The Program for Global Human Resource Development for Peacebuilding and Development

Global Peacebuilders Program

Report of Program Activities in Japanese Fiscal Year 2015
**Contributing to Peace and Prosperity as a “Proactive Contributor to Peace” Through Human Resource Development**

As conflicts continue to occur and recur around the globe, the need for flexible and continuous support ranging from conflict prevention and mediation to peacekeeping, peacebuilding, reconstruction, and sustainable development is being highlighted anew in the international community. The world needs civilian experts in these fields more than ever. As a “Proactive Contributor to Peace” based on the principle of international cooperation, Japan aims to continue nurturing human resources in the areas of peacebuilding and development to help meet these needs. It is my utmost hope that the participants of this Program will contribute to the creation of peace and prosperity in the international community.

---

**Developing Experts of Peacebuilding and Development**

Our contemporary world faces serious challenges such as conflict, poverty, refugees, and diseases, in addition to many other political, economic, and social issues. All such problems are difficult to solve. Unless the international community increases its efforts to tackle these challenges, the coming crisis will inevitably spread. There is a growing need for qualified human resources who are able to contribute to solving these contemporary problems at the global level. A full range of experts with varying backgrounds who are ready to commit to peacebuilding, development, and humanitarian aid is essential to these efforts. The opportunities for peacebuilding and development professionals to make significant contributions are now larger than ever.

However, experts of peacebuilding and development must be equipped not only with specialized knowledge, but also with effective communication skills for conducting complex activities and conviction in their goals. Nurturing such international experts of peacebuilding and development is neither easy nor swift. What is required, therefore, is a support system for those who aspire to become such experts. We need a program dedicated to developing the human resources required for peacebuilding and development.

This Program was established to develop experts who can confront and tackle the global challenges that plague the world. The Program’s aim is to develop a new generation of peacebuilders to help solve problems stemming from Hiroshima and target issues related to peacebuilding and development. In this way, it will leverage Japan’s experiences of peacebuilding and development to thrive internationally. They will symbolize the will of the Japanese people to wholeheartedly contribute to peaceful development worldwide.

The world awaits internationally recognized professionals who can take flight from Japan to all corners of the globe.

---

**About the Global Peacebuilders Program**

The Program for Global Human Resource Development for Peacebuilding and Development (Global Peacebuilders Program) is commissioned by the Ministry of Foreign Affairs of Japan (MOFA Japan) in order to enhance civilian capacity for peacebuilding and development.

The Program includes the Primary Course, designed for those who have the strong will to build their careers in the field of peacebuilding and development, the Mid-Career Course, targeting those who already have work experience in the field of peacebuilding and development, and advanced training courses that offer an opportunity for the participants to acquire the skills and knowledge necessary for obtaining posts in the UN and other international organizations. The Program is implemented by the Hiroshima Peacebuilders Center (HPC), which was commissioned by MOFA Japan to run the “Program for Human Resource Development for Peacebuilding” for the past eight years. The United Nations Volunteers (UNV) programme administers the Overseas Assignment component of the Primary Course.
World-Class Facilitators Train Field-Ready Experts

The Coursework of the Primary Course in Japan was carried out mainly in Tokyo and Hiroshima for about 6 weeks from January 18th to February 27th, 2016. The Course was designed for those who have the strong determination to develop their careers in the field of peacebuilding and development. 25 Program Associates, composed of 15 Japanese and 10 Asian, African and Middle Eastern nationals, participated in the Primary Course. Led by experts at the forefront of peacebuilding and development, the Coursework enabled the Program Associates to obtain the necessary practical knowledge, skills, and experience as experts in these fields. The Course entailed conflict analysis, planning, coordination between diverse organizations, and management of activities based on local environment. Furthermore, HPC organized role-playing and group work exercises on various themes to maximize the effectiveness of the training.

After the completion of the Coursework in Japan, Japanese Program Associates are dispatched to field offices of international organizations to engage in peacebuilding and development activities as UN Volunteers. We anticipate the progressive success of the Program Associates who have taken their first step forward to become experts in peacebuilding and development.

