



Be a peacebuilder!

The HPC logo symbolizes a Phoenix of Hiroshima, which underwent a miraculous post-war reconstruction after WWII. This presents the spirit of HPC to train professional peacebuilders to assist war-torn societies in the world today.

Hiroshima Peacebuilders Center (HPC)

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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 2021**

2021

HPC
Hiroshima Peacebuilders Center

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Establishment of the Program

In 2002, the Advisory Group on International Cooperation for Peace (AGICP), chaired by the former Under-Secretary-General of the United Nations, Mr. Yasushi AKASHI, produced a report to examine and strengthen Japan's support for consolidation of peace and state-building efforts in conflict-affected countries so as to make it a pillar of Japan's international cooperation.

Subsequently, the establishment of the "Pilot Program for Human Resource Development in Asia for Peacebuilding" was announced at a seminar event entitled "People Building Peace: Human Resource Development in Asia for Peacebuilding," which took place at United Nations University in August 2006. After this announcement, the "Pilot Project for Human Resource Development in the Peacebuilding Field" was launched in 2007, and in 2009 it was fully established as the "Peacebuilding Human Resource Development Program." Subsequently, in order to strengthen efforts related to human resource development in the field of peacebuilding, the "Advisory Board on the field of Peacebuilding", chaired by Mr. Yoshio HATANO, the Chancellor of the Gakushuin School Corporation, held several discussions and addressed the Board's proposal to then Foreign Minister Kishida in April 2014. In response to this proposal, "The Program for Global Human Resource Development for Peacebuilding and Development" was started in 2015. As a result of the procedures relating to the competition for proposals conducted by the Ministry of Foreign Affairs in 2021, the Hiroshima Peacebuilders Center (HPC) is commissioned to implement the Program until 2023, as it has for the past 14 years, since 2007.

In addition to the "Primary Course" which has been conducted every year, the "Mid-Career Course" is also implemented. The participants in the "Primary Course" were dispatched as UN Volunteers by the UN Volunteers Programme. Graduates of the Program are making active contributions in headquarters and field offices of UN Agencies, Funds and Programmes, international organizations, government agencies and NGOs.



Hiroshima Peacebuilders Center (HPC)

The Hiroshima Peacebuilders Center (HPC) is a general incorporated association established to conduct human resource development and research activities in the field of peacebuilding. In 2021, HPC implemented the Program for Global Human Resource Development for Peacebuilding and Development (Global Peacebuilders Program) commissioned by the Ministry of Foreign Affairs of Japan (MOFA Japan) based on its experience over the past 14 years.

Based on the spirit of reconstruction of Hiroshima, HPC is conducting activities to support the career development of human resources which contribute to world peace, reflecting Japan's enthusiasm towards contributing to peace. HPC aims to be a hub for a community of peacebuilding, development and humanitarian aid professionals.



United Nations Volunteers (UNV) Programme

The United Nations Volunteers (UNV) Programme contributes to peace and development through volunteerism worldwide. UNV works with partners to integrate qualified, highly motivated and well supported UN Volunteers into development programming and promote the value and global recognition of volunteerism. UNV administers the Overseas Assignment component of the Program. UNV is active in around 130 countries every year. With field presences in about 60 countries, it is represented worldwide.

The organization is administered by the United Nations Development Programme (UNDP) and reports to the UNDP Executive Board.



We Aim to Develop Experts of Peacebuilding and Development

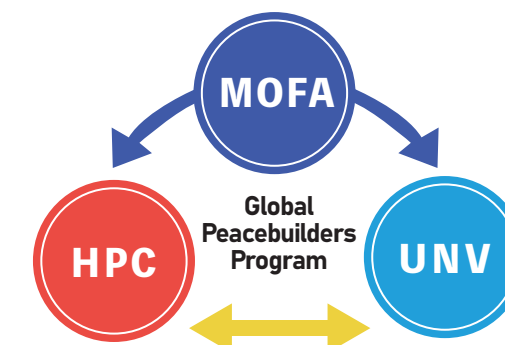
About the Global Peacebuilders Program

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 human resources 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 about 10 years of work experience in the field of peacebuilding and development and aspire to further advance their career, and the Career Development Support, which offers an opportunity for the participants to acquire the skills and knowledge necessary for obtaining posts in the field of peacebuilding and development in International Organizations, NGOs, etc. This year, "Webinar on United Nations Peacekeeping Operations and Leadership" was also held.

The Program is implemented by the Hiroshima Peacebuilders Center (HPC), which was commissioned by MOFA Japan to run the "Program for Global Human Resource Development for Peacebuilding and Development". The United Nations Volunteers (UNV) Programme administers the Overseas Assignment component of the Primary Course.

Implementation System



Helping enthusiastic human resources to contribute to international assistance and to further enhance their motivations

If the program aims at developing human resources for peacebuilding, it should be operated by people who have a deep interest in peacebuilding. With that frame of mind alone, I started this program. Over the past 14 years, I have come to know many motivated people. As an organizer, I am truly proud to see that many of our fellow participants and graduates are now contributing to peacebuilding in various organizations around the world. I am also happy to see that former HPC staff are currently working in peacebuilding-related fields and organizations through the UN, governments, and NGOs. Many people who aspire to build peace have made great strides and continue to be active while using the resources offered to them through the medium of HPC.

The main actors in this program are the participants and graduates who are contributing to peacebuilding and development across the globe. Therefore, in managing this project, we would like to thoroughly focus on the idea of what we can do to strengthen the capacity of the main actors.

We are fortunate to have the support of a wide variety of related organizations for this program. In addition, there is a broad range of professional supporters, including lecturers, who have become fans of the program through its long-term operation. Human resource development requires long-term commitment with results becoming apparent incrementally over time. However, that's what makes it such an exciting activity. The HPC will continue to welcome new members who will help us further develop this program.



Dr. 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 (LSE)

Dr. Shinoda authored numerous books and articles on peacebuilding such as: Peace-building and the Rule of Law (Osaragi Rondan Award) Order in International Society, State Sovereignty as a Historical and Political Concept (Suntory Academic Award) History of Ideas of the Right of Collective Self-Defense (Yomiuri Yoshino Sakuza Award)

Features of the training courses offered in this program

■ Opportunities to acquire useful knowledge and practical skills for career building and acquisition of practical skills

In developing a career in the field of peacebuilding, it is useful to be aware of, for example, the issues relating to this specific field; the major organizations operating on site, and related policies. In addressing these subjects efficiently, we adopt simulation-oriented exercises focusing on aid coordination and project management that require the capacity for multifaceted responses. It is important for the participants to come close to the actual work experience of problem-solving through teamwork in groups. Moreover, to develop a career in international organizations, accentuating the multi-dimensional competencies of each individual is critical. We set our coursework in Japan as the appropriate site for participants from various countries to share objective teamwork through dynamic collaboration among themselves, and offer opportunities for concrete experience to strengthen these competencies.

■ Creating an environment to accentuate consciousness in focusing on career building

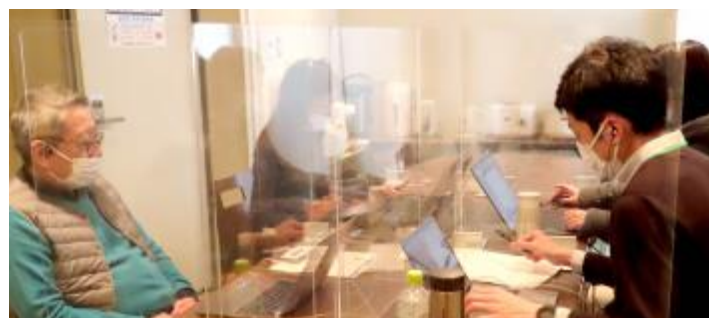
Why should I engage in peacebuilding and how should I address the issue? - These are important questions to consider when building a career over the long-term. We provide the opportunity for the participants to deepen their motivation and sense of mission towards work in the field of peacebuilding through the coursework in Japan. Further, we strengthened an understanding of the reality of committing to the development of a career in international organizations, even for participants without work experience in the field of peacebuilding.

■ Providing an international network platform for experts, practitioners, graduates and co-participants

As people with diverse academic qualification, career and backgrounds are involved in the practice of peacebuilding, there is no fixed career path. We need to develop and adapt our own career creatively by being exposed to many different role models and expanding experiential knowledge. We give maximum consideration in the operation of training courses to promote exchanges with the expert's broad perspective including facilitators with rich knowledge and experience, as well as amongst the graduates to expand a circle of immediate peers who can exchange ideas.

Infectious disease countermeasures introduced this year

This year's Mid-Career Course and Primary Course were implemented while the whole world was being affected by the Novel Coronavirus infection same as in the previous fiscal year. Both Courses started under various restrictions as "Priority Measures to Prevent the Spread of Disease" were put into effect by the Government just before the start of the courses. We implemented both courses in a "hybrid style" harmonizing aspects of best practice in face-to-face training and the safety and convenience of online training.



Implementation of testing (support for testing) and support for returnees

We committed to infection prevention, for the entry and departure of Japanese Program Associates (PAs)/participants and facilitators, by implementing thorough measures that included movement without the use of public transportation. Furthermore, we ensured that PCR tests were taken before arrival, and ensured that they undertook self-quarantine. PCR tests were required for PAs/participants, facilitator, HPC staff and other associated people who come to the venue. We also required Program Associates/participants, facilitator and HPC staff who stayed near the venue to conduct antigen tests regularly during the Course. During the self-quarantine, we communicated with PAs and facilitators periodically to check on their health conditions.



Measures against droplets



In the venues, we installed acrylic boards in front and on the side of everyone's table and wearing a mask was mandatory. We used a conference room with capacity of 70 persons for approximately 15 participants, facilitators and HPC staff in the Mid-Career Course, and a room with capacity of 120 persons for about 30 PAs, facilitators and HPC staff in the Primary Course in order to ensure sufficient social distancing among them. We also allotted a microphone to everyone in order to ensure that no one needed to speak loudly. We undertook the same measure for the facilitators and installed larger acrylic boards, behind which they could make presentations in either a sitting or standing position. We placed a notebook at each PA's table in order for her/him to observe facilitators in situ. We also prepared partitioned tables in various rooms where PAs could undertake group work or take their lunch.

Measures against airborne infection



In the venue, we ensured the optimum air-ventilation environment with some windows open and others being opened at every 30 minutes; running the air-ventilation with particle filters and further, we installed additional air-purifiers with particle filters as recommended by the government. Also, we maintained room temperature at approximately 18°C and humidity at higher than 40% as recommended by the Government in terms of infection control measures. We provided each participant with disposable blankets as well as body warmers, and recommended participants to wear warm clothing. Humidifiers were also installed in the venues.

Measures against contact infection



We installed alcohol sanitizer units in several points in the venues to sanitize hands, surrounding tools and tables, etc. Furthermore, we distributed portable sanitizers to Program Associates (participants) and recommended sanitization of their surrounding tools and doorknobs, etc. Staff members used disposable gloves and sanitizer together. During training, we refrained from distributing paper media or sharing uninfected objects, such as seats for group work. Everyday, before and after meals and after sessions, staff members sanitized anything that may have had shared contact such as tables, chairs, doorknobs, tablets and computers, etc. with alcohol, and sanitized the acrylic boards with neutral detergent.

