Commissioned by the Ministry of Foreign Affairs of Japan

The Program for Global Human Resource Development for Peacebuilding and Development

Global Peacebuilders Program

Report of Program Activities in Japanese Fiscal Year 2017

We work for world peace!

Hiroshima Peacebuilders Center (HPC) URL: http://www.peacebuilderscenter.jp

〒102-0082 7F Sagamiya-Honsha, 6 Ichiban-cho, Chiyoda-ku, Tokyo Email: hpc@peacebuilders.jp
We Aim to Develop Peacebuilding Experts

Messages from Key Agencies

Mr. Tarō KONO Minister for Foreign Affairs of Japan

Toward preventing conflicts that continue to occur and recur around the world, the enhancement of flexible and comprehensive support by the international community has become increasingly important, ranging from peacebuilding, post-conflict reconstruction, development, to conflict prevention. There is a growing need for civilian experts particularly in the field of peacebuilding and development, who have high specialty and ability in a wide range of areas such as rule of law, human rights, gender, aviation, medical affairs, supply chain management, human resources, finance, and risk management. However, the serious shortage of human resources is more evident. Japan, under the policy of "Proactive Contribution to Peace" based on the principle of international cooperation, continues to push nurturing civilian experts who can contribute to the field of peacebuilding and development through this program. I ardently hope that the participants of this program will be successful on the front line of international cooperation as contributors to peace and prosperity in the international community.

Mr. Olivier ADAM Executive Coordinator, United Nations Volunteers (UNV) programme

It has been proven time and time again that volunteerism plays a key role in countries and regions falling short of the thresholds of peace and inclusive social and economic development. Volunteerism facilitates a strong transition between emergency relief and rebuilding productive lives. Volunteerism leverages and strengthens capacities in communities faced with situations of chronic vulnerability.

The Hiroshima Peacebuilders Center (HPC) and the United Nations Volunteers (UNV) programme have joined forces to strengthen volunteering by building a human resource base for the region. This partnership promotes volunteerism at home and abroad, while at the same time equipping young professionals for richer careers and leadership positions in a more interconnected world.

UNV is extraordinary proud of the contributions that volunteers from the "Program for Human Resource Development for Peacebuilding and Development" make to development and peace action in some of the most difficult settings in the world. These young men and women in early stages of their careers bring valuable knowledge and enthusiasm to their assignments. And, as is often heard in this line of work, what they take back home with them is even greater – the invaluable experience of having lived and worked side by side with people of other cultures and countries to improve the lives of others.

Mr. Sukeyoshi HASEGAWA Chair of HPC Council for the “Global Peacebuilders Program” / Former Special Representative of the UN Secretary-General for Timor-Leste

The roles of peacebuilders have been evolving along with the changes in the nature of conflict and peace. When the United Nations was founded, peace was defined as an absence of armed conflict. Recently, the role became not only to manage conflict but also to address root causes of conflict and build pro-poor peace based on rule of law and democratic principles. As the nature of conflict became ideological, peacebuilders are required to master the knowledge of state building and also to understand what motivates the leaders and followers in conflict countries. Ultimately, peacebuilders are expected to help leaders and people to change their mind sets and also to help integrate local and universal norms of human behavior. Political and civil rights need to be balanced by “soft restraint” and “compassion” that leaders must possess. It is imperative for peacebuilders to adapt their approach to these changing requirements of the new era.

Mr. Hideaki SHINODA Director of HPC / Program Director for the “Global Peacebuilders Program” / Professor, Graduate School of Tokyo University of Foreign Studies

Ph.D. in International Relations (1992). He authorizes many books and articles on peacebuilding such as Peacebuilding and the Role of Mainstream Grant Awards. Order in International Society, Sōke Bōtōsōkai as a Historical and Political Concept (Sakurai Academic Award), and History of Peace at the Right of Occupation (Sakurai Yoshio Judicial Award).

GLOBAL PEACEBUILDERS PROGRAM

Expert of Peacebuilding and Development Required

The world is rapidly changing. Peace, development and humanitarian problems are transforming their characters while spreading throughout the world. The experts who tackle various kinds of contemporary problems are strongly required. Those human resources should be determined to confront difficult reality by flexibly developing their expertise.