**Curriculum / Facilitators**

**Week 1**

- **Special Lecture by DFS, United Nations**

  - Mr. Atul OSARE
    - Peacebuilding and Mediation in Complex Emergency Settings
  - Mr. Hiroshi SHINDA
    - Humanitarian Assistance to Displaced Persons
  - Mr. Tatsuya NAKANO
    - Peacebuilding and Mediation in Complex Emergency Settings
  - Ms. Minako SUZUKI
    - Peacebuilding and Mediation in Complex Emergency Settings
  - Ms. Katsuki HOSHI
    - Peacebuilding and Mediation in Complex Emergency Settings

- **Commencement Ceremony**
  - Mr. Makio SODEZUKI
    - Director General of Foreign Policy Affairs, Ministry of Foreign Affairs of Japan
  - Mr. Yutaka NAKANO
    - Director General of Peacebuilding Support, Ministry of Foreign Affairs of Japan

**Week 2**

- **Analysis**
  - Theory and Methods of Conflict Analysis
  - Peace mediation / Dispute settlement in legal institutions

  - Facilitators:
    - Mr. Marshall CONLEY
    - Mr. Kazuo INUKAI
    - Mr. Yakki MUKA
    - Mr. Shinya HIRASAWA
    - Mr. Hiroshi ABE
    - Mr. Makio YAMAMOTO
    - Mr. Tatsuya NAKANO
    - Mr. Makio SUZUKI
    - Mr. Katsuki HOSHI
    - Mr. Hiroshi SHINDA

- **Week 3**

  - **Planning**
    - Methods of Project / Mission Planning
    - Policy Issues in the Field of Security (DDR / SSR / Peacekeeping missions)

  - Facilitators:
    - Mr. Philip SHEFFER-JONES
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SOMIYA
    - Mr. Osamu TAKAHASHI
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SOMIYA
    - Mr. Osamu TAKAHASHI

- **Week 4**

  - **Coordination**
    - Coordination and Negotiation among Various Organizations (Peacebuilding)
    - Policy Issues in Humanitarian Aid (excluding gender and child protection)

  - Facilitators:
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY
    - Mr. Daisuke MOLLOY

- **Week 5**

  - **Management**
    - Methods for Project Management
    - Policy Issues in Development Aid through Various Fund Schemes

  - Facilitators:
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA
    - Mr. Osamu SHIBUYA

- **Week 6**

  - **Personal Safety Management**
  - **Special Lecture by MOFA Japan**

  - Facilitators:
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL
    - Mr. John CAMPBELL

- **Skill Up Session / Career Design**

  - Facilitators:
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
    - Ms. Naoko SUZUKI
Primary Course

Coursework in Japan

Message
Program Associate

Ms. Junyang LI

The Primary Course has been far beyond my expectation. I feel fortunate to be part of it. Facilitators richly experienced in the UN system contributed to the Course not only in informative sessions, but also through ways including feedback to exercises, causal talks and consultations throughout tea breaks and lunch-time, where questions were answered and concerns discussed.

The Course was a careful combination of practice orientation and theoretical toolkit. Exercises that went throughout the Course were practical, relatable, and designed to put Program Associates in field situations to improve their sense of practice. Curriculum design was balanced and comprehensive, providing us with a logical toolkit for their work in the field.

The Course prepared both Japanese and international Program Associates well. I believe that Japanese Program Associates have been very well prepared for their future career, and the Course has opened new horizons for international Program Associates as well.