Other Precautions



We checked the body temperature of those entering the venues using automatic thermometer units to scan for fever. Furthermore, we instructed PAs to promptly inform HPC staff if they felt unwell, so that they would be advised to attend the training online from their own room. Before the training, we distributed information about prevention measures against the Novel Coronavirus infection, as well as displaying in the training rooms risk communications posters made by Ministry of Health, Labour and Welfare of Japan to raise awareness about prevention of the spread of COVID-19. Further, during training, we offered information about the overview of the measures against the Novel Coronavirus infection being taken by the Government and local authorities. We also provided information about local food delivery services and offered ordering support.

Support for online Program Associates

For the Program Associates who could not travel to Japan due to immigration and pandemic related regulations, we facilitated their active participation in a remote mode. By streaming all the training contents, both in situ and to PAs away from the venue, all PAs could fully participate in all aspects of every session, either together in plenary sessions or in smaller groups. Thus presentations, group exercises, role-plays and Q&A sessions all operated smoothly. Thanks to the overseas online PAs' special effort to overcome the disadvantage of the time difference, we secured attendance of all PAs to almost all the sessions in both of the Mid-Career Course and the Primary Course.



Primary Course

What you acquire is knowledge, practice, confidence, and human networking

01 Coursework in Japan

HPC implemented the coursework in Japan from 19th January to 22nd February 2022 for 5 weeks. International Program Associates participated in the entire course online from their home countries as entry to Japan became difficult due to border-control measures of the Government of Japan. Regarding Japanese Program Associates, a few of them undertook the course online at first and then on-site later, eventually having all of them at the venue. In addition to that, twelve facilitators contributed to the course on-site while twenty-six facilitators contributed to the course online. We implemented the coursework in "Hybrid Style" that seamlessly enabled concurrent on-site and online participation throughout its entire period and incorporated a great amount of group work, as in previous years. The course was highly successful as group work was carried out under the guidance of highly experienced facilitators with online Program Associates also participating actively. We implemented the appropriate prevention measures against droplet, airborne, and contact infection by COVID-19 in the training venue. In collaboration with overseas peacebuilding training institutions and international organizations such as the United Nations, we carried out fulfilling training supported by world-class facilitators. It is expected that this will create an on-going effective human network with practitioners working at the forefront of peacebuilding and development.

02 Overseas Assignment

After the coursework in Japan, Japanese program associates are dispatched on Overseas Assignment for up to 12 months to peacebuilding and development locations with international organizations as United Nations Volunteers (UNV). They will be dispatched from March 2022 after the coursework in Japan. Work experience is essential in order to become an expert in peacebuilding and development. It is an invaluable opportunity to practice in the field the theory and skills acquired in the coursework in Japan. In addition, with the aim of having a smoother matching process between program associates and potential host agencies, a briefing session for Japanese program associates was given by the UN offices in Japan in October 2021. On 19th January, an Online Meet-Up was also held as an opportunity for interaction among Program Associates, the Ministry of Foreign Affairs and other government agencies, UN agencies and foreign embassies in Tokyo, where they shared information on overseas assignment and exchanged opinions.

03 Career Development Support Service

From the inauguration of coursework in Japan, we support program associates to formulate their career plans. We strengthen such a support system through the provision of advisory services by mentors who have held key positions or served as human resources officers in international organizations. Moreover, training itself enables program associates to develop a wide range of human network, including co-participants, facilitators in the coursework in Japan and host institutions of the overseas assignment. We also aim to provide appropriate information on recruitment.

UN Organizations

International Organizations

International NGOs

National NGOs

Governmental Organizations

Others

Messages from Program Associates



Mr. Kelvin KARANJA

The Primary Course was a welcomed spice to my career orientation design that is aimed towards contributing to transformation of the developing world and alleviating human suffering. This was achieved by going through well-structured peacebuilding and development learning sessions that touched all taxonomy

of gathering skills; understanding, knowledge and exercise practice. I must say the choice of facilitators and mentors was excellent as they brought to life well cultivated presentations gathered from years of practice. As a young village man from rural Kenya, it was an amazing almost five weeks coupled with a lot of sharing of perspectives, gathering insights and lots more of peer interaction with fellow PAs who I now consider my friends and part of the progressive network of the interlinked global world. The course has prepared me to endeavor to create impact in relevant spaces and uplifted my confidence levels to seize global opportunities from the vast realms in the fields and office headquarters. Though I wished to have travelled to the colourful Japan, online was equally practical and I will be forever grateful for opportunity and ready to contribute as a proud HPC Alumnae.



Ms. Moeko HIRASHIMA

As a nurse/public health nurse, I worked at medical institutions and public health centers, mainly in charge of infectious diseases. Deployment to overseas assignment as a UNV is my first-time experience. The Primary Course was a very valuable opportunity to acquire the knowledge and skills needed to work at the

United Nations. In this Course, we learn comprehensively the process of analyzing, planning, implementing, and evaluating issues on the themes of peacebuilding and conflict resolution. The training consisted of lectures by experienced facilitators to understand methodologies and case studies and deepening practical learning through group work. In group work, I experienced the difficulty of analyzing complex situations and delivering appropriate aid, and at the same time realized the importance of logical and flexible thinking, clear communication, and cooperation with relevant organizations. It was also very encouraging that the facilitators and graduates gave me advice on career development and shared their experiences. In addition, it is a treasure in my life to have met with fellow Program Associates who aspire the same path. The Course allows you to acquire the knowledge and skills required as a UNV. This course would be the best opportunity for young professionals who aim to build a career at the United Nations.

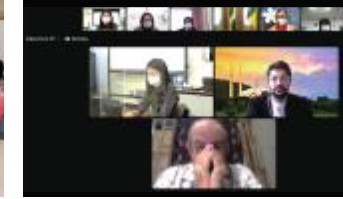
Coursework in Japan



Facilitators and program associates from Japan and abroad gathered and engaged in active discussions and group work online.



State Minister for Foreign Affairs ODAWARA visited the training venue and exchanged in free and open discussions with Program Associates and facilitators on the issues of peacebuilding.



Program associates demonstrated teamwork and engaged in group work while receiving advice from facilitators.



Program associates visited "Hiroshima Peace Memorial Park" on the first weekend's excursion.

Primary Course JFY 2021: Curriculum of Coursework in Japan / Facilitators

Initial Week

Commencement Ceremony / Courtesy Visit to State Minister for Foreign Affairs of Japan / Presentations by program associates for Self-Introduction / Team-Building Exercise / Introduction to peacebuilding / Introduction to competencies

On-site Facilitator

Dr. Hideaki SHINODA

Director, HPC / Professor, Tokyo University of Foreign Studies

Ms. Michiru TAMANAI

HPC Senior Advisor, Career Support & Development

[International Peace Cooperation Activities Training Unit, Ground Component]
Command, Japan Ground Self-Defense Force (JGSDF)

Mr. Reo IWAMOTO

Researcher

Ms. Takako MASUDA

Security Sergeant

Mr. Takuya NISHINO

Evaluation Officer

Online Facilitator

Dr. Yuji UESUGI

Course Mentor, HPC / Professor, Waseda University

Workshop 1: Analysis

Theory and Methods of Conflict Analysis / Policy Issues in the Political / Legal Fields

On-site Facilitator

Mr. Hiroto FUJIWARA

Head, Country Analysis Unit, Division of External Operations, Registry, International Criminal Court (ICC)

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI

Online Facilitator

Dr. Desmond MOLLOY

Course Mentor, HPC / Consultant to Center for Peace and Conflict Studies (CPCS) / Adjunct Professor, Pannasastra University / Political/Conflict Analyst

Ms. Simonetta ROSSI

Peace and Development Adviser, Office of the United Nations Resident Coordinator, Sierra Leone

Mr. Jomart ORMONBEKOV

Political/Conflict Analyst, Office of the Under-Secretary-General for Political and Peacebuilding Affairs, Department of Political and Peacebuilding Affairs (DPPA), United Nations

Ms. Lisa REEFKE

Senior Political Affairs Officer, Political Affairs Services, United Nations Assistance Mission in Afghanistan (UNAMA)

Ms. Kyoko ONO

Head, United Nations Office for the Coordination of Humanitarian Affairs (OCHA) Rakhine Office

Dr. Yuji UESUGI

Workshop 2: Planning

Methods of Project / Mission Planning / Policy Issues in the Field of Security (DDR / SSR / Peacekeeping Missions)/ Human Resources

On-site Facilitator

Ms. Mikiko TANAKA

Former UN Resident Coordinator in Guyana

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI

Online Facilitator

Mr. Sukehiro HASEGAWA

President, Global Peacebuilding Association of Japan / Former Special Representative of the UN Secretary-General for Timor-Leste

Ms. Maria Lopez ECHEVARRIA

Recovery, Return and Reintegration Officer, United Nations Mission in South Sudan (UNMISS)

Ms. Emma BIRIKORANG

Deputy Director, Faculty of Academic Affairs and Research, Kofi Annan International Peacekeeping Training Centre

Mr. Michael EMERY

Director, Human Resources Management Division, International Organization for Migration (IOM)

Dr. Yuji UESUGI / Dr. Desmond MOLLOY

Ms. Hiroko HIRAHARA

Head of Field Office, Bentiu Field Office, United Nations Mission in South Sudan (UNMISS)

Mr. Oumar BA

Former Head of Gao Regional Office, United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA)

Ms. Marie ONIWA

Reintegration Specialist (International Consultant), UNDP South Sudan, in support of the Revitalized Agreement on the Resolution of the Conflict of South Sudan (R-ARCSS)

Ms. Aiko WATANABE

Programme Management Officer, Department of Peace Operations, United Nations Secretariat

Career Development

On-site Facilitator

Ms. Michiru TAMANAI

Workshop 3: Coordination

Methods of Coordination and Negotiation among Various Organizations/ Policy Issues in Humanitarian Aid /Communication Skills

On-site Facilitator

Mr. Kenro OSHIDARI

Board Member, Association for Aid and Relief (AAR) Japan / Board Director, Japan Association for the World Food Programme / Former Regional Director, WFP Regional Bureau for Asia, Bangkok, Thailand

Mr. Shigeki KOMATSUBARA

Resident Representative, United Nations Development Programme, Malawi

Mr. Toshihiro NAKAMURA

Co-Founder & CEO, NPO Kopernik / Guest Professor, Design for the study of co-design, Osaka University

Ms. Chika SUEFUJI

Project coordinator at Médecins Sans Frontières / Doctor without Borders

Dr. Hideaki SHINODA / Ms. Michiru TAMANAI / Ms. Mikiko TANAKA / Ms. Hiroko HIRAHARA / Mr. Reo IWAMOTO / Ms. Takako MASUDA

Online Facilitator

Mr. Peter KOZELETS

Senior Protection Officer, UNHCR

Mr. John CAMPBELL

Security Consultant / Former UNHCR Regional Safety Advisor Asia-Pacific and eCentre Coordinator

Ms. Mari MASUOKA

Supply Chain Officer, United Nations World Food Programme, Afghanistan

Mr. Guillaume FOLIOT

Founder and lead consultant, Global Vision / Founder and Owner - Le Designer Clandestin