It is not sufficient to have ideals. The required experts ought to be visionary and at the same time competent human resources, who contribute to the world by establishing their own careers. Those who solely build up their own careers with long-term visions are highly required as experts on peacebuilding and development / humanitarian aid.

This Program was established to develop experts who will confront and tackle the global challenges that plague the world today. The Program is intended to provide knowledge and skills necessary for professionals. It also creates many occasions of experiences to reflect on the manner to enhance “competencies.” It furthermore helps to extend the network of communities of professionals to help each other to mutually enhance their competencies.

The Program aims to dispatch from Hiroshima those experts of peacebuilding and development who will leverage Japan’s experiences of peacebuilding and development to the international arena. They will symbolize the will of the Japanese people to whole-heartedly contribute to peacebuilding worldwide.

We have numerous experts out of the group of graduates of the Program for Human Resource Development. They are working in Africa, Asia, Europe and many parts of the world as the invaluable experts to contribute to international society through solid development of their own careers. They are the living proofs of the importance of this Program for Human Resource Development.

The world awaits internationally-minded professionals to take flight from Japan to all corners of the globe.

How We Implement the Program

HPC, the implementing body of the Program, seeks to develop human resources for peacebuilding and development by enhancing the determination, competences, and envelopment of the participants. First, HPC wishes to nurture the determination of the participants of the Program to contribute to peacebuilding and development / humanitarian aid at the global level. By deepening their understanding of our world’s problems and examining possible solutions, we seek to bolster their commitment as well as their self-confidence. HPC aims to inspire motivated participants to further strengthen their resolve.

However, experts of peacebuilding and development / humanitarian aid must also have excellent command of professional competencies. It is crucial to create a program through which participants can acquire cutting-edge knowledge and skills and fully absorb the insights, knowledge, and experience of predecessors who are acutely working on the front lines of peacebuilding and development / humanitarian aid.

In addition, HPC seeks to create an environment in which the participants can continuously develop their own careers. One of the important assets participants obtain through the Program is an extensive human network of international professionals. An environment conducive to the continuous career development of international professionals emerges when there is a community of those professionals encouraging and stimulating each other across national and generational borders. HPC aims to develop a program such that participants can form their own community of experts who are passionate about contributing to global peacebuilding and development.

Human resource development inevitably requires a long-term perspective. However, it is all the more rewarding for this nature. New colleagues who seek to further enrich the Program together are always welcome at HPC.

Director of HPC / Program Director for the “Global Peacebuilders Program” / Professor, Graduate School of Tokyo University of Foreign Studies Ph.D. in International Relations (1992). He authorizes many books and articles on peacebuilding such as Peacebuilding and the Role of Mainstream Grant Awards. Order in International Society, Sōke Bōtōsōkai as a Historical and Political Concept (Sakurai Academic Award), and History of Peace at the Right of Occupation (Sakurai Yoshio Judicial Award).
Primary Course
Coursework in Japan

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 six weeks from January 12th to February 24th, 2018. 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, Middle Eastern and African nationals, participated in the Primary Course. Led by experts at the forefront of peacebuilding and development, the Course enabled the Program Associates to obtain the necessary practical knowledge, skills, and experience as experts in those fields. The Coursework entailed analysis, planning, coordination between diverse organizations, and management of activities based on local environment. Furthermore, HPC organized role-playing and group work experiences 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 under Overseas Assignment 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.

Pick up

Mr. Jack CHRISTOFIDES
Director, Africa I Division, the Office of Peacebuilding, Department of Peacebuilding Operations, United Nations

He has considerable experience in peace operations with special reference to human rights issues. He served as Director, Division of Policy, Planning and Training, Office of Peacebuilding Operations (OPBD) and Field Support (OPS), Team Leader for Sudan and the Great Lakes, Chief of Staff of the Office of the Special Coordinator for Lebanon (UNLOCLAS), Director of the Joint Mission Support Team for UN-EUN Photo-�|n Operations (UNPOL) in Lebanon, Head of the Mission Team and UN Compound Coordinator in Darfur, and Director of the UN Mission in Sudan, and the Chief of Staff to the High Commissioner for Human Rights in Darfur. He was awarded the UN Peace Medal.

