduction to Epidemiology and Medical Statistics
- Measuring health and disease
- Introduction to epidemiological study design
- Data and distributions
- Intervention studies
• Introduction to data analysis : use of STATA I
• Cohort studies
• Case–control studies
• Statistical inference
• Analyses of categorical data & quantitative data
• Errors, biases and confounding
• Regression and correlation
• Sample size and power
• An Introduction to statistical modeling

Teaching Methods
Teaching will be through lectures, seminars and practical sessions. Seminar discussions will focus on current issues and controversies in epidemiology. The practical sessions will involve the analysis, interpretation and discussion in small groups of a variety of epidemiological studies, and participants will make use of the computer facilities available in the School. Stata will be the statistical software package used to gain an understanding of concepts.

More information on
http://www.lshtm.ac.uk/prospectus/short/sicems.html
E-Learning : Evaluation & Education Thérapeutique des Patients (ETP) dans le domaine du VIH

Place/ Organisateur:  Formation par internet: e.learning / Format Santé/ Sidaction
Durée: 2 et/ou 4 mois en fonction du module choisi à raison de 4 heures par semaine de travail personnel.
Groupe:  Inscription individuelle
Coûts: 500 EUR par personne
Langue: Français
Prérequis: Rester en fonction sur le poste de PSEC superviseur jusqu’à la fin de la formation.
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Public cible
- Acteurs de la santé impliqués dans des activités d’éducation thérapeutique du patient vivant avec le VIH (médecins, infirmiers, psychologues, travailleurs sociaux, accompagnants psychosociaux, etc)
- Ou être en fonction à MSF OCG, sur un poste de superviseur ou de coordinateur PSEC (Patient Support Education & Counseling)

Conditions d’accès
- Maîtriser les principes de base de l'ETP et les connaissances sur l’infection par le VIH et les traitements.
- Disposer d'un ordinateur, d’une imprimante et d'un accès régulier à internet.
- Disponibilité nécessaire : 4 heures par semaine de travail personnel (connexion comprise)

Chaque module de formation propose :
- Des synthèses théoriques, des articles à consulter
- Des outils d’éducation thérapeutique
- Des activités à réaliser individuellement et en groupe.
- Des activités d’auto-évaluation
- Des forums de discussion
- Des questionnaires permettant à chacun des tester ses acquis
- L’accompagnement d’un tuteur/expert en ETP
**Description**

Vous souhaitez évaluer:

Le programme ETP ? Les compétences du patient ? Une formation en ETP ?

Chaque module permet de développer deux compétences en évaluation dans le domaine de l’éducation thérapeutique du patient.

<table>
<thead>
<tr>
<th>Modules</th>
<th>Compétences</th>
<th>Durée mise en ligne</th>
<th>Inscription avant le</th>
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</thead>
</table>
| Evaluer une formation | Compétence 1 : Evaluer les besoins de formation en ETP  
Compétence 2 : Evaluer une formation en ETP | 2 mois : Février 2016 | 15 janvier 2016      |
| Evaluer un programme    | Compétence 1 : Evaluer les compétences des éducateurs  
Compétence 2 : Evaluer les activités ETP | 2 mois : Juin 2016   | 15 mai 2016          |
| Evaluer des compétences | Compétence 1 : Evaluer les compétences du patient au cours d’un diagnostic d’éducation  

**Validation de la formation:**

Une attestation de formation est délivrée précisant :

- les compétences développées
- Le nombre d'heures de formation et leur équivalent en unités d'enseignement et crédits de formation
- Les résultats obtenus aux tests de connaissances et une note relative à la participation de chacun
- Ce document pourrait être utilisé par ceux désirant poursuivre des études dans le domaine de l'éducation thérapeutique. Il constitue un support de négociation pour une validation d'acquis d'expérience dans le cadre d'un diplôme Universitaire (DU) ou de Master.

**Perspectives :**

Le réseau d’acteurs de santé constitué au cours des formations sera maintenu par l’intermédiaire d’un espace forum permettant de poursuivre des échanges d’expériences et de diffuser des informations en lien avec l’ETP dans le domaine du VIH.

Pour en savoir plus, visitez le site: http://www.formatsante.org/elearning/
E-Learning Nutrition – ENG

Place/ Organizer: Distance Learning / OCBA – International Course open to all sections
Date: TBC March/April
Duration: 30 hours spread in 15 days (about 2 hours per day)
Group: 4 places for OCG
Language: English
Costs: 500 EUR per person
Commitment required: 6 months
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org

Target group
- 1st mission in nutrition
- Medical or paramedical staff who will be in charge of managing nutritional program on the field.
- Open to national and international staff
- Very good internet connection is required

General Objective
- To prepare the MSF medical and paramedical staff to handle a nutritional programme.

Specific objectives
After this training, the participants will be able to:
- Prerequisite
  - Define the different types of malnutrition
  - Identify the common mistakes done while taking the measures
  - Calculate the anthropometric indices from the measures taken
- Module 1: Clinical Cases
  - Detect malnutrition in children
  - Analyse the measures in order to take a decision of admission or referral
  - Calculate the anthropometric indices from the measures taken
  - Prescribe adapted nutritional treatment to a malnourished child
  - Prescribe adapted systematic treatment to prevent complications
  - Treat most common medical complications
  - Discharge children according to their health and nutritional status
  - Use the MSF nutritional guidelines & tools
- Module 2: Management
  - Organise adapted physical set-up for ITFC & ATFC as well as flow of activities
  - Ensure proper drug and food management
- Put in place a proper supervision of activities

- Module 3: Monitoring
  - Make statistics based on a patient’s register
  - Analyse statistical files

**Teaching methods**

This course is the first technical e-learning course of MSF including case studies, movies, pictures ...

The course is situation-based. It transports the learner in an ambulatory or inpatient nutritional centre that he/she has to manage. This includes diagnose, treat and follow children, but also the whole reporting and monitoring aspects of such a mission: statistics follow-up, logistics and day-to-day management of the centre.

Nutritional Experts will be the tutors to guide you in this course, to interact with you and follow your progression.
E-Learning Nutrition – FR

Public cible

- 1ère mission en nutrition
- Personnel Medical ou paramedical qui sera en charge de gérer un programme de Nutrition sur le terrain.

Objectifs & Contenu

- **Objectif Général**
  Préparer le staf Médical et Paramedical de MSF à la gestion d'un programme nutritionnel.

- **Objectifs Spécifiques**
  Après cette formation, les participants seront en mesure de:

  - **Module Prérequis**
    - Définir les différents types de malnutrition
    - Identifier les erreurs courantes pendant la prise de mesures
    - Calculer les indices anthropométriques à partir des mesures prises

  - **Module 1: Cas Cliniques**
    - Détecter la malnutrition chez les enfants
    - Analyser des mesures afin de décider d'une admission ou non
    - Calculer les indices anthropométriques à partir des mesures prises
    - Prescrire le traitement nutritionnel adapté à un enfant

  - **Module 2: Management**
    - Organiser et adapter la mise en place des CNTH & CNTA et du flot d'activités
    - Assurer une bonne gestion des médicaments et de la nourriture
    - Mettre en place une supervision adéquate des activités

  - **Module 3: Monitoring**
malnourri

- Prescrire un traitement systématique adapté afin de prévenir les complications
- Traiter les complications médicales les plus courantes
- Faire sortir les enfants du programme en fonction de leur santé et de leur statut nutritionnel
- Utiliser les lignes directrices et outils nutritionnels de MSF

- Faire des statistiques basées sur le dossier des patients et les registres
- Analyser les données statistiques et les indicateurs

Techniques Pédagogiques

Ce cours est un des premiers cours technique MSF dispensé en e-learning. Il contient des études de cas, des films, des photos, etc. Il est basé sur des situations précises et transporte le participant dans un centre de soins ambulatoires ou dans un centre de nutrition qu’il/elle doit diriger. Ceci inclut le diagnostique, le traitement et le suivi des enfants mais aussi la rédaction de rapports et le monitoring des différents aspects d’une telle mission: suivi des statistiques, gestion logistique et journalière du centre. Des experts nutritionnels seront vos tuteurs et vous guideront à travers le cours avec des échanges interactifs et un suivi régulier de vos progrès.
E–Learning: Measles Initial Assessment (MIA) – ENG

Place/ Organizer: Distance Learning / OCBA – International Course open to all sections
Date: 13 June – 15 July 2016
09 November – 18 December 2016
Duration: 50 hours (6 weeks)
Group: 20 participants max, 4 for OCG
Language: English / French / Spanish
Commitment required: 6 months
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Medical or paramedical staff
- Open to national and international staff
- Very good internet connection is required

General Objective
Participants will be able to detect and assess a measles outbreak

General description
This course aims to equip students with the knowledge and skills to make an initial assessment and first response (case management) of a measles outbreak. Although a MSF guideline for the management of measles epidemics exists (currently rewriting) and many reference documents are present in the field (WHO guidelines “Response to measles outbreak”) the inexperience national and international staff has difficulties in identifying and prioritizing what is necessary to do at the very beginning of an assessment or intervention. This course will serve (but never replace the guidelines) to highlight the key actions and considerations that need to be pursued in the early stage of an epidemic.

Content
- The Importance of an outbreak investigation
- Defining the existence of an outbreak
- Verifying diagnosis (laboratory and clinical confirmation)
- Case definition
- Collecting and Organising the data
- Data Analysis
- Confirming the existence of an epidemic
- Analysis of the main aspects of the response
- Analysis of the local context
- First steps of the intervention: Case management
- Producing an initial assessment report
Teaching methods

The student will have to work individually and cooperatively to solve problems, produce documents, etc. There will be forums, chats and actual documents: video, audio, photos, etc. There will be tutors to guide and evaluate students’ performance.
Formation en Soins Néonataux

Place / organisateurs: Genève / OCG
Date: 04–15 Avril 2016
Durée: 8 jours
Groupe: 25 participants : infirmiers, superviseurs, sage femmes, médecins, pédiatres
Langue: Français
Engagement moral pour le personnel de MSF-CH: un an
Application form: sebastien.billard@geneva.msf.org
Training referent: Véronique Guillemot, veronique.guillemot@geneva.msf.org

Public cible

- Personnel paramédical: infirmier(e)s, majors/superviseurs, sage femmes ayant des activités cliniques auprès des nouveaux nés
- Médecins ayant des activités cliniques ou de supervision, dans les programmes de prise en charge néonatale hospitalière.
- Formation ouverte au personnel du Ministère de la Santé ou des partenaires principaux.

Prérequis

Une connaissance basique des soins pédiatriques est recommandée. Il est demandé aux participant(e)s de se familiariser avec le guide clinique et thérapeutique de Néonatologie, futur outil de travail et base de la formation, en le lisant attentivement et de lister leurs questions. Cette lecture est un prérequis indispensable pour vous dans l’optique d’optimiser cette formation interactive.

Objectif général de la formation

Améliorer la prise en charge globale des nouveaux nés.

Objectifs spécifiques

A l’issue de la formation, le participant sera capable de :
- Améliorer la prise en charge du nouveau-né et bébé de petit poids de naissance (PPN) malade ou non-malade
- Former le personnel médical à l’utilisation du protocole de néonatologie

Renforcer la notion de prise en charge globale du nouveau-né et de l’enfant prématuré
- Des temps de travail communs seront organisés afin de développer la collaboration interprofessionnelle.

Méthodes pédagogiques

Les présentations sont assurées par les référents MSF.

Le dispositif pédagogique inclut :

Lectures interactives (basées sur de nombreux cas cliniques sur photos et vidéos), travaux de groupe, séquences d’analyse de cas, ateliers pratiques, simulation et partage d’expérience
Tronc commun destiné à l’ensemble du groupe : physiopathologie, qualité du diagnostic et décision thérapeutique.
Ateliers séparés par groupes professionnels : techniques de soins, rôle du soignant
Soins pédiatriques dans les programmes nutrition

Population cible

- Personnel médical et paramédical expériménté en charge de responsabilités de management, supervision ou clinique (activités de santé en CNTA et CNTH) : médecins généralistes, pédiatres, infirmiers et superviseurs
- Personnel MSF travaillant sur des projets avec composantes nutrition/pédiatriques

Prérequis

Il est demandé aux participants de mettre à jour leurs connaissances par des lectures préliminaires. Ces documents seront mis à disposition des participants.

Objectifs Généraux de la formation

Améliorer la prise en charge de l’hospitalisation pédiatrique intensive en nutrition Améliorer la qualité des soins sur l’ensemble de nos programmes nutritionnels

Objectifs Spécifiques

A l’issue de la formation, le participant sera capable de :

- Améliorer la standardisation du triage des urgences (TETU) et la prise en charge des détresses vitales dans les contextes nutritionnels et pédiatriques
- Analyser une situation clinique de manière à exercer la précision du diagnostic et de l’action médicale.
- Acquérir les outils thérapeutiques pour la prise en charge adéquate et efficace des enfants souffrant de complications liées à la malnutrition sévère
- Améliorer la prise en charge globale en renforçant l’approche psychosociale, l’animation, les considérations éthiques et le respect de l’hygiène à tous les niveaux.
- Acquérir et renforcer ses connaissances à la prise en charge nutritionnelle dans les projets à composante pédiatrique et/ou nutritionnelle.
- Contribuer à la collaboration interdisciplinaire des équipes
Techniques Pédagogiques

Un pré-test sera proposé à l'ouverture de la formation. Présentations interactives, débats, analyses de cas, vidéos, simulation et ateliers pratiques
Sexual Violence in Conflict Settings and Emergencies – CERAH

<table>
<thead>
<tr>
<th>Place / organizer: Geneva/ CERAH (UNIGE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dates: Feb 22–26, 2016 (English) / Sept 05–09, 2016 (French)</td>
</tr>
<tr>
<td>Duration: 5 days</td>
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<tr>
<td>Nb of participants: 5 places OCG</td>
</tr>
<tr>
<td>Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)</td>
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<tr>
<td>Language: English</td>
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<tr>
<td>Required commitment for OCG staff: one year</td>
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<tr>
<td>Application: <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Target Group
- Hom, field-co, med-co, MTL
- Adequate English level is required
- Open to international and national staff

General Objective
The overall objective of the course is to provide mid-level or senior managers the skills required to develop a multidisciplinary approach to prevent and mitigate sexual violence adapted to specific contexts and as an integral part of assistance programmes.

Course Objectives
By the end of the seminar, participants will be able to:
- Understand the phenomenon of sexual violence in conflict/emergencies
- Identify and assess the extent and causes of sexual violence in a specific context
- Select ethical and “Do no harm“ options to improve the operational response in terms of prevention, assistance and protection activities for victims

Learning methods
Using lectures, case studies and discussions

Fees:
1200 CHF + accommodation + per diem / per participant
A one year commitment is required after that.

