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OUR MISSION

The Unité de santé internationale (USI) has been helping to improve public health in developing and transitional nations since 1989. The USI supports the development and deployment of healthcare policies, while implementing equitable and effective primary care/hospital programs and services in close partnership with local communities. The USI employs innovative and inclusive sustainable development strategies, in line with Sustainable Development Goals, to bolster existing healthcare systems and provide better access to the people it serves, including the most vulnerable to quality services.

The USI is a member of the Canadian Partnership for Women and Children's Health (CanWaCH) and the Secrétariat international des infirmières et des infirmiers de l'espace francophone (SIDIIEF). It is also an affiliated member of the Centre d'étude et de coopération internationale (CECI).

By bolstering healthcare systems and community capacities, we are working together to increase the availability of quality healthcare services care to women, girls and their families, as well as the ability of communities to exercise their right to healthcare.





The USI conducts international cooperation activities in conjunction with academic training, service and research missions of the Université de Montréal (UdeM) and its École de santé publique (ESPUM), which has been associated with the USI since 2014. The USI also conducts international cooperation activities with the Centre hospitalier de l'Université de Montréal (CHUM), with which it enjoys a special partnership, while building on the prestige of other UdeM-affiliated establishments and academic healthcare units.

The USI is a university hub which mobilizes the skills and expertise of its network to integrate efforts drawing on its training, expertise, technical support and research, to meet the major challenges of international healthcare that societies are now facing.

DEAN'S MESSAGE



Carl-Ardy Dubois
Dean of ESPUM

Dear USI community members,

The École de santé publique is particularly proud of the USI's work over the past two years. This work attests to the unit's vitality and builds on the international influence enjoyed by UdeM and ESPUM. As you will observe throughout this report, the USI is very effectively maintaining its commitment to underprivileged societies. Through its various projects aimed at reinforcing the healthcare systems of middle- and low-income nations, and its work with children, girls and women, the USI continues to play a leading role in improving global health.

The USI's projects mobilize various kinds of expertise, eloquently underscoring the School's role as a knowledge hub. The USI's multidisciplinary and cross-sectoral projects integrate the contributions of different faculties (Medicine, Law, Nursing, Art, Science, Development and Veterinary Medicine) in response to the healthcare system's complex issues. These projects act as springboards, enabling our community to work toward a more equitable and healthier world.

ESPUM has a vital responsibility to provide worldwide training in public health, in view of its status within the Frenchlanguage community. The USI is a highly effective tool in fulfilling this mission because it facilitates the mobility of our teachers and students through its worldwide partnership network (universities, public and private healthcare organizations, NGOs, etc.), has marshalled the necessary resources to offer generous scholarship programs, and has ensured that our programs have a positive impact on their host nations.

Global health has become one of ESPUM's core centres of excellence following several years of sustained investment. We shall reinforce this role by continuing to expand on the USI's achievements

Carl-Ardy Dubois Dean, École de santé publique de l'Université de Montréal

DIRECTOR'S MESSAGE

The past two years have been marked by the pandemic, which has taken a toll on the world's healthcare systems and highlighted challenges posed by the international governance and global equity of healthcare. This period has emphasized the importance of maintaining our efforts to bolster healthcare systems-while mobilizing and supporting qualified healthcare administrators and professionals in their work, as well as introducing technological innovations. This approach is possible because of new platforms that enable us to do our work, train others and treat patients remotely. The education and availability of human healthcare resources remains a major issue which will require significant national and international investment to respond to existing healthcare coverage strategies and shortages. Unfortunately, it is very difficult for marginalized population groups—often underrepresented in decision-making spheres—to obtain justice and have their right to healthcare uphold.

The USI launched new projects between 2020 and 2022 to meet these many challenges. The TUMAINI Project, which is implemented in the DRC and Burundi in collaboration with the Panzi Foundation, was designed to ensure that women, adolescent girls and children enjoy greater rights over their sexual and

Karina Dubois-Nguyen Director, USI

reproductive health. The ProNurse Project is empowering women by professionalizing Bangladesh's nurses. Morocco's crisis management training project prepared that nation's healthcare system administrators to respond adequately to public healthcare needs and emergencies.