Ms. Louise ROBINSON

Director of InSiTu Training / Senior Humanitarian Advisor and Security Training Specialist

Dr. Yuji UESUGI

Dr. Desmond MOLLOY

Workshop 4: Management

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

On-site Facilitator

Dr. Hideaki SHINODA / Mr. Kenro OSHIDARI /

Mr. Shigeki KOMATSUBARA / Mr. Toshihiro NAKAMURA /

Ms. Chika SUEFUJI / Ms. Michiru TAMANAI / Ms. Mikiko TANAKA

Online Facilitator

Mr. Mamadou N'DAW

Results Based Management and Evaluation Advisor, Team Leader, UNDP Regional Service Centre in Addis Ababa

Mr. Musa IBRAHIM

Policy Specialist and OIC - Conflict Prevention and Peacebuilding, Conflict Prevention, Peacebuilding and Responsive Institutions, Crisis Bureau, UNDP

Ms. Eri SUZUKI

Child Protection Specialist, UNICEF Regional Office for Eastern and Southern Africa, Nairobi, Kenya

Ms. Risa FUJIMURA

M&E and Program Specialist, Joint UNDP-DPPA Programme on Building National Capacity for Conflict Prevention

Ms. Reina OTSUKA

Digital Innovation Specialist, UNDP

Mr. Koji KUMAMARU

Project Manager, GCF Water Security Project, UNDP Marshall Islands

Mr. Hiroshi KUWATA

Project Coordination Specialist, Crisis Bureau, Country Support Management Team, UNDP

Dr. Yuji UESUGI / Dr. Desmond MOLLOY

Personal Safety Management

On-site Facilitator

Dr. Hideaki SHINODA / Mr. Kenro OSHIDARI /

Ms. Chika SUEFUJI / Mr. Shigeki KOMATSUBARA

Online Facilitator

Mr. John CAMPBELL / Ms. Louise ROBINSON

Career Design

Online Facilitator

Ms. Chio SATO

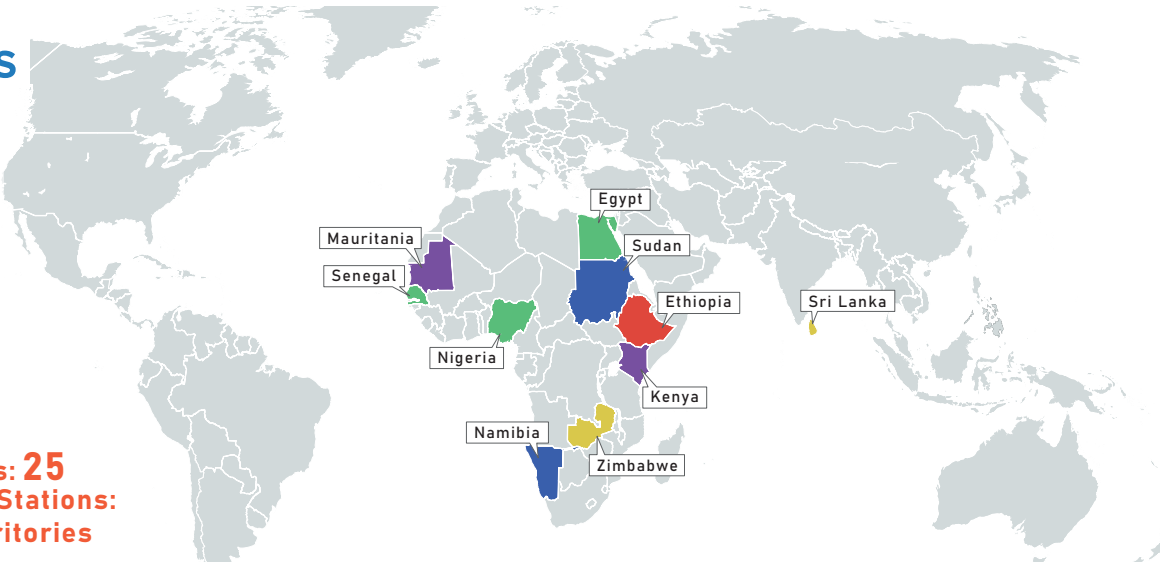
Head, Office CLUTCH (Career Consultant conducting Consultations/ Seminars for Career Design, Management and Leadership)

Overseas Assignment: Program Associates of the Primary Course in JFY 2020 deployed as UN Volunteers



- UNHCR**
Ethiopia
- UNICEF**
Sri Lanka, Zimbabwe
- IOM**
Senegal, Egypt, Nigeria
- UNFPA**
Namibia, Sudan
- WFP**
Kenya, Mauritania

JFY2007-2020
Total number of
the host organizations: **25**
Total number of Duty Stations:
63 countries and territories



- UNDP(United Nations Development Programme) /47
- UNHCR(United Nations High Commissioner for Refugees) /36
- UNICEF(United Nations Children's Fund) /32
- IOM(International Organization for Migration) /17
- WFP(World Food Programme) /14
- UN Women(United Nations Entity for Gender Equality and the Empowerment of Women) /9
- UNFPA (United Nations Population Fund) /2
- UNRCO(UN Resident Coordinator Office) /5
- UNOPS(United Nations Office for Project Services) /4
- FAO(Food and Agriculture Organization of the United Nations) /3
- OCHA(United Nations Office for Coordination of Humanitarian Affairs) /3
- UNMISS(United Nations Mission in the Republic of South Sudan) /3
- UNODC(United Nations Office on Drugs and Crime) /3
- WHO(World Health Organization) /3
- UNESCO(United Nations Educational, Scientific and Cultural Organization) /2
- UNRWA(United Nations Relief and Works Agency for Palestine Refugees in the Near East) /2
- IDEA(Institute for Democracy and Electoral Assistance) /1
- Office of UN Funds and Programmes Cape Verde /1
- UNDRR(United Nations Office for Disaster Risk Reduction) /1
- UN-Habitat(United Nations Human Settlements Programme) /1
- UNIOGBIS(United Nations Integrated Peacebuilding Office in Guinea-Bissau) /1
- UNMAS(United Nations Mine Action Service) /1
- UNFICYP(United Nations Peacekeeping Force in Cyprus) /1
- UNAMID(African Union - United Nations Hybrid Operation in Darfur) /1
- UNMIS(United Nations Mission in Sudan) /1

※ PKO missions are treated as non-business activities for the relevant fiscal year

As a UN volunteer, gain practical experience at the peacebuilding site

In the overseas assignment, program associates will be engaged in practical business in the International Organization as a UN volunteer. Thus, the program associates can practice the previously acquired theories and skills during the coursework in Japan actually in the field. At the same time while they grow in hands-on experience, they can acquire on-site activity know-how.

In past programs, UN agencies such as United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF), United Nations High Commissioner for Refugees (UNHCR), and the United Nations World Food Programme (WFP) as well as International Organization for Migration (IOM) were the main host institutions. The dispatch destination area is also very diverse including Africa, Europe, the Middle East, Central Asia, Southeast Asia, Central America and so on.



<IOM, Nigeria> Group photo at the 20th anniversary ceremony of IOM Nigeria.



<UNFPA, Namibia> Scene of site visit to activities of Namibia Family Planning Association (NAPPA), a health clinic for adolescents.



<WFP, Kenya> Inventory management at WFP warehouse. From here, aid is delivered, focusing on nine East African countries.

Career Development Samples of the Primary Course



Ms. Shoko NAKATOMI Graduate of JFY 2017 | Primary Course

Reason for Application

Having been interested in developing my career in the UN, I thought the UNV assignment was a great start to work inside the UN system. Also, as it has been with my more than 5 year long career in the humanitarian and development assistance field, I wanted to update my knowledge through the intensive courses by HPC as well as interaction with the experts from various fields who support the courses, in particular, I was interested in learning more about humanitarian and development work from the perspectives of the UN.

Career before Participation

After studying international peace and conflict resolution at a graduate school in the U.S., I started my first career in the Ministry of Foreign Affairs of Japan in Tokyo and had been responsible for Official Development Assistance to Rwanda and Burundi. After that, I worked for the Embassy of Japan in Rwanda as a Coordinator for Economic Cooperation as well as for the Representative Office of Japan to the Palestinian Authority as a Humanitarian Aid Coordinator. Right before participating in the primary course, I had worked for the Ministry of Local Government of Palestine as JICA Project Coordinator. Additionally, I have internship experiences with UNHCR Tanzania and UNICEF Palestine.

Overseas Assignment

I was assigned to UNICEF Jordan Country Office as a Youth and Adolescent Development Officer, where I was responsible for coordinating youth engagement programs including program design and implementation, as well as capacity development of the national counterpart. Also, I supported the development of knowledge management products such as advocacy papers, strategies, and other key documents. The youth programs in UNICEF Jordan have been expanded for the last couple of years and launched various new projects, which enable me to develop presentation and facilitation skills as my team had many opportunities to present our works and facilitate workshops.

Career after Participation

After the completion of the overseas training, I was employed by UNICEF Jordan and continued working as a Youth and Adolescent Development Officer. During the training period, I had been preparing for the Junior Professional Officer program sponsored by the Japanese Government and applying for posts in UNICEF. Eventually, I was selected for the post of a Junior Youth Specialist in Syrian refugee camps run by UNICEF Jordan and am currently responsible for the operation and management of youth programs in the camps.



Mr. Takashi MORI Graduate of JFY 2015 | Primary Course

Reason for Application

I studied international law at undergraduate and graduate school, and wanted to build a career, especially in the field of refugee assistance. After graduation, I was exploring the next step while interning at UNHCR Malaysia. I applied for this Program to gain work experience in the field from its overseas assignment, in addition to coursework in Japan where I could acquire the knowledge and skills necessary in the fields of peacebuilding and development.

Career before Participation

After graduating from College of International Studies, University of Tsukuba, I worked in Gaza Strip, Palestine as an NGO expatriate. After earning a master's degree in international law and conflict resolution at the United Nations University for Peace (International Law and Conflict Resolution), I worked as an intern at UNHCR Malaysia before participating in the Global Peacebuilders Program.

Overseas Assignment

As an associate protection officer at UNHCR Serbia, I was responsible for (1) monitoring accommodation facilities of refugees and migrants, and responding to individual cases, (2) working on recognition of refugee status, and (3) Family Tracing and Reunification. The details include, (1) providing required services by comprehensively collecting information, needs and issue of dissatisfaction through regular visits, (2) examining whether the person's circumstances meet the criteria stipulated in the definition of refugee applicable to asylum seekers who are believed to need a third country settlement, by interviews, (3) tracing separated families, sharing information and securing communication channels between separated families by e-mail and telephone, and providing logistical support during the reunion.

Career after Participation

After the end of this Program, the term of my UNV assignment was extended through funding from UNHCR Serbia. After that, I worked as a JPO in Cox's Bazar, UNHCR Bangladesh as an Associate Protection Officer, in the field of Community-Based Protection for three years and extended my contract by an additional six months. I am currently involved in coordination in the Protection Cluster at the Myitkyina office in UNHCR Myanmar.



Ms. Fukumi ORIKASA Graduate of JFY 2018 | Primary Course

Reason for Application

From my early childhood, I had the privilege of living in different countries around the world and I was able to see the importance of international peacebuilding. Once I began my career in human rights, I knew that I wanted to work in the area of understanding how peace processes could contribute towards a fairer world.