Description:
Sexual violence is the most immediate and dangerous type of gender-based violence occurring in acute emergencies. While women and girls are by far the most frequent victims of sexual violence, emerging evidence shows that men and boys are also affected. Sexual violence is a serious, life-threatening issue primarily affecting the most vulnerable populations. It is a public health, social and cultural as well as a human rights problem. Sexual violence requires specific humanitarian approaches based on an adequate, adapted and comprehensive prevention and assistance response in order to save lives, alleviate
suffering and maximize protection. By essence the issue can only be addressed through a multidisciplinary and systemic approach. Humanitarian staff is often confronted with sexual violence at assistance and/or protection level. Some organizations have specific projects on sexual violence, others favour an integrated approach. However, as programmatic responses are relatively recent, there is a lack of trained and experienced staff. Starting in November 2014, CERAH will offer a Thematic Seminar on Sexual Violence in Conflict Settings and Emergencies. This course is developed jointly with ICRC, MSF, Handicap International and UNHCR. http://www.cerahgeneve.ch/formations/seminaires/Sexual-violence.html http://www.cerahgeneve.ch/formations/seminaires/Sexual-violence/scholarships.html
Violence and Its Impact on Health – CERAH

Level: Management level 3  
Place / organizer: Geneva/ CERAH (UNIGE)  
Dates: 09–13 May, 2016  
Duration: 5 days  
Nb of participants: 5 places OCG  
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)  
Language: English  
Required commitment for OCG staff: one year  
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target Group

- Hom, field-co, med-co, MTL

Learning outcomes in terms of knowledge

- Understand the immediate health impact and evolving needs during the first weeks after a disaster  
- Understand the concept, methods and implications of triage  
- Know the major mental health problems, including psychiatric disorders and understand their causes  
- Understand the different types of mental health interventions  
- Understand prevalence and types of sexual violence and the special issues when gathering and interpreting data on sexual violence in conflict-affected countries  
- Describe a multidisciplinary approach to sexual violence including protection, prevention, health care, social reintegration of survivors and legal aspects  
- Know the main policy frameworks, guidelines and tools to support programme planning for mental health and sexual violence

Learning outcomes in terms of skills and analytical competencies

- Describe health intervention priorities immediately after a disaster and throughout the first weeks  
- Distinguish the different methods of triage and their advantages and disadvantages  
- Describe the impact of trauma and violence on mental health, including PTSD  
- Describe the mental health intervention pyramid  
- Address mental health needs of humanitarian workers  
- Explain causes and contributing factors of sexual violence  
- Identify physical, psychological and social consequences of sexual violence  
- Set up health care for survivors of sexual violence in emergencies
FILIERE MEDICO–OPERATIONNELLE
Population in Emergency Situations (PSP)

Place/ Organizer: Dakar (Senegal), Berlin (Germany), St. Prix (France), Kampala (Uganda) / Epicentre
Dates: 07–20 February 2016 (Germany)
       11–22 April 2016 (Senegal)
       18 September –02 October 2016 (France)
       5–12 December 2016 (Uganda)
Duration: 2 weeks
Group: 40 participants per session, including 6 OCG
Language: English
Approximate cost: 5000 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org,
             sebastien.billard@geneva.msf.org

Target group
- Priority to international medical personnel who are or could become field coordinators and national deputy coordinators (field or capital coordination)
- Second line of recruitment: medical coordinators and heads of mission
- Between 12 and 20 months of MSF experience in at least two different types of programmes, at least one of which was an emergency
- Open to international and national staff

Goal of the PSP
Train participants to answer to medical humanitarian emergency situations in an appropriate way and in accordance with MSF policies.

Training Objectives
By the end of the PSP, the trainees will be able to:

General Skills
- Evaluate the population needs (medical and essential: Watsan, shelter, food, security)
- Define intervention strategies adapted to health problems, to the context, to the population and to MSF objectives and policies
- Plan the implementation of program’s activities
- Ensure follow up of population health status
- Ensure program monitoring and re-orientation according to context evolution

Specific Skills by module
1) Epidemiology
- Assess the situation of a population in an emergency context (rapid health assessment)
• Define, implement and use epidemiological surveillance systems
• Organize and participate to a survey by sampling
• Discuss the validity of the data available on the field
• Use epidemiological data for decision making in public health.

2) Nutrition
• Assess the food and nutritional situation of a population
• Plan an intervention addressing identified needs
• Implement nutritional programs in emergency situations
• Monitor and evaluate a nutrition program

3) Vaccination
• Assess the situation
• Discuss the place of measles vaccination during an emergency situation
• Plan and set–up a vaccination campaign
• Monitor vaccination activities
• Ensure the continuity of vaccination activities

4) Water, hygiene and sanitation
• Explain the importance and the routes of transmission of the diseases related with WATSAN
• Define the place of the Watsan in MSF interventions
• Interpret the results of the initial assessment within the WATSAN perspective
• Collaborate in the definition of the WATSAN strategies
• Support the implementation of Watsan activities
• Participate in the monitoring and adjustment of WATSAN strategies/activities insight of medical/environmental indicators

5) Emergencies
• Identify the priority problems and constraints imposed by the context
• Define immediate–, short–, and medium–term response strategies
• Plan the implementation of emergency action programs
• Adapt data–gathering tools to the specifics of the context
• Negotiate an operational plan with various partners
• Discuss the appropriateness of MSF taking a position and the communication methods involved

Teaching techniques
Lectures, discussions/debates, case studies, demonstrations, workshops, outdoor exercises, videos, group work...
Response to Epidemics

Place/ Organizer: Paris (France) /Epicentre
Date: 14–18 March 2016 (in English)
05–09 December 2016 (in French)
Duration: 5 days
Group: 24 participants per session, including 3 OCG in English, 3 OCG in French
Language: English (in March) and French (in December)
Approximate cost: 1700 EUR per participant (without transport costs)
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Medical or paramedical personnel with basic knowledge in epidemiology and at least one experience within an epidemic context
- Priority to capital coordinators, emergency coord. and national deputy coordinators
- Second line of recruitment: Field coordinators with at least two missions in this position
- Open to international and national staff

General objective

Improve the quality of field interventions for outbreak control by informing participants about recent data and future perspectives and giving them operational tools to be alert and reactive towards potentially epidemic diseases.

Objectives

Pathologies involved are: meningitis, diarrhoeal diseases, hemorrhagic fevers, influenza, malaria and measles

By the end of the course, the trainees will be able to:
- Carry out an outbreak investigation
  - Describe and implement the different steps of an outbreak investigation
  - Write an epidemiological investigation synthesis
- Detect an outbreak
  - Describe an epidemic
  - Analyse collected data and interpret them
  - Use the adequate laboratory tools
- Define necessary strategies and organise effective management of epidemics
  - Define and discuss vaccination strategies regarding meningitis and measles epidemics
  - Describe and discuss medical care measures (meningitis, malaria, cholera...)
  - Discuss about preventive measures to implement in case of haemorrhagic fevers
  - Discuss strategies regarding influenza epidemics (detection and response)
- Carry out a vaccination efficiency evaluation

Teaching methods

Lectures, group-dynamics techniques, development of teaching materials, simulations, case studies, workshops
HIV Programmatic Course

Place/ Organizer: Cape town, South Africa / SAMU
Date:  06–18 March 2016
Duration:  2 weeks
Group:  20 participants max, 5 place for OCG
Language:  English
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org
Training coordinator: Ian Proudfoot, Ian.Proudfoot@joburg.msf.org

Target group
Participants should have a medical background and should be currently or will be in charge of coordination, management and supervision of HIV programs or of programs with other operational priorities integrating HIV/TB services:

- Medical team leaders
- Field coordinators
- Medical coordinators
- Heads of Mission

Requirements:

- Experience with working in HIV/TB programs or services.
- Medical, para-medical and/or public health background.
- MSF international and national staff
- Fluency in English is essential

Background
Successful coordination, integration and implementation of HIV/TB programs requires good understanding of HIV epidemiology; of HIV response priorities, policies, strategies and tools; of principles of program planning and evaluation; with capacity to identify areas needing innovation and advocacy. Program coordinators are challenged in all these aspects due to the rapidly changing context; progress, shortcomings and new challenges for the HIV response; and the advent of new strategies and tools.

This two – weeks HIV Programmatic Course aims to strengthen coordination and management capacity for planning, implementing and evaluating specific HIV programs as well as of HIV/TB services integrated in health programs with other operational priorities. This course provides therefore also an overview of the current HIV political, policy and funding environment as well as includes reflection on areas requiring innovation and advocacy.

Since 2012, the MSF Southern Africa Medical Unit hosts this Course on behalf of the MSF Intersection HIV/AIDS Working Group.
Course Outline
The course methodology includes lectures, case-discussions, debates, site visits and case study based group work.

The course modules cover:

- The HIV response at international, regional and national level with view on the role and priorities for MSF.
- Needs assessment and priority setting.
- Organization of HIV testing, care and treatment according to "Cascade" concept.
- Prevention.
- Combining Treatment and Prevention to "Bend the Epidemic Curve".
- Integration of HIV with TB services.
- Organization of PMTCT services.
- Organization of HIV/TB care and treatment for children and adolescents.
- HIV/TB programs for most at risk populations and migrant populations.
- Integration of HIV/TB services in MSF programs/interventions with other operational priorities.
- Support to HIV/TB services: laboratory and supply.
- Monitoring & Evaluation
- Supervision.
- Operational Research.
- HIV mobilization and advocacy.
- Exit strategies and handover.
Introduction to Humanitarian Aid Evaluation

Place/ Organizer: Vienna (Austria)
Date: 18–22 April 2016
Duration: 4 days
Group: 20 participants max, 4 for OCG
Language: English
Approximate cost: 1500 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group:
Potential evaluators i.e. MSF staff with:
- an interest in program evaluation and an intention to be involved in the future
- operational experience (min. 2 years, ideally coordination experience),
- proven communication, analytical and writing skills,
- previous exposure to assessments/research/evaluation

Course Description:
This course gives a comprehensive introduction to frameworks and methods for evaluation in MSF.

Learning objectives:
By the end of the workshop, participants will be familiar with:
- Key concepts around humanitarian aid evaluation
- A choice of tools and methods available for evaluation
Participants will also have improved skills to:
- Judge and contribute to Terms of reference
- formulate evaluation questions
- use qualitative methods and analyse qualitative data
- collect and analyse quantitative data
- present data and write reports

Course contents:
- Introduction to evaluation in Humanitarian Aid
- Evaluation frameworks (objects, criteria, standards)
- Terms of reference
- Using qualitative and quantitative data collection and analysis methods
- Analysis, presentation and writing up findings

Teaching Methods:
The course will build on real examples & experience from recent evaluations in MSF.
Teaching methods: presentations, discussions/debates, case studies, group work…
E-Learning Security Management

Place/ Organizer: Distance Learning / OCBA – International Course open to all sections
Date: 18 Jan –12 March 2016
06 June–29 July 2016
Duration: 50 hours
Group: 20 participants max, 4 for OCG
Language: English / Spanish (1st course)
Commitment required: 6 months
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group:
The course is aimed at MSF personnel with security responsibilities with special emphasis in the Field Coordination Position.

General objective:
- The MSF Security Management Course (MSFSECURITYMGMT) is above all a practical course. It is addressed at MSF staff with functions related to security management, mainly Field Coordinators. Its main aims are to develop participant's knowledge and skills in MSF security matters. Some of the questions that will be answered during the course are:
  - What is Security Management in general and in MSF?
  - Why do we have to design a security plan for our missions?
  - How are MSF security policies?
  - What is the process that needs to be followed to manage security effectively?
  - How can I do a context analysis?
  - How can I carry out a risk analysis?
  - Which are the risk reduction strategies?
  - How can I develop contingency plans?
  - How can I design a security plan?
  - How can I implement a security plan?
  - After this course, each participant or groups of participants will be able to design a security plan and apply it to given contexts.

Contents:
- Context Analysis
- Risk Analysis
- Risk Reduction Strategies (Acceptance, SOPs)
- Contingency Plans
- Security Plan Design
- Security Plan Implementation

Methodology
This course has a task or problem based learning approach in which the participants will have to produce certain products related to the design of a security plan. There
will also be a case that the participants will have to solve in terms of security management. The course includes self-learning and collaborative activities. There will be tutors in charge of guiding and evaluating students’ performance.
Health Emergencies in Large Populations (H.E.L.P)

Organiser: ICRC
Place: Geneva
Date: 06–17 June 2016
Duration: 2 weeks
Group: 1 participant from OCG
Approximate cost: 1800 USD + accommodation + per diem – Nairobi
2000 CHF + accommodation + per diem – Geneva
Language: English

Required Commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Medical Field Coordinators
- Junior Medical Coordinators

Course Description
The H.E.L.P. course: a multicultural and multidisciplinary learning experience. The H.E.L.P. course was created in 1986 by the International Committee of the Red Cross to upgrade professionalism in humanitarian assistance programmes conducted in emergency situations.

These courses have been given in various parts of Latin America, North America, Africa, Asia, Western and Eastern Europe. Since 1986, approximately 2'000 health professionals and humanitarian aid workers from the International Red Cross and Red Crescent Movement, United Nations agencies, NGOs, ministries of health, armed forces medical services and academic institutions have attended the course.

The H.E.L.P. course comprises two modules indivisible. The first two weeks focus on public health activities and the third week deals with international humanitarian law, human rights, the responsibilities of health professionals, and ethics.

Key words
Armed conflict, IHL, ethics

Learning objectives
At the end of the training the participants should be able to:
- Assess basic humanitarian needs
- Plan medical–humanitarian intervention in an armed conflict situation
- Master the fundamentals of IHL and integrate them in its strategic reflection and working practice
- Define responsibilities of medical / humanitarian workers in an armed conflict situation
**Course content**

Topics covered include:

*H.E.L.P. I (2 weeks)*

- Planning
- Nutrition and economic security
- Environmental health
- Communicable disease control
- Health care services
- Mental health
- Health information systems and epidemiology

*H.E.L.P. II (1 week)*

- Dilemmas faced by health professionals in humanitarian operations
- International humanitarian law
- Health and human rights
- Professional ethics and health
- Responsibilities of health professionals in armed conflicts

**Teaching Methods**

The course concentrates on concepts and approaches which have proved to be relevant for humanitarian field activities during emergency situations.

Various teaching methods, including lectures, and group discussions are used. An important part of the course is reserved for case studies, on a simulated case during H.E.L.P. I and on actual situations in H.E.L.P. II.

Participants are invited to share their personal experiences as well as their cultural background.

**More information on:**

http://www.icrc.org/eng/resources/documents/misc/help_course.htm
European Course in Tropical Epidemiology (ECTE)

Place / Organizers: Lisbon (Portugal)
Date: 16th August – 2nd September
Duration: 15 days (3 weeks)
Group: 35 participants per session, including 2 OCG
Approximate cost: 2100 EUR + accommodation + per diem per person
Language: English
Required commitment for MSF CH staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- The course is intended for physicians, nurses, biologists, anthropologists, health program managers, health administrators and other professionals working in the health sector in tropical countries or with an interest in public health in tropical countries.
- For people who do not have previous education in epidemiology and need a basic knowledge of it, for their activities in the project management for example or in field investigation.
- Open to international and national staff

General objective
On completion of the course, the student should:
- Have knowledge about core epidemiological and statistical terms, as well as insight in qualitative methods.
- Be able to describe epidemiological study designs such as cross-sectional, cohort, case-control and ecological studies, and randomised controlled trials.
- Have knowledge about screening, surveillance and outbreak investigations
- Have understanding of the relation between epidemiology and social science and health economics
- On completion of the course, the student should:
- Have basic epidemiological and statistical skills for planning, conducting and reporting field studies to assess health problems and service delivery
- Demonstrate an ability to use statistical software for data entry, data checking and analysis.

Course content
- General principles of Epidemiology
- Basic infectious disease epidemiology
- Qualitative approaches in epidemiology
- Types of epidemiological studies
- Risk factors, high risk groups & risk estimation
- Validity of diagnostic tests
- Screening
- Outbreak investigation and response
- Survey design and organisation
- Questionnaire design
- Sampling
- Data entry, checking & processing
- Computer based basic statistics

**Teaching methods**

Teaching includes lectures, seminars, group and practical work and computer exercises using the software package EPI–INFO.

**More information on:**

http://www.ecte.org/
Humanitarian Negotiators Training Course (HNTC)

Place/ Organizer: Berlin (Germany) / The Center for International Humanitarian Cooperation (CIHC)
Date: 04–08 April 2016
Duration: 1 week
Group: 2 participants from OCG
Approximate cost: 2 rates: $1,893 USD for applicants seeking academic credit, and $913 USD for those not seeking academic credit + accommodation and living costs (without transport costs)
Language: English
Required Commitment for MSF CH: One year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Junior Heads of Mission & MedCo
- Field coordinator with one or two field experiences

Course Description
The Humanitarian Negotiators Training Course is a 7-day residential course for people with experience in humanitarian work and negotiation. This course prepares aid workers, who are often faced with the need to negotiate access to prisoners, refugees, and internally displaced persons (IDPs), as well as negotiate in a hostile and dangerous environment for the delivery of humanitarian assistance.

Key words
Negotiation, International Humanitarian Law, Security & access issues

Learning objectives
At the end of the training the participants should be able to:
- refine and enrich their experience of the different techniques of negotiation
- react and communicate in dynamic conflicts, analyze the situation, and effectively reach an agreement between the parties,
- master a legal toolbox,
- act accordingly during hostage negotiations,
- examine case studies and review all the humanitarian actors involved.
Although MSF is having its own risk reduction & management policy of critical incidents, this course will be beneficial to participants through an exposure to other expertise.