Boosting the empowerment and resilience of women and adolescent girls, as well as the population at large, by expanding collective efforts in development, humanitarian aid and peacekeeping, will constitute a vital response in coming years to the rise of international economic and sociopolitical issues. Multifaceted approaches such as Triple Nexus, multisectoral approaches such as One Health and more inclusive strategies, will be needed to achieve better coordination, complementarity, sustainability and understanding of such initiatives.

Quality primary care services, as well as efficiently run hospitals, are also prerequisites for the healthcare system's transformation. A well-structured healthcare continuum—supported by inclusive and innovative public policies on gender equality, a pool of motivated and qualified human resources, and communities and individuals demonstrating the necessary influence—will serve as sound foundations for our ongoing efforts to achieve Sustainable Development Goals.

I would like to thank all our teams, the academic community and our graduates around the world and in Québec's healthcare system, who support us in our efforts which combine state-of-the-art practices with advanced scientific expertise, to ensure that our projects deliver sustainable benefits

Karina Dubois-Nguyen Director, Unité de santé internationale (USI)

MANAGEMENT COMMITTEE

President of the board Carl Ardy Dubois, Dean, École de santé publique de l'Université de Montréal

Members of the office Valérie Amiraux, Vice-Rector for Community and International Partnerships

Fabrice Brunet, CEO, Centre hospitalier de l'Université de Montréal Karina Dubois-Nguyen, Director, Unité de santé internationale

Appointed members Luc Boileau, CEO, Institut national d'excellence en santé et services sociaux

Patrick Cossette, Dean, Faculté de médecine de l'Université de Montréal

Jean Louis Denis, Full Professor, Canada Research Chair on Health System Redesign and Improvement

Pierre Duplessis, Associate Professor and Development Consultant

Christina Zarowsky, Director, Département de médecine sociale et preventive, ESPUM