The Coursework’s emphasis on case studies as well as lectures by facilitators offers a good balance between academic work and hands-on experience. I am happy to join this Course, which brings together international and Japanese Program Associates to prepare them for the challenges of peacebuilding.
Primary Course
Coursework in Japan

As the first South Sudanese to have ever been working in the UN, I am privileged and honored to come to Japan and learn from the ‘peace-loving people.’ Peace is a must-needed value in our countries now and in the future. This opportunity will help me and my colleagues to absorb the good practice in peace building in order to further our career as peace builders.

On behalf of myself and the Program Associates, I would like to express my gratitude to HPC staff, and the wonderful facilitators who in their unique style made the Primary Course an interesting and a learning opportunity to get. Indeed, HPC has satisfied its expectations with its calm professional facilitators, who are willing to mentor each Program Associate in a beneficial and transparent way. I believe this experience will serve me in the future.

Once again, I would like to register my sincere gratitude to the ‘peace-loving people,’ represented in the Ministry of Foreign Affairs, and pray that your solidarity with other nations will assist them to stay on the peaceful path.

Mr. Charles Cornelio SAMBAI (South Sudan)

Primary Course Graduate of the "Program for Human Resource Development for Peacebuilding" of FY2011

As a Primary Course graduate of FY2011, I have been working with the UNHCR Field Offices in Myanmar and Uganda as a Programme Officer. In the past five years participated in the Primary Course, I have a wide range of experiences, engaging in emergency response and peace-building co-existence projects for the UNHCR’s ‘Persons of Concern’ such as refugees, IDPs and returnees and working with different stakeholders including the host government, donors and other aid organizations for enhancing collaboration and coordination. I have no doubt that these work experiences have contributed to my career development in the peacebuilding field. Having participated with no work experience with UN organizations before the Primary Course, I was able to acquire practical and necessary skills and theories in the field from the experienced facilitators throughout the intensive course in Hiroshima and learned from other graduates with different expertise and background, which have made the Course more meaningful. Having working life balance, I hope to continue to engage in human rights works within the UN.

Ms. Junko NOMURA
Programme Officer, UNHCR Myanmar

Career Development
Current Positions of the Japanese Graduates

The graduates are employed by the UN and other organizations in various fields.

Organizations Where Japanese Graduates Have Worked

<table>
<thead>
<tr>
<th>UN Organizations</th>
<th>JPO</th>
<th>UN Volunteers</th>
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<tbody>
<tr>
<td>UNDP</td>
<td>UNO</td>
<td>UN Volunteers</td>
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<tr>
<td>United Nations Development Programme</td>
<td>UNMC</td>
<td>UN Volunteers</td>
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<tr>
<td>UNICEF</td>
<td>UNRC</td>
<td>UN Volunteers</td>
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<tr>
<td>United Nations Children’s Fund</td>
<td>UNRCP</td>
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<tr>
<td>UNHCR</td>
<td>UNRCP</td>
<td>UN Volunteers</td>
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<tr>
<td>United Nations High Commissioner for Refugees</td>
<td>UNRCP</td>
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</tr>
<tr>
<td>UNFPA</td>
<td>UNRC</td>
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</tr>
<tr>
<td>United Nations Population Fund</td>
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</tr>
<tr>
<td>UNRRC</td>
<td>UNRCP</td>
<td>UN Volunteers</td>
</tr>
<tr>
<td>United Nations Relief and Works Agency for Palestine Refugees in the Near East</td>
<td>UNRCP</td>
<td>UN Volunteers</td>
</tr>
<tr>
<td>UNRWA</td>
<td>UNRCP</td>
<td>UN Volunteers</td>
</tr>
<tr>
<td>UN Women</td>
<td>UNRCP</td>
<td>UN Volunteers</td>
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Career development

