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 2016

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We Aim to Develop Peacebuilding Experts
Messages from Key Agencies

Mr. Fumio KISHIDA
Minister for Foreign Affairs of Japan

As conflicts continue to persist around the globe, seamless support is required for peace consolidation in post-conflict countries, beginning with preventing relapses of conflict and extending to nation building, reconstruction, and development. The role of civil servants in varied fields such as the rule of law, human rights, gender, and administration is becoming more important than ever in post-conflict peacebuilding and development support. Yet, the lack of such experts is a serious challenge for the international community. It is against this backdrop that Japan proactively contributes to peace based on the principle of international cooperation by nurturing peacebuilding and development professionals that can hit the ground running. It is my ardent hope that this program will continue to develop personnel that can contribute to the creation of 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 threshold of peace and inclusive social and economic development. Volunteerism offers 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 mobilized forces to strengthen volunteerism 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 future careers and leadership positions in a more interconnected world.

UNV is extraordinarily 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 these 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. Hideaki SHINODA
Deputy Director of the Peacebuilding and Rule of Law 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) in order to enhance civilian capacity for peacebuilding and development.

This 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 aspire to further advance their careers, and the Career Support Seminar, which offers 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 and Development” for eight years. The United Nations Volunteers (UNV) programme administrates the Overseas Assignment component of the Primary Course.

Developing Experts of Peacebuilding and Development

There is a growing need for qualified human resources who are able to contribute to solving serious contemporary problems in many parts of the world; a full range of experts with varying backgrounds those 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 making a difference in their roles.

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 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 creates many opportunities to reflect on the manner to enhance “competencies.” It further 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 thrive internationally. They will symbolize the will of the Japanese people to whole-heartedly contribute to peacebuilding worldwide. 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, competencies, and environment of the participants.

First, HPC wishes to nurture the determination of the participants of the Program to contribute to peacebuilding and development 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 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 assiduously working on the front lines of peacebuilding and development.

In addition, HPC seeks to create an environment in which the participants can continuously develop their own careers. Due to the adverse causes of conflict existence in conflict countries, the roles of peacebuilders are expected to change and develop in their roles.

The roles of peacebuilders have been changing along with the changes in the nature of conflict and peace. Having been 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 sustainable 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 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 “self-restraint” and “compassion” that leaders must possess. It is imperative for peacebuilders to adapt their approach to these changing requirements in the near era.

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

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Organizations Where Japanese Graduates Have Worked

Current Position

UN Organization: UNVolunteers (United Nations Development Programme) (UNDP) Department of Public Information (DPI) (UNDP) Department of Peace and Humanitarian Affairs (UNDP) Department of Humanitarian Affairs (UNDP) UN Volunteer Program (UNDP) Department of Disarmament and Non-Proliferation (UNDP) Department of Policy and Programme Support (UNDP) Department of Peace and Humanitarian Affairs

Before Participating in the Primary Course

Volunteer Overseas Assignment

Ms. Etsuko Iwai

BSc in Japanese Language and Literature

Mr. Masakazu Shibata

BSc in International Relations

Motivation for applying

To be exposed to peacebuilding projects in different locations.

Mr. Yoshiyuki Sagara

BSc in Political Science

Motivation for applying

The combination of Peace Management and Peace and Humanitarian Affairs.

Career development samples (Japanese Program Associates)

Mr. Yoshinori Ikeda

Performance Management Officer, UNOPS, Myanmar

Ms. Al-Zoubai Afrah

Yemen

The Global Peacebuilding Program is one of Japan’s international commitments towards global peacebuilding. The Program modules and activities were built around one aim, which is preparing interested people in peacebuilding and development areas to be efficient peacebuilders. To achieve this aim, knowledgeable and capable Facilitators were chosen from among those interested in this field. The Program provided people with essential information, techniques, and skills for peacebuilding and development, as well as opportunities for participants to develop their peacebuilding and development skills. The program designed in logical sequencies, starts by understanding the overall context of the target problem. Then develops tangible and flexible plans with concrete outcomes and goals. After the training, the participants are equipped with the necessary tools to carry out Peacebuilding and Development work, and to develop their peacebuilding and development skills. After obtaining the required skills, the participants are expected to apply them in their local context.