THE USI TEAM



Karina Dubois-Nguyen Director



Jean Philippe LabrecqueDeputy Director



Sylvie Charron Senior coordinator



Islene Lazo Senior coordinator



Geneviève Rouleau Senior coordinator



André-Paul Vénor Senior coordinator



Linda François Senior coordinator



Marie-Douce Primeau Senior coordinator



Marie Jobin-Gélinas Advisor, Gender Equality and Human Rights



Charles Giraud
Communications Officer



Miriam Colon-Castillo Financial Management



Felipe Garcia-Ortiz Administrative Technician



Redouane Lamrani Administrative Technician



Catherine Lemouzy Administrative Technician

2020-2022 IN FIGURES



18 projects **12** countries



CA\$ **74 000 000**

8 funders



20 professors

17 mobilized scholarship recipients and interns



Employees

16 at the head office

35 in the field



53 consultants

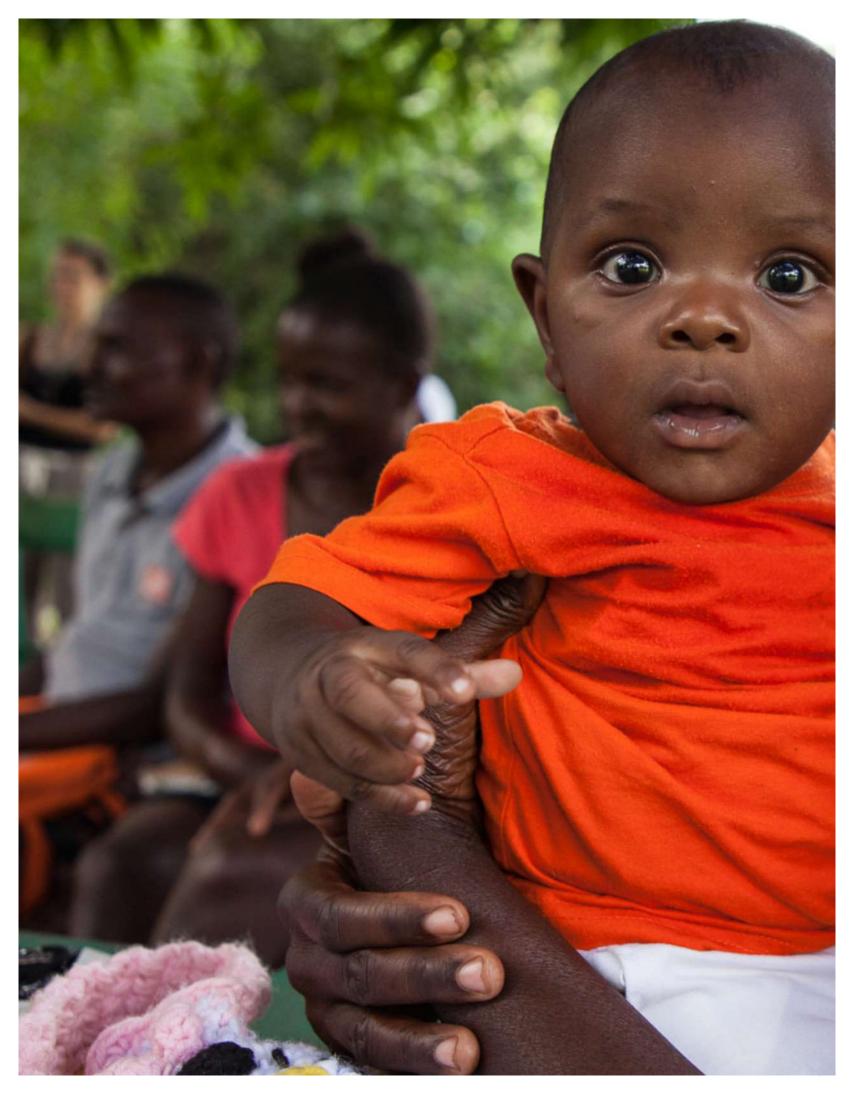
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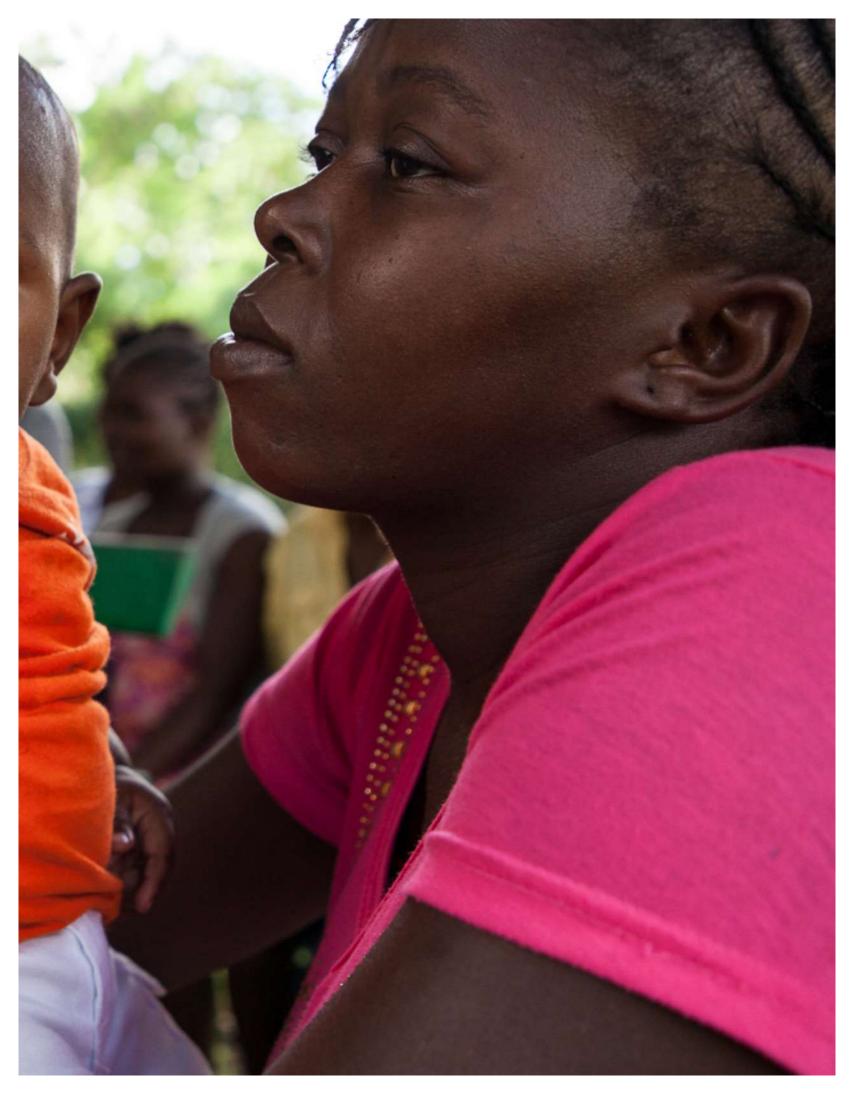
32 from partner countries