Course content
Topics covered include:
- Law, Ethics, Human Rights and Negotiation
- International Humanitarian Law and Human Rights Law; The 1949 Geneva Conventions and their 1977 Additional Protocols
- Charter of the United Nations and Statute of the International Court of Justice
- Principles of International Law
- Regional Policies and Procedures
- Ethical Issues and Codes of Conduct
- Universal Declaration of Human Rights; Human rights, International Humanitarian Law, and the Humanitarian Worker
- Negotiation Techniques
- Peace Accords
- Security and Access

**Teaching Methods**

It will include workshops, specific case studies, interactive role play, and by sharing their own experiences.

**More information on:**

[http://www.cihc.org/hntc](http://www.cihc.org/hntc)
Coordinator Course Level 1 (CoCo 1)

Place / organizer: Geneva/ OCG
Dates: 21 November – 2 December 2016
Duration: 10 days
Nb of participants: 25
Approximate cost: fee for participant
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Future or first coordination position (FC – MTL–E.Coordo – Hrco–LogCo–FinCo–LTL)

Overall Training Course Objective(s)
- By the end of the course, participants will be able to design meaningful interventions in line with the MSF policies and values.

Specific Training Course Objective(s)
WEEK 1: READING THE ENVIRONMENT OF MY INTERVENTIONS
By the end of week 1, participants will be able to:
- Explain and respect the MSF Values and Principles as well as the MSF Operational Policy’s challenges in their decision-making process
- Analyze a context using MSF tools
- Assess needs and propose recommendations.
- Evaluate the security situation in line with the security management main principles and using the security management tools
- Evaluate risks and propose a risks reduction strategy

WEEK 2: DESIGNING MY PROJECTS
By the end of the week 2, participants will be able to:
- Enrich the team coordination
- Design a project and its monitoring system in line with the Result-Based-Management approach and using the log frame as a tool (+2 ECTS)

Teaching Methods
- Based on case studies, discussions, experiences sharing and lectures.

Admission Requirements
- First level coordination position (current or future)
- Good level of English
Coordinator Course Level 2 (CoCo 2)

Place / organizer: Geneva/ OCG  
Dates: 25 January – 5 February 2016  
Duration: 10 days  
Nb of participants: 25  
Approximate cost: fee for participant  
Language: English  
Required commitment for OCG staff: one year  
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- The training is designed for all MSF coordinators who wish to improve their abilities to manage operations.

Overall Training Course Objective(s)
- By the end of the course, participants will be able to critically review the operational strategy of OCG mission in the country

Specific Training Course Objective(s)
By the end of week 1, participants will be able to appraise the coherence and relevance of the MSF operations in the country. More specifically, they will be able to:
- Better identify strategies and tactics available to themselves (as well as others..);
- Improve efficiency of process management in handling complex substantive issues during relevant bilateral and multilateral meetings;
- Promote constructive participation in making progress and reaching decisions;
- Appreciate the fundamental importance of structured processes;
- Prepare, coordinate and operate efficiently in various MSF field settings;
- Learn to structure “informality”
- Coordinate a security crisis comity

By the end of week 2, participants will be able to adequately negotiate the implementation of complex measures and more specifically they will be able to:
- Analyze the operational strategy
- Manage the “Coordination Action Plan”
- Evaluate the on-going programs & projects

Teaching Methods
- Based on case studies, discussions, experiences sharing and lectures.

Admission Requirements
- Future or first coordination as Head of Mission and Medical coordinator position, and/or any coordinator with experience and a Good level in English
FILIÈRE MANAGEMENT
Team Management Training Course (TMT)

Place/ Organizer: Kampala (Uganda)/ OCG
Dates: 19–24 June 2016 (French)
20–25 November 2016 (English)
Duration: 5 days
Group: 18 participants max per session
Language: English in June, French in November
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Open to international and national staff
- Experienced field staff who manage a team (team leader)

Overall objective
- To improve the quality of human resources management within MSF

General objective
- At the end of the course participants will be able to manage a team appropriately

Specific objectives
At the end of the course participants will:
- know the specificities of a performing team
- know MSF–CH HR policy
- be able to use MSF tools for efficient team management (team meeting, evaluation,...)
- be able to delegate tasks
- be able to support, supervise and motivate team members
- be able to deal with conflict
- be able to give constructive feedback
- be able to choose appropriate decision-making process

Teaching methods
Lectures, case studies, group discussions, debates, role-plays.
Decentralised Team Management Training Course (TMT)

<table>
<thead>
<tr>
<th>Place/ Organizer:</th>
<th>field mission / OCG</th>
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<tbody>
<tr>
<td>Dates:</td>
<td>On demand</td>
</tr>
<tr>
<td>Duration:</td>
<td>5 ½ days</td>
</tr>
<tr>
<td>Group:</td>
<td>16–18 participants max per session</td>
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<tr>
<td>Language:</td>
<td>French / English / Spanish / Portuguese</td>
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<tr>
<td>Technical referent: for decentralized TMT, send your request to</td>
<td><a href="mailto:Fabienne.barra@geneva.msf.org">Fabienne.barra@geneva.msf.org</a></td>
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</table>

Target group
- Experienced field staff who manage a team (supervisors and managers)

Overall objective
- To improve the quality of human resources management within MSF
- At the end of the course participants will be able to manage a team appropriately

Specific objectives
At the end of the course participants will:
- Be able to use supervision tools for efficient team management (team meeting, performance evaluation form...)
- Know the specificities of a performing team
- Be able to support, supervise and motivate team members
- Be able to deal with conflict
- Be able to give constructive feedback
- Be able to delegate tasks
- Be able to choose appropriate decision-making process

Teaching methods
Lectures, case studies, group discussions, debates, role-play
Animer et diriger une équipe de travail

Place/Organisateur: Geneva / OCG
Date: 18–21 Avril 2016 / 21–24 Novembre 2016
Durée: 4 demi-journées (12h–18h)
Groupe: 12 participants per session, dont 8 OCG
Langue: Français
Coût approximatif : 1000 CHF par personne
Engagement moral : une année
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Population cible
- Responsable de service HQ, RP, ARP, personnel du siège supervisant une équipe
- Coordinateurs en capitale et de terrain

Objectifs /Contenu
- Traiter – sous forme de groupes de résolution de problème et/ou de simulations/mises en situation – des cas réels de management des hommes que vous avez/you aurez à gérer
- S’entraîner, mettre en pratique les méthodologies évoquées dans la formation de 4 jours animer et diriger une équipe de travail

Aborder si besoin des thématiques qui n’ont pas été abordées dans la formation/approfondir certains points

Pédagogie
Au fur et à mesure de la journée, et pour un thème donné, les participants travaillent sur des cas qu’ils auront eux-mêmes proposés au début de la journée, pour qu’ils se préparent à y répondre, à leur niveau de responsabilité, s’ils les rencontrent à nouveau.

Travail en sous-groupes :
- 1. Identifier les situations concrètes (lister les cas, les regrouper, choisir un cas) qui intéressent chaque participant
- 2. Traiter le cas (lister toutes les options possibles, choisir une option, préparation d’un jeu de rôle éventuel).

Travail en plénière :
- 3. Présentation aux autres participants (jeu de rôle éventuel, discussion en groupe)
- 4. Analyse et commentaires des participants et du formateur – rappel ou apports d’outils ou de méthodologies
- 5. Conclusions (relecture vidéo éventuelle, conclusions sur les options à mettre en œuvre, plan d’action individuel pour le participant qui a proposé le cas).
Advocacy for Humanitarian Projects in Health – CERAH

Place/ Organizer: Geneva / OCG & CERAH (UNIGE)
Date: January 11–15 2016
Duration: 5 days
Group: 12 MSF participants max, including 5 OCG (all OCs included)
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group

- All coordinators and managers, Humanitarian and communication officers involved in advocacy strategy.

Overall Training Course Objective(s)

By the end of the course, participants will be able to:

- Elaborate an advocacy plan to support programmatic objectives in medical humanitarian interventions
- Define the principal steps for implementation of the advocacy plan
- Choose the appropriate methodology for advocacy efforts according to the targeted audience

Teaching Methods

Using lectures, case studies and discussions, the general objective of the seminar is for participants to acquire the tools and skills adapted for effective advocacy of humanitarian interventions in the area of health.

Admission Requirements

- A university qualification or equivalent
- At least three years of professional humanitarian, social or development work or in human rights
- A good level of English

Certification

Each seminar corresponds to 2 ECTS credits and is recognized by the University of Geneva and the Graduate Institute of International and Development Studies.

For more information: http://www.cerahgeneve.ch/formations/seminaires.html

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Designing an Advocacy Strategy – CERAH

Place/ Organizer: Geneva / OCG & CERAH (UNIGE)
Date: 22–26 February 2016
Duration: 5 days
Group: 12 MSF participants max, including 6 OCG (all OCs included)
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- All coordinators and managers involved in the coordination of project that develop a communication or/and advocacy strategy.
- Communication or liaison officer
- Humanitarian officer and HQ operational staff

Overall Training Course Objective(s)
The Seminar is taking place during the Certificate of Advanced Studies (CAS) in Communication and Advocacy for Humanitarian Action that is strengthening professionals’ competencies to better identify the different stages of communication in emergency contexts, and the strategies used to effectively advocate for humanitarian projects.

Objectives
At the end of the course, participants will be able to develop a proper communication or advocacy strategy in line with their humanitarian objectives and their environment. The course is having 3 categories of learning’s objectives; insisting on:
Developing the understanding= developing Knowledge, Skills and Analytical competencies

Teaching Methods:
Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, natural disasters, social exclusion.
In addition, chronic conflicts, protracted crises, and the interplay between humanitarian action and development activities will be given due consideration.

Admission Requirements
- A university qualification or equivalent
- At least 2 years of professional humanitarian, social or development work or in human rights
- A good level of English

For more information: http://www.cerahgeneve.ch/formations/seminaires.html
Management, Leadership and Coaching – CERAH

Place / Organizer: Geneva/ OCG & CERAH (UNIGE)
Dates: 25 – 29 April 2016
Duration: 5 days
Nb of participants: 5 places for OCG
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group
- Project and program managers at field and HQ level (Field Co, Coordinators, HQ managers)
- Team managers (Supervisors, team leaders)

Overall Training Course Objective(s)
- To contribute and promote adequate HR practices of people management in humanitarian settings

Course Objectives
By the end of the seminar, participants will be able to:
- Integrate HR considerations in their team management techniques and practices
- Apply coaching and delegation methods to their day-to-day team management

Teaching Methods
- Lectures, role plays, case study, debates

For more information: http://www.cerahgeneve.ch/formations/seminaires.html
# Team Management in Humanitarian Settings – CERAH

<table>
<thead>
<tr>
<th>Place / organizer: Geneva/ OCG &amp; CERAH (UNIGE)</th>
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<tbody>
<tr>
<td>Dates: 18–22 April 2016</td>
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<tr>
<td>Duration: 5 days</td>
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<tr>
<td>Nb of participants: 8 – 10 MSF Participants including 2 places for OCG (+ 12 externals)</td>
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<tr>
<td>Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)</td>
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<tr>
<td>Language: English</td>
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<tr>
<td>Required commitment for OCG staff: one year</td>
</tr>
<tr>
<td>Application: <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a></td>
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**Target group**
- Project and program managers at field and HQ level (Field Co, Coordinators, HQ managers)
- Team managers (Supervisors, team leaders)
- in partnership with Médecins sans Frontières Switzerland

The seminar addresses the need to reinforce competences in human resources management within the growing complexity of humanitarian interventions.

**Course objectives**

Identify and define the main challenges regarding team management and leadership in a multicultural context

*Please note* that to attend this seminar, you need to also attend "Management, Leadership and Coaching".
Project Cycle Management – CERAH

Place / organizer: Geneva/ CERAH (UNIGE)
Duration: 5 days
Nb of participants: 12 MSF participants max, 5 places OCG (all OC included)
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group

⇒ All coordinators and managers involved in project cycle management and logical framework design.

Overall Training Course Objective(s)

By the end of the course, participants will be able to:

- define the project cycle management with as specific emphasis on needs assessment
- design and plan a project using principles of Result-Based Management
- Programme and monitor activities using the logical framework as a tool

Teaching Methods

- Based on lectures, case studies and discussions, the seminar is designed for practitioners who wish to acquire tools for the planning, management, monitoring and evaluation of humanitarian projects using a results–based management approach.

Admission Requirements

- A university qualification or equivalent
- At least three years of professional humanitarian, social or development work or in human rights
- A good level of English

For more information: http://www.cerahgeneve.ch/formations/seminaires.html
Negotiation in Humanitarian Settings – CERAH

Place / organizer: Geneva/ CERAH (UNIGE)
Duration: 5 days
Nb of participants: 12 MSF participants max, 5 places OCG (all OC included)
Approximate cost: 1200 CHF + Accommodation + per diem (without transport costs)
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target group

- All coordinators involved in negotiation.

Overall Training Course Objective(s)

At the end of the course, participants will be able to:

- Design a negotiation strategy adapted to a specific context taking into account short, mid and long term outcomes.

Teaching Methods

- This seminar is structured around lectures, case studies and discussions, which aim at strengthening the negotiation knowledge and skills of HQ and field managers.

Admission Requirements

The thematic seminars are designed for professionals working in the humanitarian sector at headquarter or field level, who would like to build on their competences in a specific area. Teaching is conducted in English.

- A university qualification or equivalent
- At least three years of professional humanitarian, social or development work or in human rights
- For non-native English speaker a proof of English language competency (TOEIC/TOEFL/IELTS or other proof of English language competency) is needed.

For more information: http://www.cerahgeneve.ch/formations/seminaires.html
The Certificate of Advanced Studies (CAS) in Human Resources Management in Humanitarian Settings responds to the growing professionalization of the humanitarian sector which has created new challenges for managing staff in humanitarian organizations. The course focuses on how to manage local and expatriate workforce in difficult operational contexts.

I. Objectives

Competencies

At the end of the course, participants will be able to:

- Reflect the main concepts, methods and challenges of people management in complex humanitarian settings in the field
- Define, implement and monitor strategies for efficient people management in humanitarian interventions

Learning outcomes in terms of knowledge

- Understanding of HR challenges, dilemmas and options (generally and specifically) in the context of humanitarian interventions
- Understanding of HR humanitarian context as well as specific HR crisis context
- Understanding of the importance of people management in an humanitarian intervention

Learning outcomes in terms of skills

- Capacity of context analysis
- Capacity to frame an adequate HR strategy regarding both specific crisis and global strategy of the organization
- Capacity to use specialized problem-solving skills
- Capacity to develop flexible implementation of people management

Learning outcomes in terms of analytical competencies

- Ability to choose best options in challenging and moving complex contexts
- Ability to analyse and critically review HR strategies of intervention
II. Structure

Around 300 hours of individual work including

- Pre-readings
- Face to face sessions (lectures, role play, working groups, field work)
- Personal work (personal readings, personal research, writing)

7 weeks

*Week 1: Distance learning week*
- Self–work on HR setting

*Weeks 2 to 5: Intensive weeks*
- Lectures, workshops, play roles

*Weeks 6 and 7: personal work*
- Personal lectures
- Self–work on HR setting
- Personal research work

Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, “natural” disasters, social exclusion.

In addition, chronic conflicts, chronic crises, and the interplay between humanitarian action and development activities will be given due consideration.

III. Programme

*Week 1 (Distance learning): Definitions / Concepts and tools of HR management*
- Main definitions and concepts of HR
- Organisational chart – Sizing the HR set–up
- Function description – Recruitment and selection – Integration
- Staff appraisal
- Labour laws: fundamentals
- Working conditions: fundamentals
- Remuneration policy and salary grid
- Note: Students will be asked to come with their HR set up and their main people management problematic

*Week 2 (5 days full time): Analyse the context and knowledge of the organisation*
- Context analysis
- The sociology of organisations
- Specificities of humanitarian organisations?
- Roles and responsibilities of human resources at headquarters and in the field
- HR stakes and challenges within humanitarian settings
- Definition of an HR strategy
• Strategic framework and implementation
• Specialists vs. Generalist
• National vs. international recruitment
• Training– Learning– Development
• Change management, talent management, organisational effectiveness
• MoU partnership framework
• Human resources through cross-sectional approaches: institutional ethics and individual behaviour – gender issues, PSEA, child protection, corruption, drug free workplace

Week 3 (5 days full time): Team management: principles and practices
• Management: Local contraints versus institutional contraints
• Team functioning
• Team management
• Turnover and team building
• Intercultural and diversity management
• Management of international and national staff
• Professionalization versus commitment?
• Specialists versus generalist
• Competences vs. individual characteristics

Week 4 (5 days full time): Be a leader: Leadership, management and coaching
• Management versus leadership
• Self–leadership and Leadership
• Thoughts on personal and team’s competences
• Coaching
• To give a feed–back
• To be able to brief and debrief
• Delegation
• Knowledge transfer: capacity building and training
• Skills and competencies management
• Capitalisation

Week 5 (5 days full time): Stress and Crisis management
• Stress management
• Assess needs in term of psychological support from team members / prevention
• HR Security management: decisional process / behaviour
• Conflict management / mediation
• Crisis management

Week 6 and 7 (Personal work): analysing and defining HR management strategies
CAS – Designing Strategies and Projects for Humanitarian Action

The Certificate of Advanced Studies (CAS) in Strategic Development and Management of Humanitarian Action strengthens professionals’ competencies to better analyze situations and needs as well as design and manage relevant, results-based humanitarian interventions.