Primary Course

Examples of Duty Stations for the Overseas Assignment

Program Associates of the Primary Course of the “Program for Human Resource Development for Peacebuilding” in JFY2014 deployed as UN Volunteers

- UNDP (United Nations Development Programme)
- UNHRIC (United Nations High Commissioner for Refugees)
- UN Women
- UNICEF (United Nations Children’s Fund)
- UNMISS (United Nations Mission in the Republic of South Sudan)

JFY2007-2014
- Total number of field offices in the UN and other organizations: 98
- Total number of Duty Stations: 45 countries and territories

Message from a Graduate

Primary Course Graduate of the “Program for Human Resource Development for Peacebuilding” at JFY2010

Mr. Yoshiyuki SAGARA
Associate Political Affairs Officer, Policy and Mediation Division, Department of Political Affairs, United Nations

There is no telling what is going to happen in life, since, over just a few years, an IT-related businesswoman ended up working in the UN Secretariat. In 2013, it had already been a few years since I made a career change from a private company to JCA. Wanting to become a practitioner in the field of peace and security, I applied to the Primary Course of the former “Program for Human Resource Development for Peacebuilding.” I was accepted and, on graduation, was dispatched to International Organization for Migration (IOM) Sudan as a UN Volunteer (UNV). For the year I was assigned to the post, I was involved in humanitarian assistance and peacebuilding activities related to the IDPs and refugees who fled from conflict-affected areas including Darfur and South Sudan. My job included consulting specialists, such as in water and health, with the latest information collected from local staff, designing new projects, discussing these proposals with potential donors to seek fund, and launching the projects.

I visited IOM camps in Darfur and held numerous meetings with the state ministries. Utilizing my expertise in business development acquired from the years I have worked in the private sector, I was able to secure assistance from donors such as Japan and EU. Because of these achievements, I was able to stay for another year in CIM Sudan as a consultant. In my second year in Sudan, I was accepted to Japan’s Junior Professional Officer (JPO) Programme. In the interview, I talked about the gap between the horrible situation on the ground that I have witnessed in Darfur and the decisions made by the UN Security Council; I stressed my intention to fill that gap. Then, I am currently working for the Policy and Mediation Division of the Department of Political Affairs (DPA) of the UN. I capture and analyze best practices and lessons-learned from DPA’s prevention and good offices activities, including electoral assistance, and engage in disseminating the analyses of think tanks and the latest academic research. In the field, I had a lot of experience such as communicating with people displaced by conflict and negotiating with local government authorities and tribal leaders. This is the foundation of all the work that I do now.

Message

Primary Course Program Associate of the “Program for Human Resource Development for Peacebuilding” of JFY2014

Mr. Yuichi SUGAWARA
Assistant Deputy and Operations Officer, United Nations Mission in the Republic of South Sudan (UNMISS)

After participating in the Primary Course as the Program Associate, I am currently deployed to the Field office of the United Nations Mission in the Republic of South Sudan, responsible for coordinating various operations, as well as analyzing information regarding the political and security situation. This position requires the ability to promptly compile and report the highly fluid political information to the Headquarters as the “eyes and ears” of the UN peacekeeping operation. The fact that the local situational report which I develop is recorded on a day-to-day basis as one of the aspects of the international society analysis stimulates me.

Practically speaking, I realized that the contents covered in the Primary Course directly relate to my assigned duties within the UN system. Moreover, I am sure that I would have been unable to access the extensive support that was provided before the deployment if I had been applying for the UN post individually. Drawing on the experience I acquired through the Program, I would like to further enhance my expertise in the area of information analysis in fragile states.

Career Development

Current Positions of the Japanese Graduates

The Graduates are employed by the UN and other organizations in the field of peacebuilding.