Career before Participation

I engaged in consulting work on peacebuilding and conflict transformation for International NGO, Search for Common Ground. Then, I gained knowledge and experience about elections and political advocacy with Kofi Annan Foundation. Prior to joining the Primary Course, I completed development studies with Graduate Institute Geneva (IHEID) obtaining my Master's Degree.

Overseas Assignment

I was in charge of monitoring and reporting at UN Women - Regional Office of Asia and the Pacific. I was tasked with supporting the submission of high-quality donor reports, which included document collection, liaising with project teams across the region, advising project teams on reporting guidance policies, and ensuring on-time submissions.

Career after Participation

Since December 2020, I have been working at UN Action against Sexual Violence in Conflict of the Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict (SRSG/SVC), in charge of overall tasks of dispute resolution related to sexual violence.

Mid-Career Course

Deepening and practicing skills and abilities to build careers in the field of peacebuilding and development



"Mid-Career Course" is aimed at career development for people with about 10 years previous practical experience in various fields related to peacebuilding and development (including law, administration, medical care, IT, procurement, accounting, public relations, environmental science, etc.). We strengthened the main elements of "Competencies (capacity to accomplish business tasks)" in international institutions, focusing on reinforcing "communication/negotiation" and "leadership/management" skills through role-play exercises, empowering participants to address complex tasks through innovative perspectives and approaches within an organization in the dynamism of world trend transformation. The course provides opportunities for participants to improve performance both as individuals and as part of a team based on feedback from facilitators, and to promote the development of appropriate network going forward. In this fiscal year, the training was implemented in a "hybrid style" that combined on-site and online participation and the Course was held in Tokyo for 7 days from 5th to 11th January, 2022.

Messages from Participants



Mr. Zubair EZZAT Team Leader, Management Support Unit, United Nations Development Programme (UNDP), Syria

I have been working in the field of development, peace building and humanitarian assistance for over 20 years in Afghanistan, Somalia, Syria and also extending support to some Arab States from the regional office. Mostly with the UN, I have been fortunate to work with some of the great leaders and to develop my management and leadership skills over the years. Still, there are challenges that I face even today. The Mid-Career Course organized by the Hiroshima Peacebuilders Center helped me unpack some of those leadership and communications challenges.

The course caters for the needs of mid-career and middle management professionals to reach the next level of their career by providing instruction on proven management approaches and other working advice as presented by industry experts and some of the best ex-UN leaders, as facilitators of the course. Sessions to use newly acquired competencies, share challenges facing the participants in their day to day professional and personal lives and get practical advice on those from the facilitators were rewarding to most of the participants.

The seven-day intensive course was also an opportunity to get to know and interact with new colleagues and expand my professional network. Although I couldn't attend the training in person due to COVID-19 restrictions that were put in place just before the start of the course, the online attendance was equally a rewarding experience. It was organized in such a way to benefit online and in-person participants equally through use of technological tools and aides in an efficient manner. Thanks and appreciation to organizers and staff of HPC for the excellent arrangements and to the Director of HPC for his excellent facilitation of the course throughout.



Mr. Yoshiaki NOGUCHI Programme Manager, United Nations Development Programme (UNDP), Nigeria

I belong to the UNDP Nigeria office and manage reconstruction in a conflict area of northeast Nigeria. I have worked for UNDP and JICA and been in charge of development programmes in three African countries. I would like to further develop my career in the field of international development, so I took a Mid-Career Course implemented by HPC. The result was very positive on my learning and awareness, and it was an opportunity for networking as well. First, I learned the theory of leadership, including communication. And then learning about cooperative human relations as well as understanding the other person's perspective as the foundation of good communication was an opportunity for reflection as to whether I was able to implement these skills in my daily work. In addition, I was able to hear from legendary seniors about their

experiences in the field and renew my passion for emergency humanitarian assistance and tackling global issues. Furthermore, I was able to strengthen my network by talking with other participants and facilitators inside and outside the Course. Hereafter I will make the most use of what I learned in this course in my daily work, and in activities for attaining further posts. I would like to express my heartfelt gratitude to the HPC staff and facilitators for this valuable opportunity.



Ms. Kaori NAKASA International Organization for Migration (IOM), Regional Office for the Middle East and North Africa (MENA)

"Few hundred years' worth of experience is gathered here in this training room." Someone said these words during the course, and this word explains the essence of the Mid-Career Course. Most of the course facilitators of the course had over three decades of experience in the UN system, working in senior positions. The participants were also the experts in peacebuilding, humanitarian intervention, and development who have over ten years of working experience in different countries. Through the discussions and group works with the facilitators and the participants, I could analyze my strengths and weaknesses as the member of a team or an organization, as well as a leader. Further, I could discern the mind-sets and skill-sets which are necessary to work at a more senior level.

I attended this course at a time of my career when I was searching for the next step up having worked in humanitarian settings for approximately ten years. The course was a great opportunity to review my communication, negotiation and team management skills, which I acquired over the course of my careers with supports from various people. Additionally, I learned a lot from the stories about the challenges the facilitators and participants have encountered and how they overcame them.

The greatest thing I have acquired during this course was the knowledge of what kinds of skill-sets and mind-sets I need to improve or acquire in order to strengthen my capacity to contribute to the achievement of a mission of the UN. Several facilitators mentioned the principle of communication as suggested by Aristotle. We need Logos, Ethos, and Pathos for communication. Without any one of them, we cannot transfer what we want to communicate and lead someone to act. I believe it will take some time to truly understand what I learned during the course, including these basic principles of communication. I would like to continue working on improving my skill-sets and mind-sets together with the participants and facilitators with whom I was lucky to share time during a week period of the Mid-Career Course.

Mid-Career Data | Organizations of Participants (JFY2021)

IOM(International Organization for Migration) / UNICEF(United Nations Children's Fund) / UNMISS(United Nations Mission in South Sudan) / UNDP(United Nations Development Programme) / UNHCR(United Nations High Commissioner for Refugees) / ILO(International Labour Organization) / WB(World Bank) / JICA(Japan International Cooperation Agency) / UNOWAS (United Nations Office for West Africa and the Sahel) / UNRCO(United Nations Resident Coordinator Office) / Ministry of Defense / NGO / Graduate School

Mid-Career Data | Organizations of Participants (JFY2015-2020)

DPKO(Department of Peacekeeping Operations) / DFS(Department of Field Support) / UNMAS(United Nations Mine Action Service) / DPI(Department of Public Information) / UNRCO(UN Resident Coordinator Office) / IOM(International Organization for Migration) / UNICEF(United Nations Children's Fund) / WFP(World Food Programme) / UNHCR(United Nations High Commissioner for Refugees) / FAO(Food and Agriculture Organization of the United Nations) / UN-Habitat(United Nations Human Settlements Programme) / UNESCO (United Nations Educational, Scientific and Cultural Organization) / UNAIDS(The Joint United Nations Programme on HIV/AIDS) / ILO(International Labour Organizations) / UNOPS(United Nations Office for Project Services) / UNDP(United Nations Development Programme) / UNFCCC(United Nations Framework Convention on Climate Change) / UNRWA(United Nations Relief and Work Agency for Palestine Refugees in the Near East) / WHO(World Health Organization) / UNITAR(United Nations Institute for Training and Research) / UNMISS(United Nations Mission in South Sudan) / UNSOM(United Nations Assistance Mission in Somalia) / MINUSMA(United Nations Multidimensional Integrated Stabilization Mission in Mali) / UNSOA(United Nations Support Office for AMISOM) / UNOCA(United Nations Regional Office for Central Africa) / UNFICYP(United Nations Peacekeeping Force in Cyprus) / OSES(Office of the Special Envoy of the Secretary-General for Syria) / KAIPTC(Kofi Annan International Peacekeeping Training Centre) / ICRC(International Committee of the Red Cross) / INTERPOL(International Criminal Police Organization) / ASEAN-Japan Centre / WB(World Bank) / MRC(Mekong River Commission) / OSCE(Organization for Security and Co-operation in Europe) / MSF (Médecins Sans Frontières/Doctors Without Borders) / ADB (Asian Development Bank) / ICC(International Criminal Court) MOFA(Ministry of foreign Affairs) / Cabinet Office / Ministry of Defense / JICA(Japan International Cooperation Agency) / NGOs and Private Sector

※ Name of Organizations and Departments are at the Time of Participation in the Course



Mid-Career Course JFY2021 : Curriculum / Facilitators

Basic Points for Leadership and Communication Competencies Application of Leadership and Communication Skills in International Organization

1ST STAGE TRAINING

Basic Points for Leadership and Communication Competencies

- DAY 01** Overview of Leadership and Communication Competencies
- DAY 02** Essential Points for Communication Skills
- DAY 03** Application of Communication Skills

2ND STAGE TRAINING

Leadership and Communication Competencies in International Organization

- DAY 04** Sharing Leadership Challenges at UN
- DAY 05** Coping with Leadership Challenges at UN
- DAY 06** Enhancing Leadership Competencies
- DAY 07** Overall Review of Leadership and Communication

On-site Facilitators

- Dr. Hideaki SHINODA** Director of HPC; Professor, Graduate School of Tokyo University of Foreign Studies
- Dr. Yuji UESUGI** Course Mentor of HPC; Professor, Faculty of International Research and Education, Waseda University
- Ms. Michiru TAMANAI** HPC Senior Advisor, Career Support & Development
- Mr. Kenro OSHIDARI** Board Member, Association for Aid and Relief (AAR)Japan / Board Director, Japan Association for the World Food Programme / Former Regional Director, WFP Regional Bureau for Asia, Bangkok, Thailand
- Ms. Mikiko TANAKA** Former UN Resident Coordinator in Guyana

Online Facilitators

- Ms. Ameerah HAQ** Chair of the Global Board of BRAC / Former Under-Secretary-General (USG) for the Department of Field Support / Former Special Representative of the Secretary-General (SRSG) for Timor-Leste and Head of the United Nations Integrated Mission in Timor-Leste (UNMIT)
- Mr. Siddharth CHATTERJEE** UN Resident Coordinator in China
- Mr. Oumar BA** Former Gao Head of Regional Office, United Nations Multidimensional Integrated Stabilization Mission in Mali [MINUSMA]
- Mr. Kersten JAUER** Senior Planning Officer, Executive Office of the United Nations Secretary-General
- Mr. Sukehiro HASEGAWA** Global Peacebuilding Association of Japan / Former Special Representative of the UN Secretary-General for Timor-Leste
- Mr. Rob BRENNAN** Senior Facilitator of Institute for Communication, Management and Leadership (ICML)

Career Development Support

Understand the application process and system,
and know the tips to strategically prepare for entry

Career Development Counseling

Continuous counseling is provided by senior advisor Michiru TAMANAI for the program associates of the Primary Course as well as the participants of other courses. Everyone was given beneficial advice to reflect on their own experiences and expertise so far to further advance their future careers.

Career Development Support System

HPC is developing a Career Development Support System designed to enhance networks between the graduates of the Program, the facilitators and other supporters. The website page, dedicated to graduates, provides opportunities to expand networking between graduates, hold online salons, to introduce a mentoring system, and to think deeply about their careers.