I decided to apply for the Primary Course because my experience in an NGO and a consulting firm convinced me that the type of skills of higher quality of the development assistants can be best achieved by creating the environment where upper management of the project enables implementing agencies on the ground to work efficiently. During the Course, I was assigned to the UNDP office in South Sudan, and was engaged in the community-based peacebuilding project. This Course was of great help learning the unique dynamics of the UN system and how to work within an international organization, which is quite different from working in Japanese agencies. After completing the Course, I passed the examination of Japan’s Junior Professional (IP/O) program, and am currently working for the United Nations Office for Project Services (UNOPS) in Myanmar. UNOPS Myanmar is an effective in the mainstreaming of conflict sensitivity in the country one of the largest health programs, for the implementation of programs in conflict affected areas. In the future, I would like to continue strengthening the mainstreaming of conflict sensitivity, not only inside UNOPS, but also within the UN system, by further improving my expertise in the area.

Before joining the Primary Course, I had worked for an international non-governmental organization (NGO) as a Project Officer. My activities included project management, implementation, and monitoring. During my employment, I had gained experience in conflict resolution, project management, and gender equality. After the Primary Course, I became a Facilitator for the secondary course. During the course, I had the opportunity to share my experience with other participants and learn from their experiences. I also had the chance to visit various countries, such as Afghanistan, Iraq, and South Sudan, and to observe the real-life situations of peacebuilding and development. These experiences were invaluable in my professional development. I was excited to broaden my view by gaining further experience at an international organization with a larger scope. In addition, I was unfamiliar with the topics related to the area of peacebuilding. I eventually decided to apply for this course that provided opportunities to learn about the concept of peacebuilding in relation to development and humanitarian aid from the basics, which felt essential to enhance my competences. The course was designed for Program Associates both residing in Japan and overseas, to live under the same guidelines and learn together for six weeks. I found this experience to be very inspiring because we were able to grow together aiming toward similar expectations and objectives. Active discussions were constantly carried out among the Facilitators and the Program Associates with diverse backgrounds, while we were able to exchange our opinions from different perspectives especially during the group activities. Moreover, we engaged in profound discussions even in our private time, which enabled us to develop meaningful beds and networks. By acquiring expertise in education along with the knowledge and skills acquired through this Course, I would like to take part in creating opportunities for children to access quality education in the future.

Mr. Mr. Yukihiro Yamamoto

BSc in International Relations

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Mr. Yoshikazu Terasawa

BSc in Japanese Language and Literature

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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 August 7th to 13th, 2016 in Tokyo. The Course was designed for those who have more than 10 years of experience in fields related to peacebuilding and development and who aspire to further advance their professional careers in those fields in particular at the UN and other international organizations. 16 participants (13 Japanese nationals and 3 Non-Japanese nationals) took part in 7 days of training, and a Preparatory seminar was held on July 31 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.

Message

Ms. Mikiko TANAKA
Country Director, UNDP Sana’a, Yemen

This Mid-Career Course was an eye-opening experience offering me a new perspective on my career. I am currently working at a Japanese food company and responsible for the coordination with UN entities. My experience is not related to peacebuilding, but to development. The Course started exploring concepts of general communication and negotiation and I found it definitely useful for my day-to-day work. However, the difficulty of the coursework was raised once the role-play exercise had taken up highly challenging cases such as Rwanda Kibeho Massacre. Although it was just a role play, it was a great opportunity to learn from well-experienced facilitators and participants how you effectively communicate, affect each other, and bring about a change under the pressure which lead me to have an insight into the way how leadership should be. Far beyond my expectation, I am grateful to the Course because, as a result, I have significantly improved my knowledge and enlarged perspectives on my future career.

Message

Ms. Masayo ROSSIGNOLI
Coordinator, Nutrition Improvement Project, Agroечен Co., Inc.