OUR PROJECTS

More than 110 projects in 32 countries over 30 years







2020-2022 PROJECTS

Strengthening Healthcare Systems

Human Resource Governance and Development



Fight against Sexual and Gender-Based Violence

Sexual and Reproductive Health and Rights

Knowledge Transfers



ACOSME, Project in Support of the Health Continuum

Northern department, Haiti, 2016-2022

Partners: Haiti's Ministère de la santé et de la population **Implementation:** USI—Centre d'étude et de coopération internationale (CECI)

Funding: Global Affairs Canada

Project Benefits Include:

500,000 people were reached by the project

3 health centers were built and equipped

19 facilities were upgraded to provide better access and care quality for women

Infant mortality was reduced regionally

Increased visits were made to prenatal clinics

Improved access to care

Implemented in conjunction with Haiti's ministère de la Santé et de la Population, ACOSME has helped reduce infant and maternal mortality in Haiti, particularly in sectors targeted by the Northern department.

ACOSME sought to improve the provision and quality of an essential service continuum that meets the needs and rights of mothers, pregnant women, newborns and children—while enhancing the use of healthcare services by women, their families and young people. It has also increased Canadian awareness of issues pertaining to the health and rights in Haiti of mothers, pregnant women, newborns and children under 5. Since the COVID-19 pandemic, the project has supported the Northern department in formulating and deploying its pandemic response.

ACOSME incorporates activities designed to prevent and treat child malnutrition and eradicate gender-based violence. The project works with local healthcare systems and communities to develop the abilities of healthcare system workers and mobilize communities using their services. Operational research studies, implemented transversally, supported decision making processes with generated evidence, to certain problems in Haiti's healthcare system.





TUMAINI, Health and Rights of Women, Adolescent Girls and Children

Democratic Republic of the Congo and Burundi 2022-2027

Partners: Dr. Denis Mukwege Foundation, Lawyers Without Borders Canada, Global Strategies **Implementation:** USI—Hygeia Observatory—Panzi Foundation **Funding:** Global Affairs Canada

Implemented by the USI and UdeM's Hygeia Observatory with the Panzi Foundation, the TUMAINI Project supports the activities of the Panzi Foundation and Hospital. Built around the vision of Dr. Denis Mukwege and UdeM'S contributions, the project will augment services for survivors of sexual and gender-based violence, as well as the Panzi Foundation's capacities in four healthcare zones of Sud-Kivu (DRC) and three provinces of Burundi. The project's main components are: (1) improved healthcare service delivery and administration, (2) better sociocultural, financial and geographic access to healthcare services, and (3) the promotion of healthcare policies, legal structures and services, drawing on research- based knowledge.

The project will involve several UdeM faculties and incorporate a transversal component of operational research. In terms of equity, the initiative is designed to reach the most marginalized and vulnerable individuals. To maintain this initiative over the long term, TUMAINI seeks to enhance local resources, and consequently incorporate environmental, gender quality and human rights issues which will be covered by specific transversal activities. Local, provincial national and international benefits are projected.



YELLEN, Rights and Innovations in Sexual and Reproductive Health

Kayes region, Mali 2020-2025

Partners: Direction régionale de la santé (DRS), Direction régionale du développement social et de l'économie solidaire (DRDSES), Direction régionale de la promotion de la femme, de l'enfant et de la famille (DRPFEF), Fédération régionale des associations de santé communautaires (FERASCOM)) and the Académie de Kayes, Académie de Nioro and Académie de Kita.