Ms. Michiru TAMANAI HPC Senior Advisor, Career Support & Development

The career of peacebuilding and international development/cooperation in the post-Corona era is now at a major turning point. As the "way" of environmental, social, political and international relations is fundamentally re-organized on a global scale, the importance of HPC's practical global human resources development program is more important than ever. This is because the skill-sets for future global talent are becoming quite different.

For example, in addition to solid expertise, "leadership, communication, and coordination," which have traditionally been considered important, data literacy (skills in data reading, writing and communicating data) and the ability to manage unexpected events with flexibility and innovation have become crucial elements for career building. Therefore, it is more and more important for those who seek international development career to further revamp one's own skills and abilities through practical training that prepares them to be hands-on global talent.

At HPC, we have a wealth of networks with UN and international organizations that we have cultivated over many years, so we can look ahead to the new skills, abilities and competencies required of UN and international organization staff in the post-Corona crisis. We continue to provide a valuable learning place where you can play an active role in the field. This HPC program will be an irreplaceable experience for anyone seeking an international career in this unprecedented era of global change. Please join us.

Websites for the graduates

In JFY 2021, we continued to operate website pages for Japanese graduates of the Primary Course to help them to obtain posts in their fields with international organizations, etc., and to obtain higher positions. On the website, six areas of content were provided to expand support for their career development.

(1) Videos of the online seminars on Career Development and Mental Health in the UN are available at Online Seminar on the website.

(2) In the "List of Mentors", with the permission from the lecturers who have contributed to this program, their profiles, current titles, and organizations where they are based are listed. The program provides an opportunity for graduates to initiate specific consultations with facilitators regarding career development through HPC. Moreover, to enhance opportunities for mutual exchange among graduates, we have posted a list of current positions of graduates who have given us permission so that they can contact each other and promote opportunities for two-way networking.

(3) On the Remote Work/Online Training page, there are tips for remote work and "Free Sign Up for POTI (Peace Operations Training Institute) E-Learning Course" is offered to the Primary Course graduates and the Mid-Career course participants at no cost by the POTI, a US-based NGO, as their privilege. A certificate of completion co-signed by the POTI Executive Director and HPC Director will be jointly issued upon completion of each course with a score of a minimum of 75% on the final exam.

(4) "Career Periodic Diagnosis" is an expansion of the "Career Design Training" annually conducted by Ms. Chio SATO of the Office CLUTCH, for Japanese program associates in the Primary Course. It is designed to provide graduates with an opportunity to periodically review their careers through "periodic career checkups". The objective of this program is to encourage the program associates who undertook the training a while ago to take a fresh look at their careers to gain confidence and improve understanding of pertinent issues and raise awareness of the need to improve their career plans. We also provide an opportunity for graduates who wish to seek specific consultation and counseling to contact her through HPC.

(5) As own initiatives, HPC subsidizes costs of external training and life events, which aim to support career development of graduates.

(6) In the online salon, we set themes for graduates working across the world, invite guests to impart them with additional specialized knowledge, share information on trends in human resources of the UN and expand the network among graduates.



Online Salon

This fiscal year, we started the online salon with the view to providing assistance and information tailored to the needs of graduates, strengthening our efforts on career development support. By doing it online, we provide substantial support for those who cannot be assisted in-person and by putting videos on "Website for the Graduates" to be watched later, so that graduates can obtain relevant information at any time. Although the Primary Course graduates had been given a focus of career development support, Mid-Career Course graduates also participated in the online salons where we were able to provide opportunities to share valuable information and deep-layered networks among graduates. As a result, the quality of career development support was enhanced. The event was held 10 times from May 2021 to March 2022.

List of Online Salons in JFY 2021

01 (Sat.) 29th May. 2021	「Career Development of Graduates from the Perspective of Program Implementor」
02 (Mon.) 14th Jun. 2021	「Online Gathering for Exchange of Opinions」
03 (Fri.) 2nd Jul. 2021	「HCN Coaching Service Webinar」
04 (Thu.) 29th Jul. 2021	「Work-Life Balance and Parenting」
05 (Thu.) 7th Oct. 2021	「Mid-Career of UN Japanese Staff Association」
06 (Sat.) 13th Nov. 2021	「Exchange of Opinions with graduates with JPO experience」
07 (Sat.) 4th Dec. 2021	「Sudan-Ethiopia Regional Affairs Study Group」
08 (Fri.) 21st Jan. 2022	「Human Resource Trends and Policies of UNDP」
09 (Sat.) 12th Mar. 2022	「New "Competency Framework" of UNDP」
10 (Sat.) 19th Mar. 2022	「The Crisis over Ukraine and Impartiality for UN staff」



Introduction of Graduates having participated as Facilitators

Among graduates, those holding middle management positions at international organizations are leading their teams with responsibility for specific projects in a wide variety of activities. It was not easy in the past to invite them as course facilitators since they engaged in crucially important positions. While a limited number of facilitators could contribute on-site, this year's Primary Course also brought about a great opportunity to secure tangible contributions online by many graduates. As a result, the Course facilitators included eleven graduates who are active in major international organizations involved in peacebuilding, development assistance, and humanitarian aid that address the diverse interests of program associates. It was a valuable opportunity for the program associates not only to understand the way of thinking of the UN officials whose ranks are to be their direct supervisors, but also to envisage their professional advancement. The following graduates have made very stimulating lectures to this year's program associates to ponder deeply about how they can build their careers in the years after this program.



Facilitator Graduates of the Primary Course JFY 2021

Primary Course Graduates

■ Ms. Marie ONIWA	〈Primary Course Graduate of JFY2007〉	Reintegration Specialist, (International Consultant) UNDP South Sudan, in support of the Revitalized Agreement on the Resolution of the Conflict of South Sudan (R-ARCSS)
■ Ms. Eri SUZUKI	〈Primary Course Graduate of JFY2007〉	Child Protection Specialist, UNICEF Regional Office for Eastern and Southern Africa, Nairobi, Kenya
■ Ms. Aiko WATANABE	〈Primary Course Graduate of JFY2008〉	Programme Management Officer, Department of Peace Operations(DPO), United Nations Secretariat
■ Mr. Koji KUMAMARU	〈Primary Course Graduate of JFY2011〉	Project Manager, GCF Water Security Project, UNDP Marshall Islands
■ Ms. Risa FUJIMURA	〈Primary Course Graduate of JFY2012〉	M&E and Program Specialist, Joint UNDP-DPPA Programme on Building National Capacity for Conflict Prevention
■ Ms. Mari MASUOKA	〈Primary Course Graduate of JFY2013〉	Supply Chain Officer, United Nations World Food Programme, Afghanistan
■ Mr. Hiroshi KUWATA	〈Primary Course Graduate of JFY2013〉	Project Coordination Specialist, Crisis Bureau, Country Support Management Team, UNDP
■ Ms. Reina OTSUKA	〈Primary Course Graduate of JFY2016〉	Digital Innovation Specialist, UNDP

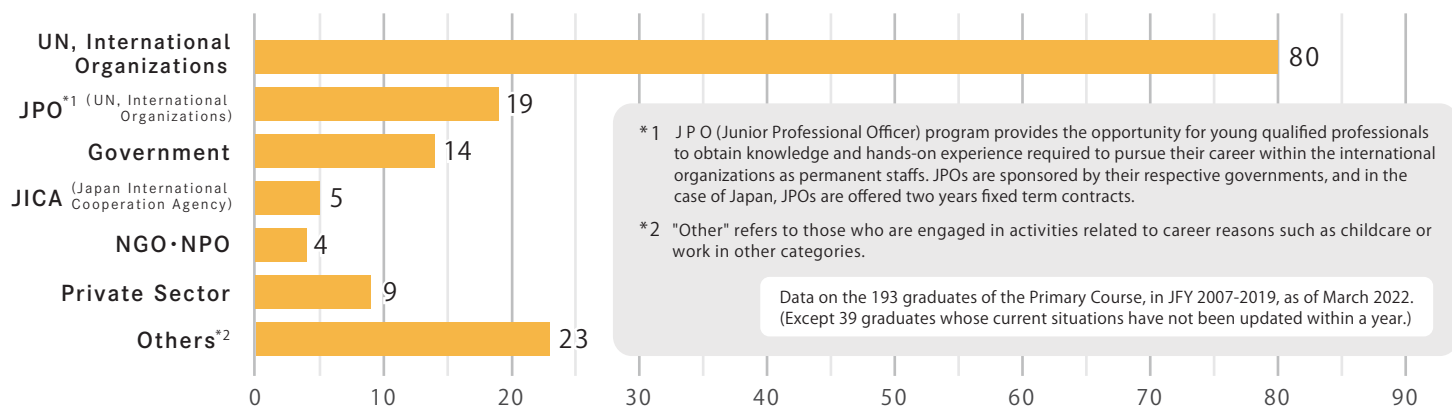
Mid-Career Course Graduates

■ Ms. Maria Lopez ECHEVARRIA	〈Mid-Career Course Graduate of JFY2018〉	Recovery, Return and Reintegration Officer, United Nations Mission in South Sudan (UNMISS)
■ Ms. Lisa REEFKE	〈Mid-Career Course Graduate of JFY2018〉	Senior Political Affairs Officer, Political Affairs Services, United Nations Assistance Mission in Afghanistan (UNAMA)
■ Ms. Chika SUEFUJI	〈Mid-Career Course Graduate of JFY2020〉	Project coordinator at Médecins Sans Frontières / Doctor without Borders

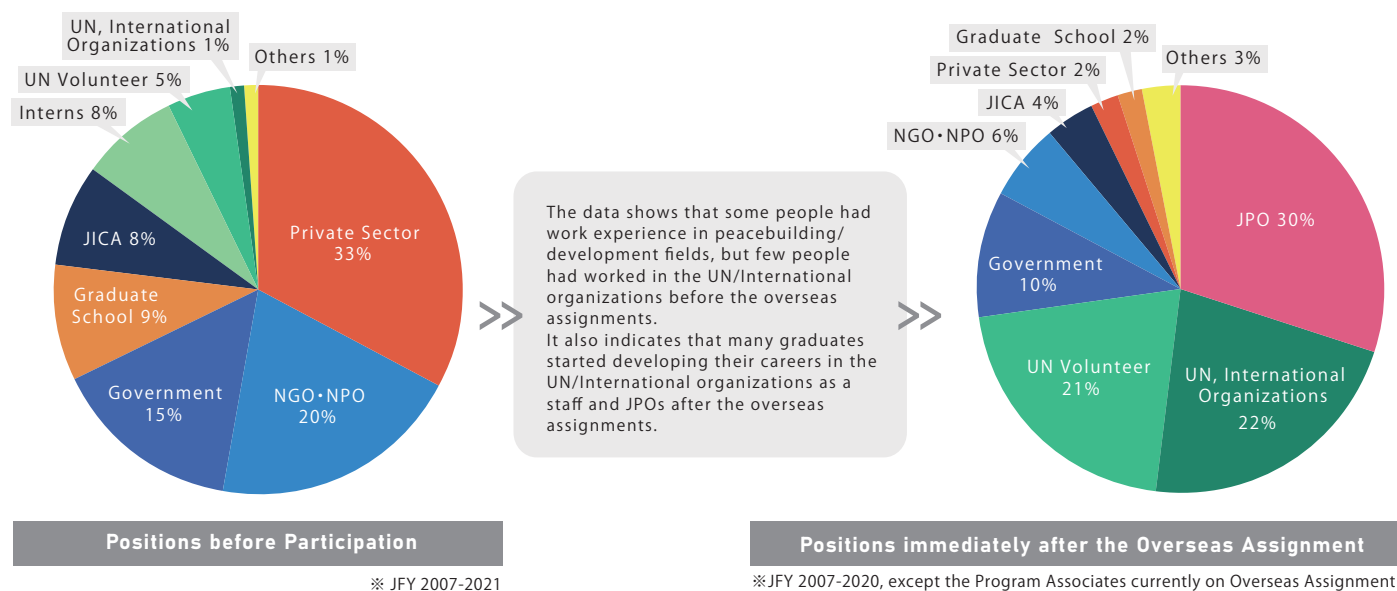


Career Development at a Glance

Current Position of the Japanese Graduates of the Primary Course



Professions of Primary Course Program Associates / Graduates Before and after Participation to the Course