Before Participating in the Primary Course

<table>
<thead>
<tr>
<th>Ms. Keiko SAKODA</th>
<th>&lt;Graduate of FY2010&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation for applying</td>
<td>Act! didn’t know technical and academic background in peacebuilding and international development, the course was quite attracting since you could get a deep insight into the various knowledge in the field. After my first lecture in the Primary Course, I was so moved by the facilitator that I decided to apply for an NGO staff. I wanted to know more about international assistance towards South Sudan as a whole and how international society could better contribute to peace in South Sudan.</td>
</tr>
<tr>
<td>After graduation</td>
<td>I studied Business Administration at the graduate school in the United States. After that, I worked in a foreign finance department in a private company. Then I engaged in the humanitarian field supporting the funds of water and sanitation as well as agricultural component as a NGO staff in South Sudan.</td>
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<table>
<thead>
<tr>
<th>Ms. Takako OGIMOTO</th>
<th>&lt;Graduate of FY2012&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivation for applying</td>
<td>Following the completion of a master’s degree in Washington, governmental development back, the JPO and the International Cooperation, and worked for three years as a Finance officer before coming to Japan as a coordinator for economic cooperation at the Embassy in Tokyo. I had the privilege to do a short-term mission at UNDP prior to joining the JPC program.</td>
</tr>
<tr>
<td>After graduation</td>
<td>At the UNHCR office in Tokyo, the JPO was tasked to take various functions including operational planning, budgeting, program monitoring, donor relations management and project controls. Since joining the UNHCR office in Tokyo, I was responsible for the Balkan refugee leadership and managed the development of the dynamic operational environment providing the framework for efficient learning opportunity for one year.</td>
</tr>
</tbody>
</table>

Careers in various fields:

| Research Institute of Tuberculosis, Japan Anti-Tuberculosis Association | Sawakawa Peace Foundation | Educational Institutions, Development Consultant, and others |

Research and development

Mr. Takashi KAGEYAMA | <Graduate of FY2012> |

Program Associates of the Primary Course in JFY2016 deployed as UN Volunteers

<table>
<thead>
<tr>
<th>Program Associates</th>
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<tr>
<td>Ms. Mihoko YOTSUJI</td>
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</table>

For four years I have been working in the sustainability division of a beverage company, focusing on the restoration and revitalization of regional economies. In pursuing an oil dream, to work in the development field, I participated in the Primary Course. Throughout the Coursework, facilitators of the Primary Course including Program graduates, who are working at the forefront of peacebuilding, fully supported us. Thus, I could complete 6 weeks of intense learning, engaged in group work with fellow Program Associates from various backgrounds, all similarly motivated. In addition to learning analysis and planning methods in a structured manner, through practical exercises and role play, I was able to improve my abilities as required to work for international organizations.

Moreover, it was a good opportunity to reflect on my experiences in the private sector and to consider adapting this to addressing peacebuilding and development. Hopefully I would like to use what I have learned in this Course to work for the public-private partnership field in the future.

Ms. Mihoko YOTSUJI

Career development

After Participating in the Primary Course

<table>
<thead>
<tr>
<th>Ms. Keiko SAKODA</th>
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<tbody>
<tr>
<td>Overseas Assignment</td>
<td>I was assigned to UNHCR in South Sudan, where I have supported the establishment of the WHO Refugee Health Unit and the Project Manager of the Health Unit. Since then, I have been working in the Peacebuilding, Civil Affairs and Climate change role. After the World Bank appointment, I worked for the World Bank Disaster Risk Management and Climate change portfolio in the Pacific region.</td>
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<tr>
<td>Overseas Assignment</td>
<td>Deployed to UNHCR Tokyo office, engaged in humanitarian programming and implementing projects with partner NGOs as a Programmes Officer. I have been exposed to working on disaster risk management and climate change portfolios in a wide range of humanitarian/peacebuilding projects supported by UN agencies, including UNHCR.</td>
</tr>
</tbody>
</table>

As an Associate Director of the Middle East and Central Asia region at UNHCHR headquarters, I am working for the Regional Coordination of the Regional Office for the Middle East and Central Asia, and am responsible for the overall strategic and operational planning, including budgeting, training, and capacity building related to UNHCR policies and procedures. Furthermore, I am responsible for the overall strategic and operational planning, including budgeting, training, and capacity building related to UNHCR policies and procedures.