Implementation: USI—Centre d'étude et de coopération internationale Funding: Global Affairs Canada

The Yellen Project supports innovations and the right to sexual and reproductive health. It seeks to help reduce gender inequalities with respect to the health and the sexual and reproductive rights of women and adolescent girls in seven Kayes region districts (Bafoulabé, Diéma, Nioro, Ossoubidiagna, Sagabari, Séféto and Yélimané). The project is principally based on the assumption that increased empowerment of women and adolescent girls in decision-making and the acquisition of

better control over their health will promote the use of quality sexual health and reproductive services meeting their needs. Yellen is a groundbreaking model of cooperation designed to harmonize the work of stakeholders from women's groups and decentralized communities, as well as healthcare services and associations.

The Yellen Project offers technical and material support to healthcare structures and the public healthcare system, while mobilizing communities and boosting their awareness in conjunction with these efforts. It is also enhancing the skills of healthcare system workers to ensure long-term improvements in care quality and availability, accompanied by better access to healthcare services.



AT-ABS-SSR, Technical Assistance to the Sexual Health and Reproductive Budget Sector

Mali 2019-2022

Partners: Ministère de la Santé et du Développement Social (MSDS), Ministère de la Promotion de la Femme, de l'Enfant et de la Famille Implementation: USI Funding: Global Affairs Canada

Canada has been contributing to Mali's healthcare budget sector since 2007. The AT-ABS-SSR, launched in 2019, was the first project to support this funding mechanism, by furnishing technical assistance to its partners. Such governance support project seeks to better equip Mali government in providing sexual health and reproductive services for women and adolescent girls.

The project is working with the ministère de la Santé et du Développement social and the ministère de la Promotion de la femme, de l'enfant et de la famille in deploying Mali's Health and Social Development Program (PRODESS) to improve sexual and reproductive health.

The AT-ABS-SSR project has more effectively equipped these two ministries to better support regional implementation of sexual health and reproductive efforts and promote associated rights. As a result, regional healthcare services have been more closely tailored to the needs and rights of women and adolescent girls.



Project Benefits Include:

Production and distribution of a Reference Manual on Sexual and Reproductive Rights and Gender Equality, along with a publication identifying Reproductive Health Policies, Standards and Procedures;

Development of reproductive rights and gender equality training modules, training of a core of male and female instructors, and regional dissemination of this training;

Creation and distribution of consciousness-raising material on sexual and reproductive health and rights: collection of key messages, posters, mini-programs and radio spots;

Production of a results-oriented Management Training Module specific to PRODCESS implementation. Training of a central core of instructors and experiments with regional training;

Review of PRODCESS planning and follow-up/assessment mechanisms to allow a better understanding of sexual and reproductive rights; review and implementation of sexual health and reproduction supervisory mechanisms;

Relaunch of the central Innovation Monitoring Committee (consisting of women using CFU-healthcare services:

Quality Committee, EFH focal point), with regional follow-ups;

Increased Child Vaccination Rate:

Santé Ados Mali: Implementation and review of an IT and Communication pilot project in two Bamako high schools, in conjunction with the healthcare and education sectors.

TOPICs, Technological Implementation of Citizen Participation in Healthcare to Improve the Healthcare System

Burkina Faso, Democratic Republic of the Congo and Benin 2017-2021

International partner: Institut de recherche pour le développement (IRD)
National partners: Action-Gouvernance-Interaction-Renforcement, Groupe de Santé en
Développement (AGIR-SD), Centre de Recherche en Reproduction Humaine et en Démographie
(CERRHUD), Réseau national des ONG pour le développement de la femme (Renadef)
Implementation: USI
Funding: Global Affairs Canada

The TOPICS Project (Technological Implementation of Citizen Participation in Healthcare to Improve the Healthcare System) was rolled out in Benin, Burkina Faso and the Democratic Republic of the Congo (DRC) to test new digital technologies for collecting feedback on their healthcare systems from users and providers. The resulting databases are made available to governments for planning and implementing their healthcare policies. This effort, involving the creation of hotlines with an interactive voice server to conduct surveys in the three countries, was supported by communication campaigns promoting local community participation. Consciousness-raising campaigns on healthcare rights and obligations were conducted to help the public give informed opinions. Digital data collection terminals were installed in key locations in Benin, and hotlines set up. These hotlines had received 118,000 calls by the end of the experiment.