- UN International Organizations
- JICA
- Government
- NGO - NPO
- Graduate School - Think Tank
- JICA
- Private Sector
- Others

Organizations Where Japanese Graduates Have Worked

- UN Organizations
- UNDP (United Nations Development Programme)
- UNICEF (United Nations Children’s Fund)
- UNHCR (United Nations High Commissioner for Refugees)
- UNHabitat (United Nations Human Settlements Programme)
- UNOCHA (UN Office for the Coordination of Humanitarian Affairs)
- UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East)
- UNWFP (United Nations World Food Programme)
- UNICEF (United Nations Children’s Fund)
- UN Women
- NGO - NPO
- Government
- Private Sector
- Others

Message

Program Associate

Mr. Yuta FUNAKOSHI

I had been working as a program coordinator for an international NGO headquartered in Japan and had engaged in disaster relief operations and refugee assistance. Contemporary humanitarian emergencies have tended to be protracted and have required a long-term commitment. Given that fact, I started to think that I would like to be able, to shorten the duration of conflicts by even a single day. Thus, I participated in the Primary Course to make myself ready to work with international organizations which have played a key role in conflict resolution. In the workshop, I learnt theories from distinguished facilitators. Meanwhile, I applied those theories to practice through group exercises. This Course was very intensive and gave me the essential knowledge and skills to work in international organizations. I feel that the Course was very beneficial.

By utilizing knowledge and skills acquired through this Course, I will seek an opportunity to work in the conflict resolution field such as a Civil Affairs Officer in UN peacekeeping operations and would like to be a person who contributes to mitigation of violence in conflicts.

Current Positions of the Japanese Graduates

The Graduates are employed by the UN and other organizations in the field of peacebuilding.

- UN International Organizations
- JICA
- Government
- NGO - NPO
- Graduate School - Think Tank
- JICA
- Private Sector
- Others

Organizations Where Japanese Graduates Have Worked

- UN Organizations
- UNDP (United Nations Development Programme)
- UNICEF (United Nations Children’s Fund)
- UNHCR (United Nations High Commissioner for Refugees)
- UNHabitat (United Nations Human Settlements Programme)
- UNOCHA (UN Office for the Coordination of Humanitarian Affairs)
- UNRWA (United Nations Relief and Works Agency for Palestine Refugees in the Near East)
- UNWFP (United Nations World Food Programme)
- UNICEF (United Nations Children’s Fund)
- UN Women
- NGO - NPO
- Government
- Private Sector
- Others

Message

Program Associate

Ms. Junyang LI

The Primary Course has been far beyond my expectation. I feel fortunate to be part of it. Facilitators richly experienced in the UN system contributed to the Course not only in informative sessions, but also through ways including feedback to exercises, causal talks and consultations throughout tea breaks and lunch-time, where questions were answered and concerns discussed.

The Course was a careful combination of practice orientation and theoretical toolkit. Exercises that went throughout the Course were practical, relatable, and designed to put Program Associates in field situations to improve their sense of practice. Curriculum design was balanced and comprehensive, providing us with a logical toolkit for their work in the field.

The Course prepared both Japanese and international Program Associates well. I believe that Japanese Program Associates have been very well prepared for their future career, and the Course has opened new horizons for international Program Associates as well.
Mid-Career Course

Developing Advanced Skills and Competencies for Career Development of Experts in the Field of Peacebuilding and Development

The Mid-Career Course was held from January 9th to 15th, 2016 at the National Olympic Memorial Youth Center in Tokyo. The Course was designed for those who have more than 5 years of experience in the field of peacebuilding and development who aspire to further advance their professional careers in the field of peacebuilding and development in particular with regard to UN Peacekeeping Operations (PKOs). 27 participants (22 Japanese nationals and 5 Non-Japanese nationals) took part in 7 days of training.

The Course aimed to develop the comprehensive adaptability required to overcome challenges such as changes in positions within organizations and increasingly complex responsibilities. The Course focused on strengthening Communication/Negotiation and Leadership/Management competencies through interactive discussions and role-play exercises. The Course was conducted in cooperation with the UN Department of Peacekeeping Operations, the UN Department of Political Affairs, and the UN Peacebuilding Support Office. It offered each participant the opportunity to further improve their performance based on feedback from facilitators and to build their networks through group exercises.