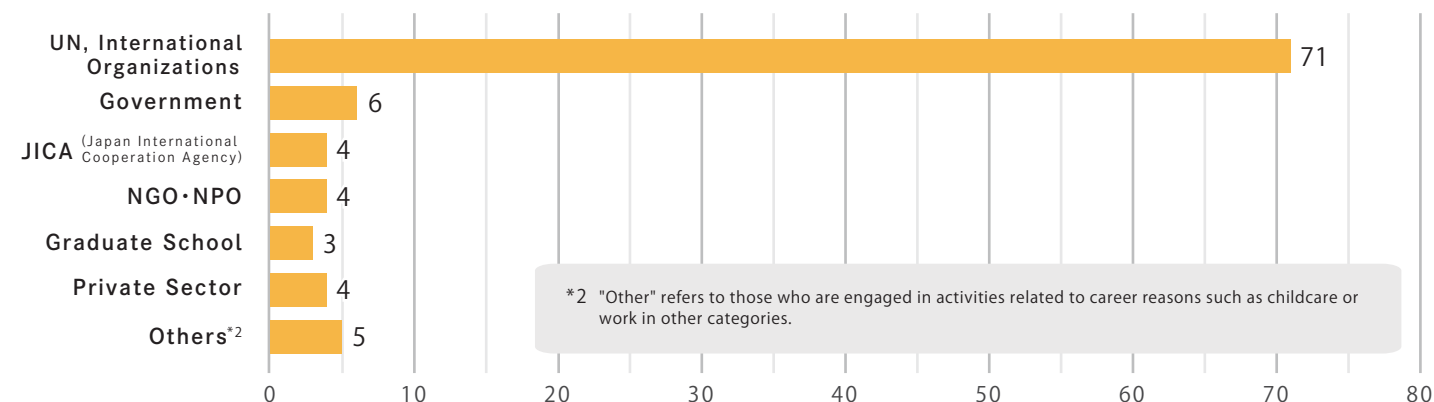
Examples of the UN/International Organizations in which Japanese / Primary Course Graduates work (JFY2007-JFY2019)

- UNHCR(United Nations High Commissioner for Refugees) /17
 - UNICEF(United Nations Children's Fund) /16
 - UNDP(United Nations Development Programme) /11
 - WFP(World Food Programme) /6
 - IOM(International Organization for Migration) /4
 - UNRCO(United Nations Resident Coordinator Office) /3
 - UN Women(United Nations Entity for Gender Equality and the Empowerment of Women) /3
 - WB(World Bank) /3
 - ASEAN-Japan Centre /3
 - UNFPA(United Nations Population Fund) /2
 - UNODC(United Nations Office on Drugs and Crime) /2
 - UNV(United Nations Volunteers Programme) /2
 - FAO(Food and Agriculture Organization of the United Nations) /2
 - UNU(United Nations University) /1
 - UNODA(United Nations Office for Disarmament Affairs) /1
 - ADB(Asian Development Bank) /1
 - DPO(Department of Peace Operations) /1
 - EBRD(European Bank for Reconstruction and Development) /1
 - ICC(International Criminal Court) /1
 - IFAD(International Fund for Agricultural Development) /1
 - ILO(International Labour Organization) /1
 - Joint UNDP-DPPA Programme on Building national Capacities for Conflict Prevention) /1
 - OCHA(United Nations Office for Coordination of Humanitarian Affairs) /1
 - OHCHR(Office of the United Nations High Commissioner for Human Rights) /1
 - OSCE(Organization for Security and Co-operation in Europe Special Monitoring Mission to Ukraine) /1
 - SRSO/SVC(Office of Special Representative of the Secretary-General on Sexual Violence in Conflict) /1
 - UNFIL(United Nations Interim Force in Lebanon) /1
 - UNDPKO(United Nations Department of Peacekeeping Operations) /1
 - UNDRR(United Nations Office for Disaster Risk Reduction) /1
 - UN-Habitat(United Nations Human Settlements Programme) /2
 - UNMAS(United Nations Mine Action Service) /1
 - UNAMA(United Nations Assistance Mission in Afghanistan) /1
 - International IDEA(International Institute for Democracy and Electoral Assistance) /1
 - Global Fund(The Global Fund to Fight AIDS, Tuberculosis and Malaria) /1
 - UNS(United Nations Secretariat) /1
 - UNSOS(United Nations Support Office in Somalia) /1
 - WHO(World Health Organization) /1
- ※ Including JPO and UNV contract extension ※ As of March 2022

Japanese Graduates of the Primary Course Posts at UN

Numerous graduates of the Primary Course have assumed positions of responsibility at the headquarters and in the field of international organizations, supporting the frontlines of peacebuilding, development assistance, and humanitarian aid activities. With 3 graduates in P5, 10 graduates in P4, and 35 graduates in P3, who are ranked to lead their own team in the field and contribute with responsibility in the headquarters, they support the activities of international organizations. These graduates are those who will be the supervisors of the new program associates when they start working as UNV in international organizations. This program has already been providing many career-developing supports for graduates and program associates to interact with each other and such a profoundly multi-layered network with the graduates, is one of the great assets of the program.

Current Position of the Japanese Graduates of the Mid-Career Course



Examples of the UN / International Organizations in which Japanese / Mid-Career Course Graduates work (JFY2015-JFY2021)

- IOM(International Organization for Migration) /9
- FAO(Food and Agriculture Organization of the United Nations) /3
- UNIDO(United Nations Industrial Development Organization) /1
- WFP(World Food Programme) /8
- ICC(International Criminal Court) /1
- ASEAN-Japan Centre /1
- UNDP(United Nations Development Programme) /7
- UN-Habitat(United Nations Human Settlements Programme) /2
- UNICEF(United Nations Children's Fund) /5
- IMF(International Monetary Fund) /1
- UNIC(United Nations Information Centres) /1
- UNHCR(United Nations High Commissioner for Refugees) /5
- ADB(Asian Development Bank) /1
- UNODC(United Nations Office on Drugs and Crime) /1
- ILO(International Labour Organization) /1
- UNESCO(United Nations Educational, Scientific and Cultural Organization) /1
- UNRCO(United Nations Resident Coordinator Office) /2
- WHO(World Health Organization) /2
- UNAIDS(Joint United Nations Programme on HIV/AIDS) /1
- UNS(United Nations Secretariat) /2
- WB(World Bank) /1
- INTERPOL(International Criminal Police Organization) /1
- UNOPS(United Nations Office for Project Services) /2
- UNFCCC(United Nations Framework Convention on Climate Change Secretariat) /1
- UNITAR(United Nations Institute for Training and Research) /1
- UNFIL(United Nations Interim Force in Lebanon) /2
- UNITAMS(United Nations Integrated Transition Assistance Mission Sudan) /1
- UNOCA(United Nations Regional Office for Central Africa) /1
- UNFPA(United Nations Population Fund) /1
- UNSOS(United Nations Support Office in Somalia) /2
- UNRWA(United Nations Relief and Works Agency for Palestine Refugees in the Near East) /3
- UNV(United Nations Volunteers Programme) /1

The majority of participants in the Mid-Career Course are already working for the United Nations and other international organizations, and others have also been engaging with government agencies and aid organizations that are at the forefront of peacebuilding, development, and humanitarian assistance. This is because the Mid-Career Course is designed to support further career development of those who have already started their careers in peacebuilding practices. (While the above materials are related to Japanese participants, all of international participants are basically staff members of P4/P5 ranks of the United Nations or other international organizations.) Even after completion of the Course, the graduates continue to develop their careers at the United Nations, other international organizations, and other peacebuilding-related organizations. The following is examples of those being promoted at the United Nations or other international organizations after participating in the Mid-Career Course.

The career progress of Mid-Career Course Graduates is illustrated as follows (Note to Reader: The identity of Mid-Career Graduates whose career progress is outlined in the report remain anonymous)

Example | 01

At the time of participation in the Course in JFY 2015, worked as Programme Officer (P3) of UNMAS/UNSMIL in Tunis. Having Developed the career from Programme Officer - Grants and Contracts (P3) of UNMAS/UNOPS to Programme Officer - Budget and Compliance (P3) of UNMAS/UNOPS in Iraq, and currently working as Cash for Work Project Manager (P4) of UNRWA.

Example | 02

At the time of participation in the Course in JFY 2015, worked as Head of the department of humanitarian assistance (P3) at the IOM Somalia office. Currently, working as Regional Migration Health Specialist (P4) at the IOM Regional Office for Middle East and North Africa.

Example | 03

Before participating in the Course in JFY 2016, served as United Nations Volunteer (UNV) Strategy Planning & Results Unit/Peacebuilding and Development Specialist in UNDP Afghanistan. Developing the career as Programme Manager for Disengagement, Disassociation, Reintegration & Reconciliation (DDRR) (P4) at IOM Cameroon, a post she currently holds.

Example | 04

At the time of participation in the Course in JFY 2016, served as DDR Officer (P3) at MINUSMA. Currently, working as a Programme Coordinator (P4) at UNODC.

Example | 05

At the time of participation in the Course in JFY 2017, served as Communications Specialist (P3) of UN Resident Coordinator's Office in Papua New Guinea. Currently, working as TICAD Partnership Specialist (P4) of UNDP Representation Office in Tokyo.

Example | 06

At the time of participation in the Course in JFY 2017, served as Knowledge Management Officer (P3) in UN-Habitat Afghanistan. Currently, working as a Programme Management Officer, Human Settlements (P4) in UN-Habitat Syria.

Example | 07

At the time of participation in the Course in JFY 2018, served as Project Manager (TVET and Entrepreneurship) (P3) in IOM Sierra Leone. Currently, acting as Head of Gambella Office, IOM Ethiopia.

Example | 08

Worked as Migration Health Emergency Response Officer (P2) at IOM Headquarters before participating in the Course in JFY 2019. Developing the career as Technical Officer (P3) as moved to WHO Headquarters.

Example | 09

At the time of participation in the Course in JFY 2020, worked as Head of Research and Policy Analysis Cluster, and Assistant Director of Japan-ASEAN Centre. Also, a Graduate of the Program for Human Resource Development in Asia for Peacebuilding in JFY 2009. Currently, serving as Head of Research and Policy Analysis Cluster.