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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 September 10th to 16th, 2017 in Tokyo. The Course was designed for those who have more than 7 years of experience in fields related to peacebuilding and development and who aspire to further advance their professional careers in these fields in particular at the UN and other international organizations. 16 participants (11 Japanese nationals and 5 Non-Japanese nationals) took part in 7 days of training, and a preparatory seminar was held on September 9th upon request from participants to provide an overview of the UN system and the roles it plays in peacebuilding and development for those without previous work experience in the UN system.

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. 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

Preparatory Seminar

- Mr. Eiji OYAMADA
  Master of Int’l Peace Coord. / Professor, Graduate School of Global Studies, Osaka University

1st. Stage

Communication and Negotiation Competencies in International Organizations

Day 1
- Overview of Communication and Negotiation
  Mr. Andrew CASSIM
  Managing Director, Crucial Communication

Day 2
- Practical Interpersonal Skills
  Mr. Sukehiro HASEGAWA
  Chief of IHC Council for the “Global Peacebuilding Program” / Former Special Representative of the UN Secretary General for Timor Leste

Day 3
- Practical Public Relations Skills
  Mr. Kenzo OSHIDARI
  Member of IHC Council / Former Regional Director, MIF Financial Bureau for Asia, Bangkok, Thailand

Mr. Yuji UESUGI
IHC Program Officer for the “Global Peacebuilding Program” / Professor, Waseda University

2nd. Stage

Leadership and Management Competencies in the UN System

Day 4
- Functions and Trends of UN Peace Operations
  Mr. Michael FIGLIOLO
  Founder and Managing Director, throughLEADERS LLC

Ms. Mikiko TANKA
UN Resident Coordinator / UNDP Resident Representative, Uruguay

Ms. Shoko NODA
UN Resident Coordinator / UNDP Resident Representative for the Republic of Maldives

Day 5
- Overview of Leadership and Management
  Mr. Kohei NAKAMURA
  Director, International Peace Cooperation Glionon, Foreign Policy Bureau, Ministry of Foreign Affair of Japan

Mr. Hideaki SHINODA
Director of IHP / Program Director for the “Global Peacebuilding Program” / Professor, Graduate School of Tokyo University of Foreign Studies

Day 6
- Exercise on Leadership in Planning
  Mr. Andrew CASSIM, Mr. Sukehiro HASEGAWA, Mr. Kenzo OSHIDARI, Mr. Yuji UESUGI

Day 7
- Exercise on Leadership in the UN System

View from Participants

Looking at where I am in my career as the UN Representative in the Maldives, one may assume that I have had a smooth career progression. However, as many others do, I have also faced ups and downs, in particular, at the mid-career stage. Therefore, I was pleased to discuss with the participants the challenges I have faced, and how I have overcome them. Having worked with different supervisors, and held several managerial posts myself, I have come to believe that leadership styles cannot be generalized. We should build our own style based on the strengths we bring to the job, while being self-aware of areas for development. I also showed the statistics of gender parity at the level of UN representatives around the world. While it has improved for the past years, there is still room for further improvement. My message especially to female colleagues is, “Let’s smash the glass ceiling!”

Mr. Christian P. LARA (Columbia)
Master of International Development Policy (MDP) Fellow at the Sanford School for Public Policy, Duke University / Former Team Lead, Reintegration and Protection Section, United Nations Mission in the Republic of South Sudan (UNMISS)

It has been a privilege to be invited, as a Resource Person, to join the 2017 cohort of the Mid-Career Course, which is an invaluable opportunity to explore key issues of professional development for mid-career professionals in peacekeeping, humanitarian affairs and the development fields. After more than 4 years’ experience in humanitarian affairs and peacekeeping operations, of which 7 years have been with the United Nations System, I am convinced of the enormous added value of this Program: the United Nations as a global organization requires a work force with the right skills-set to act towards the improvement of the lives of the most disadvantaged populations through coordinating humanitarian relief and preparedness, fostering peace through multidimensional peacekeeping, and protecting Human Rights up front. Doing more with less is an imperative and it requires a perfect match of communications skills, leadership, demonstrated abilities to adapt in challenging situations and self-sufficiency in meeting needs and tasks in fast paced environments—often under pressure and extreme circumstances. The quality of the facilitators as well as the selection of the participants made my visit to Japan a rather memorable personal and professional experience.