I. Objectives

Competencies

By the end of the CAS, participants will be able to implement high-quality humanitarian interventions. More specifically, participants will have the capacity to:

- Formulate, negotiate and implement coherent, flexible and creative humanitarian interventions taking into account ethical issues, context prerogatives, humanitarian principles, coordination mechanism and organization’s mandate
- Monitor, evaluate and critically review strategies of intervention
- Communicate and negotiate with stakeholders as well as facilitate participative processes

Learning outcomes in terms of knowledge

- Understanding of the global humanitarian context as well as the sociology of humanitarian actors and fundamental elements of a specific crisis context
- Understanding of the type of humanitarian interventions, humanitarian dilemmas and humanitarian options

Learning outcomes in terms of skills

- Capacity to analyze a context
- Capacity to frame an adequate strategy of intervention regarding both a specific crisis and the global strategy of the organization
- Capacity to use specialized problem-solving skills
- Capacity to develop creative and flexible procedures to implement a strategy of intervention
Learning outcomes in terms of analytical competencies

- Ability to choose best options in challenging and moving complex contexts
- Ability to analyze and critically review strategies of intervention

II. Structure

Around 300 hours of individual work including

- Pre-readings
- Face to face sessions (lectures, role play, working groups, field work)
- Personal work (personal readings, personal research, writing)

7 intensive weeks including regular practice on individual projects

- Part 1: Analyze contexts (1 week)
- Part 2: Frame adequate operational strategies (2 weeks)
- Part 3: Design and manage relevant, adequate, creative, flexible and results-based humanitarian programs/projects (2 weeks)
- Part 4: Evaluate results and critically review operational strategies (2 weeks)

N.B.: Included within the 7 weeks is an individual work on either a real students’ project or the Niger case study.

Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, “natural” disasters, social exclusion.

In addition, chronic conflicts, chronic crises, and the interplay between humanitarian action and development activities will be given due consideration.

III. Programme

Part 1: Analyze contexts (1 week)

Strategy framework and context analysis

Week 1:

- Understand what a strategy is as well as how specific and in line with top and down levels it must be
- Analyze the global and specific contexts of crisis and humanitarian responses
- Conduct needs assessments

Part 2: Frame adequate operational strategies (2 weeks)

Strategic Analysis and decision

Week 2:

- Decide to intervene or not
- Define intervention options
• Set priorities

*Strategic management in practice*

*Week 3:*

• Improve a bottom up approach
• Communicate your strategy
• Negotiate your strategy

*Part 3: Designing and managing programs/projects*

*Project planning*

*Week 4:*

• Define objectives, activities, indicators, source of verification, and risks
• Integrate local authorities capacities

*Programming and implementing activities*

*Week 5:*

• Harmonize activities, timing and resources
• Identify the challenges, advantages and limits of standardization
• Integrate the coordination issues

*Part 4: Evaluate results and critically review operational strategies (2 weeks)*

*Monitoring and evaluating an intervention*

*Week 6:*

• Design activities, results and situation monitoring systems
• Design internal/external, intermediary/final evaluation systems
• Adapt your strategy
• Capitalize and share the experience

*Week 7: Critical reviewing of operational strategies*
CAS – Legal Environment of Humanitarian Action

Bourse de fidélisation – Loyalty Grant
Place / organizer: Geneva/ CERAH (UNIGE)
Dates: 04 April – 20 May 2016
Duration: 7 weeks (6 residential, week 7 – personal work)
Approximate cost: 4000 CHF + accommodation + living costs
Language: English
Required commitment for OCG staff: one year
Application: maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

The Certificate of Advanced Studies (CAS) in Legal Environment of Humanitarian Action offers a broad perspective on the legal environment in which humanitarian action takes place and allows participants to develop a critical analysis of the legal tools available to humanitarian professionals.

I. Objectives

Competencies

At the end of the course, participants will be able to Integrate the legal analysis into the humanitarian strategies of intervention.

Learning outcomes in terms of knowledge

- Understanding of the legal environment of humanitarian action, its main actors and the challenges they are facing
- Understanding of the different branches of international law and their relevance for humanitarian action

Learning outcomes in terms of skills

- Capacity to analyze a context with legal considerations
- Capacity to use specialized problem-solving skills with legal tools

Learning outcomes in terms of analytical competencies

- Ability to analyse and critically examine existing programmes / projects on protection
- Ability to evaluate the relevance of using international law and monitoring mechanisms to respond to the main challenges of humanitarian action (including humanitarian access, protection of civilians and prisoners, and forced migration)

I. Structure

Around 300 hours of individual work including

- Pre-readings
• Face to face sessions (lectures, role play, working groups, field work)
• Personal work (personal readings, personal research, writing)

7 weeks

• Week 1 to 6: intensive weeks
• Week 7: personal work

Each week of teaching will include approximately 20 hours of face-to-face lectures, case studies etc. and 10 hours of tutored group work. A holiday (Ascension) in the 5th week of teaching must be taken into consideration.

Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, natural disasters, social exclusion.

III. Programme

Week/Module 1: International law and humanitarian action

This week is dedicated to the study of the main rules and principles of international law applicable in humanitarian action, with a focus on UN law, international human rights law and international humanitarian law. It includes a visit to ICRC and a written examination.

Week/Module 2: Legal framework of humanitarian access

This week is dedicated to the analysis of the main rules and principles regulating humanitarian access. It includes a visit to OCHA and discussions with key other actors, including MSF, IFRC, ICRC and OHCHR.

Week/Module 3: Legal protection of vulnerable groups / Protection of civilians and prisoners

This week is dedicated to the legal protection of vulnerable groups, including civilians and prisoners. It includes a visit to OHCHR, discussions with key actors, including CEDAW and FIDH, and a projection of the film “The road to Guantanamo”.

Week/Module 4: Forced migration and humanitarian action

This week is dedicated to the analysis of the humanitarian action in the situation of forced migration. It includes a visit to UNHCR, a discussion with the former special representative of the UN secretary general on IDPs, and a projection of the documentary film NEM–NEE (followed by a discussion with the film maker).
Week/Module 5: International justice and humanitarian action

This week is dedicated to the analysis of the main achievements of and challenges to transnational justice and international criminal law. It includes many concrete cases and discussions with several key actors, including from ICRC and TRIAL.

Week/Module 6: Role play on the legal environment of humanitarian action

Role play based on a real country situation and fictive elements

Week/Module 7: Personal work

Paper to be written by the participants
CAS – Communication, Advocacy and Negotiation for Humanitarian Action

The Certificate of Advanced Studies (CAS) in Communication and Advocacy for Humanitarian Action strengthens professionals’ competencies to better identify the different stages of communication in emergency contexts, and the strategies used to effectively advocate for humanitarian projects.

I. Objectives

At the end of the course, participants will be able to develop a proper communication or advocacy strategy in line with their humanitarian objectives and their environment.

Learning outcomes in terms of knowledge

- Understanding of the power relations between communication stakeholders in local and global contexts
- Understanding of the stakes related to communication in humanitarian aid
- Understanding of cross-cultural and ethical aspects of communication, information and journalism
- Understanding of the use and impact of (new) tools and technologies of communication and information in humanitarian settings

Learning outcomes in terms of skills

- Capacity to determine communication mode according to the key stakeholders to reach a determined goal
- Capacity to use specialized problem-solving skills competencies to build up, follow up and evaluate a proper communication/advocacy strategy in humanitarian action

Learning outcomes in terms of analytical competencies

- Ability to master collaboration modes between media and the humanitarian world for the benefit of the assisted populations
- Ability to master various communication techniques according to various stakeholders (public opinion, beneficiaries, media, political or traditional leaders)
- Ability to critically review communication strategies and objectives of various stakeholders
- Ability to choose the appropriate activities and tools to advocate for a humanitarian goal
I. Structure

Around 300 hours of individual work including

- Pre-readings
- Face to face sessions (lectures, role play, working groups, field work)
- Personal work (personal readings, personal research, writing)

7 weeks

- Week 1 to 6: intensive weeks
- Week 7: personal work

Each week of teaching will include approximately 20 hours of face-to-face lectures, case studies etc. and 10 hours of tutored group work.

Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, natural disasters, social exclusion. In addition, chronic conflicts, protracted crises, and the interplay between humanitarian action and development activities will be given due consideration.

III. Programme

Topic 1: Actors, typology and practices of humanitarian communication (5.5 days)

- To identify who communicates for whom, by what means and for which objectives in the humanitarian field
- To make a typology of different styles of communication and determine the specific communication strategies of humanitarian actors
- To adapt the messages to targeted audiences

Topic 2: Local communication (4.5 days)

- To understand local codes and modes of communication, related to ethics in humanitarian communication
- To find appropriate channels of communication towards the beneficiaries
- To examine the links between communication and humanitarian principles
- To communicate taking into account cross-cultural aspects

Topic 3: From local to global (5.5 days)

- To examine the link between local and international audiences and the specific role of the media during humanitarian crises
- To demonstrate the main advantages and constraints of the crisis triangle
- To criticise the use of media, the work of journalists and their effects in humanitarian contexts
Topic 4: Analysis of the messages (4.5 days)

- To outline the specific contents of a message (verbal, oral, visual, written)
- To experiment the process of picturing human suffering by a photographic work on the field
- To examine communication messages using ethical principles (media or humanitarian)
- To be able to communicate with respect towards the victims and to provide sufficient and verified information to audiences and donors

Topic 5: Advocacy (5 days)

- To develop a proper advocacy strategy to support operational objectives
- To master some key tools to be adopted for the development of an advocacy strategy
- To assess relevant stakeholders to develop a proper dynamic mapping
- To adopt an advocacy mode considering the legitimacy and credibility of the humanitarian actor

Topic 6: The device of communication within humanitarian actors (2 days)

- To apprehend the logics of internal communication and communicators
- To manage coherent corporate communication
- To determine what can be said or not, by whom and to whom
- To adopt an appropriate communication strategy in specific situations

Topic 7: How to communicate? (3 days)

- To illustrate the impact of new technologies and social media for humanitarian actors
- To operate an appropriate media training in front of camera, towards mainstream media or for internal communication
- To investigate the constraints and possibilities of several communication technologies
- To adapt to challenges of global communication

Week 7: Personal work

- Paper to be written by the participants
CAS – Health in Humanitarian Emergencies

The Certificate of Advanced Studies (CAS) in Health in Humanitarian Emergencies strengthens professionals’ competencies to better identify and monitor health needs during crises, and to develop effective and appropriate intervention strategies in humanitarian settings.

I. General Objectives

Competencies

At the end of the course, participants will have the capacity to:

- Formulate and implement relevant humanitarian health interventions taking into account ethical issues, context prerogatives, humanitarian principles, coordination mechanisms and national contexts

Learning outcomes in terms of knowledge

- Understanding of the most important health problems in humanitarian contexts
- Understanding of various intervention strategies to respond to these problems
- Understanding of ethical dilemmas of health programs/projects

Learning outcomes in terms of skills

- Capacity to identify and prioritize health problems using a variety of methodological and technical tools
- Capacity to design a health intervention strategy in a variety of humanitarian contexts
- Capacity monitor, evaluate and adapt a health programme to evolving needs

Learning outcomes in terms of analytical competencies

- Ability to compare and choose best options in addressing health issues in complex contexts
- Ability to analyze the context including existing health policies and services
- Ability to analyze dilemmas of health action in crises
II. Structure

Around 300 hours of individual work including

- Pre-readings
- Face to face sessions (lectures, role play, working groups, field work)
- Personal work (personal readings, personal research, writing)

7 weeks

- Week 1 to 6: intensive weeks
- Week 7: personal work

Each week of teaching will include approximately 20 hours of face-to-face lectures, case studies etc. and 10 hours of tutored group work. A holiday (Ascension) in the 5th week of teaching must be taken into consideration.

The course is structured by thematic areas related to specific health issue. Each thematic area will in addition focus on certain operational / structural aspects and on specific methods / tools.

Case studies and examples during the course will take into account the three major contexts for humanitarian action: armed conflict / complex emergencies, natural disasters, social exclusion.

In addition, chronic conflicts, protracted crises, and the interplay between humanitarian action and development activities will be given due consideration.

III. Programme

Week 1: Health in humanitarian crises: how to set priorities

- Defining health and its determinants
- Review of health systems and primary health care
- History of health interventions in humanitarian crises
- Review of humanitarian principles and standards
- Typology of humanitarian emergencies
- Identifying health issues in a variety of humanitarian contexts
- Prioritizing health problems in emergency situations
- Addressing needs of vulnerable groups
- Environmental health

Week 2: Epidemic diseases and the humanitarian response

- Overview of epidemic and acute infectious diseases
- Two of the most common epidemics: acute diarrheal diseases (e.g. cholera) and measles
- Vector-borne diseases
- Water and sanitation
- Housing challenges
Week 3: Nutritional crises: origins, consequences and interventions

- Famine, nutritional emergencies
- Socio-economic determinants
- Food / economic (in-) security / household economy
- Acute malnutrition in children: prevention and treatment
- Infection malnutrition cycle
- Breastfeeding and infant formula

Week 4: Chronic diseases and the humanitarian response

- Chronic infectious diseases: AIDS, TB (incl. MDR–TB), Chagas, Sleeping sickness, other “neglected diseases”
- Chronic non-communicable diseases: hypertension, diabetes, cancer, others?
- Integration with national health services, decentralization
- Taking into account and influencing national and international policies
- Designing evidence-based policies
- Institutional / organizational and professional ethics and responsibilities

Week 5: Providing health care in humanitarian settings

- Health care delivery in humanitarian settings (e.g. basic package of interventions)
- Primary, secondary and tertiary health facilities – who provides what?
- Community health
- Commodities, interagency emergency health kits
- Reproductive health
- Child and newborn health
- Integrating preventive and curative measures
- Training of health professionals
- Participatory approaches: involving the community and beneficiaries

Week 6: Traumatic events

- Violence in armed conflict and its impact on health: gathering evidence, using advocacy
- Gender-based / sexual violence
- Mental health
- Trauma and injuries
- Legal and forensic medicine

Week 7: Personal work
FILIERE MANAGEMENT: Flying Trainers, Coach
Flying Finance Trainer

Place: On demand
Dates: ongoing 2014
Duration: 2–3 weeks approximately
Group: Individual
Language: French / English

Technical Referent: Fabrice Ressicaud, Fabrice.RESSICAUD@geneva.msf.org

Target group
- FinCos (priority focus on first missions or first departure)
- Sometimes extended to other posts (ACMA, Admin...) on request either from the individual, their Manager or the Pool Manager.
- Training for the wider mission team will be incorporated according to need & capacity.

The Flying Trainer’s schedule is elaborated in collaboration with the Pool Manager and Finop Controllers, and validated by the Head of Finop.

Goal
The purpose of the Flying trainer is to accompany individuals in the transfer and acquisition of financial and soft skills to meet the requirements of their post. Training is located within the mission to maximise the pertinence to the individual within their environment, with the overall goal to provide financial support to the medical operations of the organisation.

Objectives
- To produce, activate and mobilize knowledge and know-how in the working situation
- To acquire practices, standards, and behaviour to optimize the quality of the work done
- To improve individual’s performance

Training content
Role, Responsibilities & soft skills
- Scope of the role
- Partnering the Operations
- Team Leadership & management
- Communication & reporting

Enhancing financial technical skills
Principles, procedures and tools will be addressed according to participant profiles & needs in the following competency domains:
- Treasury Management,
- Accounting,
- Programme Finance (Budget Management, decision support, financial analysis),
- Risk Management & Internal Control,
- Grant Management

Teaching methods
On the job training / mentoring & coaching, sharing of practices and experiences
Flying HR CoTrainer

Place: On demand
Dates: On demand
Duration: 2–3 weeks approximately
Group: Individual
Language: French / English
Technical Referent: Alexandre.ROUX@geneva.msf.org or Vincent.rico@geneva.msf.org

Target group
- HRCos (priority focus on first missions or first departure).
- Sometimes extended to other posts (HR manager, Admin…) on request either from the individual, their Manager or the Pool Manager.
- Training for the wider mission team will be incorporated according to need & capacity.