Such numbers demonstrate strong public participation. The collected data was used to create a working evidence-based database. The TOPICS project represented a breakthrough in exploring the impact of digital technologies on public health and welfare, while increasing official accountability as to the quality of available public healthcare services.



Access to Health Services for Women and Girls in Kinshasa (ASSK)

Kinshasa province, Democratic Republic of the Congo 2018-2024

Partners: Ministère de la Santé Publique (MSP), Kinshasa city and province Implementation: USI Funding: Global Affairs Canada

The ASSK Project seeks to improve the health of women, children and adolescent girls living in Kinshasa. ASSK targets seven health zones with a total population of 1,838,851—937,814 of whom are women. It has two components. The first is to improve essential healthcare services by expanding technical capacities and making available material resources to ensure a greater availability of quality healthcare services. ASSK also seeks to expand capacities in biomedical waste management and sanitation. ASSK focuses on the health of women, adolescent girls, children and newborns—along with healthcare and sexual and reproductive rights. The second component pertains to the use of essential healthcare services. It is designed to increase the ability of health clinic staff and general reference hospitals to promote public adoption of best practices in sexual and reproductive health. It also seeks to increase financial and geographic access to healthcare services by members of the targeted healthcare sectors.

Strengthening Governance of the Brazzaville Centre Hospitalier Universitaire

Congo 2019-2021

Partners: Ministère de la Santé et de la Population, Ministère des Finances et du Budget
Implementation: USI—CHU Ibn Sina
Funding: Government of the Republic of Congo/Global Affairs Canada

This project sought to strengthen governance at the Centre hospitalier universitaire de Brazzaville (CHUB) in the Republic of the Congo. The project employed international expertise in assuming four key hospital administration functions: general, human resources, technical service and financial management. Such expertise served to support medical services, nursing, pharmacy and the laboratories. Training in different managerial and clinical sectors considered of key importance was provided in partnership with Morocco's CHU Ibn Sina. Management policies, mechanisms and tools were developed and deployed.

Funding was obtained by BDEAC in the form of a loan from the Congo government to carry out infrastructural rehabilitation and construction, making the hospital and the associated real-estate development plan operational. Canadian local initiative funding supported COVID 19 pandemic-related expenses, particularly in terms of sanitation, hygiene and safety.



Administrative Support for the Centre hospitalier Universitaire de Donka Conakry Guinea

2019-2023

Partner: Ministry of Health and Public Hygiene

Implementation: Project team of the Netsen Group, contractee of the CHU Donka

Funding: Netsen Group

This contract was awarded to the USI by the Netsen Group, which oversees the hospital's administration through an agreement with the Guinea government. The USI provided technical assistance in opening this 500+ bed teaching hospital, along with support and guidance on the hospital and treatment project. The USI also planned the staged opening of all hospital services, governance, HR management and service organization/development. Furthermore, the USI trained and implemented structural operating mechanisms linking the hospital, universities and health science teaching establishments, while deploying an internal quality assessment system and monitoring/assessing results.







University Partnership to Improve Employment Skills Within the French-Speaking Community

Morocco and Lebanon 2017-2021

Partners: Université de Montréal, Université Mohammed V de Rabat, Université Cadi Ayyad de Marrakech, Université Saint-Joseph de Beyrouth, Université Balamand de Tripoli Implementation: Vice-Rector of Community and International Partnerships, Université de Montréal – USI Funding: Global Affairs Canada

This project of the Vice-Rector of Community & International Partnerships of the Université de Montréal was coordinated and managed by the USI and implemented with four partner universities in Morocco and Lebanon. The project was designed to boost

the employability of recent graduates by ensuring a better matching of training programs and services with job market demands. The project's various activities developed the professional capacities of the administrative and teaching staff. Students who benefitted from updated or newly created training programs thus acquired specialized expertise in various disciplines and transversal skills enhancing their employability. This effort provided businesses with qualified workers to meet their staffing needs. In the area of healthcare, the project supported university teaching activities, while enhancing and evaluating family medicine, occupational therapy, nursing and healthcare administrator programs. Strategies were developed to incorporate equality, diversity and inclusive mechanisms, along with efforts made to facilitate access by young people with disabilities to training programs and the job market.