Career Development through the Program

The The Program for Global Human Resource Development for Peacebuilding and Development is in its 15th year since the establishment of the Pilot Program for Global Human Resource Development in Asia for Peacebuilding in 2007. In these years, many graduates have been actively contributing to the fields of peacebuilding, development and humanitarian aid. The progress of those distinguished graduates is a great source of encouragement for new Program Associates. Of course, the graduates also make efforts to build their own careers daily. How to navigate life events is also a major issue, in addition to taking on challenges of the job in long-term career development. There are so many stories of career development for each graduate, and it is not possible to talk about them generally. However, it will be important to gain awareness as much as possible from the paths of many graduates. This fiscal year's Primary Course once again had many graduates contributing to the Course as facilitators and they shared their various insights. Here are a few elements of those contents.



Ms. Reina OTSUKA

Currently a Digital Innovation Specialist for UNDP, in areas of Nature, Climate and Energy. A Graduate of the Program JFY 2016. Between 2017 and 2020, served as Climate Data Innovation Specialist at UNDP New York Headquarters and Environmental Specialist at UNDP Rwanda. Deployed to UNDP Rwanda as UNV Environmental Specialist in the scheme of the Primary Course.

After working in the private sector, I increased my interest in international organizations. But I was wondering if it was too late to start a new career. Around that time, I happened to have a chance to talk to Mr. Toshihiro Nakamura, who is a facilitator of the Primary Course. I asked to him the question whether I was able to develop my career at international organizations. He said, "why not?" His words made me determined to apply for the Primary Course. By the time I had already had two children. It was not easy at all to do my UNV assignment in Rwanda. But I was determined to do my best by extending UNV contract to get as much experience as possible there. I ended up working for three years as a UNV and then obtained a P4 position at the headquarters. In the end the three-year experience as a UNV was a wonderful investment in myself.



Ms. Mari MASUOKA

In charge of operations in Supply Chain, for WFP Afghanistan since September 2021. A Graduate of the Program JFY 2013. Before Afghanistan Mari was deployed to WFP Yemen, WFP Nigeria, WFP HQ in Rome, and WFP Myanmar in charge of various activities in Supply Chain, such as Cash Based Transfer and Commodity Vouchers, Head of sub-office, Logistics, Shipping, and Budget and Programming implementing emergency operations. Mari has a bachelor's degree from Keio University, and MSc in Social Policy from London School of Economics and Political Science.

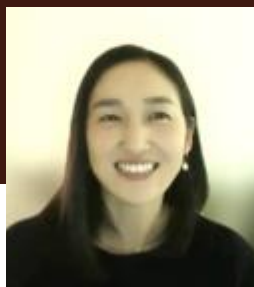
The first three years in the UN system are of crucial importance for career development, in my opinion. This is the golden opportunity to have various experiences in many areas, to actively learn, to collect information and to analyze if you and your skills and newly acquired knowledge fits the particular organization; to see if this work enriches your life and strengthens how your skills can contribute to the team, and indeed to the organization. These kinds of analysis will surely help you in long-term career planning. I would like to also highlight the importance of continuously cultivating your soft skills, and to be strategic, passionate and optimistic!



Mr. Hiroshi KUWATA

Currently the Project Coordination Specialist at UNDP New York Headquarters. A Graduate of the Program JFY 2013. Between 2015 and 2020, worked as Project Coordinator for Emergency Rehabilitation of Flood Affected Basic Service Facilities at UNOPS Sudan, Head of the Office of the Resident Coordinator in Bhutan and Partnership/Resource Mobilization Specialist for UNICEF/UNDP in South Sudan. Deployed to UNDP Bangladesh Chittagong Hill Tracts Development Facility (CHTDF) as UNV Programme Officer - Decentralized Governance and Peace Building in the scheme of the Primary Course.

I am currently working at the headquarters in New York, but I spent 10 years at various field offices. It is my great asset that I encountered so many excellent colleagues at field offices. For instance, I was deeply impressed by one of my bosses who constantly executed tasks difficult to achieve alone by mobilizing his distinguished network with various kinds of experts. I was so impressed that I find it important to develop my career by combining my experiences both at field offices and the headquarters. If you work diligently on your daily tasks, you will gain experience that will be valuable during your job interview. This does not mean that we continue to recall relevant competencies every day at every single aspect of our work. We simply prepare for each specific position by utilizing our various experiences.



Ms. Risa FUJIMURA

Currently, serving as M&E and Programme Specialist for the Joint UNDP-DPPA Programme on Building National Capacity for Conflict Prevention in New York. Between 2014 and 2019, served as Associate Political Affairs Officer in the Department of Political Affairs (DPA), Associate Expert with the Financing for Peacebuilding Branch, Peacebuilding Support Office, and Programme Specialist in UNDP Syria. Deployed to UNDP Programme for Assistance to the Palestinian People (PAPP) as UNV Governance Analyst in the scheme of the Primary Course.

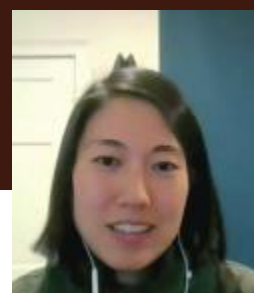
The exciting aspects of working at the UN would certainly include working together with national staff on an equal footing. It is especially so at field offices. We can learn quite a lot from national staff who are familiar with context in the local society. What is great at field offices is that we can be very creative and often take initiative by transforming our own ideas into concrete forms. We must be very careful, however, not to be workaholics at field offices. It is imperative to have activities other than work, i.e. a work/life balance, ideally having non-work channels with people in the local society. I am now pursuing a new career in New York by extending my scope at the headquarters.



Mr. Koji KUMAMARU

Project Manager, GCF funded Water Security Project, ACWA. UNDP at Marshall Islands. A Graduate of the Program JFY 2011. Over 12 years, worked in development, humanitarian and peacebuilding settings for Water, Sanitation and Hygiene (WASH) programme with UNICEF and IOM in the Sub-Saharan Africa including fragile, and conflict affected states such as Somalia and South Sudan. Spearhead an effort to mainstream climate change adaptation into Water Sector and policy development in the Asia Pacific Region with Ministry of the Environment while enhancing private sector engagement and innovation at UNICEF PFP as a Corporate Partnerships Specialist in Geneva and Tokyo. Deployed to IOM Somalia Office in Kenya as UNV WASH Specialist in the scheme of the Primary Course. Earned a doctorate degree (Ph.D.) in water resources engineering in 2011.

After having a myriad of field experiences in countries like Somalia and South Sudan, at agencies like UNICEF and IOM, and working for the Japanese Ministry of the Environment, I am now managing climate-resilient WASH project at UNDP in the Marshall Islands. My lifework is to strive for Humanitarian-Development-Peace Building nexus through Water Security, thus blending different spectrum such as climate change and private sector engagement, have enriched my career and I always welcomed and enjoyed various experiences in the different agencies. But when I experienced medevac from South Sudan and was hospitalized in Kenya, it was shocking experience that left me facing an uncertain future, particularly regarding how I could go back to the field to continue serving those vulnerable children and mothers. On this occasion, my friend from the same year group in the Primary Course came over to the hospital and was with me and allowed me to express my vulnerability, which inspired me to get well and go back to the field in South Sudan.



Ms. Aiko WATANABE

Currently, serving as Programme Management Officer at Department of Peace Operations, UN Secretariat. A Graduate of the Program JFY 2008. Between 2011 and 2018, served as Coordinator for Economic Cooperation at Embassy of Japan in Ethiopia, and Associate Political Affairs Officer, Political Affairs Officer, Reporting Officer and Project Officer at UN Secretariat. Deployed to UNDP Kosovo as UNV Programme Analyst, Democratic Governance in the scheme of the Primary Course.

For me, resting is a part of work. So in order to work well, you need to rest well. If you simply continue to work hard, you will eventually exhaust yourself. If, at some point in your career, you find yourself in a position where you manage others, then this point takes on even more importance; if the boss does not rest, your staff will find it difficult to rest. If you want to work effectively, as a team but also as an individual, you need to know how to take rest effectively. Resting means switching off. But as many switched to working from home due to the pandemic, it has become more difficult to set clear boundaries between switching on and off. We expect - or at least hope - to develop our careers in a single, upward sloping line. But in reality, this is never the case. Our careers and lives will always encounter many twists and turns; what is thus important is how we handle these curveballs, and how we can continue to develop our careers while balancing our lives as well.



Ms. Eri SUZUKI

Currently, the Child Protection Specialist at UNICEF Regional Office for Eastern and Southern Africa, Nairobi, Kenya. A Graduate of the Program JFY 2007. Between 2006 and 2018 served as Child Protection Officer and Child Protection Specialist in UNICEF Sierra Leone and Child Protection Specialist at UNICEF Regional Office for South Asia. Deployed to United Nations and African Union Hybrid Mission in Darfur (Peacekeeping Operation) in Sudan as UNV UN/AU Civil Affairs Officer through the Primary Course.

There are many unexpected life events that we face. There is always uncertainty in our career, not just because of changes in our jobs, but because of family commitments. It is very important to be flexible and to enjoy such a lifestyle. I always discuss applying for new positions with my husband and children, and consider the living environment for us. It is very important for me to ensure a good environment for my family. Before I joined UNICEF, I worked for a peacekeeping mission. The experience convinced me of my inclination towards development work and I have been working for UNICEF ever since. It is so important to develop your career while finding suitable environments for your life.



Ms. Marie ONIWA

Currently the Reintegration Specialist for UNDP South Sudan, in support of the Revitalized Agreement on the Resolution of the Conflict of South Sudan (R-ARCSS) peace agreement (DDR). A Graduate of the Program JFY 2007. Diverse experiences in Peace and Security include serving as Senior Gender and Election Advisor at United Nations Organization Stabilization Mission in the Democratic Republic of Congo (MONUSCO), Special Advisor on Sexual Violence in Conflict for UN Women DRC to advocate Women Peace Security agenda and Senior Women Protection Adviser at MONUSCO to address Sexual Violence in Conflict in DRC.

The most important thing in career development is to have a vision. My own vision for career development is to specialize in Peace and Security. I always asked, "how will this work be meaningful for my career in the field of Peace and Security?" and prioritized what I really wanted to do accordingly. I have worked for various organizations. Once, I undertook a field very remote hard duty position, which is lower grade than the one I was holding at that time. This was in accordance with my vision of becoming an expert on Peace and Security. I tried to make most of the challenges and to do my best. Somehow the roads seemed to connect! My career went up and down but somehow was best connected to some pathway. A positive vision can be something to develop to get you going. Our career moves consistently, and we gain diverse experiences along the way.

Conversations with a Peacebuilder

Facilitators for the Global Human Resource Development Program training courses are known to be contributors of international peacebuilding activities and active officials at international organizations. They serve as role models for future peacebuilders. Participants of the training courses benefit greatly from intensive engagements with the facilitators, especially by learning deep insights on their exciting career development. The Director of HPC, Dr. Hideaki Shinoda, had an engaging conversation with one of our facilitators of the Primary Course, Ms. Lisa Reefke.