The Flying Trainer's schedule is elaborated in collaboration with the Pool Manager and the RHOP in the cell (sometimes with the HR specialist), and validated by Field HR responsible or the Head of RHOP.

Goal
The purpose of the Flying trainer is to accompany individuals in the transfer and acquisition of HR skills to meet the requirements of their post. Training is located within the mission to maximise the pertinence to the individual within their environment, with the overall goal to provide HR support to the medicals operations of the organisation.

Objectives
- To produce, activate and mobilize knowledge and know–how in the working situation
- To acquire practices, standards, and behaviour to optimize the quality of the work done
- To improve individual’s performance

Training content
Role, Responsibilities & soft skills
- Scope of the role
- Partnering the Operations
- Team Leadership & management
- Communication & reporting

Enhancing HR technical skills
Principles, procedures and tools will be addressed according to participant profiles & needs in the following competency domains:
- Global HR Management
- Setup
- HR strategy
- HR management technical tool

Teaching methods
On the job training / mentoring & coaching, sharing of practices and experiences
Flying LogCo gap & mentor/coach

<table>
<thead>
<tr>
<th>Place:</th>
<th>On demand</th>
</tr>
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<tbody>
<tr>
<td>Dates:</td>
<td>On demand</td>
</tr>
<tr>
<td>Duration:</td>
<td>2–3 weeks approximately (mentoring)</td>
</tr>
<tr>
<td></td>
<td>Max 3 months (LogCo gap filling)</td>
</tr>
<tr>
<td>Group:</td>
<td>Individual</td>
</tr>
<tr>
<td>Language:</td>
<td>French / English / Spanish</td>
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<tr>
<td>Technical Referent: Marc Blumet, <a href="mailto:Marc.Blumet@geneva.msf.org">Marc.Blumet@geneva.msf.org</a></td>
<td></td>
</tr>
</tbody>
</table>

Coaching & mentoring could be summarized as such:
- Coaching will focus more on the person’s capacities & skills development which ever function he/she is holding
- Mentoring will focus much more on the person’s capacities & skills development for the function he/she is holding. In such approach, the mentor must be highly experienced in the given function.

The Flying LogCo, being part of the Logistics Department, is focusing on the mentoring approach (consolidate & accompany the person in his/her function of senior logistics manager (LogCo, Log Manager).

The coaching aspects might still be approached by the Flying LogCo but could be complemented by the Flying Coach who is part of the Training Unit.

Target group

**Mentoring**

**Gap filling**
- Critical contexts only. Arbitration on the gap to be covered is done by the Flying’s Line Manager (Operational Logistics manager) in collaboration with the Pool Manager and the concerned cell(s).

Goal

**Mentoring**
The willingness to increase the transfer of responsibilities to the missions requires the reinforcement of our LogCo and Log Managers (PLM, LTL) in the resources & activities management. The mentoring is one of the pillars that could contribute to this reinforcement together with trainings and definition / planning of the training path for the person.

- To provide mentoring to junior LogCo, LogCo and/or Log managers to help & support them to integrate their new position or help them overcome the difficulties they might face in their role of LogCo / Log manager.

**Gap filling**
- To guaranty the continuity of the logistics coordination on critical contexts in case of
  - replacement of LogCo without the possibility to ensure a hand over between the outgoing and the new comer
  - LogCo gap due to recruitment/matching constraints
Objectives
- To produce, activate and mobilize knowledge and know-how in the working situation
- To acquire practices, standards, and behaviour to optimize the quality of the work done
- To improve individual’s performance on the assigned role (LogCo / Log Manager)

Mentoring methods
On the job mentoring, sharing of practices and experiences
Formalization of recommendations and a road map for the follow-up & continuity of the activities.
Follow-up of the person by the mentor over a defined period (might vary according to the person) to ensure a continuity and improvement of the performances and detect if further support is required
Flying Coach Mentor Ops

<table>
<thead>
<tr>
<th>Place:</th>
<th>On demand</th>
</tr>
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<tbody>
<tr>
<td>Dates:</td>
<td>On demand</td>
</tr>
<tr>
<td>Duration:</td>
<td>2–3 weeks approximately + potentially individual distance follow-up</td>
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<tr>
<td>Group:</td>
<td>Individual</td>
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<td>Language:</td>
<td>French / English / Portuguese</td>
</tr>
<tr>
<td>Technical Referent: Fabienne Barra, <a href="mailto:Fabienne.barra@geneva.msf.org">Fabienne.barra@geneva.msf.org</a></td>
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</tbody>
</table>

Target group
- HoMs and Field Coordinators
- Sometimes extended to other coordinator posts on request either from the individual, their manager or the pool manager.

The Flying Coach Mentor’s schedule is monitored by the training unit and elaborated in collaboration with, the Pool Manager and the Operations.

Goal
The purpose of the Flying Coach Mentor is to accompany individuals in the reinforcement and the development of their soft skills and their competencies. The Flying Coach Mentor plays different roles:
- Counseling role: providing to individuals a better understanding of their performance and increase their commitment to growth towards independence.
- Mentoring role: supporting individuals to integrate into their new position and/or into the organization.
- Training role: working with individuals to enlarge their competencies.
- Confronting role: confronting individuals with their own performance and proposals by active listening, asking open questions and giving constructive feedback.

Training meets the needs of ToR’s requirements, individuals’ needs and is located into a working situation, within the mission to contextualize according to the environment.

Objectives
- To produce, activate and mobilize knowledge and know-how in the working situation
- To acquire practices, standards, and behaviour to optimize the quality of the work done
- To improve individual’s performance

Teaching methods
On the job training / mentoring & coaching, sharing of practices and experiences
Distance coaching to ensure continuity if further support is required.
FILIÈRE LOGISTIQUE
Logistics Organisational Training (LOT)

Place/ Organizer: Kampala (Uganda) / OCG, OCBA
Date: 06–19 March 2016, organised by OCG
06–19 November 2016, organised by OCBA
Duration: 11 days
Group: 32 participants per session, including 19 OCG (March), and 7 OCG
(November)
Language: English and French March session/English November session
Approximate cost: 2800 CHF per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org,
sebastien.billard@geneva.msf.org
Training referent: marc.blumet@geneva.msf.org

This training is part of a logistician’s progression at MSF after the PPDL.

Target groups
- Logisticians with at least 6 months of field experience.
- Assistant/Deputy COTL
- Assistant/Deputy log with at least one year of professional experience.
- Open to international and national staff

Pre requisites
- Basic scholar level is required to enable participant to understand basic theoretical
  principal used during the modules (formulas as calculation of percentage, fractions,
  basic energy formulas...)
- English or French speaking level need to be appropriated to fully understand theoretical
  courses.

General objective
The objective of this course aims to support trainees to be able to respond to varied,
complex situations through analysis and problem solving.

At the end of the training, the logs will apply the right methodology to address logistic
problems encounter in mission in respect of the logistic procedures and technical standards
use by MSF.

Teaching methods
Demonstration of material, practical work, discussions
Basic Logistics Course (BLOC) – FR–ENG

Place / Organisateurs: Bruxelles (Belgique) / OCB
Date: 09–24 May 2016 (French)
03–18 October 2016 (English)
Durée: 2 Semaines
Groupe: 20 participants max – 1 place pour OCG
Langue: English
Coût approximatif: 1000 EUR par personne (sans les coûts de transport)
Engagement requis pour le staff MSF: un an
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org,
sebastien.billard@geneva.msf.org

Public cible

- Staff national avec un profil logistique dans leur 1ère année et occupant une position 'senior' (Dep. Field Log / Dep. CoTL).
- Expatriés avec profil logistique, WHS, approvisionnement ou technique dans la 1ère année de leur carrière avec MSF.

Prérequis

- PPDL (ou l'équivalent sur le terrain)
- 6 – 12 mois d'expérience terrain dans un poste senior.
- Niveau B2 de français
- Objectifs & contenu

Objectif général

Le BLoC est une formation générale de niveau 2. Elle est conçue pour compléter le ‘socle’ de la formation d’un log chez MSF. Après avoir complété le socle, le logisticien devrait être autonome. Le logisticien doit être capable de gérer l’ensemble des activités au niveau d’un projet de petite à moyenne taille. Il devrait également être capable de donner un support de base à des programmes d’urgence.

Objectifs spécifiques

La logistique sera divisée en différentes compétences de base reprises ci-dessous une par une, tout en gardant à l’esprit l’objectif général décrit ci-dessus :

Compétences techniques liées à la logistique de support

- Approvisionnement
- Gestion des équipements
- Gestion de parc véhicules (Mécanique, Gestion de parc véhicules)
- Operations aériennes
- Informatique & télécommunication (IT, Télécommunication)
- Gestion des bureaux et du bien-être
- Électricité et Chaine du Froid
Compétences techniques liées à la logistique de programme

- Logistique hospitalière (Biomédicale, Construction/réhabilitation)
- Eau, Hygiène et Assainissement
- Logistique alimentaire (Distribution)
- Appui aux populations déplacées / sans abris (Abris)
- Réponse aux épidémies et autres maladies infectieuses (Vaccination, Cholera, Fièvre Hémorragique, VIH/TB)

Compétences techniques liées à la sécurité

- Protection individuelle
- Protection des bâtiments
- Gestion de produits dangereux
- Protection des déplacements
- Sécurité de l’information et des données
- Environnement et sécurité

Méthodes pédagogiques

Présentations, exercices pratiques, démonstrations, cas d’études.
Logistic Management Course (LMC)

<table>
<thead>
<tr>
<th>Location / Organizer: Holland / OCA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: 23 May – 03 June 2016 (Amsterdam, Netherlands)</td>
</tr>
<tr>
<td>10–21 October 2016 (Egmond, Netherlands)</td>
</tr>
<tr>
<td>Duration: 11 days</td>
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<tr>
<td>Group: 20 participants per session, including 1 OCG</td>
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<tr>
<td>Language: English</td>
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<tr>
<td>Approximate cost: 3,320 EUR per person (without transport costs)</td>
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<tr>
<td>Required commitment for MSF CH staff: one year</td>
</tr>
<tr>
<td>Application: <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Target group

- first and second mission Logco’s
- Willingness to make a career move to a logistic management position
- The LMC is open to logistics staff identified to become a Logco in their next mission, or staff already in the Logco position

The overall objective

The course aims to improve the performance of the (potential) logistical coordinators, by:

Enhancing skills and knowledge for the full involvement of logistical coordinators in the Country Management Team.

Provide management tools and methods to safeguard and where needed enhance quality of logistics support from the perspective of a functional manager.

Course contents

During the course several larger topics are addressed (see below). In most of the evenings and during the weekend you are asked to work on a case study on your own. At the end of the course you will receive individual feedback on your work.

- Influencing styles.
- MSF project planning
- Logistics Project Management.
- Monitoring, evaluation and logistic reporting.
- Policy development and implementation.
- Security Management.
- Finance and Logistics.
Biomed Technical Course (BTC)

Place / Organizer: Brussels (Belgium) / MSF OCB
Date: 25 April – 03 May 2016 (French)
24 October – 01 November 2016 (English)
Duration: 5 days
Group: 8 participants per session, 3 for OCG
Language: French in May, English session in October
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

Target groups
- MSF national staff technicians who have the responsibility for the biomedical equipment management and maintenance in their job description.
- MSF Expats biomedical technicians – first mission

Pre requisites
- The applicant has already the responsibility for management and maintenance of biomedical equipment in their job description
- The applicant is able to plan ahead by the use of the tool that are provided; preferably knowing excel, but reading/writing/planning out of a binder in English/French would be enough.
- The applicant has minimum 6 months experience with MSF in the position of a technician or an electrician, strongly related to biomedical equipment.
- The applicant has a minimum level of in English or French
- The applicant has the support of his/her hierarchical and technical supervisors, not only to attend the training, but to be provided the correct means (work space, tools, spare parts, extra human resources if necessary, supervision) in order to carry out their job upon returning from the training

General objective
The BTC is a level 2 vertical course; the main objective aims to bring Biomed technicians to a basic level of understanding the general concepts of managing and performing the preventive and/or curative maintenance on biomedical equipments.

Specific objective
The candidates will be able to:
- Explain the functional principles and use of standard MSF biomedical equipments.
- Manage project biomedical equipment, including maintenance, record-keeping and stock management.
- Perform preventive maintenance, basic repairs and fault-finding, on equipment mentioned in the course content.
• Know when to request support from the biomed referent at HQ or the supply centre, service from an external company or more specialization

Enrolment

Send your application form with your motivation letter as well as the recommendation from your Cotl to the training admin in Geneva.

Course content

• Maintenance policy and documents (Electricity, OT, grounding, safety and protection)
• Support to users (medical staff) – How to train/coach presentation.
• Basic maintenance of common biomedical equipments.
• Maintenance Policy and documents
• Electricity (grounding, safety and protection)
• Support to users (med); How to train/coach
• Hospital hygiene
• Working principles and maintenance/fault-finding of:
  • O2-Concentrator
  • Autoclave TDM90
  • Monnal D2
  • Surgical Aspirator
  • Suction Pump (Atmos and Twinpump)
  • Pulse-oximeters
  • Dermatome
  • Doppler
  • Lamps
  • Multiparameter Monitor (Dash3000)
  • Electrical Surgical Unit
  • Defibrilator

Teaching methods

Demonstration of material, troubleshooting, practical work, PPT, discussions
Water, Hygiene and Sanitation in Emergency (WHS)

Place/ Organizer: Kampala (Uganda) / OCB
Date: 18–29 January 2016
Duration: 10 days
Group: 18 participants per session, including 2 OCG
Language: English
Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org

Target groups

- Field logisticians and “watsans” with responsibilities in emergency WHS response and with at least 1 year related field experience
- National staff with WHS responsibilities during emergencies

Pre-requisites

⇒ Participants must have completed one of the following:
  - Basic Logistics Course – BloC (or it’s equivalent: TLB, LTT, TLC)
  - WEDC 1 Course
  - 1 year in the field with MSF with responsibilities in emergency WHS response
⇒ Good level of English

General objective

The WHS course is a level 3 vertical course. At the end of the WHS, the trainees should understand the importance of WHS within a medical organisation like MSF and should be able to practically implement the various emergency WHS techniques used within MSF, and to adapt them to the needs of a given environment.

Specific objectives

The aim of this hands–on course is to assure “first aid” WHS competence on the field amongst logisticians and “watsans”. At the end of the hands–on course the trainees will be able to use emergency WHS assessment techniques and know how to use the MSF emergency WHS equipment and techniques as per Public Health Technician Modules of the course

Modules of the course:

- WHS assessment techniques & tools
- Topographical survey
- Water supply
- Water sources & intakes
- Water analysis
- Pumps: installation, operation & maintenance (motor pumps, hand pumps & electrical pumps)
- Groundwater: making, cleaning & disinfecting wells and appropriate tools, pumping test, jetting
Surface water: water treatment (analyses, assisted sedimentation, WTU, disinfection, household water treatment)
Emergency water distribution
Pipe installations: PE, PVC, GI
Site preparation
Excreta disposal
Waste water
Solid waste (refuse)
Medical waste
Vector Control Techniques & Material used on the field
  - Insecticide Residual Spraying
  - Fogging
Dead bodies
Health promotion
Diseases: Cholera, Ebola, Marburg

Teaching methods
Lectures and case studies, hands-on practical workshops in small groups, various evening sessions, WHS related movies
**Eau, Hygiène et Assainissement en Situation d’Urgence (WHS)**

<table>
<thead>
<tr>
<th>Place/ Organisateur:</th>
<th>Bruxelles (Belgique) / OCB</th>
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<tbody>
<tr>
<td>Date:</td>
<td>22 Août – 02 Septembre 2016</td>
</tr>
<tr>
<td>Durée:</td>
<td>10 jours</td>
</tr>
<tr>
<td>Groupe:</td>
<td>18 participants par session, 2 OCG</td>
</tr>
<tr>
<td>Langue:</td>
<td>Français</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff:</td>
<td>un an</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

**Population cible**
- Logisticiens du terrain et ‘watsan’ (national et expatrié) avec responsabilités en réponse WHS pendant les urgence
- Ouvert au personnel national et international

**Prérequis**
- Les candidates doivent avoir accompli suivants:
  - Basic Logistics Course – BloC (ou l’équivalent: TLB, LTT, TLC)
  - WEDC 1
  - 1 année sur le terrain avec MSF dans un position avec des responsabilités watsan
- Bon niveau de français

**Objectif général:**
Le WHS est une formation verticale de niveau 3. A la fin du cours, les stagiaires comprennent l'importance de WHS dans une organisation médicale comme MSF et devront être capable d’implémenter les techniques WHS employées pendant une urgence et les adapter à l'environnement d’application.