The UN at its best brings together committed professionals from peacekeeping, political, humanitarian and development to work towards peace. The UN delivering as one is not a given and certainly not easy to achieve. Yet the lack of coherence and coordination can have detrimental consequences for fragile and conflict affected countries and people. Leadership to build an effective team is critical at all levels and across all disciplines. The Mid-Career Course is a valuable space for collective, multidisciplinary learning on leadership for peace. Both Participants and facilitators in the Course are diverse in knowledge, experience and organizations, but are all united in the common interest of building peace. The sharing of sights and experiences of the UN’s work stimulates frank discussions of the challenges and mistakes, with the objective of instilling awareness and learning among Participants of how to exercise leadership in their respective functions, whenever they are, and build teams and coalitions for peace and a better world.

Curriculum / Facilitators

Preparatory Seminar

1st Stage

Communication and Negotiation Competencies in International Organizations

Day 1

Overview of Communication and Negotiation

Practical Interpersonal Skills

Day 2

Practical Public Relations Skills

Day 3

Leadership and Management Competencies in the UN System

2nd Stage

Overview of Leadership and Management Competencies in the UN System

Day 4

Functions and Trends of UN Peace Operations

Day 5

Exercise on Leadership in Planning

Day 6

Exercise on Leadership in the UN System

Day 7

Mr. Eiji OKIHARA
Member, JICC Council; Professor, Graduate School of Global Studies, Osaka University

Mr. Andrew CASSIN
Managing Director, Crucial Communication

Mr. Mike PEGUIGOLDO
Finance and Administration Director, through ADFW

Mr. Subutros HEIGEYAMA
Chief of the APC Council for the “Global Peacebuilding Program” / Former Special Assistant to the UN Secretary General for Tana centre

Mr. Kenzo OSHIDARI
Member of HPC Council / Former Regional Director, WFP Regional Bureau for Asia, Member, Thailand

Mr. Hidetaka SHIRADA
Director of HPC / Program Director for the “Global Peacebuilding Program” / Professor, Graduate School of Tokyo University of Foreign Studies

Mr. Rui UESUI
HPC Program Officer for the “Global Peacebuilding Program” / Professor, Waseda University

Mr. Jack CHRISTOPHERS
Director for the Africa / Disaster Department of Peacekeeping Operations, United Nations

Mr. Joanna BARRETT
Chief of the Regional Affairs Unit, Office of the United Nations Special Coordinator for the Middle East Peace Process (UNSCO)

Mr. Atsuyuki YAMOYNI
Special Assistant to the P-5 in the United Nations Operation in Côte d’Ivoire (UNOCI)

Mr. Mikiko TANAKA
Country Director, UNDP Sana’a, Yemen

Mr. Shigeki NODA
Chief of Unit (Director) / JNCC Resident Representative / JAPAN Representative for the Republic of Moldova

Mr. Ken YOSHIZAWA
Senior Advisor to the Director General (Development Policy Analysis) at JNCE’s ARCS Department, Japan International Cooperation Agency
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 40 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. This Seminar aimed to provide the opportunity for participants to acquire the skills and knowledge necessary for applying to UN posts. This Seminar designed the schedule to address the specialized fields of participants. In the morning there was a Plenary Session for the whole group from facilitator and Individual Guidance Sessions were carried out in the afternoon. In the individual Guidance Session, each participant, segregated into those interested in Peacekeeping / Peacebuilding and development fields, received one-on-one advice based on their career background. We have high hopes that this Seminar will result in a number of Japanese professionals actively working in UN agencies in the near future.

Curriculum / Facilitators

<table>
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<tr>
<th>Schedule</th>
<th>Subject areas</th>
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Peacekeeping / Peacebuilding
Mr. Anthony D. DUNKER
Digital Director, Chief of Staff, Peace Support Operations, Department of Field Support, United Nations Peacebuilding Development
Ms. Naoual DROUICH
Chief, Human Resources Section UNR

Other Activities

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

JPO Pre-departure Training Course
The JPO Candidates Pre-departure Training Course, commissioned by MOFA, was held from January 27th to 10th, 2017 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 22nd Annual Conference of the International Association of Peacekeeping Training Centres (IAPTIC) in Bosnia-Herzegovina from September 26th to 30th, 2016, and also attended the Challenges Forum Workshop in Bali from November 10th to 11th, 2016 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.