Lisa REEFKE

Currently, the Senior Political Affairs Officer/Deputy Chief, Political Affairs Service for the United Nations Assistance Mission in Afghanistan (UNAMA 2019-present). She was a participant in the Mid-Career Course of the Program in JFY 2018. Previous professional experiences are with the UN Mission in South Sudan (UNMISS) facilitating the Mission's political outreach and analysis in support of the South Sudan peace process and National Dialogue (2013-2019); Facilitated good offices for an inclusive inter-Burundian dialogue process at the Office of the Special Adviser to the Secretary-General on Conflict Prevention in Burundi and supported conflict analysis, stakeholder mapping and strategic planning (2016); Political Adviser and Special Assistant to the Force Commander and Head of Mission of the UN Interim Force in Lebanon (UNIFIL 2009, 2010-2013); Worked at the UNHQ Department of Peacekeeping Operation, Office of Operations, Asia and Middle East Division (2006-2010, 2013); Executive Assistant to the Special Representative of the Secretary-General (2005-2006) for the UN Office in Timor-Leste (UNOTIL) / UN Integrated Mission in Timor-Leste (UNMIT); Previously worked with UNDP Timor-Leste (2003-2004), and the UN Institute for Training and Research (UNITAR), Switzerland (2002).

[Dr. Shinoda] You have been working with UN for many years. What paved the way for you to enter the Organization in the first place?

[Ms. Reefke] Upon completion of my studies in political science and international law, I saw the announcement of an internship opportunity at international organizations financed by the German Government. During my internship with the UN Institute for Training and Research (UNITAR) in Geneva, I supported implementation of a fellowship programme at the Hague Academy of International Law where I exchanged with experts on multilateral diplomacy. The experience shaped my interest to explore careers in the UN. I found the work at the UN to be very rewarding and diverse.

[Dr. Shinoda] What aspects of the UN attracted you, especially as a Political Affairs Officer?

[Ms. Reefke] I first worked at the UN Development Programme (UNDP) in the area of development and post-conflict recovery in Timor-Leste.

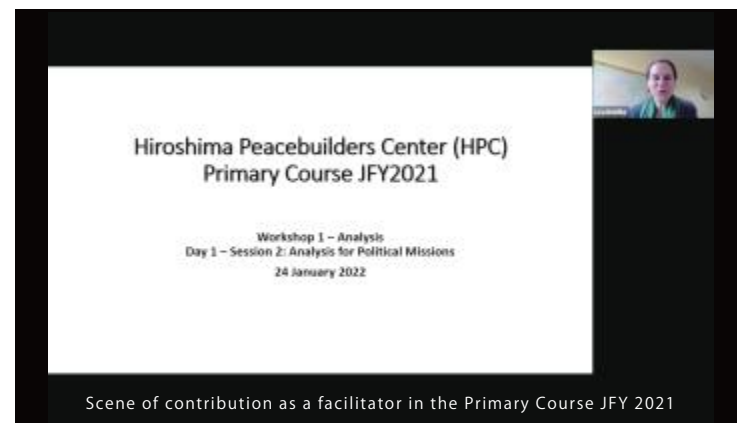
But then I realized that solutions would come at the political level. Serving as a Political Affairs Officer with UN peace operations and at UN Headquarters, I became passionate about political engagement and analysis. During my career, I have had opportunities to facilitate political and peace processes, including national dialogues and peace mediation. UN peace missions seek solutions even in the most complex situations. The endeavor of the UN for peace stimulated my interest, providing me an entry point to pursue and contribute to peace. In this way I developed my career in the UN.

[Dr. Shinoda] So you became convinced that the UN was the environment in which you could pursue what you would like to pursue.

[Ms. Reefke] Yes. The UN engages in a broad range of thematic areas. In my case, I have been working mainly with UN peacekeeping and special political missions. I have acquired expertise mainly in the areas of political affairs, and enjoy learning about other areas by working with a broad range of thematic experts at the UN. This is a great motivation.



Scene of participating in the Mid-Career Course JFY 2018



Scene of contribution as a facilitator in the Primary Course JFY 2021

[Dr. Shinoda] But I am sure that there have been ups and downs in your career. What enabled you to sustain your career in the UN?

[Ms. Reefke] I was lucky enough to work with so many great colleagues. When I started out in Geneva, I was able to understand how the UN system works when applying for multiple positions. It is pivotal not to get demotivated or lose sight at the outset of one's career. I had the unique opportunity to work in Timor-Leste which motivated me immensely and was an eye-opening experience for me. I never wanted to leave the UN ever since. I met Mr. Sukehiro Hasegawa (then Deputy Special Representative of the Secretary-General for Timor-Leste and Deputy Head of the United Nations Mission of Support to East Timor (UNMISSET)), also a facilitator of the Primary Course. Mr. Hasegawa offered me his mentorship which I have enjoyed for 20 years now. He always challenges me to learn and grow, so that I can contribute to the efforts of the Organization, which I truly appreciate. My career growth in the UN would not have been possible without notable colleagues like Mr. Hasegawa.



Encountering Mr. Sukehiro HASEGAWA in Timor-Leste (UN Photo/Mark Garten)

[Dr. Shinoda] I am impressed to hear that the beauty of working in the UN is to work with excellent colleagues in a good team including your senior mentor-like colleagues.

[Ms. Reefke] Working in a good team will have a significant impact on your work or the people you serve. We are in countries where people need support in one way or another. There are always many small things around you at your level that you can do to make a difference through engagements with the population in need.

[Dr. Shinoda] That sounds exciting indeed and resonates with the overall philosophy of HPC implementing the Program for Human Resources Development. We always talk about the way we can become a good colleague of a good team. Anyway, can you then kindly describe the changes you have experienced in your career at the UN as a result of your rich experiences of working with excellent colleagues?

[Ms. Reefke] That is an interesting question. I feel that I have grown professionally and personally after 20 years of working with the United Nations, including at Headquarters in New York and Geneva, and in many conflict-prone countries like Timor-Leste, Lebanon, South Sudan, Burundi, and currently Afghanistan. Each country has its own unique circumstances. Political analysts need these various elements that inform conflict and peace dynamics. Also, a broader understanding about UN agencies and partners and what they can do and cannot do helps me identify who should be consulted, how, and when. I did not have the same professional understanding of these issues when I started my career 20 years ago. I constantly seek to develop myself. I recall that Mr. Hasegawa often uses the famous quote from Albert Einstein, "We cannot solve our problems with the same thinking we used when we created them." And this is so true.

[Dr. Shinoda] That is a great manner of expression towards professionalism. You have worked in so many hardship areas and thus I have been wondering what your motivating factors are. You have already pictured it for us, but can you describe the source of your professionalism once again in a bit more in detail.



The UN have been assisting the peace and stability of Afghanistan (UN Photo/Fardin Waezi)

[Dr. Shinoda] It all sounds so encouraging. But working in a hardship area, for instance, in Afghanistan in early 2022, must invite many challenges. Can you describe the way you tackled those challenges in your current job environment?

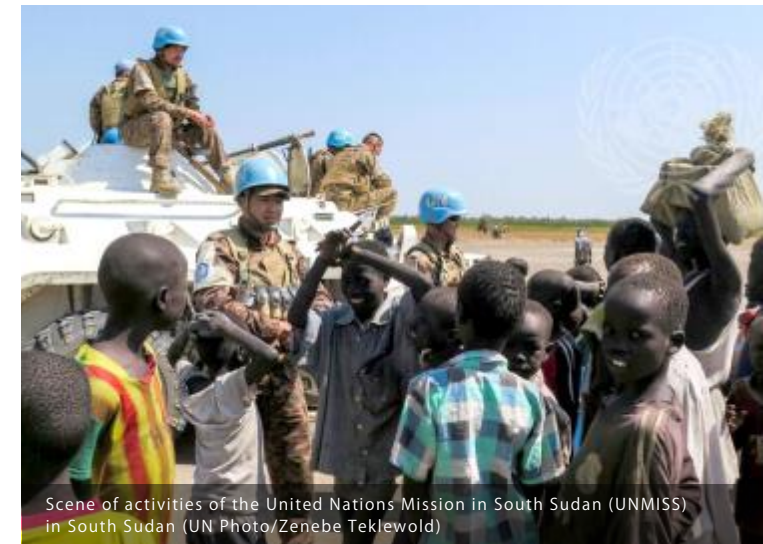
[Ms. Reefke] There are many challenges. With the new de facto authorities in power, the international community wants to preserve the gains which have been built over the last 20 years. The UN seeks to facilitate communication at all levels. We need to promote bridges between different world views in order to avoid or resolve conflicts. Navigating different world views is challenging, but it is the only way.

[Dr. Shinoda] I am so amazed to see you so constructive and forward-looking. I highly respect you and admire your professionalism. Now, let me ask for your final advice to the graduates of the Program as well as future Program Associates and participants in the Program who aspire to develop their careers at international organizations in order to close this thought-provoking conversation.

[Ms. Reefke] I have several points to highlight in such a context. One of them is that the areas the UN covers are very broad. Choose your area of expertise, either in the area of international peace and security, development or humanitarian work. Be open to learn from others, be curious, creative and transformative in your thinking and challenge yourself constantly to excel. Be passionate about your work, that keeps you motivated. Another piece of advice is to work well with your team. Empower each team member, work with them, support them. At the same time, working with colleagues and partners more broadly across organizations is really rewarding and helps you perform better. Lastly, always look out for your own mental health and those of your colleagues. Be mindful of the challenges they might encounter. Their challenges might be different from yours, so be aware when they need your support. And finally, enjoy and appreciate the diversity of experiences that the UN has on offer!

[Dr. Shinoda] So your interest began by finding solutions to political problems, and then, you found excitement in working with your colleagues at the UN.

[Ms. Reefke] Well, I would say that the purposes and principles of the UN Charter have always been important in navigating my career especially at peacekeeping or political missions. While that is true, working collectively with my colleagues is another motivating factor for me. If you have a good team, with colleagues and teammates who are inspired by the UN values, your experience at the UN will be very special. What I learned in the UN is that you really need to invest in your team. You really need to make your team shine. It is not about you as an individual, but your collective experience and achievements that make a difference. Having an excellent team allows you to reach beyond what you can achieve alone. It is a most rewarding and most beautiful part about working at the UN. I must add though, that maintaining a good team is hard work.



Scene of activities of the United Nations Mission in South Sudan (UNMISS) in South Sudan (UN Photo/Zenebe Teklewold)

[Ms. Reefke] There are various elements. First, I wish to support the people on the ground. The work of Political Affairs Officers is to help stakeholders find political solutions. It is very often a long and hard work, which requires building relations and trust. This desire to contribute is paramount to me. I appreciate working in the field, because you can only truly know the situation on the ground when you are on the ground. By talking to the people there, you can see clearly the purpose of your work. Through a social reintegration program for ex-combatants in Timor-Leste, the national dialogue process in South Sudan, and many other peace-related activities, I have come across wonderful people who aspire to contribute to peace in their societies. But it is also true that the field work sometimes entails difficult or even heartbreaking elements. I need to emphasize the importance of keeping your mental health and that of your colleagues in check. I would also stress that the experience of working at the headquarters helps to broaden perspectives, which is equally important.