Support for Moroccan Resilience and Strengthening of Its Healthcare System

Morocco 2021-2022

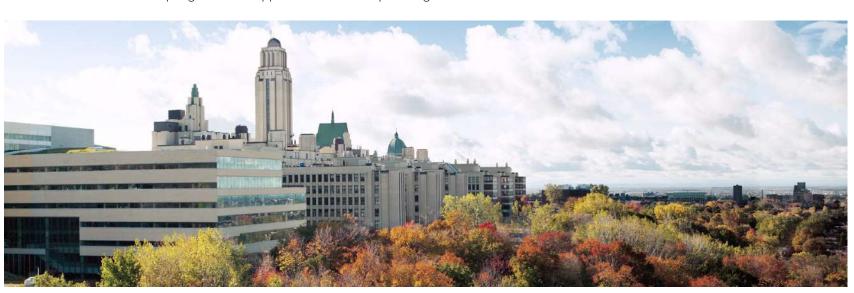
Partners: World Health Organization—Morocco Office, Moroccan Ministry of Health

Implementation: USI

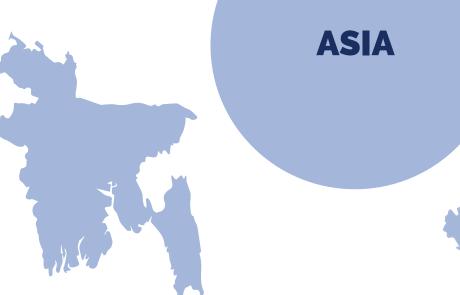
Funding: World Health Organization

The USI implemented this project on behalf of the World Health Organization (WHO) in Morocco and the Moroccan Ministry of Health and Social Protection. The project sought to train senior administrators of Morocco's healthcare system in crisis management and promote interaction and discussions between healthcare forums in Québec and Morocco to ensure an adequate response to public health needs and emergencies.

This project was implemented in three phases. After an initial virtual theoretical and practical training period, participants had the chance to acquire additional skills during a visit to Quebec in the second phase. The third phase will take place in Morocco in the form of a workshop organized to support WHO efforts in providing local, decentralized healthcare services.







ProNurse: Empowering Women Through Professionalization of the Nursing Sector

Bangladesh 2021-2026

Partners: Directorate General of Nursing and Midwifery – Ministry of Health and Family Welfare of Bangladesh, Bangladesh Nursing and Midwifery Council, Bangladesh Nursing Association Implementation: Cowater International—Subcontractors: USI and Faculté de sciences infirmières de l'Université de Montréal, Canadian Association of Schools of Nursing, Naripokkho Funding: Global Affairs Canada



This project seeks to enhance the voice, influence and empowerment of Bangladesh's nursing sector. It is striving to improve the quality of teaching provided to public and private-sector nurses, enhance the performance and professional status of nurses, and improve conditions for promoting greater participation by nurses in Bangladesh's healthcare sector. The USI and the Faculté des sciences infirmières will, in particular, contribute through this project to enhancing the quality of training for Bangladesh's public and prvate-sector nurses and teachers.

Institutional Support for the Joint Commission on Health Care Quality—Phase II

Kazahkstan 2019-2020



Partners: École de santé publique de l'Université de Montréal, Institut national d'excellence en santé et services sociaux du Québec (INESSS), Ministry of Health of the Republic of Kazakhstan

Implementation: USI

Funding: Government of Kazakhstan, International Bank for Reconstruction and Development

This project provided institutional support to the Joint Commission on Health Care Quality (JCHCQ). The JCHCQ was established in 2015 as part of Kazakhstan's health insurance reform, with the goal of boosting access to, as well as the quality and effectiveness of, healthcare service delivery, while reducing financial risks due to serious public health issues.

The JCHCQ, which is dedicated to quality administration of the healthcare system, should gradually be transformed into an independent and financial autonomous organization, overseeing the development, implementation and control of quality protocol standards and best clinical practices, assessment of medical technologies and medications, the accreditation process and assessment of institutional performance. This 22-month project enabled its partners to adopt tools tailored to these objectives.