Ms. Ayako TSUJISAKA
Former Finance and Human Resources Coordinator, Médicos Sans Frontières

I greatly enjoyed the Mid-Career Course. The sessions focusing on Communication / Negotiation were led by knowledgeable and inspiring facilitators who provided us with practical know-how and tips to improve our communication skills. I felt that I actually could improve my skills thanks to role-play exercises and feedback from the facilitators and participants. The sessions concerning Leadership / Management were facilitated by experts who had worked with a high level of responsibility in the field of peacebuilding, humanitarian and development aid in the UN system. They taught us leadership based on their own experiences. It was an invaluable learning opportunity for us to see how they had developed their leadership by overcoming challenges in politically and logistically difficult contexts. I learned many ideas that are applicable even in different settings. It was also a beneficial opportunity for me to learn about practical aspects of peacebuilding that I have never been engaged in. Finally, the Course provided me with opportunities to exchange ideas with other participants, which allowed me to reflect on my past experience and future career plan.

Ms. Shoko NODA
UN Resident Coordinator / UNDP Resident Representative for the Republic of Maldives

Message / Participant

Message / Facilitator

© Stand Facilities and Participant响息, as of September 2017
Career Development Support Service

Career Development Support Service
The Program for Global Human Resource Development for Peacebuilding and Development (Global Peacebuilders Program) provides knowledge useful when applying to posts in international organizations, such as CV writing and interview skills.

Career Support Seminar
The “Career Support Seminar” for this year was conducted for 43 Japanese practitioners with more than 5 years of experience in fields related to Peacekeeping / Peacebuilding and Development and who wish to engage in the UN system. The Seminar aimed to provide the opportunity for participants to acquire the skills and knowledge necessary for applying to UN posts. Initially, facilitators offered Plenary Sessions for the whole group before providing Individual Guidance Sessions to each participant. In the Individual Guidance Session, participants were segregated based on their career backgrounds and interests, Peacekeeping / Peacebuilding or Development fields, and received one-on-one advice sessions. We have high hopes that this Seminar will result in an increase in the number of Japanese professionals actively working in UN agencies in the near future.

Curriculum / Facilitators

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<th>Contents</th>
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<td>November 3rd (Osaka)</td>
<td>Plenary Session</td>
</tr>
<tr>
<td>4th (Tokyo)</td>
<td>Individual Guidance Session</td>
</tr>
<tr>
<td>5th (Tokyo)</td>
<td>about 30 minutes per participant</td>
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</tbody>
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Peacekeeping / Peacebuilding

Mr. Anthony P. DUNCKER
Deputy Director, Chief Field Personnel Specialist Support Services, Field Personnel Directors, Department of Field Support (DFS), United Nations

Ms. Noaomi DROICH
Chief of Human Resources Section, United Nations University (UNU) programme

Other Activities

HPC also worked to implement the JPO Candidates Pre-departure Training Course and also to strengthen partnerships with international organizations, and develop research on human resource needs as part of the “Program for Global Human Resource Development for Peacebuilding and Development.”

JPO Candidates Pre-departure Training Course
The JPO Candidates Pre-departure Training Course, commissioned by MOFA, was held from January 6th to 9th, 2018 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.

Strengthening Partnerships with International Organizations
An HPC staff member attended the 23rd Annual Conference of the International Association of Peacekeeping Training Centers (IAPTC) in Cairo, Egypt from September 11th to 14th, 2017 and also attended the Challenges Forum Workshop in Istanbul, Turkey from October 8th to 10th. Through participation in these meetings, we engaged in information sharing with practitioners from around the world such as international organizations, and endeavored to further our partnerships with them to improve the curriculum of each course.

Research on Human Resource Needs
HPC researched on human resource needs by conducting interviews in the United Nations Headquarters and other international organizations in New York.