**Objectifs spécifiques:**
Le but de cette formation pratique est d’assurer le développement de compétence WHS d’urgence sur le terrain parmi des logisticiens et watsan. A la fin du cours, les stagiaires seront capable d’utiliser les techniques d’évaluation WHS d’urgence et l’équipement d’urgence MSF comme expliqué dans la technicien sanitaire

**Modules:**
- Techniques et outils d’évaluation WHS
- Topographique Survey
- Approvisionnement d’eau
- Sources d’eau
- Analyse d’eau
- Pompes: installation, opération & maintenance (motopompes, pompes à main & électrique)
- Eau: creuser, nettoyer et désinfecter des puits et les outils associées: test de pompage, jetting
- Eau de surface: Traitement d’eau (analyse, sédimentation assisté, WTU, désinfection, traitement d’eau dans des habitations)
- Distribution d’eau en urgence
- Installation des tuyaux: PE, PVC, GI
- Préparation du site
- Excréta
- Eau sale
- Déchets solides
- Déchets médicaux
- Techniques de contrôle des vecteurs
  - Insecticide Residual Spraying
  - Fogging
- Cadavres
- Promotion de la santé
- Maladies: Cholera, Ebola, Marburg

Méthodes
- Cours magistrale et cas d’étude, démonstrations pratiques et exercices, films sur WHS
Water Hygiene & Sanitation for Health
(WEDC I)

Place/ Organizer: Loughborough, UK
Date: 04–15 April 2016
12–23 September 2016
Duration: 10 days
Group: 16 participants per session 2 OCG max per session
Language: English
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org,
maxime.chelet@geneva.msf.org

Target Group
Field staff that are or will be involved with WatSan implementation and/or are going to work as a WatSan. The person applying must have worked for MSF for a minimum of one mission or 6 months.
- Open to international and national staff

Entrance Criteria
Preference is given to applicants with non or limited watsan experienced/knowledge who are or will be working in projects with watsan activities.

The overall objective
This 2-week course combines theoretical and practical group sessions with group work on an MSF case study. The focus is the Essential Water, Hygiene and Sanitation (WHS) Requirements for MSF supported health care settings and the surrounding population. By the end of the course the participant will be able to apply new water, hygiene and sanitation (WHS) knowledge & skills to identify, plan, implement and monitor WHS-related actions in health care projects. Enrolment

Selection
The Public Health Department (WatSan Unit), FSU and HRM will do the selection two months before the course.

Study agreement
There is a working back period applicable for the people who complete the WEDC course of 6 months in a relevant MSF position after the course.

Course contents
- The relationship between WHS and health, with specific emphasis on WHS related diseases.
• The main elements of a water supply system appropriate to MSF settings; sources, quantity & quality, treatment and distribution. Practical sessions on water quality assessment and treatment kits, pumps and hand pumps.

• The main elements of environmental sanitation appropriate to MSF settings; disposal of excreta, waste water, medical waste and vector control. Practical sessions on latrine slab construction and insecticide spraying.

• The role and key principles of hygiene promotion, infection control and hygiene procedures in health structures.

• Key WHS actions to implement in an outbreak of cholera.

Specific objectives

• To increase the participants’ knowledge and skills in planning, implementation, supervision and monitoring of WHS in MSF supported health structures.

• To increase participants’ understanding of how to ensure these facilities comply with the ‘Essential Water & Sanitation Requirements in Health Structures’.

• To increase participants’ awareness of the WHS requirements of affected populations in the environment local to the health structures and when to seek expert assistance.
**Water, Hygiene & Sanitation: Strategic Approaches (WEDCII)**

<table>
<thead>
<tr>
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<tbody>
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<td>Date:</td>
<td>27 June – 08 July 2016</td>
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<tr>
<td>Duration:</td>
<td>10 days</td>
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<tr>
<td>Group:</td>
<td>16 participants in total, 2 OCG max per session</td>
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<tr>
<td>Language:</td>
<td>English</td>
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<tr>
<td>Required commitment for MSF CH staff:</td>
<td>one year</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

**Target Group Overall Objective**

Logistic, Medical, Project, WatSan Coordinators and flying WatSan who are or will be managing large WatSan activities.

Participants will need to have at least two years relevant working experience with MSF or a similar organization and/or have minimum WatSan expertise (WEDC I or similar).

**Key Course Details**

**Overall Objective**

In the context of MSF’s mandate and charter, the objective is to increase the participants’ ability to optimize Water Hygiene and Sanitation contributions to policy, strategic decision making, strategic planning and operations at 2 levels (country and project)

**Content**

WatSan in MSF

- WHS and health outcome
- Project planning & design
- Project management
- Personnel management
- Strategic positioning of WHS within country programming and framework for planning.
- Monitoring essential requirements
- Hygiene promotion
- Malaria control
- Strategic cholera interventions
- Water treatment options for households and small communities in emergencies
- Contracting and working with external stakeholders
- Topic presentations and debates
Gestion du parc des véhicules – FR

Place/ Organisateurs: Bordeaux / OCP
Date: 29 February – 09 Mars 2016
Durée: 10 jours
Groupe: 1 place pour OCG
Langue: Français
Coût approximatif: 2000 EUR par personne (sans le coût de transport)
Required commitment for MSF CH staff: one year
Application: stephanie.ollinet@geneva.msf.org, sebastien.billard@geneva.msf.org, maxime.chelet@geneva.msf.org

Public cible
 Fleet Managers (staff National ou expat).
 Logisticiens (staff national ou expat) qui sont responsables d’un parc véhicules important où il n’y a pas de Fleet Manager.
 Ouvert au personnel national et international

Prérequis
 6 mois d’expérience terrain avec MSF comme Fleet Manager / logisticien responsable de la gestion du parc véhicules.

Objectifs & contenu

Objectif général
La formation Vehicle Fleet Management est une formation verticale de niveau 3. A la fin du cours, les participants devraient être capables d’évaluer, de développer et de gérer un parc véhicules, y compris le hardware, le software et les structures ainsi que les ressources humaines et financières.

Objectifs spécifiques
A la fin de la formation, les participants seront capables de :
⇒ Enseigner les principes de maintenance préventive : Comment la planifier ? Quels sont les problèmes les plus fréquents ?
⇒ Enseigner comment effectuer des contrôles hebdomadaires et journaliers
⇒ Expliquer comment adapter le programme de maintenance d’un parc véhicules à un contexte spécifique
⇒ Lister les éléments à prendre en considération quand on prend ou non la décision de soustraire la maintenance
⇒ Organiser et équiper un atelier mécanique et ses stocks de pièces détachées et de carburant
⇒ Évaluer les compétences des chauffeurs, des mécaniciens et des gestionnaires des stocks de pièces détachées

⇒ Enseigner l'utilisation des outils standard MSF en matière de gestion de parc véhicules (Carnet de bord maintenance et carburant, job card/fiche de travail, fiche de stock, etc.) HARDWARD

⇒ Enseigner l'utilisation et l'analyse des outils standard MSF en gestion de parc véhicules (suivi véhicules sous fichier excel, fiche de commande de pièces détachées, etc.) SOFTWARE

⇒ Enseigner les procédures administratives à implémenter dans l'organisation d'un garage

⇒ Enseigner l'importance de carburant, de lubrifiants, de pièces détachées et pneumatiques de bonne qualité et les aspects de sécurité et financiers qui y sont liés

⇒ Enseigner les standards MSF en matière de conduite (préparation des véhicules, quand utiliser 4 x 4, la conduite défensive, l'attitude du chauffeur, etc.)

⇒ Enseigner que faire en cas d'embourbement du véhicule (l'utilisation du Hi-lift jack, tire-fort, etc.)

⇒ Produire une commande de pièces détachées en utilisant une fiche de commande Toyota MSF

⇒ Enseigner comment gérer le carburant et les pièces détachées en utilisant des fiches de stock

**Méthodes pédagogiques**

⇒ Cours magistral et cas d'étude

⇒ Démonstrations pratiques et exercices
Vehicle Fleet Management – ENG

Place/ Organizer: Kampala, Uganda / OCB
Date: 17–28 October 2016
Duration: 10 days
Groupe: 2 seats for OCG
Language: English
Approximate cost: 2000 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org

Target Group
- Fleet Managers
- Logisticians (national staff or expats) who are responsible for a large fleet of vehicles where no fleet manager is present
- Open to international and national staff

Pre-requisites
- 6 months in the field with MSF as a Fleet Manager / logistician responsible for fleet management
- Level B2 of English – see the definition of ‘B2’ in the application form

General Objective
The Fleet Management Course is a level 3, vertical training. At the end of the course, participants should be capable of evaluating, developing and managing a fleet of vehicles, including the hardware, software, structures, human and financial resources.

Specific Objectives
At the end of the course, participants will be able to:
- Teach the principles of preventive maintenance: How to plan it? What are the common problems encountered when carrying it out?
- Teach staff how to carry out a daily and weekly check;
- Explain how to adapt the maintenance program of a fleet of vehicles to a specific context;
- List the elements that we consider when deciding whether to outsource maintenance or not;
- Design and equip a mechanical workshop and its associated spare parts & fuel stocks;
- Evaluate the competencies of Drivers, Mechanics & Spare Part Store Keepers;
- Teach how to use the standard MSF Fleet Management tools (Maintenance & Fuel log book, job card/work sheet, stock card, etc.) HARDWARE;
- Teach how to use and analyse the standard MSF Fleet Management tools (vehicle follow-up sheet, spare part order sheet, project order sheet, etc.) SOFTWARE;
- Teach the administration processes that should be implemented in a workshop;
Teach the importance of good quality fuel, lubricants, spare parts and tyres and the related
Security and financial implications;
Teach the MSF standards of driving (vehicle preparation, when to use 4 x 4, defensive
Driving, driver attitude, etc.);
Teach vehicle recovery (use of Hi-lift jack & hand-winches);
Produce a spare part order using the MSF Toyota Order Sheet;
Teach spare part & fuel stock management using stock cards;

Teaching Methods
Lectures and case studies, practical demonstrations and exercises
Public Concerné
La formation Gene Adhoc s'adresse à des mécaniciens volants ou à des mécaniciens responsables, validés par les référents techniques.

Objectif général de la formation
A la fin de la formation, les participants seront capables de dimensionner, installer et entretenir les parcs générateurs de leur mission en formant les utilisateurs.

Objectifs Spécifiques
A l'issue de cette formation, les participants seront capables de:
Electricité : les fondamentaux
- Identifier les risques liés à l'électricité
- Définir les grandeurs fondamentales et les lois de l'électricité
- Réaliser le bilan électrique de cette structure en déterminant les besoins
- Schématiser le réseau électrique existant
Electricité : Protection et terre
- Identifier les moyens nécessaires pour sécuriser une structure
- Mettre en œuvre les solutions techniques appropriées
Installation
- Manipuler, installer un générateur
- Lire et analyser les plaques constructeur
- Préparer la première mise en service
Achat local
- Appliquer la politique d'achat local à l'achat de générateurs et à leur spécificité
Gestion du carburant et des huiles
- Acheter, transporter, stocker, distribuer le carburant, les huiles et les liquides de refroidissement dans les conditions de qualité requises
Motorisation & maintenance
- Identifier les différents types de moteur et leur système d'injection
- Déterminer un mode de fonctionnement, des périodicités de maintenance et une durée de vie optimale
Alternateur, Panneaux de contrôle et relais
- Expliquer le fonctionnement d’un alternateur (ex. AVR)
- Manipuler les panneaux de contrôle (ex. Power Wizard) et les interpréter
• Expliquer le fonctionnement d’un alternateur (ex. AVR)

Service et réglage
• Réaliser les services de base
• Réaliser le réglage des culbuteurs

Recherche de pannes
• Mettre en route un générateur
• Rechercher, identifier et réparer les pannes principales

Techniques Pédagogiques
Cours magistraux, démonstration de matériel, travaux de groupe, travaux pratiques
Rapid Deployment Surgical Unit (RDSU): Preparedness & Refresher Course for Emergency: Med & Log

Place: Bordeaux (France) / MSFLog site / Mérignac / OCG
Date: 27 June - 01 July 2016
Duration: 5 days
Group: 15 participants per session – 12 OCG candidates per session.
Language: English & French
Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org

Target groups
- Future deployers + users (RDSU staff), both MED & LOG: MSF members of the emergency pool (logisticians, medicals / surgical, field Co) or associated.
- Decision makers who will be in situation to engage the deployment of the RDSU: member of HQ E-Desk
- Technical supporters: specialists from MED – LOG – COM dpt (who might be involved in the deployment of the RDSU), ie. Com officer, surgical referent, etc.

Pre requisites
- The applicant should belong to one of the three above target groups who will be actively involved in engaging, deploying, running the RDSU in rapid deployment.
- The applicant should agree to be part of a reserve group ready for immediate deployment when the RDSU is engaged.

General objective
Create and maintain (annual refresher) a reserve group (roaster) of qualified MED-LOG decision makers, deployers, users of the RDSU.

Secondary objective
The candidates will be able to:
- Take the right decision when considering the immediate deployment of the unit based on a proper analysis of the needs and the context.
- Organise reception and the rapid transport of the unit from the country entry point to the place of deployment.
- To s the unit according to the phased plan, this mostly in a chaotic and versatile environment.
• To run the unit during its period of use (med-log).

**Enrolment**

Send your application form with your motivation letter as well as the recommendation from the E-DESK’s ARH.

**Course content**

- Introduction to the RDSU structure, principles, phased deployment plan, special labelling and packing.
- Life size setting up exercise “from the containers to the ready to use unit”
- In detail presentation of log-med materials
- (Possibility : associated training taking advantage of the setting up of the unit, such as Mgmt of mass casualty – triage, etc.)

**Teaching methods**

Life size exercise per phase of deployment, with intermediate briefing–debriefings. Demonstration of material, troubleshooting, discussions.
MSF’s Geographical Information System (GIS): Basic Course

<table>
<thead>
<tr>
<th>Place: Kampala (Uganda) / OCG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date: 02 – 05 May 2016</td>
</tr>
<tr>
<td>Duration: 5 days</td>
</tr>
<tr>
<td>Group: 20 participants per session – 7 OCG candidates per session.</td>
</tr>
<tr>
<td>Language: English</td>
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<tr>
<td>Required commitment for MSF CH staff: one year</td>
</tr>
<tr>
<td>Application: <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Target groups
MSF field and coordination staff (expat and NS) practically involved in the following activity planning and monitoring: Remote mgmt; Security mgmt; Logistics; response to Natural disaster; Site planning (closed & open settings); Epidemiology; Water-Hygiene-Sanitation.

Pre requisites
- The applicant should have an advanced level in its domain of specialty, either as field officer or coordinator.

General objective
Introduction: GIS, support to Humanitarian operations. Examples and different types of use.
GIS Principles, GIS data manipulation.
How to create a map for decisions makers.
Knowing data management: Data sources, and lack of data in some contexts.
Practice with a real exercise

Secondary objective
First approach of QGIS.
Data representation, symbology, Layout.
Tables manipulation. Data collection, cleaning, storage and sharing.
Projected Coordinate system, Metadata.
Simple and Complex Analysis

Enrolment
Send your application form with your motivation letter as well as the recommendation from your Cotl or MedCo to the training admin in Geneva.