The USI thanks all its employees, partners, projects coordinators based in the countries of intervention, Dr. Rose Francesse Pierre, Ms. Nassouma Soumaoro and Dr. Soumaïla Diakité, for their efforts and their commitment.



USI INTERNSHIPS

The USI brings interns on board its projects every year. Teaching and training are central to the USI's mission. Interns can participate in different missions on projects in operation around the world. Whether in the field or Montréal, USI interns are exposed to a variety of world health issues, letting them acquire highly valuable professional experience, while helping the project meet its goals.

The wealth of experience that the USI provides through its project coordinators and the professional resources of UdeM, CHUM and its partner networks, help interns stand out in the job market, where they are likely to work in such areas as international cooperative project management, public health or research.

2020-2022 INTERNS

A few testimonials:

Wendy Bastin, Nurse, Master of Public Health from ESPUM "Despite the pandemic, I completed my internship remotely and was able to work directly with Yellen Project colleagues (Law and Innovation in Sexual and Reproductive health) in Mali's Kayes region."











Yue Ma, Master's of Health Services Administration from ESPUM "The USI gave me a valuable opportunity to acquire a comprehensive understanding and assessment of an organization's management model and to try to suggest improvements. This experience allowed me to apply what I learned strategically and to participate in the institution's management."

QUEEN ELIZABETH II SCHOLARSHIPS

The USI is proud to support Queen Elizabeth II Scholars by administering three Queen Elizabeth II Scholars b



Empowering an International Network of Young Leaders Committed to Community Development.

This program is designed to support the mobility of talent between Canada and 138 countries. Through international experiences—such as internships, research and study fellowships in partner organizations and discussions within the community of scholarship recipients and its associated networks—these young community builders fortify their leadership and professional skills, along with their engagement in local and international community organizations.



Luis Gabriel Parra Lara, MD, Colombia

Impact of COVID-19 pandemic on the healthcare service and outcomes of cancer patients in Cali, Colombia.

"During my visit to Montréal, I improved my research work in the areas of cancer, public health and epidemiology."



Assessment of public exposure to metals and metalloids resulting from small-scale gold mining in Mali.

Despite the risks of small-scale gold mining there are still no data on small-scale gold miner" exposure to metals and metalloids in Mali. That is why my project was aimed at plugging this data gap."



Cheick Oumar Tiendrebeogo, M.Sc., MD, Burkina Faso

Intersectional assessment of unmet family-planning needs during armed combat in conflict-affected areas of Faso.

"The Queen's Scholarship has proved an excellent opportunity for networking and serves as a springboard for learning and carrying out my academic project."



Vena Joseph, M.Sc., Haiti

Optimization of the impact of public health initiatives to bring real, sustainable improvements to well-being in global south communities.

"I will conduct ecological, multilevel studies in drawing a portrait of public health and community activities in Haiti's rural communities."



Strengthening an International Network of Young Leaders Committed to Inclusiveness in Healthcare and Sustainable Development Facing Social and Environmental Vulnerabilities.

This project seeks to share Canadian talent with Caribbean nations, train professional leaders and conduct research in public health tailored to the needs and practices of interdisciplinary and intersectoral partnerships, and implement Sustainable Development Objectives.

Jessica Salvemini, BA, Trinidad and Tobago

Internship on recreational projects encouraging young people's participation and reducing delinquency.

"I decided to step away from my own community and work in a completely different environment of community development. I went to Tobago to do this with a club of young people who made huge contributions to their community: Roxborough Police Youth Club."



Research Grants for Doctoral, Post-Doctoral and New Researchers in Health and Rights.

The USI supported two newly hired researchers in 2020 and 2022, through the Queen Elizabeth II Scholarship Program.

Matthieu Seppey, Canada

Food, environment and health, Maternal and Child Health.

Rohit Singh, India

Food, environment and health, Maternal and Child Health.







2020-2022 ACTIVITY REPORT

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TEXT

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2020-2022 ACTIVITY REPORT



EXPERTISE - TRAINING - RESEARCH

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