Curriculum / Facilitators

1st Stage

Communication and Negotiation Competencies in International Organizations

Day 1: Overview of Communication and Negotiation
- Mr. Kenzo OSHDAMI
- Mr. Andrew CASSIM
- Ms. Veronica PERSOULA
- Mr. Jack CHRISTIDES
- Mr. Jasid LODER
- Mr. Robert GORDON
- Ms. Mari YAMASHITA

Day 2: Practical Interpersonal Skills
- Mr. Saikuro HAGIWARA
- Mr. Hidetsu SHINODA
- Ms. Yuki JESU
- Mr. Takashi MIDYIO
- Mr. Shigeki KONATSUKA
- Mr. Kiyohei MATSUHISA
- Mr. Chang HOITA

Day 3: Practical Public Relations Skills
- Mr. Koichi SHIBATA
- Ms. Yukiko KAWASAKI
- Ms. Junko MAEDA
- Mr. Hironori HIRANO
- Mr. Takeshi KOMINE
- Mr. Yasuhiro YAMAMOTO

2nd Stage

Leadership and Management Competencies in Multidimensional Peace Operations

Day 4: Overview of Leadership and Management
- Ms. Mariko SHIMIZU
- Ms. Shujiro WATANABE
- Ms. Ayaka NAKAGAWA
- Ms. Akiko YAMAMOTO

Day 5: Functions and Trends of UN Peace Operations

Day 6: Exercise on Transition

Day 7: Exercise on Transition

Message

Ms. Mari YAMASHITA
Director and Deputy Head, Peacebuilding Support Office, United Nations

I currently work for the Peacebuilding Support Office (PBSO) at New York Headquarters. We strive to provide comprehensive support to countries emerging from conflict or to those undergoing complex transitions. In this Course, we addressed UN peace missions, ranging from peacebuilding, political and peacekeeping operations. We discussed peace and security related issues and UN action from a practitioner’s perspective with colleagues from the wider UN family. We also examined leadership in international organizations and discussed how to develop your own leadership style that respects our unique organizational culture of diversity and inclusion. Facilitators and participants alike, we all benefited from each other’s experiences and contributions. All participants were of high caliber, all making important contributions to the world through their work. I was very encouraged by them and send my sincere wishes for their further success.

Message

Ms. Shuiko KOYAMA

I constantly felt that in order to continue working under stressful environment and severe situations, what is required is not only the language level or technical skills of the individuals, but also the support from your colleagues and the presence of seniors and bosses who inspire you. I decided to apply for the Mid-Career Course the moment I realized that the course invites facilitators with extensive experience in the field to offer trainings for a personnel like me, who seeks to further advance their career. I was grateful for the opportunity of being able to listen to lectures based on the Facilitators’ experience, covering how one is expected to act when becoming a senior leader. This encouraged me in thinking about my future career development. Most importantly, I had the chance to construct fruitful relationship with colleagues working globally in various fields. In daily lives, when pressed with work, it is actually difficult to invest both time and effort to stop and think deeply about your own career development. I would like to express my deepest gratitude for the Mid-Career Course, which provided me the chance to face myself and my situation in order to enhance my career.

Message

Ms. Roberta TOMAZ BONFIM

It was an amazing experience to participate in the Mid-career Course. It indeed exceeded my expectations. I decided to apply for this Course due to my interest in peacekeeping operations and humanitarian assistance in areas affected by conflict. I already had professional experience in the humanitarian and development sectors, having worked for the International Trade Centre and ICRC. The first stage of the Course was facilitated by world class specialists in the field of communication. The participants learned practical skills to communicate effectively, influence and lead change in difficult environments. Practical exercises, role-plays and simulations were constantly applied to give real experience to the participants.

In the second stage of the Course, we learned and discussed leadership for peacebuilding. Our facilitators were great leaders of the United Nations and highly experienced in peacekeeping operations. They shared their rich experience in the field of military, political affairs, and development. We also had the opportunity to learn about the competencies required to work in the UN and to acquire senior positions. A great asset of the Course was the quality of participants who came from various international organizations with strong field experience. We horizontally shared and learned many things throughout the Course.
Career Development Support Service

Career Support Seminar
February 27th to 28th, 2016

The “Career Support Seminar” for this fiscal year was conducted for approximately 30 Japanese practitioners with more than 5 years of experience in fields related to peacebuilding and development and who wish to apply to UN posts, in particular those related to peacekeeping and peacebuilding.