Course content
Day 1: Introduction to GIS/ GIS Unit
Introduction to Map Centre

GPS data collection (using smartphones or using GPS devices)

Day 2 : Data Management
    Manipulation of Google Earth

Day 3 : Data Sources / OSM
    Manipulation of QGIS Basic:

Day 4 : Manipulation of QGIS Basic
    Manipulation of QGIS Basic

Day 5 : Manipulation of QGIS Advanced
    Manipulation of QGIS Advanced

**Teaching methods**

Presentations, practical exercises, cases studies
Medical Supply and Stock Management at Project Level – ENG

Place / Organizer: Kampala (Uganda)/ OCB
Date: 12–19 October 2016
Duration: 6 days
Group: 25 participants max – 6 OCG
Language: English
Approximate cost: 750 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org

Target Group
Staff responsible for medical supply and stock management at project level

Pre-requisites
- 6 – 12 months of field experience in a medical supply and stock management position at project level
- Level B2 of English

Objectives & Content

General Objective
The Medical Supply and Stock Management at Project Level Course is a level 2, vertical training. It is designed to consolidate field experience and ensure that the candidates have the correct knowledge, tools and information to manage medical supplies and stocks at project level.

- Module overview /Main stock management
- End user unit management
- Stock related tools
- Quality procurement
- Regulated drugs – Dangerous Items – Food
- Batch recall – expired drugs
- EPREP
- Human resources
- Dispensing practices /Mixed Supply
- Cold Chain
- Stock Follow-up and analysis
- Catalogues – Guidelines
- Software – LogistIX / Isystock
- International Order
- Supervision
- Communication flow
- Activity planning

Teaching Methods
Presentations, practical exercises, cases studies.
**Advanced Energy Course (AEC) – ENG**

<table>
<thead>
<tr>
<th>Place /Organizer:</th>
<th>Kampala (Uganda) /OCA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>06–11 June 2016</td>
</tr>
<tr>
<td>Duration:</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Group:</td>
<td>12 participants – 1 for OCG</td>
</tr>
<tr>
<td>Language:</td>
<td>English</td>
</tr>
<tr>
<td>Approximate cost:</td>
<td>2000 EUR per person (without transport costs)</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff:</td>
<td>one year</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

**Target Group**

Electricians (national staff or expats) who install / repair electrical installations with their own hands as a full time occupation for MSF

Log Techs (national staff or expats) who install / repair electrical installations with their own hands as a part time occupation for MSF (the rest of their time being spent on other technical families such as telecommunications)

**Pre-requisites**

Professional experience as an electrician

6 months in the field with MSF as an Electrician / Log Tech responsible for energy

Level B2 of English – see the definition of ‘B2’ in the application form

**Objectives & Content**

**Objectives**

The Advanced Energy Course is a level 3, vertical training. The objective is to outline MSF standards and procedures in terms of energy management in relation to:

1. Protection of people
2. Protection of devices
3. Continuity of service

- Overview of Modules
- Safe working practices
- Voltage and current theory and measurement
- MSF Standards in safety, unsafe situations and how to measure them
- Installing safety devices: Earthing systems, GFCI, Fuses
- Voltage drop and current rating
- Wiring cross section, colour code, connections
- KVA & KW – calculating generator capacity
- Single-phase to three-phase for generators
- Trouble shooting generators
- Installing change-over power source switches
- Fuel consumption and life expectancy of generators
Local grid and it’s protection
AVR and MPU varistors
Distribution boxes and fuse rating
Electrical diagrams
Alternating current and direct current
Calculating and reducing energy demand (AC and DC)
Battery systems
Uninterrupted Power Supply, on and offline
Calculating backup systems
Power supply to oxygen concentrators and laboratories
Air Conditioning
Soft and hard starters method de travail securitaires

Teaching methods
Lectures and case studies, Workshops in small groups
Basic Energy Course (BEC)

Place /Organizers: Kampala (Uganda) / OCA
Date: 30 May – 04 June 2016 (English)
03–08 October 2016 (French)
Duration: 1 week
Group: 2 seats for OCG
Language: English / French
Approximate cost: 2000 EUR per person (without transport costs)
Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org,
maxime.chelet@geneva.msf.org

Target Group
This training is entry level training, for Logistics staff with involvement in electric responsibilities and tasks (e.g. assistant electricians, handyman or logisticians). The course is designed for people who install and maintain our electrical system.

Entrance Criteria
In order to guarantee the right level of the training we need to have a group with similar background knowledge. Therefore an entrance level is defined. We use the following indicators for this entrance level:
The participant: A. Is able to use a multimeter
B. Knows the difference between voltage and current
C. Has (very basic) computer skills
This entry level can be obtained by self-study prior to attending the course

The overall objective
In the last few years MSF has been confronted with several electricity related safety issues, ranging from fires to electrocution. Furthermore we have seen a rise in the use of expensive and sensitive equipment (Lab/OT). In order to have a safe (for humans and equipment) energy network this course aims to train staff in ways of working that will enable MSF to reach its high standards for electrical systems.

Course Content
• Basics of electricity theory: Voltage, Current and Power
• Rules and procedures
• Safety:
  o How to identify safety problems and how to proceed to a solution
  o The basics of earthing electrical systems.
  o Choice and installation of MCB’s (circuit breakers) and RCD’s (residual current devices)
  o Proper installation of cabling, distribution boxes and wiring
  o Quality of electrical installation materials and fuses
  o Safe working procedures for electricians
• Protection of equipment: when to use voltage switchers, AVR, Varistors and on-line UPS
• Basics of batteries for back-up systems
To pass this course, mere attendance is not enough. Each module will end with a test – practical and multiple choice. Participants can pass or fail every each module. Participants passing all modules get a certificate of completion. Other candidates get a certificate of attendance.

Logistics staff with involvement in electric responsibilities and tasks
Applied security for field logisticians

<table>
<thead>
<tr>
<th>Place /Organizers:</th>
<th>Barcelona (Spain) / Kampala (Uganda) / OCBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>01–06 April (Kampala)</td>
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<tr>
<td></td>
<td>22–27 May (Barcelona)</td>
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<td></td>
<td>11–16 Sept (Barcelona)</td>
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<td></td>
<td>23–28 November 2016 (Kampala)</td>
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<tr>
<td>Duration:</td>
<td>1 week</td>
</tr>
<tr>
<td>Group:</td>
<td>2 seats for OCG / session</td>
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<td>Language:</td>
<td>English</td>
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<tr>
<td>Required commitment for MSF CH staff:</td>
<td>one year</td>
</tr>
<tr>
<td>Application:</td>
<td><a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

**Target Group**

Field logistician managers, national or international

Pre-requisite:

Good command of written and spoken English / 2 missions or 12 months of MSF experience

**General Objective**

The course aims to improve overall security management.

The ASC increases the capacities of field logistic staff in the practical set up of risk reduction measures and their daily follow-up. It does not aim at designing security strategy for a mission but for sure aim at creating a link between a specific strategy and practical measures

**Specific Objectives**

- Risk understanding and awareness
- Recognize the principal security strategy
- Develop knowledge about security management roles
- Perform matching between Risk analysis and prevention measures
- Relate the security guide line and annexes with the role of logistic in the field

**Vehicle and travel movements**

- Road transport safety
- Air transport safety
- Boat transport safety
- Other transportation means

**Safety**

- Personal protection
• Site Selection
• Site Protection

**Communication**
• Standard Telecommunication Set-up
• Movement Tracking

**Contingency plan**
• Preparation for Evacuation
• Hibernation/Confinement
• Medical Emergency
• Critical Incident

**Measures for specific risks**
• Prevent risk through specific measures implementation
• IED’s, UXO, Landmines
• Armed robbery, arrest, assault, carjacking

**Methodology**
Practical case study, presentations and group discussion
Field Information and Communication Technology
Training (ICTTK) – ENG / FR

<table>
<thead>
<tr>
<th>Place / Organizer: Kampala (Uganda) / OCG</th>
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</thead>
<tbody>
<tr>
<td>Date: 04–17 September 2016</td>
</tr>
<tr>
<td>Duration: 7 days</td>
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<tr>
<td>Group: 20 participants</td>
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<tr>
<td>Language: English / French</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff: one year</td>
</tr>
<tr>
<td>Application: <a href="mailto:sebastien.billard@geneva.msf.org">sebastien.billard@geneva.msf.org</a>, <a href="mailto:stephanie.ollinet@geneva.msf.org">stephanie.ollinet@geneva.msf.org</a>, <a href="mailto:maxime.chelet@geneva.msf.org">maxime.chelet@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

Target groups
- ICT* officer or an MSF national staff who has the responsibility for the ICT management and maintenance.

* ICT: Information and Communication Technology

Pre requisites
- The applicant has already the responsibility for management and maintenance of IT equipment in their job description
- The applicant has minimum 6 months experience with MSF in the position of an ICT officer, or in the responsibility for the ICT management and maintenance.
- The applicant has a minimum level of technical English
- The applicant has the support of his/her hierarchical and technical supervisors, not only to attend the training, but to be provided the correct means (work space, tools, spare parts, extra human resources if necessary, supervision) in order to carry out their job upon returning from the training

General objective
The ICT Training is a level 3 specific training; the main objective aims to bring ICT officers or persons in charge on the ICT management and maintenance, to the basic understanding of the best practices (ITIL) and general concepts of managing and performing the preventive and/or curative maintenance task for the ICT equipment.

Secondary objective
The candidates will be able to:
- Understand the principles, maintenance and use for MSF Standard ICT equipment
- Train the people for the good usage of these equipment
- Manage and support MSF Standard Application (HR: Homère, Finance and Supply: Unifield, Medical application)
- Windows 7 and Office 2010 migration
- Radio communication equipment maintenance and installation
Enrolment

Only selected candidates will be asked to apply – send your application form with your motivation letter as well as the recommendation from your Logistic Coordinator (LogCo) to the training admin in Geneva.

Course content

- Policies & procedures: presentation and overview of MSFCH policies and procedures
- Support to users:
  - How to train/coach field logistician about the basic preventive maintenance of ICT equipment.
  - How to train/coach field users about the basic usage for MSF Standard ICT equipment.
- Data processing and communication equipment: Disaster Recovery, usage, maintenance and interaction
- Migration: operation management, time management, training, change management, risk management, support & troubleshooting
- Business continuity for Supply, Hr, Finance and medical application.
- Unifield deployment: installation, recovery, backup, users management

Teaching methods

Demonstrations of material, troubleshooting, practical work, paper documents, presentations, discussions
Humanitarian Logistic Manager (HLM)

<table>
<thead>
<tr>
<th>Bourse de fidélisations / Loyalty grant</th>
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<tbody>
<tr>
<td>Place / Organizer: Lyon (France) / Bioforce</td>
</tr>
<tr>
<td>Date: Autumn 2016 Sept–Dec</td>
</tr>
<tr>
<td>Duration: 2.5 months</td>
</tr>
<tr>
<td>Group: 12 participants max per session, 2 OCG</td>
</tr>
<tr>
<td>Approximate cost: At least 6500 EUR + accommodation + living costs per person</td>
</tr>
<tr>
<td>Language: English</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff: 1 year</td>
</tr>
<tr>
<td>Application: <a href="mailto:christine.gayral@geneva.msf.org">christine.gayral@geneva.msf.org</a></td>
</tr>
</tbody>
</table>

**Target groups**
- High potential logisticians with 2–3 missions as an MSF logistician.

**Pre requisites**
- High educational level
- English and French: Fluent in reading and writing
- The trainee must be pre-validated as a potential Cotl by the HRLO in GVA

**General objective**
At the end of this level 3 training, the candidate will master the key management methods for planning, organizing and following the logistic activities of an MSF mission.

**Course content**
Designed to develop crucial logistics management skills, the new Humanitarian Logistics Management (HLM) training programme is a combination of core management modules also available through the Humanitarian Programme Management training programme (excluding the module “Managing finance and funding”). This specific HLM training programme also includes a specific 3-week supply chain management module developed in partnership with 5 major international NGOs: Action contre la Faim, Handicap International, Médecins du Monde, Médecins Sans Frontières and Solidarités International.

- The framework of the humanitarian aid
- Managing people and organizations
- Security and technical modules
- Managing programs and projects
- Humanitarian supply chain management
- Training of trainers

**Teaching methods**
Lectures, class discussions, group works, individual written tests, interactive exchanges. The course will end up with an exam and validated by a diploma.
FILIERE FINANCE
Unifield Finance E-Learning

Dates: Course is under construction, and expected to be available mid 2016
Duration: 25–50 hours to be confirmed (tbc)
Language: English, French (to be deployed later)
Application: tbc – inquiries to be made via Unifield Finance Project Coordinator
Loic.mangeret@geneva.msf.org and finance trainer
Olivia.scannell@geneva.msf.org

Target group

- Finance newcomers or staff on/in–between missions that use Unifield1.
- Finance Staff on mission – to access topics as and when needed.
- Open to international & national staff

NB the Unifield system roll–out will be supported by blended learning (a combination of face to face training and e–learning). This course is designed for users for mission’s that have already implemented Unifield.

Pre–requisites

Staff should have prior knowledge of double entry accounting basics, and be computer literate. Ideally they will have a good internet connection, although the course should be available taken off–line.

Purpose

- To allow Unifield users to learn how to use the Unifield application and the new supply & finance processes, according to a modular learning path that matches his/her role requirements.

Objectives

The learner will know how to perform the tasks in the information system

Course content

The course content is adapted to the learner’s needs and role profile. Topics include:

- General Unifield Basics,
- Configuration,
- Payment,
- Importing HR data, HQ expenses and budgets,
- Donors, Funding Pools and Financing Contracts
- Searching, Correction and Closing
- Teaching methods

Modular methodology: Knowledge will be organized in batches allowing the development and delivery of training modules following a dynamic demand and the specificity of the staff function.

1 Unifield is an integrated supply and accounting tool, currently in final stages of development (Dec 13) and due for deployment 2015 –2016
Target group

- Field Finance Administrators about to leave for their first mission with OCG. The training should be started no earlier than 2–3 weeks before departure and completed before arrival for the briefing in Geneva.
- All finance field staff needing an introduction to the basic Budget Matrices (HR & Fin) functionality. For those only speaking French, please contact Olivia Scannell for the availability of French materials.

Pre-requisites

- Required: Candidates need to be computer literate, with a working knowledge of excel and have a need for this training to perform their role.

Goal

The overall objective of the course is to prepare field finance administrators for using the MSF Budget Matrices in order to facilitate the integration of the person into his/her field assignment and to prepare them to work with their team members to manage the project budget.

Objectives / Course Content

At the end of the course learners will be able to:

At the end of the exercise learners will be able to:

Appreciate the importance of the budget management to the organisation and project objectives
- Explain what is the budget & BMR
- Describe the budgeting timetable

Navigate the Budget and HR Matrix tool(s)

- Input the settings parameters
- Input and adjust budget and forecast data manually
- Perform the update process (imports/exports between HR & FIN Matrices)
- Manage interfaces with the HR and Accounting systems
- Import national staff planning data from Homere to HR matrix and manual addition.
- Import Saga actual data into FIN Matrix
Use the forecast information to create the monthly Cash Request

Perform an analytical review of Data

– Export Data for review with the budget Holders
– Do an actual and forecast analysis, within the BMR review process
– Provide appropriate commentary to the Monthly Budget Monitoring

Teaching Techniques

Individual reading, ppt presentation, videos, a monthly scenario exercise using the matrice excels tools.
Saga for Finance Administrator

<table>
<thead>
<tr>
<th>Place</th>
<th>e Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>On demand</td>
</tr>
<tr>
<td>Duration</td>
<td>about 5 hours</td>
</tr>
<tr>
<td>Group</td>
<td>unlimited</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Application</td>
<td><a href="mailto:olivia.scanell@geneva.msf.org">olivia.scanell@geneva.msf.org</a> (Finance Trainer)</td>
</tr>
<tr>
<td></td>
<td><a href="mailto:Agathe.chetelat@geneva.msf.org">Agathe.chetelat@geneva.msf.org</a> (Field Accounting Referent at HQ)</td>
</tr>
</tbody>
</table>

Target group

- Field Finance Administrators about to leave for their first mission with OCG. The training should be started no earlier than 2–3 weeks before departure and completed before arrival for the briefing in Geneva.
- All finance field staff needing an introduction to the basic SAGA functionality. For those only speaking French, please contact Olivia Scannell for instructions to use the French materials on the FTP/OCG Finance Library.

Pre-requisites

- Required: Candidates need to be computer literate, with a working knowledge of excel and have a need for this training to perform their role.
- Desirable: prior experience of using an accounting system

Goal

The overall objective of the course is to prepare field finance administrators using the software SAGA in order to facilitate the integration of the person into his/her field assignment.