Mr. Anthony P. Duncker (Deputy Director of Field Personnel Division, Department of Field Support, United Nations) facilitated the Seminar, which was divided into two groups according to the expertise of the participants. Participants specializing in Political Affairs, Legal Affairs, Civil Affairs, Economic Affairs, Electoral Affairs, Human Rights, Humanitarian Affairs, Medical Affairs, Rule of Law, and Social Affairs attended the Seminar on the first day, while those specializing in Finance, Human Resources, Procurement, Information System and Technology, Public Information, Transport, Security, and Logistics participated on the second day. Both groups received instruction on career development in their respective fields through active discussions and detailed guidance.

Mr. Duncker delivered lectures in the morning sessions on the characteristics of human resources in UN Peace Operations, followed by small group guidance in the afternoon on writing effective UN PFI forms and improving competency-based interview skills. The facilitators offered tailored guidance in accordance with the background of each participant, while also providing advice to overcome weaknesses that are typical to Japanese applicants within the UN recruitment process.

Participants remarked that the Seminar provided them with the opportunity to understand the Human Resources system of UN Peace Operations, leading them to gain confidence in their career development plans. We have high hopes that this Seminar will result in professionals actively working in UN Peacekeeping Operations or Special Political Missions in the near future.

Other Activities

JPO Pre-departure Training Course
The JPO Candidates Pre-departure Training Course, commissioned by MoFA, was held from January 5th to 8th, in the National Olympics Memorial Youth Center in Tokyo for those who passed the JPO examination. Led by facilitators with a wealth of experience, the Course was a valuable training opportunity for the JPO candidates and we are confident that they are well-prepared to thrive in their posts in international organizations.

Facilitator

Mr. Anthony P. DUNCKER
Deputy Director, Civil Field Support Branch, Civil Field Support Division, Department of Field Support, UN Department of Peacekeeping Operations

I was honored to be invited to facilitate the Career Support Seminar, which was an opportunity for participants to learn more about rewarding careers in UN Peace Operations.

The Field Personnel Division provides peacekeeping and special political missions with the highest caliber of civilian staff. Beyond the “Blue helmet”, or military and police contributed to peace operations, we have around six thousand international civilians serving in the field, alongside over 10,000 local staff and UN Volunteers.

Our civilian staff are at the front line of promoting peace. We need Civil Affairs Officers to engage with local communities on conflict mediation, Human Rights Officers to investigate abuses and advocate for the rule of law, Political Affairs Officers to advise Governments on peaceful transitions, and a variety of other peacebuilding tasks. We also need logisticians, engineers, aviators, and administrators to make sure the Missions run smoothly in challenging environments. Japan is a strong contributor to UN Peace Operations, and I was pleased to share information and advice with participants on how to apply for positions in the field. I hope that participants will be inspired to come and work with us in the service of peace.

Participant

Ms. Hiroko NAGAO
I have been working for UNDP Afghanistan as a UN Volunteer (UNV), Peacebuilding and Development Specialist since last April. Since I have built up career in this field as NGO's staff and more than three years of UNW work experiences in Central African Republic and Afghanistan, I hope to obtain a professional post in the UN. However, I have been struggling and facing the harsh reality that such positions are getting more and more competitive due to the shrinking aid industry. At this time, the Career Support Seminar provided the latest information regarding the global employment situation of UN peacekeeping missions and the associated recruitment process such as the roster system. Through this Seminar, I feel encouraged there are more opportunities than I had previously expected. Also, thanks to the facilitator who is in charge of Human Resource from Headquarters in the UN Department of Field Support and through his personal advice, I have more hope. I would like to put what I have learned in this Seminar into practice immediately and to build up my professional career in the near future.