Objectives

At the end of the course learners will be able to:

- Use SAGA to perform monthly accounting tasks: cash and bank transactions, reconciliations, corrections, inter-mission/section expenses, salaries, perdiems, advances, monthly closure & controls, selector tool

Course Content

More specifically, at the end of the course the learners will be able to:

- navigate the software
- restore a file
- create a back up
- create an accounting book
- open an accounting month
- perform internal transfers
- register data / invoices
- split an invoice
– import Homere files for salary payment
– perform provisional closing, and perform monthly checks
– close the month
– print files
– send and receive SAGA files to/from the Coordination
– use the Selector function to extract information from SAGA

Teaching Techniques

Individual reading, ppt presentation, videos, exercises using Saga software.
New Chart of Accounts

Place: e Learning
Date: On demand
Duration: about 1 hour
Group: unlimited
Language: English
Application: olivia.scanell@geneva.msf.org (Finance Trainer)

Target group
- All Field Finance staff
- Any other field staff that require an introduction to the Chart of Accounts

Pre-requisites
- Required: Candidates need to have basic computer literacy to access the E-Campus platform and have a need for this training to perform their role.

Goal
The overall objective of the course is to prepare field finance staff to use the chart of accounts to correctly budget and allocate income and expenditure using the 2014 MSF Chart of Accounts

Objectives
At the end of the course learners will be able to:
- Identify the correct account code for any item of income or expenditure in an MSF field mission.

Course Content
More specifically, at the end of the course the learners will be able to:
- Understand the reason behind the new Nature based chart of accounts
- Use the Chart of Accounts and Standard Descriptions file
- Identify the use of the different families and detailed account codes
- Use the frequently asked questions as a first resource where they have questions when performing their role

Teaching Techniques
Individual reading, videos, Quiz, FAQ resource
MANGO Training for Trainers

**Place:** Various locations and e-learning  
**Dates:** See training calendar at  
[http://www.mango.org.uk/training/opentrainingprogramme](http://www.mango.org.uk/training/opentrainingprogramme)  
**Duration:** 4 days  
**Group:** small group size of about 8 people (no reserved MSF places)  
**Language:** English  
Required commitment for MSF CH staff: 12 months  
**Application:** maxime.chelet@geneva.msf.org, sebastien.billard@geneva.msf.org

**Target group**
This course is specially designed for finance staff that offer financial management training and regular training support to work colleagues. This can include FinOps, FinCos, and Admins. Priorities and validation will be made by the operational and technical line managers in consultation with the Pool Manager.

**Pre-requisites**
Participants do not need previous training experience to attend this course but they must have experience of NGO financial management or accounting. Strong written and verbal English communication skills are also required as all participants are required to complete a practical presentation.

**Goal**
To build the confidence and course design and facilitation skills of finance staff to deliver relevant and effective financial management training to NGO personnel.

**Objectives**
At the end of the course, participants will be able to:

- Write ‘SMART’ learning objectives as part of the course design process for a finance training session
- create a session plan for a finance training session using the ‘CPR’ process
- create effective resource materials to support the learning process
- demonstrate at least 15 different participatory training techniques that can be used in finance training
- deliver a participatory-style training session using plain language, to build financial skills and knowledge

**Course content**
The final balance of course content will be decided by those attending the course, according to their interests and training needs.

The core components of the course include:
- the challenges of finance training
- how adults learn and what that means for trainers
- course design basics: learning objectives, lesson plans, selection of approach
- participatory training techniques and when to use them
- how to make financial concepts and jargon interesting and clear
- creating effective resource materials to support the learning
- How to deal with things that go wrong in the training room.

Detailed objectives and course programme can be found at the following web link:
http://www.mango.org.uk/training/takingthefearoutoffinance

Teaching methods

Group activities, quizzes, games and practice sessions. During the course, participants design and develop, with full support and guidance, a short finance training session to be delivered in pairs or threes on the final day.
Working with ECHO Funding

Place: Various locations and e-learning
Dates: See training calendar at http://dgecho-partners-helpdesk.eu/training/start
Duration: 1–5 days
Group: 20–25 participants per course (no reserved MSF places)
Language: English / French / Spanish
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org, maxime.chelet@geneva.msf.org

Target group
Operational and Financial personnel in missions and cells that are likely to manage ECHO funding in 2014.

Goal
ECHO has launched a new ECHO 2016 Framework Partnership Agreement which will be used for the next 2–3 years and brings significant changes. Participation in these trainings will ensure OCG has the capacity to successfully fulfil our obligations to a donor that is expected to give us around 5m EUR in 2014 = 4% of our operational budget, 19% of our Public Institutional Funding objective.

Objectives
At the end of the course, participants will have a working knowledge and skills to effectively plan, implement, report on and prepare for audits on projects that have ECHO funding under the framework of the DG ECHO FPA 2016

Face to Face Course content

<table>
<thead>
<tr>
<th>Module Title</th>
<th>Face to Face</th>
<th>E-learning</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>A very short introduction to the 2014 FPA</td>
<td>Yes</td>
<td>Proposal and report writers (HoM / D-HoM / Reporting Officer – according to set up) &amp; FinCo, FinOp</td>
<td></td>
</tr>
<tr>
<td>Preparing an Action: the Single Form</td>
<td>2-day</td>
<td>Yes</td>
<td>Field Coordinator ARP</td>
</tr>
<tr>
<td>Implementing a DG ECHO Action</td>
<td>2-day</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Final Reporting 2016</td>
<td>1-day</td>
<td>Yes</td>
<td>FinCo, FinOp, Reporting Officer Field Coordinator, HOM</td>
</tr>
<tr>
<td>The Audit Process</td>
<td>1-day</td>
<td>Yes</td>
<td>FinCo, FinOp Fin Mgr</td>
</tr>
</tbody>
</table>

Detailed objectives and course agendas can be found at the following web link: http://www.dgecho-partners-helpdesk.eu/training/start
Teaching methods
Lectures, case studies, group discussions & debates, distance-learning

Application
Seek operational approval for attendance on these courses with your line manager. The e-learning & face to face training courses are free, and you should be able to participate in a local mission training course. If you need to travel and need accommodation, please seek prior budget approval from your local training budget holder.

The online registration process is extremely quick and simple:

1. Access the web application “MANTRA: http://mantra.puntosud.org/

2. Register, by entering your “username”, your “e-mail address” and “password”, click on “register” and follow the instructions.
   • The system will send you a message to the email address you have provided to activate your account. If you do not receive the message, check the spam section.
   • Add the additional profile information (“Organisation” = Medecins Sans Frontieres CH, “Implementing Partner” = blank, “working station” = Mission you are currently based in)

3. Selection: Go to the “Training” or “Distance Learning” section/tabs as appropriate. Click on “apply now” for a location and date of your preferred course(s).

4. Fill in the information in the on-line application form.
FILIÈRE COMMUNICATION
Field Communication Training

<table>
<thead>
<tr>
<th>Place: / Organizer</th>
<th>field missions / OCG, Field Communication and MSF AT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>On demand</td>
</tr>
<tr>
<td>Duration:</td>
<td>3–5 days</td>
</tr>
<tr>
<td>Group:</td>
<td>14 to 20 participants,</td>
</tr>
<tr>
<td>Language:</td>
<td>English/French/Spanish</td>
</tr>
<tr>
<td>Required commitment for MSF CH staff: one year</td>
<td></td>
</tr>
<tr>
<td>Technical referent: for decentralized field com training please send your request to <a href="mailto:valerie.batselaere@vienna.msf.org">valerie.batselaere@vienna.msf.org</a></td>
<td></td>
</tr>
</tbody>
</table>

Target group
Trainings are organised after a needs analysis or upon request by communication advisors, desks, and field coordination.

- Field Coordination (HOM, Field Cos, MedCos...)
- Selected international and national staff according to their exposure to public communication
- Regional Communication Staff

General Objective
Reaffirm the role of communication as an operational asset and pillar of MSF humanitarian medical action.

Content
1. Role of Communication at MSF, and MSF identity
2. Perception of MSF in the field: local communication
3. Communication structure: roles and responsibilities
4. Media and stakeholders in the field (local, regional, international)
5. Social media: role in MSF and best practices
6. Defining your message
7. Media interview skills*

Teaching Methods
Lectures, case studies, videos, role plays, group work, discussions, practise and mock interviews.

This course will require the active participation of each participant: they will be asked to share experiences, best practices, and how specific operational communication issues were dealt with in various contexts. It will also serve as a platform to take stock of all local communication tools that field staff members have produced in their respective domains of intervention.

* Shorter and more targeted media trainings can be organised on demand for senior operational field staff.
International Field Communication Training

Place: / Organizer Beirut / OCG, Field Communication and MSF AT
Date: 07–11 December 2016
Duration: 5 days
Group: 5 seats OCG
Language: English

Required commitment for MSF CH staff: one year
Application: sebastien.billard@geneva.msf.org, stephanie.ollinet@geneva.msf.org,
maxime.chelet@geneva.msf.org
PRACTICAL INFORMATION
Administrative Information

In Geneva, the participants will stay most of the time at the Drake Longchamp hotel (7 rue Butini, 1202 Geneva) or at the hotel de Genève (1, place Isaac–Mercier, 1201 Geneva) and most training sessions will take place in La Maison des Associations (15 rue des Savoises, few tram stations from the hotel).

Accommodation
- 2 participants per room
- Rooms with bathroom (towels and bed sheets are provided), TV, telephone, hair dryer, safe at the reception (+ little kitchen at the Drake Longchamp)
- Free internet connection in the Drake Longchamp
Accommodation costs ONLY are covered by MSF – participants are responsible for any extra costs like telephone, minibar, internet, pressing...

Meals and per diem policy during training
- Breakfast are provided at the hotel
- Lunch are always provided during the training course
- Dinners: a per diem is provided to cover the dinners – 30 chf per dinner
- Weekend: a per diem is provided, 50 chf per day (20 lunch, 30 dinner)
- If you have special diet requirements, please advise us

Participants will receive per diem ONLY for the period of the course (from day one, till the last day). Should they arrive a day before the training and leave after, they need to make sure that the administrator of their mission gives them a per diem accordingly!!!!

Training policy for national staff
- Do not forget to provide them with an “emergency envelope” in order to cover unexpected costs during their travel
- HQ covers the medical and travel insurance

Medical Insurance
We insure only MSF CH national and international staff coming from the field. Participants between missions need to make sure that they are properly covered.

Travel arrangement
- If you are on the field, your administrator takes care of your flights
- If you are not on the field, please contact stephanie.ollinet@geneva.msf.org or sebastien.billard@geneva.msf.org or maxime.chelet@geneva.msf.org
- If you come with your car, we do not refund petrol, but the equivalent of a return train ticket from the place you are coming from
- Bus tickets are not reimbursed (do not forget to take a free ticket at the airport)
- You will receive a “free public transport card” at the reception of the hotel for the duration of your stay
- Taxi is not reimbursed, except if your departure time is before 8:30 am, and arrival time after 23:00. In that case please mind keeping the receipt
- One hour bus ticket costs 3,50 chf or 2,90 euros (the machine accepts Euros but not all of them give back change)
Informations Administratives

Lorsque les formations ont lieu à Genève, les participants seront logés la plupart du temps à l’hôtel Drake Longchamp (7 rue Butini, 1202 Genève) et l’hôtel de Genève (1, place Isaac-Mercier, 1201 Genève) et la plupart des formations auront lieu à la Maison des Associations (15 rue des Savoises à quelques arrêts de tram).

Hébergement
- 2 participants par chambre
- Chambres avec salle de bain (serviettes de toilette et draps seront fournis), TV, téléphone, sèche-cheveux, coffre-fort à la réception (chambres équipées de kitchenette au Drake Longchamp
- Connexion internet gratuite possible dans le hall de l’hôtel

**SEULS les frais de logement sont couverts par MSF** – les frais hors-logement (téléphone, mini bar, laverie, internet…) sont à votre charge

Repas et politique per diem durant les formations
- Les petits déjeuners sont servis à l’hôtel
- Les déjeuners sont toujours servis sur le lieu de la formation
- Un per diem sera versé pour couvrir les dîners (30 CHF par dîner)
- Weekend: un per diem sera versé, 50 CHF par jour (20 CHF/ déjeuner, 30 CHF/ dîner)
- Si vous avez un régime alimentaire particulier, mentionnez à l’avance

Les participants recevront un per diem UNIQUEMENT pendant la période couverte par la formation (du premier au dernier jour). S’ils arrivent avant ou partent un jour après la formation, ils doivent s’assurer que l’administrateur de leur mission leur a versé le per diem pour ces jours-ci!!!

Politique formation pour le personnel national
- N’oubliez de leur donner une enveloppe « urgence » pour couvrir les imprévus durant leur voyage.
- Le siège prend en charge leur assurance médicale

Couverture médicale
Seul le personnel national et international MSFCH arrivant du terrain sont couverts. Les personnes entre mission sont responsables de leur propre couverture.

Transport
- Si vous êtes sur le terrain, votre administrateur doit organiser votre transport.
- Si vous n’êtes pas sur le terrain, contactez stephanie.ollinet@geneva.msf.org ou sebastien.billard@geneva.msf.org ou maxime.chelet@geneva.msf.org
- Si vous venez en voiture, nous vous rembourserons l’équivalent d’un billet de train A/R en 2ème classe
- Les tickets de bus ne sont pas remboursés (n’oubliez pas de prendre un ticket gratuit depuis l’aéroport)
- Vous recevrez "un passe transport public gratuit" à la réception de l’hôtel pour la durée de votre séjour.
- Les taxis ne sont pas remboursés, sauf si votre départ se fait avant 8.30am, et votre arrivée après 23.00pm. Gardez vos reçus (à présenter lors du remboursement).
- Coût du ticket de bus valable une heure: 3,50 CHF ou 2,90 Euros (la machine accepte les Euros mais elles ne rendent pas toutes pas la monnaie !!!)
How to get to MSF CH office:

Médecins sans Frontières
78, rue de Lausanne, 1202 Genève
Tel. + 41 (0)22 849 84 84 // Fax. + 41 (0)22 849 84 88

From the airport

Geneva airport offers a free ticket, valid 80 minutes throughout the “Tout Genève” Zone. You can get the free ticket from the automatic distributor, located at the baggage claim area, just before going through customs. Keep your boarding pass to prove you were flying in the same day in case of control.

City maps are available at the information desk, at the arrival level

- Take a direct train from the airport to the Geneva main station “Cornavin” (10 mn)
- Or take bus n°5 until the Geneva main station “Cornavin” (20 mn)
- If you have forgotten to take the free ticket the price is: 3,00 CHF (or 2,90 Euros, the ticket distributor accepts Euros but be aware that it does not always give change!)

From the station

Next to the train station, starts “Rue de Lausanne”. The office is 8 mn walking distance or take the tramway n°15 direction “Nations” and get off at stop “Butini” (2 stops from the station). The stop is in front of the office.

- Price “Short trip”: 2 CHF (or 1,70 Euros the ticket distributor accepts Euros but be aware that it does not always give change!)

De l’aéroport

L’aéroport de Genève offre un ticket gratuit valide 80 minutes, sur toute la zone « Tout Genève ». Vous pouvez retirer votre ticket au distributeur automatique situé en salle de réception des bagages, juste avant de passer la douane. Gardez votre carte d’embarquement, à présenter lors du retrait du ticket afin de prouver que vous avez voyagé ce même jour.
Des plans de la ville sont disponibles au bureau “Information” dans la zone des “Arrivées”.

- Prendre un train jusqu’à la gare centrale « Cornavin » (10 mn)
- Ou prendre le bus n°5 jusqu’à la gare centrale « Cornavin » (20 mn)
- Si vous avez oubliez de prendre le ticket gratuit, le prix est: 3,00 CHF ou 2,90 Euros (la machine accepte les Euros mais ne rend pas toujours la monnaie !!!)

De la gare

La Rue du Lausanne commence au niveau de la gare. Vous pouvez marcher (8mn env.) ou vous pouvez prendre le tramway n°15 en direction de « Nations » et descendre à l’arrêt « Butini ». L’arrêt est en face du bureau.

- Prix “Saut de Puce” : 2 CHF ou 1,70 Euros (la machine accepte les Euros mais ne rend pas toujours la monnaie !!!)